REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: January 25, 2017

CAO File No. 0220-05338-0000
Council File No. 16-0600-S10
Council District: All

To: Personnel and Animal Welfare Committee

From: Patricia J. Huber, Acting City Administrative Officer

Reference: 2016-17 Adopted Budget

Subject: **STRATEGIC HIRING PLANS FOR ALL CITY DEPARTMENTS**

RECOMMENDATION

That the Council note and file this report insomuch as it is provided for informational purposes only.

SUMMARY

Pursuant to the adoption of the 2016-17 Budget on May 19, 2016, the Council directed this Office to report to the Personnel and Animal Welfare Committee with long-term strategic hiring plans for all City departments, with priority given to plans associated with positions required for sidewalk repair and tree trimming.

Pursuant to Executive Directive No. 15 (issued April 29, 2016) all departments were directed to complete and submit an Equitable Workforce and Service Restoration Plan (Plan). These Plans were to address front-line services, succession planning, and technology needs, to bolster critical City services and to address any gaps in service delivery. Completed Plans for all City Departments are attached.

In the Proposed Actions to Address the 2016-17 Deficit Report released by this Office (C.F. 16-1322), it was recommended that departments prioritize and expedite the hiring of fully special-funded positions and/or positions required to implement mandated programs, such as positions for the Sidewalk Repair Program. In their submitted Plans, the Board of Public Works and the Bureaus of Contract Administration and Street Services all indicate that positions for the Sidewalk Repair Program are included in their highest priorities for hiring.

FISCAL IMPACT STATEMENT

This report is provided for informational purposes only. There is no fiscal impact.

PJH:MAF:11170036c

Attachments – All Submitted Departmental Equitable Workforce and Service Restoration Plans (in alphabetical order with proprietary departments' plans at the end)

Department of Aging
Equitable Workforce & Service Restoration Plan- ED 15

INTRODUCTION

By 2017, it is estimated that 38% of the Los Angeles Department of Aging (LADOA) employees will be eligible for retirement. More specifically, 15 of the 39 employees will be eligible for either early (4) or regular (11) retirement.

LADOA's mission is to improve the quality of life, independence, health and dignity of the City's older population by managing community based senior programs that are comprehensive, coordinated and accessible, and to advocate for the needs of older citizens and their family caregivers.

LADOA's future goals are to be able to expand to meet the needs of the vast growing and diverse elderly population within the City of Los Angeles. It is estimated that the amount of seniors in the Los Angeles area could double by the year 2020*. In line with the Mayors wishes, our goal is to assist in making the City "The best place to grow old in the world."

Table 1 (below) contains a list of Departmental classes that will be effected and the percentage of employees eligible to retire within each one.

	Job Class	Employees	Eligible to retire	% Eligible to Retire	Regular	Early
Upper Management	General Manager Dept. Of Aging	1	1	100%		1
Professionals	Accountant II	3	1	33%	1	
	Sr. Accountant II	1	1	100%		1
	Pr. Accountant II	1	1	100%		1
	Auditor I	1	1	100%	1	
	Nutritionist	1	1	100%	1	
	Comnty Program Asst III	1	1	100%	1	
	Management Analyst II	5	2	40%	2	
	Sr. Mgmt Analyst I	5	2	40%	2	
	Sr. Mgmt Analyst II	1	1	100%	1	
IT Support	Sr. Systems Analyst I	1	1	100%		1
Admin Support	Sr. Clerk Typist	1	1	100%	1	
	Exec Admin Asst III	1	1	100%	1	
	TOTAL	23	15	65%	11	4

As you can see, there is a considerable amount of employees in the above classes that will be eligible to retire.

100% of the following classifications will be effected: General Manager, Sr. Accountant II, Principal Accountant, Auditor, Senior Management Analyst II, Senior Systems Analyst II,

*Facts about California's Elderly- Data and Statistics (2012). Retrieved from www.aging.ca.gov/data_and_statistics/facts_about_**elderly**/

Nutritionist, Community Program Assistant, Senior Clerk Typist and Executive Administrative Assistant.

Essentially the entire financial division and IT support of LADOA will be eligible to retire by 2018. This represents a wealth of knowledge and experience that would prove detrimental to the department in the wake of their impending departures.

MEETINGS

Personnel Department staff met with LADOA Management Staff and analyzed the LACERS data. Those in attendance were Hosie Thomas, Jr., Sr. Personnel Analyst II and Jacyn Clayton, Management Assistant of the Personnel Department and Laura Trejo, General Manager, and James Don Assistant General Manager of the Department of AGING.

On August 22nd, a meeting was held between Personnel Department General Manager Wendy Macy and her succession plan team which included staff from ITA and the Personnel Department and LADOA General Manager Laura Trejo, Assistant General Manager, James Don, Senior Management Analyst II, Marco Perez and Liaison Services Staff, Personnel Director II, Gina Tervalon.

TARGETED HIRING

On April 29, 2016, Mayor Garcetti issued Executive Directive 15. In the plan, the Mayor has asked Departments to find ways to participate in the targeted local hiring program. Although AGING would not be able to participate due to the lack of available positions in those classifications, they are able to offer a pool of qualified candidates through their already established **Older Workers Employment Program (OWEP)**.

Building on the foundation of SCSEP (Senior Community Service Employment Program), LADOA requested funds to assist homeless or at risk seniors with job skills training to secure a source of income. The adopted FY2016-17 Budget included funding for the LADOA to develop and implement an **Older Workers Employment Program (OWEP)**. The OWEP will provide job skills training and paid on-the-job training for seniors that are either homeless or at-risk of homelessness. In preparation of the July 1, 2016 implementation date, the Department conducted outreach to local homeless service providers about the OWEP. The LADOA negotiated partnerships with Los Angeles Mission, Good Shepard, Single Room Occupancy Hotel Inc.'s Veterans Transitional Housing, Los Angeles Christian Health Center, Urban League, and Goodwill Industries to provide referrals of eligible seniors and to host on-the-job training sites. The department held a screening enrollment event to assist seniors to prepare the enrollment applications and collect required documentation. LADOA has also been negotiating with host agencies to provide for the OWEP participants.

TECHNOLOGY

The software that is currently in use by Aging is strictly for data entry. The Department hopes to find software that can also be used for analytical purposes to better assist the people of Los Angeles.

*Facts about California's Elderly- Data and Statistics (2012). Retrieved from www.aging.ca.gov/data_and_statistics/facts_about_**elderly**/

FINDINGS

With the population of seniors estimated to at least double by 2020*, It will be necessary to increase the number of positions within the department to be able to better serve this growing population and to meet the Mayors goal of becoming a destination for the aging population.

LADOA has few positions compared to other departments and they are highly specialized. One classification of specific concern is the Social Worker series. As the classification becomes more specialized and the skill sets evolve the department foresees a need to create promotional opportunities to assist in retention efforts.

In the Accounting classifications, All City Departments are competing to acquire the best candidates from a very short list. Throughout the City, Departments are recycling the same candidates from department to department. With LADOA facing the loss of much of its finance division, it is hopeful that there will be proactive measures in recruiting qualified candidates in these fields.

RECOMMENDATIONS

After meeting with the Department and discussing concerns regarding succession planning, the following courses of action were discussed.

- Promotional Opportunities for highly specialized positions.
  - Work with the Personnel Department to make specialized positions with similar qualifications to be equivalent to the MA series. This would allow for promotional opportunities going on through the Senior Management Analyst series. This would aid the Department in recruiting and becoming more competitive with other senior serving organizations.
  - Work with the Personnel Department to begin offering continuous examinations for classifications in the accounting field. This would allow the City as a whole the opportunity to draw more qualified candidates on a more consistent basis.
- More positions to accommodate a growing population.
  - Foreseeing a boom in senior citizens, The Department hopes to acquire more funded positions to be able to better serve the growing senior community with increased programming, outreach, and social services.
- Analytical Software
  - With the Assistance of ITA, The Department of Aging would like to implement a software program that will allow them the ability to better analyze the information they receive from clients. This will allow the Department to increase City services where needed and identify and address service gaps when necessary.

*Facts about California's Elderly- Data and Statistics (2012). Retrieved from www.aging.ca.gov/data_and_statistics/facts_about_**elderly**/

- Older Workers Employment Program
  - The Department of Aging would like to see the City utilize the participants of the newly established Older Workers Employment Program as a part of the Targeted Local Hiring Initiative.

SUMMARY

The Department of Aging will continue to work with the City's Personnel Department as it moves forward with its Succession Plan, IT Plan, Targeted Local Hiring Program, and Recruitment efforts. The Department is confident that that these proactive efforts will allow them to provide better and more efficient services to the Seniors of Los Angeles in the future.

CONTACT

This report was prepared by Jacyn Clayton and additional information about LADOA can be found at http://aging.lacity.org/ .

*Facts about California's Elderly- Data and Statistics (2012). Retrieved from www.aging.ca.gov/data_and_statistics/facts_about_**elderly**/

CITY OF LOS ANGELES
WORKFORCE PLANNING

Department of Animal Services



Department of Animal Services
Strategic Workforce Plan
September 2016

BACKGROUND

According to the International Public Management Association (IPMA), "Workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives."[1]

Effective planning ensures the City's workforce has a comprehensive vision for sustainability as we move into the future. A successful workforce planning program will anticipate the workforce gaps and needs to ensure the City's workforce is able to continue to provide exceptional service to the residents of Los Angeles. The City's Civil Service process provides a system where Departments and Bureaus are able to draw from a pool of viable candidates who have the required experience, taken the necessary tests, and scored well enough to be placed on an eligible list.

Yet according to the Los Angeles City Employees Retirement System figures, nearly 46% of the City of Los Angeles' civilian workforce will be eligible for retirement, either early or regular, as of June 30, 2018.

If the City's retirement-eligible employees do leave in the next two years, along with their institutional knowledge, City operations will be significantly impacted. Therein lays the challenge for the City, and more specifically the Department of Animal Services to recruit, hire, and train a new generation of employees to meet the demands of the 21st century.

In an effort to address the impending loss of our most valuable resources, our City employees, the Personnel Department has embarked on a Succession Planning project, in coordination with other City Departments and Bureaus, to address the large number of City employees who will be retirement-eligible within the next two years.

INTRODUCTION

By 2018, projections indicate that approximately 23% of the Department of Animal Services' employees will be eligible for retirement. Specifically, 78 of the Department's 344 employees will be eligible for early or regular retirement. Table 1 contains a list of Department classes and the percentage of employees eligible to retire within each one.

[1] International Public Management Association (IPMA), Workforce Planning Resource Guide for Public Sector Human Resources Professionals (2002) http://www.publicpower.org/files/Member/IPMACPSWorkforcePlanningBooklet.pdf

The purpose of this report was to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies, included below, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

ANALYSIS

Table 1 below contains a list of Department classes and the percentage of employees eligible to retire within each one, either through regular or early retirements, as of June 30, 2018. The classifications in red indicate classes with 100% eligible to retire.

Table 1 – Department of Animal Services % Eligible to Retire by Class as of June 30, 2018

(Data Capture Date from LACERS: August 2, 2015)

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accountant II	1	0	0%	0	0
Accounting Clerk I	2	0	0%	0	0
Administrative Clerk	34	9	26%	6	3
Animal Care Technician	154	20	13%	12	8
Animal Care Technician Supervisor	14	3	21%	1	2
Animal Control Officer I,II	73	12	16%	3	9
Assistant General Manager	2	1	50%	0	1
Chief Veterinarian	1	0	0%	0	0
Clerk Typist	33	12	36%	6	6
District Supervisor – Animal Reg	02	0	0%	0	0
Director of Field Operations (* one position is filled with a substitute authority)	3*	2	66%	1	1
Executive Admin. Assistant I,II,III	1	1	100%	0	1
General Manager	1	1	100%	1	0
Management Analyst II	2	0	0%	0	0
Payroll Supervisor I	1	0	0%	0	0
Public Relations Specialist II	1	0	0%	0	0
Senior Accountant I,II	1	1	100%	1	0

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Senior Animal Control Officer I,II	11	4	36%	3	1
Senior Administrative Clerk	8	5	63%	3	2
Senior Management Analyst I,II	1	1	100%	1	0
Senior Systems Analyst I,II	1	1	100%	0	1
Systems Analyst I,II	1	1	100%	1	0
Systems Programmer I	1	0	0%	0	0
Veterinarian	5	1	20%	1	0
Veterinary Technician	25	12	48%	10	2
TOTALS	**345**	**78**	**23%**	**44**	**34**

In the following classes, *all* of the incumbents will be eligible for a regular retirement by June 30, 2018:

Executive Administrative Assistant
General Manager
Senior Accountant
Senior Management Analyst
Senior Systems Analyst
Systems Analyst

DATA ANALYSIS

The Personnel Department's support for the Department of Animal Services reviewed the data and analyzed where the Workforce Planning Program should focus and areas of improvement. The data indicated the two most immediate concerns are on the Clerical and Systems support class series and those most central to the Department's function: the care and control of animals.

Table 2 – Animal Care and Control Series

Class	Positions	Eligible to retire	%
Animal Care Technician	154	20	13%
Animal Care Technician Supervisor	14	3	21%

Animal Control Officer I,II	73	12	16%
Director of Field Operations	3	2	66%
District Supervisor	2	0	0%
Senior Animal Control Officer I,II	11	4	36%
Veterinarian	5	1	20%
Veterinary Technician	25	12	48%

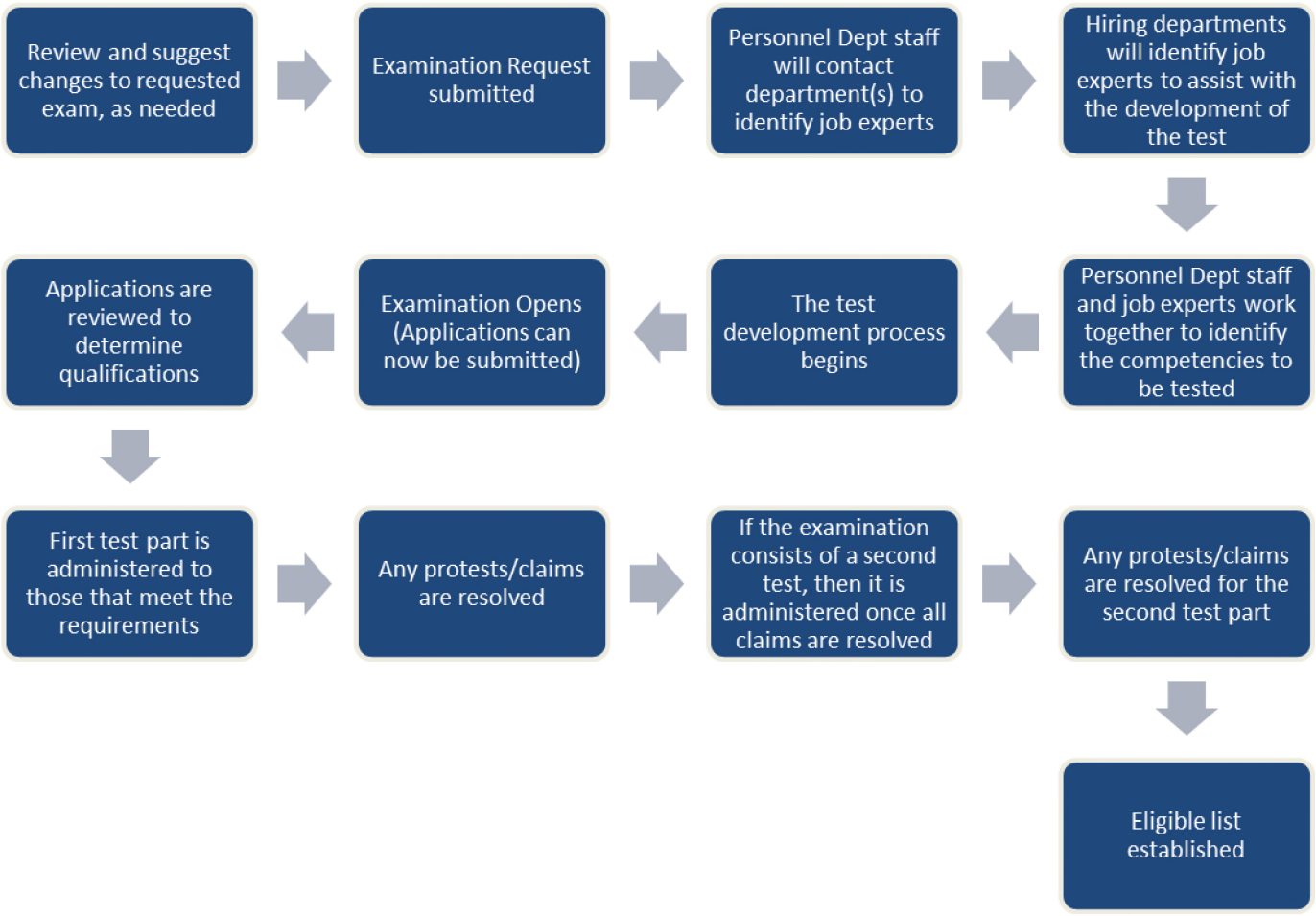
Table 3 – Clerical/Systems Support Series

Class	**Positions**	**Eligible to retire**	%
Administrative Clerk	34	9	26%
Executive Admin. Assistant I,II,III	1	1	100%
Senior Accountant I,II	1	1	100%
Senior Administrative Clerk	8	5	63%
Senior Management Analyst I,II	1	1	100%
Senior Systems Analyst I,II	1	1	100%
Systems Analyst I,II	1	1	100%
Systems Programmer I	1	0	0%

FINDINGS

The Department of Animal Services is facing some of the same loss of resource challenges that other City departments are facing. However, in contrast, the Department of Animal Services is open and seeking ways to actively meet those challenges. Management is engaged and ready and the employees are receptive to the idea of changing their perception of the hiring process and succession planning in general. The staff in the Department will work to ensure the plan is implemented in close collaboration with the Personnel Department.

As an outcome of conversations with Personnel Department, the following chart was developed to illustrate the major steps from the time an Examination Request is submitted to the time the eligible list for that job classification is established.



Although the timeline sometime varies, depending on the examination, the goal is 120 days from the day the bulletin opens to establish an eligible list for examinations with only one test (e.g., only written) to 150 days from the day the bulletin open to establish the list for examinations with more than one test (e.g., written and interview).

Note: The classification of Animal Control Officer for the Department of Animal Services has required extensive background investigations which have significantly increased the amount of time in the hiring process.

DISCUSSION/RECOMMENDATIONS

The following specific concerns, issues and suggestions related to the hiring and succession planning process will continue to be discussed with the Personnel Department.

The recommendations, indicated in *italics*, were made by the Personnel Department. The recommendations below are not all inclusive and will continue to be developed as succession planning moves forward.

Area	Recruitment/Retention
Concern	**Increase Gender Equity in City operations.**
Recommendations	1. *Share in the Mayor's goal to increase gender equity in City operations by employing recruitment strategies such as outreach and campus recruitment efforts.*
Concern	**The numbers of qualified candidates are low.**
Recommendations	2. *Continue and expand college recruiting and continue on a recurring basis to ensure the best and brightest are recruited into the City* 3. *Encourage recruitment for student workers through existing employees and other student workers which promotes quality and diversity* 4. *Entertain college recruiting and look for ways to make the excellent (exempt) candidates regular City employees* 5. *Explore avenues hiring veterans through various military organizations* 6. *Establish additional career paths within the Department of Animal Services to encourage retention* 7. *Develop a cross-training program within the Department to assist in the growth and development of existing employees* 8. *Budget additional entry level Department trainee positions* 9. *Use 12 month probation period to allow for full evaluation of probationary employees* 10. *Personnel staff supporting the Department must proactively collaborate with Personnel Recruiting staff to bring best qualified candidates in, as follows:* ***Recruitment Methods Used by the Personnel Department*** ***Personnel Department's website,*** *per.lacity.org – The Personnel Department website is linked to Neogov's integrated online job board, Governmentjobs.com. Governmentjobs.com is an online government sector job board utilized by over 5,000 public sector employers nationwide. All the open job opportunities that are listed in the Personnel Department's website under "Exams Open to All" are automatically listed in Governmentjobs.com.* ***Social Media Platforms*** *- The Personnel Department has recently started using social media channels to recruit for all the open job listings. The Personnel Department posts job opportunities on weekly basis in Facebook, Twitter, LinkedIn and Instagram. The Personnel Department's social media*

	followers are steadily increasing and we currently have over 2,400 likes in Facebook. ***City of LA website*** *– The City of Los Angeles website lacity.org is a gateway for job seekers that are looking for employment with the City. The City of LA website directs job seekers to per.lacity.org to find current job listings and to initiate the application process.* ***Jobsla.org Website*** *– The Economic and Workforce Development Department (EWDD) manages the jobsla.org website where employment information can be found for the Los Angeles Region. City of LA job opportunities posted through Neogov and listed under Exempt Job Opportunities are also listed in the Jobsla.org website.* ***College and Universities Career Center*** *– The Personnel Department utilizes the respective university career center job boards to advertise job opportunities to college students and graduates when the examination requires applicants to have a degree.* ***Professional or Trade Associations -*** *Professional and trade organizations in a variety of fields are used to reach out to individuals with a specific skill set.* ***Social Media for Associations*** *– The Personnel Department is able to connect with the social media platforms of associations, if they exist, to advertise job opportunities that require a specialized skill set.* ***Career or Job Fairs*** *– The Personnel Department may also attend Job Fairs or Career Fairs in order to actively seek applicants with a particular skill set.*
Area	**Examining**
Concerns	- Examination process takes too long, no standardized approach by exam analyst. - Open candidates should be above promotional candidates for some of the technical classifications when open candidates score higher. Promotional candidates sometimes lack the needed experience.
Recommendations	*11. Seek ways to expedite the hiring process (6-8 months is too long). Educate Department staff on the hiring process so they are engaged partners* *12. Ensure staff is working closely with Personnel Department's Examining Division so the correct material is included on exams and the best candidates are being selected* *13. Request on-going open application and testing process for Animal Care and Control classifications*

Area	Background Investigations
	- Background investigation process takes too long, losing valuable candidates, resources and time
Recommendations	*14. Seek ways to expedite the background investigation process* *15. Ensure staff is notifying and working closely with Personnel Department's Background Unit of potential and upcoming hiring classifications requiring background checks*
Area	**Training/Employee Development/Leadership Development**
Concern	**No training resources available and lack of existing leadership development program.**
Recommendations	*16. Access the Personnel Department's on-line supervisory and leadership training modules* *17. Develop supervisory training program, which includes HR basics (knowledge of pending and upcoming exams to promote proactive participation in hiring/promotional process)* *18. Develop a mentoring program for employees* *19. Develop a leadership program that teaches and promotes the following skills:* ➢ *Technical* ➢ *Project Management* ➢ *Communication (oral and written)* ➢ *Budget/Personnel Knowledge* ➢ *Supervision* ➢ *Emotional Intelligence* *20. Develop a pilot leadership training program and offer to supervisor and managers*
Area	**Knowledge Capture and Knowledge Transfer**
Concern	**No current system in place for knowledge capture and knowledge transfer.**
Recommendations	*21. Establish a location where historical files can be stored and accessed* *22. Write desk manuals for each assignment*

TARGETED LOCAL HIRING

In compliance with the Mayor's Executive Directive 15, the Department is committed to working with the Mayor to create alternative pathways into the City workforce and consider a wide range of populations while marketing, conducting outreach, and ultimately hiring for jobs in the Department of Animal Services.

The classification employed by the Department of Animal Service[CR1]s which complies with the targeted classification as outlined through the Targeted Local Hire Task Force is the Administrative Clerk (hired as an Office Trainee).

The Department of Animal Services would also like to explore the option of creating an Animal Care Technician Trainee position to fill Animal Care Technician positions through the Targeted Local Hiring Program.[CR2]

The Department is currently exploring options on how they can participate in the targeted local hire program and will specify the number of funded[CR3], full-time, vacant positions that can be filled in lieu with a Trainee classification.

TECHNOLOGY

Technology needs are currently being explored.

- Current technology usage
- Changes the Board would like to see in the future
- How technology will improve the Board's functionality
- First steps to beginning changes

Report prepared by:

Deborah Caruso
September 29, 2016

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OSAMA YOUNAN, P.E.
EXECUTIVE OFFICER

September 30, 2016

Matthew Szabo, Deputy Mayor
Budget and Innovation
Office of the Mayor
200 N. Spring Street
Los Angeles, CA 90012

Executive Directive No. 15 - Equitable Workforce and Service Restoration Plan

In response to the requirements set forth in Mayor Garcetti's Executive Directive No. 15 (ED-15), the Los Angeles Department of Building and Safety (LADBS) hereby submits its Equitable Workforce and Service Restoration Plan. This plan details LADBS's possible retirements in its critical job classifications for the two upcoming fiscal years and our meeting with the Personnel Department including the recommendations and efforts we have made on how to address this pending problem. Additionally, our IT Plan is also included, detailing our technical plans for the future of LADBS.

Please feel free to contact me directly if you have any questions or concerns regarding any of the attached documentation at (213) 482-6800.

Frank M. Bush
General Manager

AN EQUAL EMPLOYMENT OPPORTUNITY - AFFIRMATIVE ACTION EMPLOYER

Executive Directive 15 - Equitable Workforce & Service Restoration Plan

INTRODUCTION

The City of LA's Personnel Department provided data which indicates that by June 30, 2017, a total of 328 of the current 1,133 Los Angeles Department of Building and Safety (LADBS) employees will be eligible for retirement. This figure represents approximately 29% of its workforce. This figure increases to 365 and approximately 32% by June 30, 2018 assuming an identical workforce.

LADBS's Mission is to protect the lives and safety of the residents and visitors of the City of Los Angeles and enhance the quality of life, housing, economic prosperity, and job creation citywide. Through a timely, cooperative, and transparent process, the DEPARTMENT ADVISES, GUIDES, AND ASSISTS CUSTOMERS to achieve compliance with the Building, Zoning, Plumbing, Mechanical, Electrical, Disabled Access, Energy, and Green codes and local and State law to BUILD SAFE, WELL, AND FAST.

LADBS's future goals are to be able to achieve its mission in a more efficient manner and develop technologies to help make this occur.

LADBS's core functions, duties and responsibilities are provided by its Inspector and Engineering series' and the Department does not anticipate any changes in its structure or these duties/responsibilities. Due to the nature of the duties required by these two major classifications, LADBS does not anticipate a shift in the skill sets required to perform their duties. However, LADBS is poised to adapt to any future, unexpected change(s).

The Inspector series employs 461 full-time Inspectors and the Engineering series employs 268 Engineers. By June 30, 2017, a total of 190 Inspector series employees and 59 Engineering series employees will be eligible for retirement. These numbers increase to 211 and 64, respectively by June 30, 2018.

Individuals employed in the engineering services are responsible for reviewing construction plans submitted by applicants to ensure compliance with State Codes, Local Codes, and Local Ordinances relating to building construction. Once the construction plans are approved, permits are issued to start the construction.

Job Classification (Engineering)	Eligible To Retire by June 2017
Building Mechanical Engineer	2
Engineering Geologist	2
Geotechnical Engineer	1
Office Engineering Technician	8
Safety Engineer Elevators	5
Safety Engineer Pressure Vessels	1
Sr. Safety Engineer Elevators	3
Sr. Safety Engineer Pressure Vessels	2
Sr. Structural Engineer	5
Structural Engineering Associate	17
Structural Engineer	2
Building Electrical Engineer	3
Building Civil Engineer	3
Electrical Engineering Associate	3
Mechanical Engineering Associate	2

Job Classification (Engineering)	Eligible To Retire by June 2018
Building Mechanical Engineer	2
Engineering Geologist	2
Geotechnical Engineer	1
Office Engineering Technician	9
Safety Engineer Elevators	5
Safety Engineer Pressure Vessels	1
Sr. Safety Engineer Elevators	4
Sr. Safety Engineer Pressure Vessels	2
Sr. Structural Engineer	5
Structural Engineering Associate	20
Structural Engineer	2
Building Electrical Engineer	3
Building Civil Engineer	3
Electrical Engineering Associate	3
Mechanical Engineering Associate	2

Individuals employed in the inspection services are responsible for performing field inspections throughout the City of Los Angeles, to ensure that the building construction being performed is in conformance with the approved plans, applicable codes, and other applicable regulations. Additionally, inspectors perform code enforcement duties to ensure the removal of blight throughout the City.

Job Classification (Inspector)	Eligible To Retire by June 2017
Building Inspector	12
Building Mechanical Inspector	66
Electrical Inspector	6
Fire Sprinkler Inspector	1
Heating/Ref. Inspector	5
Sr. Building Inspector	31
Sr. Building Mechanical Inspector	34
Sr. Electrical Inspector	15
Sr. Fire Sprinkler Inspector	2
Sr. Heating/Ref. Inspector	1
Principal Inspector	12
Chief Inspector	5

Job Classification (Inspector)	Eligible To Retire by June 2018
Building Inspector	17
Building Mechanical Inspector	71
Electrical Inspector	6
Fire Sprinkler Inspector	2
Heating/Ref. Inspector	5
Sr. Building Inspector	36
Sr. Building Mechanical Inspector	37
Sr. Electrical Inspector	16
Sr. Fire Sprinkler Inspector	2
Sr. Heating/Ref. Inspector	2
Principal Inspector	12
Chief Inspector	5

The pending retirement data was reviewed and it was determined that these figures represent a wealth of experience and knowledge that cannot be easily replaced by LADBS alone. The goal is to seek assistance and to provide the knowledge of LADBS in order to retain and where possible, enhance the Department's and the City's current level of proficiency and service provided given these imminent departures.

MEETINGS

Personnel Department staff met with LADBS Management on numerous occasions to analyze the LACERS data. These meeting consisted of Gina Tervalon, Personnel Director II and Hosie L. Thomas, Jr., Sr. Personnel Analyst II of the Personnel Department and Frank Bush, General Manager and Steve Ongele, Resource Management Bureau Chief of LADBS.

In August 2016, a meeting was held between Personnel Department General Manager, Wendy Macy and her Succession Plan Team, which included staff from ITA and the Personnel Department and LADBS General Manager, Frank Bush, Technical Services Bureau Chief, Giovanni Dacumos and Liaison Services staff, Assistant Personnel Director, Hosie L. Thomas, Jr. and Personnel Director, Gina Tervalon.

RECOMMENDATIONS

- Increase the number of Assistant Inspectors by 20 additional positions.
- Personnel Department develop a job classification for IT positions that do not require a systems degree.

During the meeting, LADBS expressed their desire to comply with ED-15 and suggested an expansion of the Assistant Inspector program to assist with those efforts. This expansion would lead to more Inspectors entering their work force at this entry level training position and is critical due to the requirements of the Inspector series, which call for a high degree of outside experience before being able to qualify for a position with LADBS. LADBS will in turn, budget for twenty (20) additional Assistant Inspector positions to assist with this effort.

Job Classification	Authorities	Vacancies
Assistant Inspector	15	0

LADBS also suggested the development of a job classification for the Systems series that would not require a college degree. This would fill the need to fill entry level Systems series position that are required due to the automation that LADBS is moving towards and the maintenance of these systems does not require the higher level job classifications that are currently being utilized.

TARGETED HIRING

ED-15 was further discussed as LADBS plans to assist with the City's Target Local Hiring Plan. Due to the skill levels required for its Inspector and Engineering series, LADBS would have difficulty in assisting with job classifications related to these specific duties. However, LADBS reiterated their desire to expand the Assistant Inspector program, which would be able to assist with those efforts. In addition, LADBS has clerical functions that could be performed by the Administrative Clerk job classification that could allow its use of the Targeted Local Hiring program.

LADBS detailed their recruitment efforts, which have been headed by Personnel Director II, Gina Tervalon. In an effort to diversify LADBS's workforce, Ms. Tervalon has led a team that had attended

multiple events targeted at getting women and minorities into LADBS's underrepresented job classifications in the Inspector and Engineering series. The American Indian Science and Engineering Society (AISES), National Society of Black Engineers (NSBE), Society of Latino Engineers and Scientists (SOLES), Women in Non-Traditional Employment Roles (WINTER) and Women Build Metro are just a few of the organizations that have been targeted, thus far. Ms. Tervalon's efforts have already led to the recent hiring of women in the Inspector series and minorities and women in LADBS's Engineering series. Given this success, LADBS recommended that Ms. Tervalon continue with these efforts and work closely with the Personnel Departments recruitment team to combine resources and hopefully lead to even more success.

LADBS's Technical Services Bureau Chief, Giovanni Dacumos submitted the Departments IT Plan, which detailed its ideas for the future of the Department and its effort to bolster critical City and LADBS services as well as address service gaps. Mr. Dacumos explained LADBS's continued move to mobile applications and the requirements needed to sustain and maintain the systems required to do so.

Finally, LADBS suggested that the Personnel Department continue with and expand its offerings of continuous examinations to the Building Inspector, Assistant Inspector and Engineering Associate (Structural, Electrical and Mechanical) job classifications. LADBS acknowledged that the Personnel Department's recent change to continuous filing for the Building Mechanical Inspector has been beneficial to the Department and wishes to have the same success with these additional job classifications.

SUMMARY

LADBS will continue to work with the City's Personnel Department as it moves forward with its Succession Plan, IT Plan, Targeted Local Hiring Program and Recruitment efforts. Mr. Bush is confident that these joint efforts will allow LADBS and the City as a whole operate more efficiently and provide even better services to the citizens of Los Angeles in the future.

CONTACT

This report was prepared by Hosie L. Thomas, Jr. and additional information about LADBS can be found at: **www.ladbs.org**

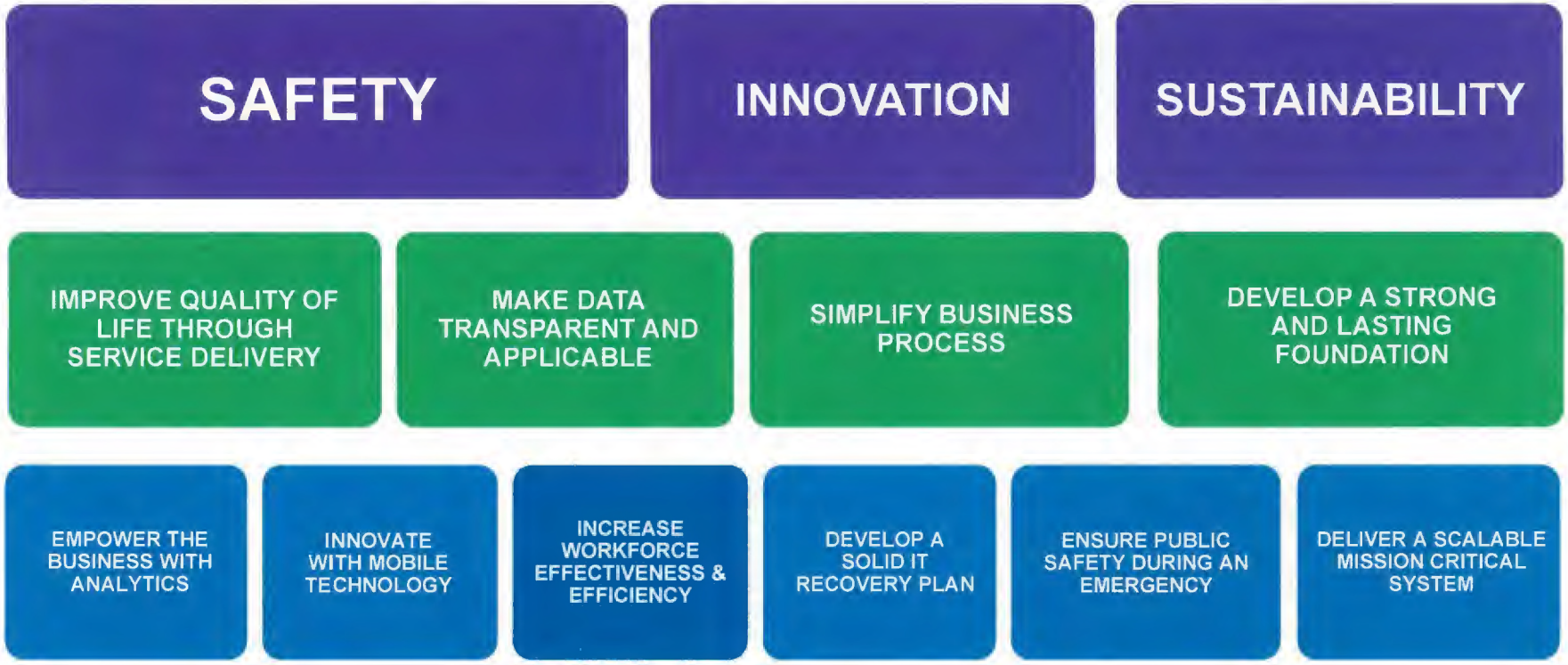
2016

Los Angeles Department of Building and Safety
IT Strategic Plan

Frank M. Bush
General Manager



IT STRATEGIC PLAN



OUR **PILLARS**

SAFETY

Protect the lives and safety of all the residents and constituents of the City of Los Angeles

INNOVATION

Implement new technology to create new values for our customers and enhance the quality of life

SUSTAINABILITY

Implement cost effective and efficient solutions that works with the economic cycle



STRATEGIC PRIORITIES



KEY INITIATIVE: Empower the Business with Analytics

Dashboard Reporting

Real-time access to valuable information to aid in monitoring operational performance, customer trends, and other metrics for better decision-making



Key Performance Indicators

- Convert 50% of static reports and commonly requested ad-hoc reports to "on-demand" reports

KEY INITIATIVE: Innovate with Mobile Technology

Mobile Inspection System

A streamlined inspection system for new construction and code enforcement using mobile devices to capture, collect and obtain data from the field.



Key Performance Indicators

- 100% adoption rate among inspectors within 1 year of implementation

KEY INITIATIVE: Develop a Solid IT Recovery Plan

IT Disaster Recovery

Infrastructure and plan that support the demands of the business and expands business continuity



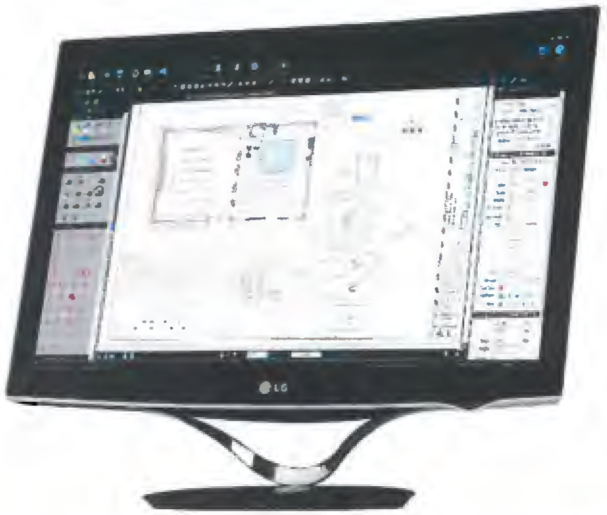
Key Performance Indicators

- 99.9% Uptime that meets Service Level Agreement
- Business continuity within 2 hours for mission critical systems

KEY INITIATIVE: Increase Workforce Effectiveness & Efficiency

Electronic Plan Review

An electronic document review and workflow solution that allows initiation and completion of submission, review and approval process online.



Key Performance Indicators

- 30% Reduction of the turnaround time

KEY INITIATIVE: Ensure Public Safety During an Emergency

Emergency Response System

Mobile system that allows the first responders and other staff to effectively handle emergency or disaster situations by providing functionalities to capture and share critical information.



Key Performance Indicators

- Response time within one hour of the disaster
- 100% Accuracy of captured data

KEY INITIATIVE: Deliver a Scalable Mission Critical System

New Permitting System

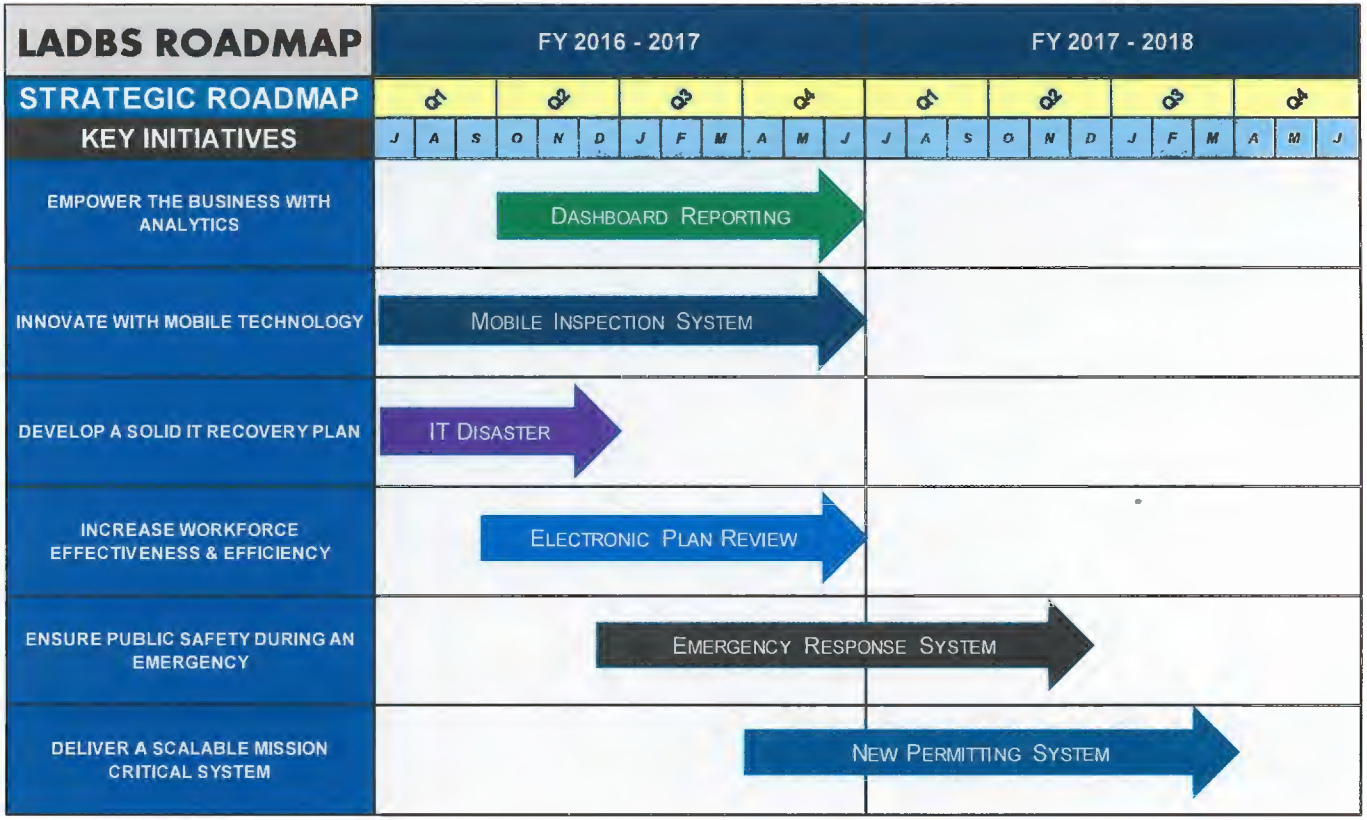
A scalable and web-based Permitting System designed to accommodate the changing business processes and growing needs.



Key Performance Indicators

- 50% Reduction of permit processing time and research
- 100% Data transparency for all department employees

IT ROADMAP


LADBS ROADMAP
FY 2016 - 2017
FY 2017 - 2018
STRATEGIC ROADMAP
KEY INITIATIVES
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Q4
J A S O N D J F M A M J J A S O N D J F M A M J
EMPOWER THE BUSINESS WITH ANALYTICS
DASHBOARD REPORTING
INNOVATE WITH MOBILE TECHNOLOGY
MOBILE INSPECTION SYSTEM
DEVELOP A SOLID IT RECOVERY PLAN
IT DISASTER
INCREASE WORKFORCE EFFECTIVENESS & EFFICIENCY
ELECTRONIC PLAN REVIEW
ENSURE PUBLIC SAFETY DURING AN EMERGENCY
EMERGENCY RESPONSE SYSTEM
DELIVER A SCALABLE MISSION CRITICAL SYSTEM
NEW PERMITTING SYSTEM

Office of the City Administrative Officer (CAO)

Equitable Workforce and Service Restoration Plan

August 30, 2016

INTRODUCTION

The Office of the City Administrative Officer (CAO) is established in the City Charter (Sec. 290 to 293). The core mission of the Office along with the Mission Statement and Strategic Vision each reflect stability over time.

CAO Mission Statement

To provide sound independent advice and recommendations to the Mayor and Council on the fiscal condition, financial status, and future needs of the City and to promote innovation, resilience, economy, and efficiency in the conduct of City government so that available resources provide the greatest benefit possible to the residents of the City of Los Angeles.

Strategic Vision

With the pivotal role played by the CAO in the City budget, the CAO brings a unique, Citywide perspective to strategic planning. Thus, in January of 2010, in the midst of the Great Recession, we released the first of what became an annual report that identified the strategies necessary to achieve fiscal sustainability for the City of Los Angeles. These reports, adopted each year by the Council, created three-year plans that led the City from the depths of the Great Recession into a position of strength embodied by long-term fiscal health. Guiding these plans are four core principles:

1. Adhere to Responsible Fiscal Management
2. Maintain a Sustainable Workforce
3. Strengthen Revenues
4. Focus on Performance

Building on the three-year plans and under the framework of the guiding principles, the CAO has embarked with the Mayor on developing a strategic plan that will serve as a roadmap to achieving priority outcomes and eliminating the structural deficit. Through this effort, we will continue to build a strong fiscal foundation and long-term fiscal sustainability while advancing the Mayor's focus on performance management, clearly articulated priorities, and measurable outcomes.

Workforce Assessment

By 2018, projections indicate that close to 30 percent of CAO employees will be eligible for retirement. Specifically, 33 of the Office's 110 current employees will be eligible for early or regular retirement. Table 1 contains a list of classifications and the percentage of employees eligible to retire within each one. In addition, a more immediate concern is the regular attrition of skilled and qualified staff. Since July 1, 2014, 28 people, representing almost 27 percent of filled positions have left the CAO and a significant

loss of institutional knowledge. Of those 28 people, only four left for retirement. Of the remaining 24, the majority (16) left the Office for promotions. While acknowledging that these promotions are directly correlated to the high caliber of our employees who are often actively recruited by other Departments, retaining good staff is a particularly high priority for the Office.

The purpose of this report is to explore appropriate strategies that will proactively address these impending and ongoing departures. These strategies, identified below, include suggestions for recruitment and retention, examining, employee development, and knowledge capture and transfer.

ANALYSIS

Table 1 below lists department classifications and the percentage of employees eligible to retire within each one, either through regular or early retirements, as of June 30, 2018.

Table 1 – CAO % Eligible to Retire by Class as of June 30, 2018

Classification	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accounting Clerk	1	0	0%	0	0
Administrative Analyst	6	0	0%	0	0
Administrative Clerk	3	0	0%	0	0
Assistant City Administrative Officer	3	1	33%	0	1
Chief Administrative Analyst	8	6	75%	4	2
City Administrative Officer	1	0	0%	0	0
Executive Administrative Assistant	2	0	0%	0	0
Executive Legal Secretary II	1	0	0%	0	0
Executive Director – Office of P.A.	1	0	0%	0	0
Finance Specialist	6	2	33%	2	0
Fiscal Systems Specialist	1	1	100%	1	0
Management Analyst	2	2	100%	0	2
Management Assistant	9	0	0%	0	0

Classification	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Principal Clerk	1	0	0%	0	0
Principal Project Coordinator	3	0	0%	0	0
Project Coordinator	1	0	0%	0	0
Revenue Manager	1	0	0%	0	0
Risk & Insurance Assistant	3	3	100%	1	2
Risk Manager	6	3	50%	1	2
Sr. Administrative Analyst	32	6	19%	5	1
Sr. Administrative Clerk	9	4	44%	2	2
Sr. Labor Relations Specialist	4	2	50%	2	0
Sr. Project Coordinator	1	1	100%	1	0
Sr. Systems Analyst	3	2	67%	2	0
Utility Rates & Policy Specialist	2	0	0%	0	0
	110	**33**	**30%**	**21**	**12**

It is worth highlighting several classes that have a significant number or percentage of individuals eligible to retire. Of those classes, Risk Managers, Risk and Insurance Assistants, and Labor Relations Specialists perform unique functions with a citywide impact. The following potential impacts are notable:

- 1 of 3 Assistant City Administrative Officers
- 6 of 8 Chief Administrative Analysts
- 2 of 6 Finance Specialists. Of those, one is the head of the Debt Management Group, which performs unique functions and requires a unique skill set.
- All 3 Risk and Insurance Assistants
- 3 of 6 Risk Managers
- 6 of 32 Sr. Administrative Analysts

- 2 of 4 Sr. Labor Relations Specialists
- 2 of 3 Sr. Systems Analysts

In two one-position classes, the incumbent will be eligible to retire:

- Fiscal Systems Specialist
- Sr. Project Coordinator

A meeting was held with all of the Assistant City Administrative Officers to review the data and discuss the focus of the Workforce Planning Program. The most significant concern pertains to the unique class series' of this Office and clerical support as outlined below. Those classes that perform risk management and labor relations are particularly noteworthy as they have a citywide impact, and there are minimal opportunities for internal rotations to address staffing needs in those areas. We do not expect any significant changes to the types of classifications currently used as the current classifications are aligned with our vision of both current and future work. We have identified a couple of instances where either offering the exam on both an open and promotional basis or allowing both open and promotional candidates to be considered concurrently would be helpful. Please note, while functionally independent of CAO core operations, the Office of Public Accountability (OPA) is contained within the CAO for administrative purposes. Thus, OPA recruitment challenges are incorporated within the CAO plan.

The current OPA staffing is 3.5 technical professionals including the appointed Executive Director, all currently Civil Service exempt positions. The Executive Director's current appointment ends in February 2017, although he is expected to seek a second term. Of the two other full time staff, one would be eligible to retire as early as November 2018. The administrative professional is not eligible for retirement until 2020.

OPA utilizes Utility Rates and Policy Specialist positions, which are highly technical and require knowledge of utility planning, operations, rates, and finance including budgeting, expenditures, revenues, indebtedness, business processes, and utility-related public policy. Given the specialized experience and expertise, OPA has used outside recruiting assistance in the initial hiring, and expects to do so for future replacement and expansion hiring. For short-term needs, OPA budgets utility-specific consulting help.

WORKFORCE CLASSIFICATIONS IMPACTED BY RETIREMENTS

Table 2 – Administrative Analyst Series

Classification	Requirements	Last Exam
Management Assistant	• Bachelor's Degree	• Qualifying multiple choice (MC) test – quantitative and verbal reasoning, analytical ability, reading comprehension • Advisory Essay • 100% Interview
Administrative Analyst I, II	• One year as a Management Assistant with budgetary, administrative analysis, systems, or personnel administration duties, or • Two years as a Management Aide with budgetary, administrative analysis, systems, or personnel administration duties, or • One year as a Chief Clerk or in a clerical class at least that level.	• Qualifying MC test – quantitative and verbal reasoning, analytical ability, reading comprehension • Advisory Essay • 100% Interview
Sr. Administrative Analyst I, II	• Two years' experience as an Administrative Analyst, or • Two years' experience in budgetary, administrative and legislative analysis, departmental administration, or personnel administration duties in a class at the level of Management Analyst.	• Qualifying MC test – quantitative and verbal reasoning, analytical ability, reading comprehension • Advisory Essay • 100% Interview
Chief Administrative Analyst	• Two years' experience as a Senior Administrative Analyst or in a class at least that level which provides experience in budgetary or administrative analysis.	• 100% Assessment of Training and Experience

Table 3 – Finance Specialist Series

Classification	Requirements	Last Exam
Management Assistant	• Bachelor's Degree	• Qualifying MC test – quantitative and verbal reasoning, analytical ability, reading comprehension • Advisory Essay • 100% Interview
Administrative Analyst I, II	• One year as a Management Assistant with budgetary, administrative analysis, systems, or personnel administration duties, or • Two years as a Management Aide with budgetary, administrative analysis, systems, or personnel administration duties, or • One year as a Chief Clerk or in a clerical class at least that level.	• Qualifying MC test – quantitative and verbal reasoning, analytical ability, reading comprehension • Advisory Essay • 100% Interview
Finance Specialist I, II, III, IV, V	• Bachelor's Degree. • Three years' experience in fiscal and financial management, one year of which must have been in a class at least at the level of Administrative Analyst.	• 100% assessment of training and experience.

Table 4 – Risk Manager Series

Classification	Requirements	Last Exam
Risk Manager I, II, III	• Bachelor's Degree. • Two years' experience involving administrative responsibility for the development and administration of a risk management program.	• Qualifying questionnaire • 100% interview

Table 5 – Senior Labor Relations Specialist Series

Classification	Requirements	Last Exam
Senior Labor Relations Specialist I, II	• Three years' experience performing public sector labor relations activities, such as negotiating and administering labor agreements, reviewing and responding to grievances, serving as an advocate in administrative hearings, and reviewing and recommending negotiation proposals.	• 100% assessment of training and experience.

Table 6 – Risk & Insurance Assistant

Classification	Requirements	Last Exam
Administrative Clerk	• 6 months' experience in clerical work or retail sales.	• 100% MC Test – English grammar, communication skills, interpersonal skills, customer service, arithmetic, filing, word processing
Senior Administrative Clerk	• One year experience in office clerical.	• Qualifying written test, file management, English, supervision, office equipment, arithmetic • 100% Assessment of Training and Experience
Risk and Insurance Assistant	• Two years' experience as Senior Administrative Clerk, or • Three years' experience reviewing, analyzing, issuing, and processing insurance and/or bond documentation.	• 100% interview

The summary below contains observations and recommendations based on the meeting conducted. Recommendations for action are preceded by an arrow ➢.

Recruitment and Retention

Focus- To assure the best talent is hired and ensure knowledgeable, skilled, and accomplished staff want to be engaged in the work performed by this Office. This focus is intended to address a need to find the best suited individuals to fill our vacancies and to retain well qualified staff.

- Bring in employees who are interested in helping develop and implement public policy through budgeting, finance, or analytical work early in their career and who have demonstrated analytical ability; this approach has been effective in retaining staff in the CAO.
    - ➢ Continue to mentor and hire Administrative Interns who have expressed an interest in budgeting, finance, analysis, and public policy and demonstrate analytical ability, who can become Management Assistants.
    - ➢ Consider use of Personnel's engagement survey if applicable to the Office's needs.
    - ➢ Retain good clerical staff, which is an important and effective recruitment tool.
- Provide more staff development opportunities to retain experienced senior staff. Since July 1, 2014, 28 staff have left, some to gain operational and supervisory experience to be more competitive in seeking promotional positions.
    - ➢ Develop and offer management skills training.
    - ➢ Create internal opportunities to refine those skills.
- Make the Office a more attractive place to work and ensure work culture keeps people interested and engaged in their work performance.
    - ➢ Enlist Personnel Department assistance with employee engagement tools.
    - ➢ Identify additional training opportunities including relevant external opportunities such as conferences, association provided training, etc. that provide opportunities to enhance and refine key skills or learn new skills.
- Risk Management retention may be achieved by paygrade advancement of qualified staff while recruiting and training newer employees.
- Employee Relations has experienced a high degree of turnover, and finding qualified staff has required a significant and ongoing effort. Recruitment may be achieved by rotating analysts from elsewhere in the office into Employee

Relations. The Office may also want to evaluate the possibility of adding lower level positions, such as Administrative Analysts, to provide training and back up for Senior Labor Relations Specialists.

  - Consider adding one or two Administrative Analyst II positions to Employee Relations to provide opportunities for rotation, training, and back up for Senior Labor Relations Specialists.
  - Recruit staff from similar pool as the Personnel Department.
  - Expand graduate or undergraduate recruitment program to seek interns that may be employed and trained to meet the staffing needs of Employee Relations.

- Recruitment of clerical staff presents an excellent opportunity to participate in the Targeted Local Hire Work Program in accordance with Executive Directive 15. The Office currently has one Administrative Clerk vacancy that can be filled through this Program.
- As vacancies occur in Administrative Clerk or Sr. Administrative Clerk positions, incorporate potential hiring of Office Trainee in lieu of those positions by seeking Office Trainees first. OPA's long term staffing plan is expected to be developed in conjunction with DWP governance reform that is ongoing.
  - Consider a graduate or undergraduate recruitment program to seek interns that may be employed and trained to meet the technical staffing needs of OPA.

Examining

Focus- Work with Personnel to develop pertinent exams that result in opportunities to hire qualified and talented staff.

- Recent Management Assistant and Administrative Analyst examinations have been effective in bringing in qualified staff. Nonetheless, well qualified former interns who are not current City employees have been unable to take the Management Assistant exam.
  - Open the Management Assistant exam not just to current employees but former employees as well and to other open candidates as feasible; campus recruiting seems to be effective and should be continued.
- Challenges with the recent Senior Administrative Analyst exam related in part to timing and competition for candidates with Senior Management Analyst have made it difficult to cast as wide a net as the Office would like for promotional candidates.

- Consider creating expanded pay grade for Administrative Analyst, Senior Administrative Analyst, and Chief Administrative Analyst series (like the Finance Specialist series) for Administrative Analyst I-V.

- Risk Managers and Risk and Insurance Assistants come from either inside or outside the City. Internal Risk Manager candidates are usually management analysts that have risk management experience or certifications. Outside candidates are generally current risk managers from both private and public entities. Thus, the exam is given on an open and promotional basis. Nonetheless, preference is given to promotional candidates, which is usually a very small list. The open list is usually bigger, but finding good risk managers is still challenging. Additionally, positions at the proprietary departments are usually the most desirable for candidates on both the open and promotional lists. Risk managers tend to want to work at the proprietary departments where they have less responsibility and equal or greater pay.

    - For Risk Managers specifically, consider allowing open candidates to qualify for higher level vacancies and remove or revise the requirement to go to the promotional list exclusively, allowing candidates to be hired from the open list first or at the same time.

- Senior Labor Relations Specialists typically transfer from Personnel or proprietary departments. Thus, the recruitment pool for this class is limited, and finding good candidates willing to transfer is challenging as positions at the proprietary departments are usually desirable. Offering an exam on an open and promotional basis may address recruitment concerns as well by providing internal and external candidates with necessary qualifications, experience, and interest.

    - Consider offering the Senior Labor Relations Specialist exam on an open and promotional basis. Personnel and proprietary recruiting has been effective and should be continued, but additional options are necessary to increase the candidate pool for these positions.

Training and Development

Focus- Ensure employees have the necessary tools to attain skills and knowledge and are engaged in the mission of the Office.

- The CAO provides systematic training and development for analysts, but can do more.

    - Rotations have been effective in getting many employees cross-trained and well-rounded.

    - Pertinent topical training is provided annually for all staff.

        - Extensive multi-day training has been held for new staff, and should be provided on a regular annual basis.

        - Find creative and innovative ways to provide regular internal training.
        - Identify additional training opportunities including relevant external opportunities such as conferences, association provided training, etc. that provide opportunities to enhance and refine key skills or learn new skills.
    - CAO staff has access to both the City's Online Training Academy and Lynda.com.
        - Send reminders about the Online Training Academy and Lynda.com opportunities.
    - Management staff spend time talking to analysts within their group learning of their interests and assigning special projects accordingly.
- Better preparation of Management Assistants, Administrative Analysts, and Senior Administrative Analysts for the next level is imperative.
    - The responsibility to train falls directly to management.
        - Provide opportunities for competency-based training to promote success in CAO functions.
        - Establish and provide an opportunity for participation in an internal Mentorship Program that facilitates training, imparts an understanding of career opportunities, and supports career development and office engagement.
- Supervisors and executives also require ongoing access to current management trends and supervisory techniques.
    - Ensure supervisors receive the training and support they need – encourage online courses like Supervisory Skills and classroom training like Core Supervisory Program that include basics of human resources, project management, effective and constructive communication, both oral and written, and supervision.
    - Offer meaningful, insightful, and innovative management topics while recognizing busy executive schedules, such as those offered through TED talks.
- Training and development of clerical staff could be better.
    - Provide more training opportunities.
        - Supervision and Leadership – encourage Online Training Academy

- Skill Development (MicroSoft Office) - encourage Online Training Academy
- Skill Development (FMS and PaySr) – work with the Controller to develop a periodic training schedule for FMS, PaySr, and FMS InfoAdvantage refresher or introductory training.

- Senior Labor Relations Specialists and Risk Managers require periodic refresher training. For Risk Managers with specific risk management certification, continuing education and certification review courses are also required.
- Continue to make outside education, conferences, and training opportunities available to meet specific training requirements.

Knowledge Capture and Transfer

Focus- Organize information and resources to enable seamless transfers of assignments and responsibilities and ensure that the most up-to-date information is consistently accessible.

- Given the relatively large number of supervisors eligible to retire by June 2018, knowledge capture and transfer is a critically important element of the succession plan.
- Currently, there is a sporadic use of Office manuals.
  - Office manuals will be updated.
- Challenges with keeping job information materials updated.
  - This concern is partially addressed by making materials available on the shared drive.
  - Need for better organization and maintenance of materials on the shared drive.
    - Need to communicate regularly consistent expectations to supervisors and senior staff for training and knowledge transfer to enable seamless transfer of assignment and responsibility.

OFFICE OF THE CITY CLERK

EQUITABLE WORKFORCE, SERVICE RESTORATION, AND TECHNOLOGY PLAN

EXECUTIVE DIRECTIVE NO. 15

Prepared by:
Alma Patricia Jimenez, Sr. Personnel Analyst II

EXECUTIVE SUMMARY

The Office of the City Clerk, through effective recruitment, training and empowerment of staff, serves as the clerk of the City Council and maintains a record of all Council proceedings; maintains the official City records and archives; administers all City elections; provides special presentations for the Council and the public; administers the Business Improvement District Trust Fund; and provides administrative and personnel services to the Mayor and Council.

The City Clerk is supported by seven divisions: (1) Executive, (2) Elections, (3) Council and Public Services, (4) Neighborhood and Business Improvement Districts, (5) Administrative Services, (6) Records Management, and (7) Systems.

With 46% of the City's workforce eligible to retire by 2018 and the City's pledge to hire 5,000 more employees, this Office is eager to continue our role in restoring its workforce. Prior to the Early Retirement Incentive Program (ERIP), the Clerk had been planning years in advance to address the anticipated loss of institutional knowledge through looming retirements and took the initiative to both cross-train and develop employees. This enabled the Clerk to manage a 30% loss in staff with minimal to no disruption in services.

For example, the Council and Public Services Division cross-trained staff and eliminated "specialists," a limited number of employees who were relied upon to perform critical functions. All employees, from clerical to Legislative Assistants to the Division head, now understand various cross functions of the division's operations, enabling them to fill in whenever necessary. A comprehensive workplace manual with detailed, step-by-step instructions is near completion for every part of the division's functions. It will be a "living document," continuously updated to reflect any changes made to processes. This manual will be a digital, interactive document, which will also include how-to videos.

Restoring the workforce is also supported by the fact that this Office hires close to 2,000 temporary employees during municipal elections. Election-related employment can last up to a year and, during this time, temporary staff gain important skills, knowledge, and abilities while establishing a track record and developing a rapport with other City staff and departments. This not only helps them in the general job market, but also helps them gain City-specific knowledge, paving the way for a career with the City of Los Angeles. Every election year, several temporary employees take Civil Service exams and find permanent, full-time positions. However, with the change of City municipal election dates to even numbered years starting in 2020, the number of temporary staff hired will dramatically decrease after 2017 due to the anticipation that the county will handle much of the election operations. The City Clerk will continue with candidate and petition filing as well as voter information pamphlets, so there will still be a need for temporary workers.

This Office views technology as a partial solution to workforce restoration. It relies heavily on technology to meet its goals and objectives, therefore, it is critical that the City Clerk continue its path of innovation and improvement through the development and implementation of new technologies to ensure the continuity of operations and critical services to the City family and Angelinos.

EQUITABLE WORKFORCE AND SERVICE RESTORATION

Effective workforce planning is essential to achieving an equitable workforce and appropriately restoring services in departments. It is an effective tool for assessing the current workforce and developing an accurate forecast of future talent needs. According to the Los Angeles City Employees Retirement System (LACERS), nearly 46% of the City of Los Angeles' civilian workforce will be eligible to leave through normal or early retirement as of June 30, 2018. As such, it is necessary to devise a plan to address these concerns and develop effective "pipelines" in the workforce.

The equitable workforce and service restoration plan focuses on the four areas for improvement identified in the chart below.



These concepts will be discussed in depth throughout the Plan by identifying the areas of concern and, more importantly, solutions.

- **Recruitment, Selection and Retention** – expanding recruitment sites (physical sites, virtual sites, and Targeted Local Hiring), developing accurate job descriptions with desired qualifications and expectations, increasing training opportunities, and maximizing retention possibilities through an improved work environment;
- **Training and Development** – increasing training resources, identifying and maximizing the use of exiting training resources, developing a supervisory training/academy, and establishing a mentoring program;
- **Knowledge Capture and Transfer** – revising existing and/or developing desk manuals, cross-training efforts, and establishing an internal support system through partnering experienced staff with new staff;
- **Budget and Vacancy Needs** – identifying suitable staffing levels and classifications, restoring positions and/or services lost in prior fiscal years, and deploying the workforce appropriately.

INFORMATION TECHNOLOGY PLAN

On August 10, this Office met with representatives of Personnel and the Information Technology Agency to discuss the technology plan. The Office will be submitting it as part of its 2017-18 budget submittal.

BACKGROUND

According to the International Public Management Association (IPMA),

> *"Workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives."*[1]

Effective planning ensures the City's workforce has a comprehensive vision for sustainability as it moves into the future. A successful workforce planning program will anticipate the workforce gaps and needs to ensure the City's workforce is able to continue to provide exceptional service to residents.

The Civil Service process provides a system where departments are able to draw from a pool of viable candidates who have the required experience, taken the necessary tests and scored well enough to be placed on an eligible list.

According to LACERS, nearly 46% of the City of Los Angeles' civilian workforce will be eligible for retirement, either early or regular, as of June 30, 2018. If the City's retirement-eligible employees do leave in the next two years, along with their institutional knowledge, City operations will be significantly impacted.

To address the impending loss of valuable human resources, the City of Los Angeles' Personnel Department embarked on a workforce planning project to address the large number of City employees who will be retirement-eligible in the next two years and beyond.

RETIREMENT IMPACT ON CITY CLERK

To provide context relative to the City Clerk's workforce, the following bar graph shows the number of position authorities (both regular and resolution) over the last nine years:

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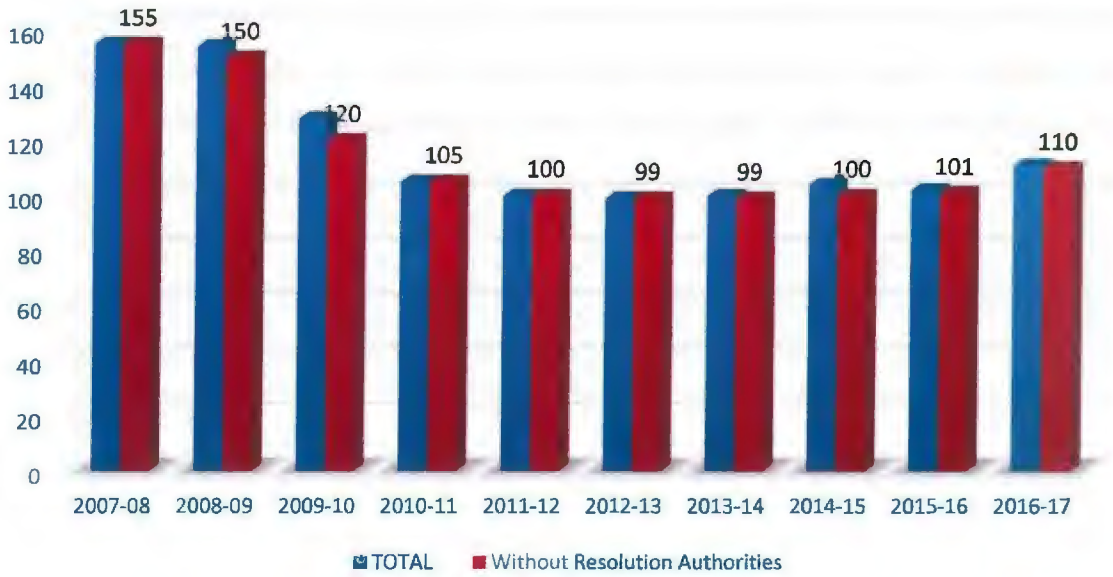
[1] International Public Management Association (IPMA), Workforce Planning Resource Guide for Public Sector Human Resources Professionals (2002)
http://www.publicpower.org/files/Member/IPMACPSWorkforcePlanningBooklet.pdf

OFFICE OF THE CITY CLERK
Position Authority History (2007-08 to 2016-17)



By 2018, projections indicate that approximately 31% of this Office will be eligible for retirement. Specifically, 34 of the Office's 110 employees will be eligible for early or regular retirement. Table 1 contains a list of the Office's classes and the percentage of employees eligible to retire within each one.

The purpose of this report was to get ahead of these impending departures and determine appropriate strategies to proactively address them. The strategies below include suggestions for recruitment, employee development, and knowledge capture and transfer.

ANALYSIS

Table 1 below contains a list of the City Clerk's classifications and the percentage of employees eligible to retire within each one, either through regular or early retirement, as of June 30, 2018. Classifications with 50% or more employees eligible to retire were indicated in red.

Table 1 – City Clerk % Eligible to Retire by Class as of June 30, 2018
(Data Capture Date from LACERS: August 1, 2016)

CLASSIFICATION	EMPLOYEES	ELIGIBLE TO RETIRE	% ELIGIBLE TO RETIRE	REGULAR	EARLY
Accounting Clerk	13	3	23%	1	2
Accountant II	1	0	0%	0	0
Senior Accountant II	1	0	0%	0	0
Accounting Records Supervisor I,II	2	1	50%	0	1
Administrative Clerk	1	0	0%	0	0
Senior Administrative Clerk	17	8	47%	5	3
Principal Clerk	3	1	33%	0	1
Chief Clerk	1	0	0%	0	0
Payroll Supervisor I	1	0	0%	0	0
*Secretary**	*1*	*1*	*100%*	*1*	*0*
Exec Admin Assistant II, III	2	1	50%	0	1
City Clerk	1	1	100%	0	1
Executive Officer	1	0	0%	0	0
Management Analyst I, II	13	3	23%	2	1
Senior Management Analyst I, II	8	2	25%	1	1
Chief Management Analyst	4	2	50%	0	2
Legislative Assistant I, II	11	3	27%	1	2
Senior Legislative Assistant	1	0	0%	0	0
Senior Personnel Analyst II	1	0	0%	0	0
Program Aide	2	0	0%	0	0
Project Assistant	1	0	0%	0	0
Project Coordinator	7	0	0%	0	0
Senior Project Coordinator	2	0	0%	0	0

Archivist I	1	1	100%	0	1
Records Management Officer	1	1	100%	0	1
Office Engineering Tech II	2	2	100%	1	1
Field Engineering Aide	1	1	100%	1	0
Programmer Analyst III, IV, V	6	0	0%	0	0
Systems Programmer I	1	0	0%	0	0
Senior Systems Analyst II	2	2	100%	2	0
Director of Systems	1	0	0%	0	0
Warehouse & T/R Worker II	1	1	100%	1	0
TOTALS	**110**	**34**	**31%**	**16**	**18**

**The Secretary is currently in-lieu of the Executive Administrative Assistant II authority.*

Total number of authorities did not count the Secretary position since the number of authorities accounts for the position in the Executive Administrative Assistant classification.

In the following classifications, *all* of the incumbents will be eligible for normal or regular retirement by June 30, 2018:

City Clerk
Secretary
Archivist I
Records Management Officer
Office Engineering Aide
Field Engineering Aide
Senior Systems Analyst II
Warehouse & T/R Worker II

A review of the data suggests a significant number of individuals in the following classifications will be eligible to retire by June 30, 2018:

Accounting Records Supervisor I, II	50% (1 Early)
Senior Administrative Clerk	47% (5 Regular / 3 Early)
Exec Admin Assistant III	50% (1 Early)
Chief Management Analyst	50% (2 Early)

The information above helps this Office anticipate impending departures and determine appropriate strategies to proactively address them. The strategies below include suggestions for recruitment, employee development, and knowledge capture and transfer.

MEETINGS/ DISCUSSIONS
Meetings and/or discussions were held with the following members of the executive and management team:

- Holly L. Wolcott, City Clerk
- Shannon Hoppes, Executive Officer
- John Chavez, Chief Management Analyst (Administrative Services Division)

Division managers discussed their concerns, challenges and possible solutions to address workforce needs during the weekly executive-division meetings. Those concerns and recommendations were then discussed with the Personnel Officer and the Administrative Services Division Manager.

FINDINGS
This Office, like most departments, is undergoing tremendous change due to demographic trends. The Office faces significant challenges in the upcoming years due to the potential departure of retirement-eligible employees; the consolidation of county and municipal elections; increased responsibilities and workload in the department (i.e., the functional transfer of the Neighborhood Council Funding Program to the City Clerk); and changes in processes and scope of work due to new technology. These challenges create many unknowns, which make it difficult to craft a tangible workforce plan.

Retirement
Based on the information provided by LACERS a total of 31% of City Clerk employees may leave the department through normal or early retirement by June 30, 2018.

The data shows that retirement impacts on several class series presents an immediate concern. The potential loss of employees in the accounting, clerical, management, technical, and records related series would create serious voids in the Office.

Accounting Series

Nearly 24% of employees in the accounting series are retirement-eligible. The Accounting section provides accounting support to the City Clerk, Mayor, Chief Legislative Analyst and Council offices. To meet operational demands and secure timely payments, the section must be fully staffed. Most troubling is that the section relies heavily on the guidance and direction of an Accounting Records Supervisor who is eligible for early retirement as of June 30, 2018. Vacant positions in these classifications must be backfilled as soon as possible to avoid any delays in processing accounts payable and/or receivable.

Clerical Series

Retirement in the clerical series may also trigger significant operational gaps. In the Senior Administrative Clerk class, 47% are eligible to retire by 2018. Five out of eight retirement-eligible employees in the Senior Administrative Clerk classification work in the Council and Public Services Division resulting in a potential loss of 60% of the division's clerical support.

Prior to the implementation of new technologies in the division (i.e., Novus Agenda Builder, Novus Electronic Document Submission, general automation related to redundant tasks), the division would have experienced a devastating loss in resources. With new efficiencies in place, the division continues to evaluate appropriate staffing levels and work assignments which may result in the Office not having a need to backfill all five authorities once the positions become vacant. The Division Manager continues to closely monitor the changes in processes and the demands of staff to determine the suitable number of clerical positions.

Management and Senior Management Series

Approximately 25% of Management Analysts and Senior Management Analysts are eligible to retire as of June 30, 2018. Additionally, two out of four Chief Management Analysts are eligible for early retirement. These positions are critical to operations. The Office is actively addressing the concerns associated with the loss of institutional knowledge and experience by identifying internal talent, grooming employees for management positions, cross training staff at all levels, and requiring written procedures. These efforts should mitigate any adverse impact on operations.

Technical Series

The Neighborhood and Business Improvement Districts (NBIDS) Division will potentially lose the Field Engineering Aide and one out of two Office Engineering Technicians. These technical classifications provide and maintain technical data pertaining to assessments in the Business Improvement Districts. The division is currently assessing the current classifications and is specifically evaluating the need for a Field Engineering Aide. The upcoming online technology merits a thorough review of the existing structure and its workforce. NBIDS is carefully considering deleting the Field Engineering Aide authority and adding a more generalist position, such as a Management Analyst. Once the online platform is

ready, the Management Analyst authority would provide supervisory and analytical components that may be better suited for the division.

Information Technology Classifications
The Systems Division anticipates the incumbents of both Senior Systems Analyst II retiring by June 30, 2018. The Division will have the ability to backfill the vacancies with internal talent creating vacancies in the lower-level technical classifications.

Records Management Related Classifications
Lastly, in the Records Management Division, the Records Management Officer, Archivist, and the Warehouse and Tool Room Worker are all eligible to retire through either normal or early retirement by 2018. While unlikely, this accounts for 75% of permanent staff in the division. Of the aforementioned classifications, two are limited to this department. As such, backfilling the vacancies will present challenges.

Innovation & Continuous Improvement
The City Clerk is a small department which relies on the dedication and talents of 110 regular authorities and limited as-needed staff. With increasing demands, the Office had to explore innovative ways to ensure exceptional service to City departments, outside agencies and partners, and the residents.

In continued efforts to provide outstanding service, the City Clerk developed a culture of innovation and continuous improvement. Prior to the Citywide workforce planning initiative and the Equitable Workforce and Service Restoration (Executive Directive No. 15), the Office engaged in a series of meetings with each division to discuss work demands, challenges, and how to create greater efficiencies throughout the department.

Each division in the City Clerk's Office identified at least one procedure, project, and/or task to improve. In many instances the change resulted in automating various procedures and developing platforms to support a variety of operations, including tracking applications used throughout the department. These initiatives influence the Office's approach towards restoring its dwindling staff resources. Creating better office practices, identifying and reducing redundancies, streamlining procedures, and automating many of the department's activities has resulted in the need to analyze and re-evaluate essential job duties and the classifications performing these tasks.

Changes in duties and responsibilities, identifying and cultivating talent, and training/development efforts are essential to the success of newly adopted practices. Members of the executive and management team are working diligently with supervisors to capture information that will assist divisions in identifying new operational needs and the impact on its workforce.

Elections

The consolidation of the county and municipal elections will have a significant impact on the department and its workforce. The Election Division will likely conduct its last municipal election in 2017. The department must devise a transition plan and strategize on how to mitigate the adverse impact this may have on employees in the Election Division. The anticipation is for all current 25 election authorities to be needed for continuing election activities or to transfer to deficits in other divisions within this department.

The primary focus of the City Clerk and the Election Division is a successful municipal election in 2017, however, the department must prepare for the changes and challenges the loss of the conduct of elections signifies for the department. The Election Division is comprised of 25 full-time employees and hires hundreds of as-needed staff to administer municipal and Neighborhood Council elections. This is Division will also be responsible or 100% of the Neighborhood Council elections in 2018 as Empower LA changes their focus to outreach activities.

Other election related activities functions will also remain within the department. The conduct of Neighborhood Council elections, candidate filing and other election-related tasks will remain in the City Clerk. As such, staff must remain in the Election Division. The department is fairly certain that the first joint election in 2020 (possibly 2017) will require extensive assistance from the Election Division. Therefore, the department plans to retain all full-time authorities until the role of the City Clerk with the county is clearly defined.

Increased Workload and Responsibilities

The City Clerk is responsible for critical functions which have Citywide impact. Irrespective of the number of its team members, the department must meet its operational demands. The department has experienced an increase in technology/programming requests, employee relations issues, and has received additional responsibilities in the Administrative Services Division. The increased workload and additional responsibilities have an immediate impact on existing staff and present challenges in determining future needs.

Information Technology (IT) Requests

The Systems Division is critical to the Office. It must ensure appropriate levels of support and expertise in the management of a stable, secure and reliable systems environment. The 10-person team develops various applications to ensure the department remains at the cutting-edge of technology by managing a complex multi-platform, multi-layer network in support of over 200 applications and 25 servers. Each year the Systems Division collaborates with other divisions to incorporate new automated systems. The number of requests for IT-related projects throughout the years has resulted in the reallocation of classifications from Systems Analysts to Programmer Analysts. The increase of requests and the fact that IT work is not stagnant and is ever-changing requires regular assessments of workload demands and the proper alignment of authorities performing the work.

Human Resources Workload

The Personnel Services Section is responsible for the delivery of a comprehensive human resources and risk management program and all payroll and time reporting functions for approximately 600 employees (City Clerk, Mayor, Council, Chief Legislative Analyst, and Empower LA combined).

The section is comprised of only four permanent authorities allocated to support 19 separate offices. New operating procedures (i.e. new hire, exit, and Family Medical Leave Act orientations), increased workload during the change of elected offices, and added responsibilities (time reporting for Empower LA) in the section have created a need for additional staff. For the last five years the section has come to rely on loaned employees from other divisions to ensure continuation of services.

The most significant change is the increase in personnel issues in elected offices. The current structure consists of one Senior Personnel Analyst II handling the complex and sensitive personnel matters. Approximately 80% of the workload in personnel case management is related to the elected offices. To continue to provide quality service and, more importantly, mitigate any potential liability to the City, the Personnel Services Section must increase its staff. The number of additional positions and/or the classifications required to appropriately support its clients is yet to be determined.

Neighborhood Council Funding Program

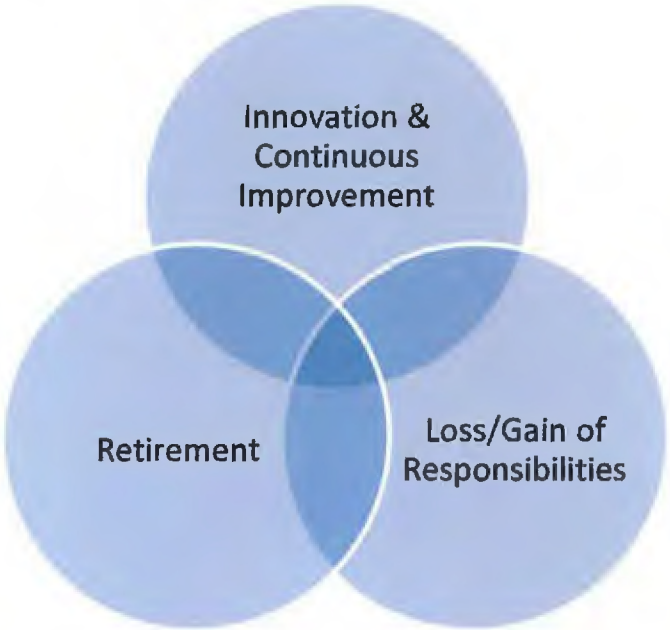
The City Council approved the functional transfer of this program from Empower LA to the City Clerk this year. This transfer tasks the City Clerk with full administration of the program, which is responsible for the prompt payment of Neighborhood Council-related expenses. A total of nine authorities were provided to the department in order to streamline the processes, achieve better practices in its administration, standardize program requirements, and implement a new online platform.

The proper administration of this program is new to the City Clerk. It has yet to determine if the positions provided this year will meet the operational needs. It is too early to assess the need for additional staff resources for this program, hindering the department's ability to identify appropriate staffing levels and proper alignment of classifications for the NC Funding Program. This staffing uncertainty presents challenges to the department in developing a comprehensive workforce restoration plan.

DISCUSSION/RECOMMENDATIONS

The City Clerk is mindful of the need for succession planning and will continue to partner with the Personnel Department to achieve an equitable workforce and restore much needed services. However, the department is unable to commit to a set number of positions and/or classifications that are needed in the upcoming years. Innovation, continuous improvement, loss of high-profile responsibilities (i.e. municipal elections), increased responsibilities (i.e. IT requests, additional caseloads, and the NC Funding

Program) and retirement all impact recruitment and selection efforts, as well as efforts to retain existing talent. Concerns, issues, and suggestions related to employment and succession planning are discussed below.



Recruitment, Selection and Retention

Recruitment and selection of qualified candidates often presents challenges to City departments. The Civil Service structure is exam-driven. Successful completion of a Civil Service exam affords individuals the opportunity to be appointed from an established eligible list. These eligible lists create a viable candidate pool for departments to draw from to fill vacancies and meet operational demands.

Concern

Undetermined number of employees needed to sustain level of quality services due to the implementation of new technologies or the loss or gain of responsibilities.

Recommendation

- Continue assessing staffing levels. Analyze scope of work and determine the appropriate number of staff required to perform the tasks prior to recruitment efforts begin.

Concern

Backfilling classification series identified as critical.

Recommendation

- Backfill all authorities in the critical classifications through eligible lists, transfer opportunities, and/or Targeted Local Hiring as soon as possible.

- Backfill (Underfill) authorities with training classifications or classifications that can be utilized as incentives to promote.

Concern

The number of qualified candidates in information technology classifications.

Recommendation

- Expand recruitment efforts in a variety of candidate pools, including but not limited to the Personnel Department's website, social media platforms, colleges.
- Allow for open candidates in the IT-related classifications to compete before or with promotional candidates.
- Backfill (Underfill) authorities with training classifications or classifications that can be utilized as incentives to promote.

Concern

Ability to appoint the best candidate for the position irrespective of score. Best candidates may not be in the top scores.

Recommendation

- Re-evaluate the rule of three-whole scores.
- Allow smaller departments to combine their certs with larger departments in order to access scores further down the list.
- Partner with the Personnel Department to revise the process to maximize departments' ability to hire the best candidate for the position.

Retention of quality employees is optimal in any organization. Despite the fact the department persistently explores professional growth opportunities for its valued employees, City Clerk has limited promotional opportunities for staff due to its small size. As the department continues to pursue new initiatives and improvements, classifications are re-evaluated to determine proper alignment of classifications and scope of work. In the past, new enterprises resulted in changes that warranted reallocations, pay grade advancements, and/or the creation of a new classification, resulting in coveted promotional opportunities.

Concern

Limited number of promotional opportunities.

Recommendation

- Evaluate the current classifications in the department and determine if the scope of work is appropriate.
- Reallocate and/or create new classifications when appropriate that may result in promotional opportunities.

Concern

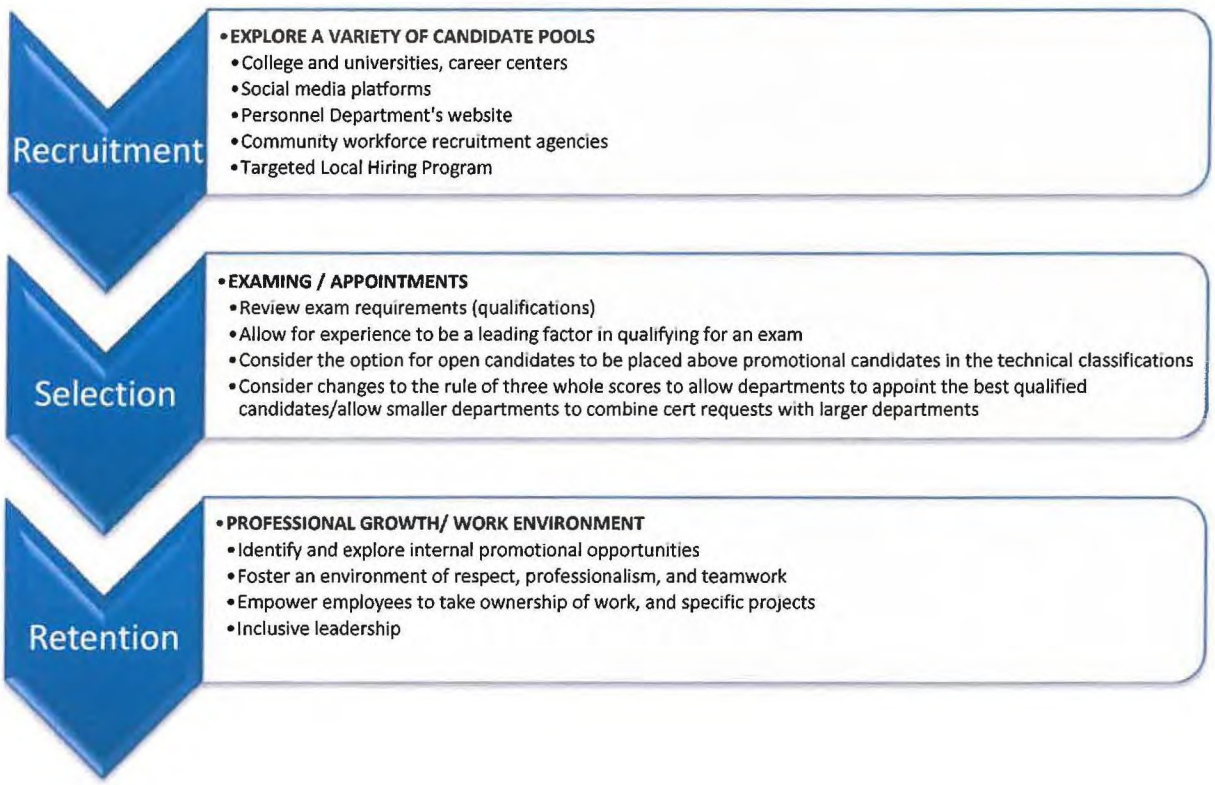
Limited training/development opportunities.

Recommendation

- Establishing an office culture that promotes professional growth through increased work interactions between peers and supervisors.
- Establishing a mentoring program.
- Partnering experienced staff with less experienced staff.
- Cross-training efforts among units and sections.
- Empowering staff through shared responsibilities.
- Backfill (Underfill) authorities with training classifications or classifications that can be utilized as incentives to promote.

The City Clerk's Office makes every effort to foster a good work environment by promoting principals of respect, teamwork, and professionalism, thus optimizing the department's likelihood of retaining valued employees.

Taking meaningful steps to address the above mentioned concerns is necessary. The chart below provides a visual reference of ways to address recruitment, selection, and retention in this workforce plan.



Targeted Local Hiring Program

In compliance with the Mayor's Executive Directive 15, the City Clerk is committed to exploring opportunities to participate in the Targeted Local Hiring efforts. The department

recognizes the importance of this initiative and its potential impact on individuals from under-served populations in the City of Los Angeles. As the department continues to assess staffing levels and the appropriate alignment of classifications with essential job functions, the City Clerk will make it a goal to employ Office Trainees to fill critical administrative support positions.

By June 30, 2018, eight Senior Administrative Clerks will be eligible to retire. While eligibility to retire is not necessarily indicative of the number of individuals who will retire, there may still be other vacancies due to transfers and the City Clerk recognizes this as a viable opportunity to develop Office Trainees. Successful completion of the program will assist these individuals in becoming members of the City family as Civil Service employees. In addition, should the program allow for accounting functions to be incorporated as part of the development efforts, the City Clerk's Office will explore backfilling the Accounting Clerk vacancies.

The Office commits to a goal of hiring a minimum of 25% of all new Administrative Clerk positions using Office Trainees. Moreover, the Personnel Section will remind, in writing, all supervisors with vacant Administrative Clerk positions to consider using Office Trainees. The General Manager will send an "all City Clerk" email to this effect.

Training and Development
The City Clerk's most valuable commodity is its workforce. It is critical that the department invest in this resource to ensure the department continues to provide excellent customer service.

Concern

Limited release time for staff to participate in training opportunities.

Recommendation

- Create a training schedule where supervisors allocate time to participate in online training or in-person training.
- Establish recurring training opportunities throughout the year and offer morning and afternoon sessions in order to avoid interruption of services.

Concern

Limited awareness of training opportunities.

Recommendation

- Notify staff of existing training resources such as the Personnel Department's on-line training modules, including supervisory and leadership training.
- Utilize the Employee Assistance Program's (EAP) vendor, MHN, to provide in-person training opportunities to staff.
- Develop a supervisory training academy for supervisors or future supervisors.
- Develop a mentoring program for employees.

It is important to identify training resources and maximize the use of these resources. The City of Los Angeles offers many training opportunities, as such, the City Clerk is committed to utilizing these resources to help its team members grow professionally by learning new skills and strengthening existing skills through training.

Knowledge Capture and Transfer
Staff attrition usually equals a loss of knowledge and experience that has an adverse impact to any organization. The levels of retirement within the next two years will reduce not only the size, but the strength of the department, if knowledge is not transferred to remaining and new staff.

Revising existing and developing new desk manuals is essential to these efforts. Of equal importance are cross-training efforts and strong internal support systems for employees. Some of the functions in the City Clerk require specialized skill sets and/or knowledge. Council and Public Services staff must have working knowledge of the Brown Act and parliamentary rules of order; staff dedicated to elections must have knowledge of legal deadlines for candidate filing, and other election-related tasks. While it is expected that new staff will experience a learning curve, it is imperative that the department provide the appropriate tools to successfully execute their essential job functions. Therefore, a comprehensive desk manual is invaluable.

Concern

Limited staff and time to revise and/or develop manuals.

Recommendation

- Allocate staff and specific time slots to work on desk manuals and procedures.
- Maintain updated manuals on the new developments that may impact procedures and update the manuals accordingly on a regular basis.
- Use the Cornerstone system to allow staff to record procedures in the Learning Management module. This can be done via a video recording.

Concern

Staff may not want the added responsibility of training someone or learning something new.

Recommendation

- Encourage staff to participate in cross-training efforts for personal growth.
- Offer incentives/recognition to employees who work with less experienced staff.
- Reiterate the fact that having talents/skills in multiple areas optimizes marketability in any employee.
- Develop internal support systems by partnering experienced staff with less seasoned staff.

While the department recognizes that desk manuals are labor intensive and time consuming, it also acknowledges the value of a well written manual. Currently, several of the divisions have staff actively working on desk manuals.

Budget and Vacancy Needs

Efforts to determine appropriate staffing needs are on-going. The workforce plan will unfold as the department determines the needs of each division. At this time, the department is unable to quantify the exact number of vacancies that will be backfilled and the number of positions that need to be requested. All of these changes in staffing needs will affect the budget. The department must identify money for salaries and be judicious about allocating funds and appropriately deploying staff where operational needs exits.

CLOSING

Workforce planning efforts are critical in ensuring an equitable workforce and the restoration of City services in Los Angeles. The Personnel Department has a lead role in assisting departments with crafting effective succession plans through continued support and guidance. In partnership with the Personnel Department, the City Clerk is developing a workforce plan that will evolve with the department. Innovations and new technologies, potential retirements, changes in workload demands and responsibilities have created an intangible measure of current and future staffing needs. The City Clerk will continue to assess and analyze work demands, the required number of employees, and the appropriate levels and classifications to ensure a robust workforce now and in the future.

If you have any questions about the content of this workforce plan, please contact Patricia Jimenez (213) 978-1102 in the Personnel Services Section.

Department of City Planning
Equitable Workforce & Service Restoration Plan
SEPTEMBER 2016

INTRODUCTION

By June 30, 2019, projections indicate that approximately 27% of the Department of City Planning (Planning) employees will be eligible for retirement. Specifically, 83 of the Department's 311 employees will be eligible for early or regular retirement. The Department's mission is to create and implement plans, policies and programs that realize a vision of Los Angeles as a collection of healthy and sustainable neighborhoods, each with a distinct sense of place, based on a foundation of mobility, economic vitality and improved quality of life for all residents. We fulfill this mission by developing, maintaining and implementing the City's General Plan and 35 Community Plans which direct growth, land use and development within the City. Many factors go into this process including reviewing population growth, economic cycles, demographic shifts, housing affordability, environmental challenges and the capacity of the City to build and maintain its infrastructure and provide public services.

Over the next five years it is expected that our workload will increase with resources already provided to establish a regular schedule for updating plans. Current trends in project planning have seen applications at their highest point in three years. However, development patterns also are subject to cycles and have the potential to collapse or reduce on account of the economic climate.

The Department's employee resources will need to have strong skills in technology and computer applications. They will also continue to need excellent verbal and written communication skills.

The Department is involved in the following Citywide Policy Planning programs:

1. General Plan Update
2. Comprehensive Community Plan Program
3. re:codeLA
4. Mobility Team and Great Streets Initiative
5. Housing Unit
6. LA Riverworks
7. Los Angeles International Airport Master Plan

Project Planning programs include:

1. Development Services Centers Expansion
2. Major Projects
3. Expedited Processing Services
4. Geographic Project Planning
5. Condition Compliance

ANALYSIS

The purpose of this report is to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies include suggestions for recruitment, examining, employee development, as well as knowledge capture and transfer.

Table 1 below contains a list of Department classes and the percentage of employees eligible to retire within each one, either through regular or early retirement.

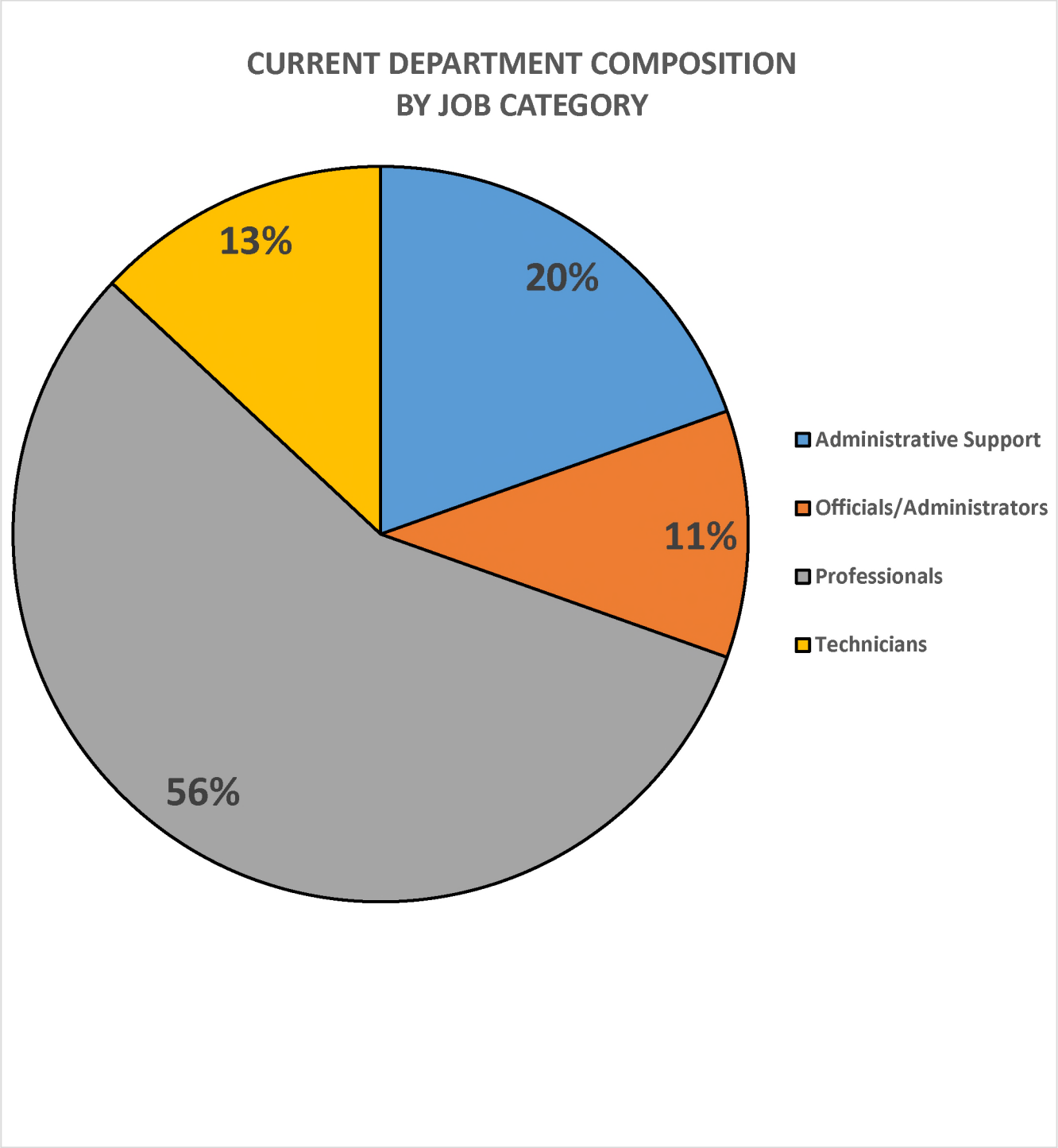
Table 1 - Planning Department % Eligible to Retire by Class as of June 30, 2019

CLASSIFICATION	JOB CATEGORY	CURRENT STAFF	ELIGIBLE TO RETIRE EARLY	% ELIGIBLE TO RETIRE EARLY	ELIGIBLE TO RETIRE	% ELIGIBLE TO RETIRE	TOTAL ELIGIBLE	% ELIGIBLE
ACCOUNTING CLERK	Administrative Support	2	0	0%	0	0%	0	0%
ADMINISTRATIVE CLERK	Administrative Support	14	0	0%	1	7%	1	7%
CHIEF CLERK	Administrative Support	1	0	0%	0	0%	0	0%
COMMISSION EXECUTIVE ASSISTANT I	Administrative Support	3	0	0%	1	33%	1	33%
COMMISSION EXECUTIVE ASSISTANT II	Administrative Support	1	0	0%	0	0%	0	0%
EXECUTIVE ADMINISTRATIVE ASSISTANT II	Administrative Support	1	0	0%	0	0%	0	0%
EXECUTIVE ADMINISTRATIVE ASSISTANT III	Administrative Support	1	0	0%	1	100%	1	100%
SECRETARY	Administrative Support	1	1	100%	0	0%	1	100%
SENIOR ADMINISTRATIVE CLERK	Administrative Support	15	0	0%	6	40%	6	40%
CHIEF ZONING ADMINISTRATOR	Officials/ Administrators	1	0	0%	1	100%	1	100%
DEPUTY DIRECTOR OF PLANNING	Officials/ Administrators	3	0	0%	1	33%	1	33%
DIRECTOR OF PLANNING	Officials/ Administrators	1	0	0%	0	0%	0	0%
DIRECTOR OF SYSTEMS	Officials/ Administrators	1	0	0%	1	100%	1	100%

CLASSIFICATION	JOB CATEGORY	CURRENT STAFF	ELIGIBLE TO RETIRE EARLY	% ELIGIBLE TO RETIRE EARLY	ELIGIBLE TO RETIRE	% ELIGIBLE TO RETIRE	TOTAL ELIGIBLE	% ELIGIBLE
PRINCIPAL CITY PLANNER	Officials/ Administrators	5	0	0%	1	20%	1	20%
ACCOUNTANT II	Professionals	2	0	0%	0	0%	0	0%
ARCHITECT	Professionals	1	0	0%	0	0%	0	0%
ARTS MANAGER I	Professionals	1	0	0%	0	0%	0	0%
ASSOCIATE ZONING ADMINISTRATOR	Professionals	8	1	13%	4	50%	5	63%
CITY PLANNER	Professionals	58	3	5%	18	31%	21	36%
CITY PLANNING ASSOCIATE	Professionals	39	6	15%	9	23%	15	38%
DATA BASE ARCHITECT	Professionals	1	1	100%	0	0%	1	100%
ENVIRONMENTAL SPECIALIST II	Professionals	1	0	0%	1	100%	1	100%
MANAGEMENT ANALYST II	Professionals	4	0	0%	1	25%	1	25%
MANAGEMENT ASSISTANT	Professionals	1	0	0%	0	0%	0	0%
OPERATIONAL & STATISTICAL RESEARCH ANALYST I	Professionals	1	0	0%	0	0%	0	0%
OPERATIONAL & STATISTICAL RESEARCH ANALYST II	Professionals	1	1	100%	0	0%	1	100%
PLANNING ASSISTANT	Professionals	84	0	0%	2	2%	2	2%
PROGRAMMER ANALYST IV	Professionals	1	0	0%	0	0%	0	0%
PROJECT ASSISTANT	Professionals	1	1	100%	0	0%	1	100%
SENIOR ACCOUNTANT I	Professionals	1	0	0%	0	0%	0	0%
SENIOR ACCOUNTANT II	Professionals	1	0	0%	1	100%	1	100%
SENIOR CITY PLANNER	Professionals	18	1	6%	8	44%	9	50%
SENIOR MANAGEMENT ANALYST I	Professionals	1	0	0%	0	0%	0	0%
SENIOR MANAGEMENT ANALYST II	Professionals	1	0	0%	0	0%	0	0%

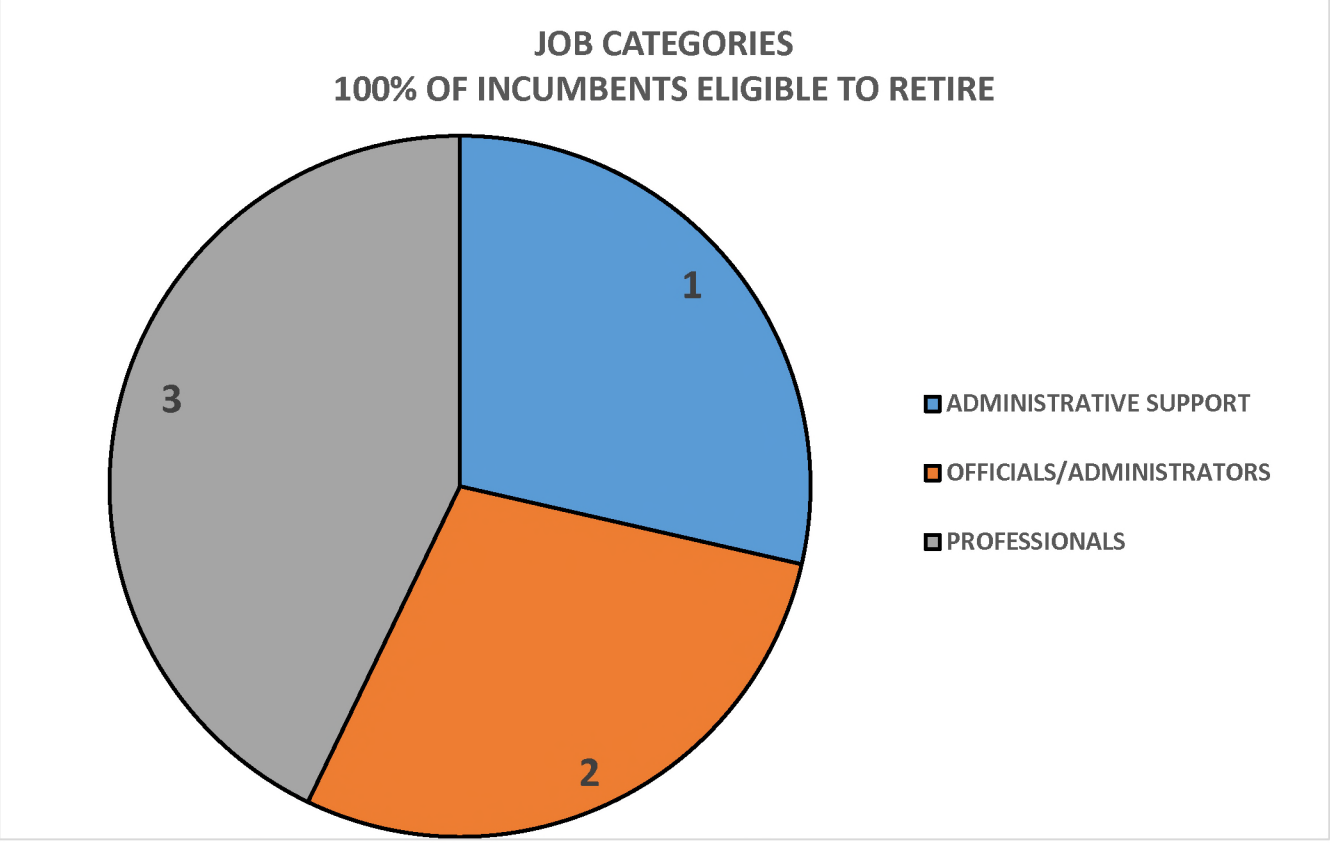
CLASSIFICATION	JOB CATEGORY	CURRENT STAFF	ELIGIBLE TO RETIRE EARLY	% ELIGIBLE TO RETIRE EARLY	ELIGIBLE TO RETIRE	% ELIGIBLE TO RETIRE	TOTAL ELIGIBLE	% ELIGIBLE
SENIOR SYSTEMS ANALYST I	Professionals	3	1	33%	1	33%	2	67%
SENIOR SYSTEMS ANALYST II	Professionals	2	1	50%	0	0%	1	50%
STRUCTURAL ENGINEERING ASSOCIATE III	Professionals	1	0	0%	0	0%	0	0%
SYSTEMS ANALYST II	Professionals	5	1	20%	1	20%	2	40%
SYSTEMS PROGRAMMER I	Professionals	1	0	0%	0	0%	0	0%
SYSTEMS PROGRAMMER II	Professionals	1	0	0%	1	100%	1	100%
GEOGRAPHIC INFORMATION SYSTEMS CHIEF	Technicians	1	0	0%	0	0%	0	0%
GEOGRAPHIC INFORMATION SYSTEMS SPECIALIST	Technicians	11	1	9%	2	18%	3	27%
GEOGRAPHIC INFORMATION SYSTEMS SUPERVISOR I	Technicians	5	0	0%	0	0%	0	0%
GEOGRAPHIC INFORMATION SYSTEMS SUPERVISOR II	Technicians	2	0	0%	1	50%	1	50%
GRAPHICS DESIGNER II	Technicians	2	0	0%	0	0%	0	0%
GRAPHICS SUPERVISOR I	Technicians	1	1	100%	0	0%	1	100%
Grand Total		**311**	**20**	**6%**	**63**	**20%**	**83**	**27%**

The various classifications within the Department were divided into four job categories to obtain a better grasp of which areas of Department operations could be impacted by the high number of anticipated retirements. Also, with information about the various job categories, we are able to anticipate options we could utilize to fill the potential gaps in staffing. The table below illustrates the percent of the department represented by job category.



In the table below, all of the incumbents will be eligible for a regular retirement by June 30, 2019, which will impact three of the four job categories within the department. The pie chart illustrates the number of positions in the job category where 100% of incumbents will be eligible to retire.

IEF ZONING ADMINISTRATOR	1
RECTOR OF SYSTEMS	1
VIRONMENTAL SPECIALIST II	1
ECUTIVE ADMINISTRATIVE ASSISTANT III	1
NIOR ACCOUNTANT II	1
STEMS PROGRAMMER II	1

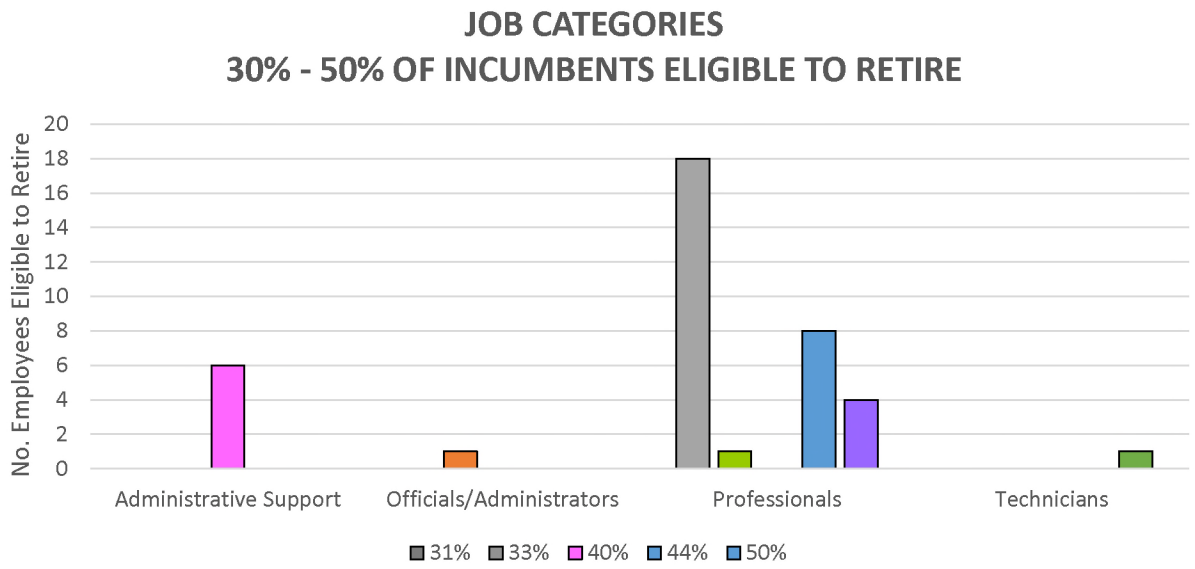


Of the seven job classifications in which the Department may experience a 100% vacancy rate if those eligible to retire do so by June 30, 2019, the Department may be able to take steps now to prepare subordinate classifications if incumbents are able to promote or test into the higher level positions. The Department is already utilizing prepared Job Analyses in order to provide employees with information about higher level positions and information about promotional opportunities and what to anticipate; however, there are some classifications

which do not have completed job analyses. The Department requests that the Job Analysis Project undertaken by Personnel continue and that we move closer to the goal of completing job analyses for all classifications in the City.

A review of the data suggests a significant number of individuals in the following classes will be eligible to retire by June 30, 2019:

CLASSIFICATION	ELIGIBLE TO NORMAL RETIREMENT	% ELIGIBLE TO NORMAL RETIREMENT
Y PLANNER	18	31%
NIOR CITY PLANNER	8	44%
NIOR ADMINISTRATIVE CLERK	6	40%
SOCIATE ZONING ADMINISTRATOR	4	50%
OGRAPHIC INFORMATION SYSTEMS SUPERVISOR II	1	50%
PUTY DIRECTOR OF PLANNING	1	33%
NIOR SYSTEMS ANALYST II	1	33%



As with the positions in which 100% of incumbents will be eligible to retire as of June 30, 2019, these positions will have at least 30% of their incumbents eligible to retire at the end of June 2019. Our focus will be on those categorized as Professionals. Through the use of the CORE supervisory training module and job analyses, the Department has been making efforts to develop employees and prepare them for higher level work and promotion. Although the

Planning series have completed job analyses, not all classifications in the table above do. In the meantime, the Department is relying upon position descriptions, however, a complete job analysis would benefit the Department and the City.

Additionally, due to the anticipated number of retirements in the classification of Senior Administrative Clerk, we anticipate current Administrative Clerks will be testing and promoting into the class. Depending upon the job and staff in the affected divisions, the Department could utilize current staff who are ready to assume higher level work to temporarily receive an Acting Pay bonus or explore filling the positions via transfers, depending on the level of experience required by the position. The Department could also utilize Assistant or Trainee positions to fill vacancies in the administrative support job category, such as Administrative Clerk positions; the Department has four current vacancies in the class. Doing this could allow for balancing seasoned Civil Service employees with targeted local hiring candidates at the level of Office Trainee in compliance with Executive Directive 15.

MEETINGS

Meetings were held with Deputy Director of Planning Jan Zatorski, who is over the Resource Management Bureau responsible for preparing the Department's budget proposals and coordinating human resources. Ms. Zatorski and Ly Lam, Sr. Management Analyst II of the Administrative Services Division, completed the Workforce Planning Assessment Surveys on behalf of the Division Chiefs and provided responses identifying areas where finding staff to fill the anticipated gaps in staffing would be most challenging.

FINDINGS

The Department of City Planning is anticipating some of the resources challenges that other City departments are facing. Planning is seeking ways to actively meet those challenges. Management will also provide more suggestions to the General Recruitment group within the Employment Services Section so as to ensure technical job opportunities are advertised appropriately. These steps will be taken in anticipation of the impact on staffing with a focus on succession planning in general. The HR staff supporting Planning will work to ensure the plan is implemented in close collaboration with the Personnel Department.

Within the Information Technologies (IT) Division there is a need for Programmer Analysts, Systems Programmers, and Data Base Architects to manage current and new programs including PCTS, BuildLA, eHRMS, etc. It is anticipated with the move toward cloud computing, there will be an increased focus on both systems and applications programming that may require staff with the ability to manage servers in both physical and virtual environments. The Department will evaluate the impact that current applications have on the database environment before requesting an additional Data Base Architect position. While it is not anticipated the classifications would be difficult to fill and a recruitment plan is not needed at

this time, the Department suggests a global review of the IT classifications because the Department may be impacted by other departments attempting to fill these vacancies.

Within the Administration Division, operations may be hampered by the retirement of the Deputy Director and Senior Accountant positions. The Deputy Director oversees the Department's administrative resources. Responsibilities include, but are not limited to, the Department's IT work program; the Administrative Services Division, which oversees the Department's budget and contract functions, fiscal management including accounting, purchasing and payroll; and the Commission Office, which provides services and support of various Commissions and commission hearings. The Senior Accountant oversees the Department's day to day fiscal activities, including Accounts Payable, reconciliations, purchasing, and payroll. These positions are critical to the Department's fiscal management operations. A recruitment plan is not needed at this time.

Of the positions within the department that will be eligible for retirement, the Project Planning Bureau's operations may be hampered by the retirement of the sole Environmental Specialist and may need to increase the number of authorized positions to assist with the review and processing of environmental impact reports and other CEQA reviews. There is a need for this expertise as more and more projects require EIR reviews. This may require a recruitment plan, and staff will need to research which schools have the desired course of study.

Additionally, the following positions pose a challenge to Department operations if left vacant: Chief Zoning Administrator, Associate Zoning Administrator, and Senior City Planner. The Chief Zoning Administrator provides the leadership for the Office of Zoning Administration. The Associate Zoning Administrator (AZA) hears cases and issues Letters of Determinations. These positions are critical in many project developments. The Senior City Planner provides the leadership for a planning unit. Senior City Planners are often the lead person attending meetings with developers, policy makers, and major stakeholders. Several meetings often require the presence of a Senior City Planner or Principal City Planner to provide guidance and respond to policy questions.

Upon review of the high number of anticipated vacancies due to retirements, along with consideration of the current and anticipated growth of the Department due to involvement in Citywide programs, the Department anticipates the need to open more mid-level management positions in the Professional job categories, specifically the Planner series, to Open as well as Promotional exams. Although the Department, like other City departments, develops its own mid-level supervisors and promotes staff from within the Planner series, not all employees have the desired skillset required to perform at the higher levels. It is anticipated the Department will need to fill vacancies at the City Planner, Senior City Planner, and Associate Zoning Administrator level; those positions will require both technical knowledge as well as supervisory experience. If the Department is able to expand its hiring ability through Open and Promotional exams for classifications within the Planner series, we would be able to hire

candidates who are established in the Planning field with a strong technical foundation as well as experienced supervisors. The Department would recommend revising the filing requirements for the Planner series job classifications to allow for Open and Promotional applicants. Additionally, due to the transparent and accessible nature of Department reports and data, the Department anticipates the need to add staff in communication and public relations classifications, such as Public Information Director and Public Relations Specialist.

Current practices in place that have worked well for the Department in filling vacancies is that we strive to request examinations according to the Department's Hiring Plan prepared each fiscal year. Our exam requests have been aligned with the Department's Hiring Plan and we have been able to have eligible lists established in time for selection processes during the targeted hiring period. This success is in part due to the Personnel Department's willingness to work with the Department regarding modification of bulletin application requirements, as well as discussion of other steps we could take to improve candidate pools. Finally, the Personnel Department's Recruitment Division has also provided information and suggestions to the Department on Citywide recruitment efforts that could increase the number of applicants or viable candidates for classifications within the Department.

Information provided on the Personnel Department's Exam Status database, as well as the Eligible List Status Report, was also reviewed to ensure any impact on Department operations due to anticipated retirements would be mitigated. The table below contains a list of critical classifications, whether there is a current or pending establishment of an eligible list for the classification, and how the Department plans to fill vacancies. For those Classifications listed below whose eligible lists will expire before June 2019, examination requests will be submitted prior to specified eligible list expiration dates.

CLASSIFICATION	INCUMBENTS ELIGIBLE FOR RETIREMENT BY 6/30/18	ELIGIBLE LIST STATUS and EXPIRATION DATE	PLAN TO DECREASE IMPACT ON STAFFING DUE TO RETIREMENTS
City Planner	20	1/11/18	Fill via certification of the eligible list.
City Planning Associate	18	Open for filing 6/17/16	Fill via certification of the eligible list.
Associate Zoning Administrator	6	9/21/17	Fill via certification of the eligible list.
Sr. City Planner	5	11/12/17	Fill via certification of the eligible list.
Geographic Information Systems Specialist	4	Open for filing 8/26/16	Fill via certification of the eligible list.
Sr. Administrative Clerk	3	8/9/18	Fill via certification of the eligible list.

Sr. Systems Analyst	2	Tentatively scheduled to open 11/2016	Fill via certification of the eligible list.
CLASSIFICATION	INCUMBENTS ELIGIBLE FOR RETIREMENT BY 6/30/18	ELIGIBLE LIST STATUS and EXPIRATION DATE	PLAN TO DECREASE IMPACT ON STAFFING DUE TO RETIREMENTS
Systems Analyst II	2	6/17/17	Fill via certification of the eligible list.
Pr. City Planner	1	Expired, not on Master Calendar	Fill via certification of the eligible list.
Administrative Clerk	1	2/10/18	Fill via certification of the eligible list.
Director of Systems	1	No list, not on Master Calendar	Tentative Bulletin open date 9/2016
Operations and Statistical Research Analyst	1	6/28/17	Fill via certification of the eligible list.
Data Base Architect	1	4/11/18	Fill via certification of the eligible list.
Deputy Director	1	Exempt	Executive recruitment necessary

This report was prepared by Rizza Abuan, Senior Personnel Analyst I, Personnel Liaison to the Department of City Planning.

City Controller's Office

Strategic Workforce Plan
August 2016

INTRODUCTION

The Controller Office is headed by an elected citywide official who serves as Los Angeles's auditor and general accountant. As "the taxpayers' watchdog," the Controller oversees a team responsible for conducting independent audits, managing the City's payroll and disbursements, preparing reports on the City's finances, providing information about the City's finances and operations online—and focusing on modernization, management and metrics.

By 2019, projections indicate that approximately 31% of Los Angeles City Controller employees will be eligible for retirement. Specifically, 51 of the department's 167 employees will be eligible for early or regular retirement. Table 1 contains a list of department classes and the number of employees eligible to retire.

The purpose of this report is to assess the impact that these prospective departures may have on the Office and determine appropriate strategies to proactively address them.

Table 1 – City Controller Number of Employees Eligible to Retire each year by Class. Class marked in red are considered essential to the Office. "Total in Class" refers to the total number of employees within the Controller's Office in that class. "% Eligible in 2019" refers to the percentage of eligible retirees per class in 2019.

Year	2017	2018	2019	Total In Class	% Eligible in 2019
Accountant	4	4	4	11	36%
Accounting Clerk	3	3	3	11	27%
Accounting Rec Supervisor	1	1	1	1	100%
Administrative Clerk	1	1	1	7	14%
Chief Internal Auditor	1	1	1	1	100%
Chief Management Analyst	1	1	1	1	100%
Director of Financial Analysis & Rep	0	1	1	1	100%
Director of Systems	0	1	1	1	100%
Executive Admin Assistant	0	1	2	2	100%
Financial Management Specialist I	1	1	1	1	100%
Financial Management Specialist II	1	1	1	2	50%
Financial Management Specialist III	0	0	0	1	0%
Financial Management Specialist IV	3	3	3	4	75%
Financial Management Specialist V	2	2	2	3	67%
Fiscal Systems Spec I	5	5	5	15	33%
Fiscal Systems Spec II	3	4	4	7	57%

Internal Auditor	1	1	1	15	7%
Management Analyst	1	1	2	3	67%
Principal Accountant	6	6	6	10	60%
Senior Accountant	7	9	9	19	47%
Senior Administrative Clerk	3	3	4	6	67%
Senior Management Analyst	2	2	3	4	75%
Senior Systems Analyst I	1	1	1	4	25%
Senior Systems Analyst II	0	0	1	3	33%
Systems Analyst II	0	0	1	4	25%
Warehouse & T/R Worker	1	1	1	1	100%

A review of the data suggests over 50% of the employees in the following classifications will be eligible to retire:

- Accounting Rec Supervisor
- Chief Management Analyst
- Director of Systems
- Financial Management Specialist I
- Financial Management Specialist II
- Financial Management Specialist IV
- Financial Management Specialist V
- Fiscal Systems Specialist II
- Senior Accountant, Senior Administrative Clerk
- Senior Management Analyst
- Warehouse & Trade Worker

Meetings were held with Division Chiefs to discuss the impact that these retirements may have on their divisions.

FINDINGS

As with the rest of the City, the Controller's Office faces a similar loss of resources due to retirements. In fact, this issue was addressed in a Controller audit that examined the *graying of the workforce*. . For this Office, losses due to retirement compound existing challenges with recruiting and retaining qualified staff within the Controller's Office. Thereby, making the importance of a workable succession plan very critical.

The City's Civil Service System and its process (System) impedes effective succession planning. Having to work within the System's constrains oftentimes makes it difficult to hire the caliber of candidates we need to fill roles within our Office. The testing, classification and allocation processes make it hard to hire candidates that have the skill sets we need and would be successful within our Office.

A serious retirement succession plan would require City-wide reforms to the System, but those reforms are beyond the scope of this report.

Some of the areas of concern are in the recruitment and filling of managerial and supervisory positions. Although most of our staff within this Office – and within the City have strong accounting and finance skills, there is concern that they do not have the management skills necessary to hold leadership roles when their supervisors retire.

Also, because the fields of auditing and accounting has evolved and continues to evolve it is challenging for this Office to compete with the private sector in recruiting staff who are experienced in best and next and leading practices in these fields.

CONCERNS/RECOMMENDATIONS

After meeting with the Divisions, the following are the concerns that were discussed and the recommended course(s) of action to address the concerns.

Concern

Many of the applicants referred to this Office through the Civil Service process do not meet our needs. The current Personnel classifications do not necessarily reflect the needs of the Office. Accounting work has evolved in the past few decades. It is now more analytical, requires a greater use of technology and is more proactive and analytical--no longer just reactive and applying existing rules and procedures.

Recommendations

Near-Term

- Utilize in lieu and substitute authority to hire from additional classes who have more systems and management experience to supplement accountancy backgrounds. Reopen and revise bulletins as requirements of the jobs change.
- Promote job openings on more channels, such as social media and additional job search sites, to ensure they reach a wider audience.

Long-Term

- Work with Personnel to revise Classification Specifications, especially for Accounting and Auditing series to align more closely with the ways in which these jobs have evolved and the broader skill sets they require.

- Begin college recruitment program to demonstrate the innovative work that the Controller's Office is pursuing and motivate young people to pursue government opportunities.
- Create a trainee position in the field of accounting and auditing that could allow for an in-road to becoming City employees while learning and working within the Controller's Office.
- Contract with temp-to-perm employment agencies to provide temporary at-will employees who have the opportunity to become full-time, regular employees if they possess and demonstrate the necessary skill sets.
- Work with Personnel to create new Classification Specifications unique to work within Controller's Office. Requirements for this classification may include backgrounds in data analysis, statistics, and computer systems.

Concern

The System does not provide flexibility for Division Heads to groom and train employees with strong potential to become managers. Employees within the division who have gained institutional knowledge must meet System requirements, go through the testing process and compete against others within the class. This increases turnover and decreases institutional knowledge within the Office.

Recommendations

- Give Division Heads more flexibility to provide opportunities to promising employees. This may include taking tests before minimum requirements are met or award points during selection process to those with institutional knowledge.
- Provide cross-training opportunities across divisions – or even with other Departments – for promising employees to build their skills. Make it possible for these cross-training opportunities to open doors for promotional opportunities.

Concern

Within the City we do not always have qualified personnel who meet our needs or have been trained adequately in classifications that are at the mid-career (senior) level. For example, in many cases, mid-career applicants may have superior technical skills but lack the managerial or supervisory skills to lead teams effectively.

Recommendations

- Make more exams Open (rather than Open/Promotional) to provide more opportunities for the strongest candidates to be hired and bring new skill sets to the City.
- Develop a voluntary reassignment (rotation) program for employees and managers for cross-training and career development. This would be especially helpful for employees to gain managerial experience.
- Allow more flexibility for classes within management series to have supervisory positions over those with different classes.

Concern

Loss of all or most senior employees would create a knowledge loss that would negatively impact the Office.

Recommendations

- Explore ways to incentivize senior-level employees to stay on to prevent loss of knowledge to department. One potential strategy could be Health and Wellness Benefits (such as discounted gym memberships, free recreation and volunteer activities, tuition reimbursements, etc.) offered outside of each employee's standard benefits package could motivate senior-level employees to delay their retirements.
- Investigate ways for knowledge transfer to potential promotional candidates in advance of retirements.

Concern

Due to workload and availability, training is not always feasible to help staff promote to more supervisory/management positions or work with new technology that could improve workflow.

Recommendations

- Work with Personnel to find resources for trainings in two key areas: (1) management and supervision to enable current targeted employees to take leadership positions within their divisions and (2) technology trainings as appropriate for specific roles within the Office.
- Provide tuition reimbursement that will help City employees receive training in management and technology that would enable them to rise to more senior positions. This benefit might also encourage prospective retirees to continue

working beyond their retirement date, so they have more time to impart institutional knowledge to current employees.

Concern

There is no current system in place for knowledge capture and transfer.

Recommendations

- Require employees to create desk manuals that can be shared on Google Drive, readily accessible to all, to provide solutions to job-related challenges within the Controller's Office.

TECHNOLOGY

The Controller's Office uses standard City software (Microsoft suite, etc.) as well as proprietary software such as Teammate and Idea, for employees to perform their duties. Further, the Office has onboarded additional software that aligns with the Controller's mission of providing the public transparent, useful information about their government. For example, platforms such as Tableau and Socrata provide open data and analytics that the public may find valuable. It should be noted that the Controller's Office is also responsible, with support from ITA, for city-wide financial systems (e.g. PaySR, FMS). Assessing the breadth of technology changes that the Office envisions is beyond the scope of this report. However, we have been and will continue to work with ITA in the development of our plan. A detailed technology strategy will be submitted with our 2017-18 budget in November, 2016.

TARGETED HIRING

On April 29, 2016, the Mayor issued Executive Directive 15. Although the Controller's Office is not obligated to comply with Executive Directives, the Controller is very much interested and fully agrees with ED 15. With that being said, we took a hard look at potential ways that the Controller's Office could recruit from more diverse communities.

The majority of employees within the Controller's Office are engaged in high-skilled, technical work, and many have advanced degrees. The only classification that may be a good fit for the targeted local hiring program is the Administrative Clerk positions. As these positions become vacant due to turnover or promotions we will consider taking advantage of the Targeted Hiring program.

Los Angeles City Controller

http://www.lacontroller.org/
https://www.facebook.com/ControllerRonGalperin/
https://twitter.com/RonGalperin

Department of Convention and Tourism Development

Strategic Workforce Plan

June 2016

INTRODUCTION

By 2018, projections indicate that approximately 55% of the Department of Convention and Tourism Development employees will be eligible for retirement. Specifically, 6 of the department's 11 employees will be eligible for regular retirement. Table 1 contains a list of department classes and the percentage of employees eligible to retire within each one.

The purpose of this report is to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies, included below include suggestions for recruitment, employee development, and knowledge capture and transfer.

Table 1 – Department of Convention and Tourism Development % Eligible to Retire by Class

CLASS TITLE	EMPLOYEES	ELIGIBLE TO RETIRE	% ELIGIBLE TO RETIRE	REGULAR	EARLY
Accounting Clerk	1	0	0%		
Asst Gen Mgr Conv Ctr	2	1	50%	1	
Build Repairer Supvr	1	1	100%	1	
Conv Ctr Bldg Supt I, II	1	1	100%	1	
Electrical Craft Helpr	1	1	100%	1	
Executive Administrative Assistant III	1	0	0%		
Gen Mgr Convention Ctr	1	1	100%	1	
Management Analyst I, II	2	1	50%	1	
Management Assistant	1	0	0%		
TOTAL	11	6	55%	6	

A review of the data suggests that due to the number of employees in the Department, any retirements will have a significant impact on the operation until a replacement can be found.

Assistant General Manager Diana Mangioglu provided information regarding the needs of the Department.

FINDINGS

The Department of Convention and Tourism Development is in a unique position compared to other City departments as it relates to succession planning. Training potential replacements is not a viable option in most of the classifications due to the Department not having staff in feeder classifications.

120 day authorities may be an option to bridge the knowledge gap with new hires.

DISCUSSION/RECOMMENDATIONS

The following summary indicates observations and suggestions by Ms. Mangioglu. This information is not all inclusive and will continue to be modified as the succession planning moves forward.

RECRUITMENT/RETENTION

- Concern that some classifications may be difficult to fill as potential candidates may view the Department of Convention and Tourism Development as a small department and interest could be low.
- Recruitment plan may need to be developed for the Executive Director position, however as it is equivalent to a General Manager position, the hiring decision would be within the purview of the Mayor's office.

TRAINING/EMPLOYEE DEVELOPMENT/LEADERSHIP DEVELOPMENT

- Informal training has been established for the Management Assistant classification.

KNOWLEDGE CAPTURE AND TRANSFER

- Concern that due to limited number of employees in the Department, knowledge transfer from current employees with many years of unique experience would be difficult to replace.
- Utilization of active eligible lists will be adequate to replace a few critical positions
- Recommended that a 120 day authority be utilized at the Assistant General Manager position to provide feedback on the expansion project and manage capital improvements.
- Recommend that two lesser seniority positions be trained to assume ongoing capital improvement project responsibilities.

LOCAL HIRE PROGRAM

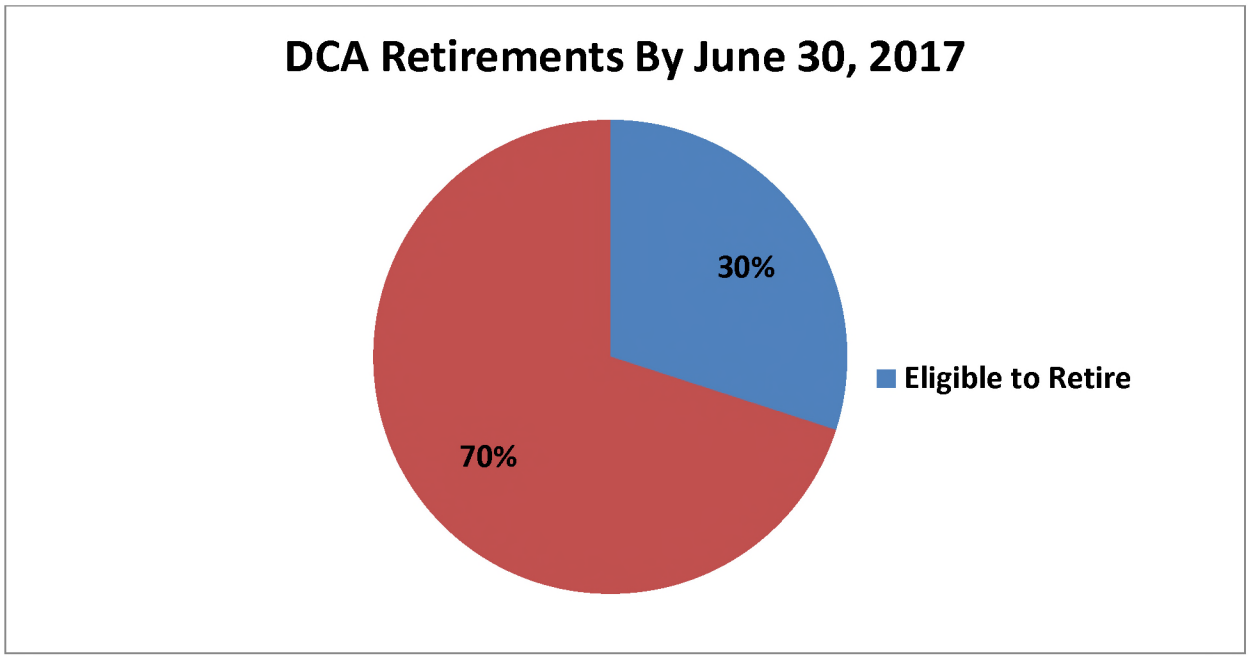
In response to Executive Directive 15, the Department of Convention and Tourism Development is unable to participate in the Local Hire Program as the Department does not employ any of the classifications listed as Trainee/Assistant classifications.

Department of Cultural Affairs (DCA)
Strategic Workforce Plan
September 2016

INTRODUCTION

Recognizing the important role that the arts, culture, and creativity play in fueling our local economy, fostering vibrant communities, and building a competitive 21st century workforce, the Department of Cultural Affairs must maintain and strengthen its workforce to continually improve service delivery and enhance the impact on the communities we serve.

By 2017, projections indicate that approximately 30% of DCA employees will be eligible for retirement. Specifically, 14 of the department's currently active 46 employees will be eligible for early or regular retirement. Table 1 lists the department classes and the percentage of employees eligible to retire within each one.



This report aims to prepare the Department to address these impending departures and to proactively determine appropriate strategies to manage them. These strategies include suggestions for recruitment, retention, hiring, examining, employee development, knowledge capture and transfer.

Table 1 – DCA Classifications % Eligible to Retire as of June 30, 2017 (Note: The classifications in red have been identified as critical to the Department.)

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accountant I, II	1	0	0	0	0
Administrative Clerk	3	2	66%	2	0
Architectural Assoc. II	1	1	100%	1	0
Art Center Director I, II	7	3	43%	2	1
Art Curator	1	0	0	0	0
Art Instructor I, II, III	4	1	25%	1	0
Arts Associate	5	0	0	0	0
Arts Manager I, II, III	12	2	17%	1	1
Asst. GM Cultural Affairs	1	0	0	0	0
Community Arts Director	1	1	100%	1	0
Development. & Marketing. Dir.	1	0	0	0	0
Exec. Admin. Asst. I, II, III	1	1	100%	1	0
Gen. Mgr. Cultural Affairs	1	0	0	0	0
Gallery Attendant	1	0	0	0	0
Management Analyst I, II	1	1	100%	1	0
Payroll Supervisor I, II	1	1	100%	1	0
Performance Arts Director	1	0	0	0	0
Sr. Accountant I, II	1	1	100%	1	0
Sr. Management Analyst II	1	0	0	0	0
Sr. Project Coordinator	1	0	0	0	0
	46	14	30%	12	2

A review of the data suggests that a significant number of individuals in the following classes will be eligible to retire:

- 100% of the following classifications: Architectural Associate, Community Arts Director, Executive Administrative Assistant, Management Analyst, Payroll Supervisor and Sr. Accountant.
- Approximately 66% of Administrative Clerks.
- Approximately 43% of the Art Center Directors.

Due to the small number of full-time staff of the Department combined with the number of individuals that are served, each and every full-time staff position is critical towards implementing the Department's mission and central to the Department's functions. As a result, DCA management will focus on all of the positions listed above, including (but not limited to): Architectural Associate, Community Arts Director, Executive Administrative Assistant, Management Analyst, Payroll Supervisor, Administrative Clerk and Sr. Accountant classes.

TARGETED HIRING

On April 29, 2016, the Mayor issued Executive Directive 15. In the plan, the Mayor's Office asked departments to address how they would participate in the targeted local hire program, which identified specific classifications within the City.

DCA has several entry level as-needed positions (temporary and part-time) that are hired periodically to meet the Department's workload. Currently, DCA does not have any vacant classifications identified in the program for local hire. The classifications that may be used when needed for future hires that qualify for this program are: Community Service Worker, Maintenance Construction Worker, Masonry Worker, Theater Attendant and Recreation Assistant.

FINDINGS

DCA faces similar "loss of resources" challenges as many other City departments and is actively seeking ways to meet those challenges. Additionally, due to the lower level salaries of many DCA-specific classifications, the agency struggles with recruiting, hiring, and retaining qualified arts-related staff. As a result of these challenges, DCA frequently finds itself in the position of requesting advanced-step hiring to recruit highly qualified candidates, such as the hiring of the new Performing Arts Director.

As DCA transitions from an analog to a digital agency, the necessary skill sets needed to bring DCA into the 21st Century have grown from the skill sets used over the earlier life of the agency. For example, some of the areas of concern identified are in the recruitment and filling of the Community Arts Director and Art Center Director series.

As a result, the Department foresees a need to adjust the current bulletin requirements for these positions and to work with the City Administrative Officer to evaluate the salary of all DCA-specific classifications. Other positions that the Department sees as challenging to fill include Architectural Associate, Sr. Accountant, Management Analyst, Payroll Supervisor, and Executive Administrative Assistant,. Challenges with filling these positions are largely due to the necessary "transfer of knowledge" that would need to take place between the new hire and prior incumbent.

As the Department and the City continues to grow and technology advances, the Department foresees a need to add the Systems Analyst classification series to DCA's budget. In addition, due to the restoration of services, the Department has a greater need for executive management level staff to manage the growth and provide greater oversight and management of the Department and will consider adding those positions (Assistant General Manager/Chief Management Analyst) to future budget submissions.

CONCERNS/RECOMMENDATIONS

After meeting with senior staff, the following are the concerns that were discussed and the recommended course(s) of action to address the concerns. (Note: These recommendations will continue to be developed and evaluated as the Department begins to implement their Workforce Plan and as changes in the workplace occur.)

Recruitment, Hiring and Retention of Qualified Staff

- Work with Personnel Department on changing the bulletin requirements. Also look at certain requirements (i.e., years of on-the-job experience), which would allow for selective certification. Reopen the bulletin as requirements of the job change and a need for a more specialized skill set is identified.

Increasing Salaries for All DCA-Specific Classifications

- Work with Personnel Department and City Administrative Officer to discuss process in reviewing the salaries for all DCA-specific classifications.

Transfer of Knowledge

- Request substitute authority positions and/or emergency appointments to allow for some overlap of employees for those classifications (i.e.: Architectural Associate, Art Center Directors, Community Arts Director, Payroll Supervisor, Management Analyst, and Sr. Accountant) deemed critical for the transfer of knowledge from one incumbent to the next. Write and maintain Desk Reference Manuals for those positions identified as critical to the Department.

New Classifications for the Department

- Make requests to have the following classifications added to the Department's Personnel Ordinance: Systems Analyst.

Summary

- DCA will continue to work with the City's Personnel Department as it moves forward with its Workforce Succession Plan, Information Technology Plan, Targeted Local Hiring Program and overall recruitment efforts. These joint efforts will allow DCA to ensure efficient operations and increase in services to the City's residents and tourists.

Contact

- For further information regarding this report, please contact, Alma Gibson, Director of Administrative Services. Additional information about DCA can be found at www.culturela.org.

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STEPHEN DAVID SIMON
EXECUTIVE DIRECTOR

Date: September 16, 2016

To: Deputy Mayor, Budget and Innovation

From: Stephen D. Simon, Executive Director

Subject: Executive Directive No. 15 – Equitable Workforce and Service Restoration Plan

In response to the requirements set forth in Mayor Garcetti's Executive Directive No. 15 (ED-15), the Los Angeles Department on Disability (DOD) hereby submits its Equitable Workforce and Service Restoration Plan. This plan details DOD's possible retirements in its critical job classifications for the two upcoming fiscal years and our meeting with the Personnel Department including the recommendations and efforts we have made on how to address this pending problem. Additionally, our IT Plan is also included, detailing our technical plans for the future of DOD.

Please feel free to contact me directly if you have any questions or concerns regarding any of the attached documentation at (213) 202-2764.

Thank you,

Stephen David Simon
Executive Director
City of Los Angeles
Department on Disability
(213)202-2757

Equitable Workforce & Service Restoration Plan –ED 15

INTRODUCTION:

By June 30, 2017, Personnel Department projections indicate that at least 33% of Department on Disability (DOD) employees will be eligible for retirement. The Department currently has five (5) eligible out of total number of fifteen (15) employees, so this percentage will impact DOD's operations significantly. Currently, the Department has had two (2) employees (Management Analyst) that were identified in August of 2015, recently retire. Efforts are under way to recruit and back fill their positions.

DOD's Mission is to ensure full access to employment, programs, facilities and services; through strategic management, outreach and education, referrals, advocacy, technical assistance, and delivery of services (including HIV/AIDS prevention); for the benefit of persons with disabilities and those impacted by HIV/AIDS as well as providers and policymakers.

DOD's future goals are to continue to achieve its mission in a more efficient manner and implement technologies to help make this occur. In addition, DOD seeks to play a larger role in supporting the city in mitigating potential accessibility litigation and claims.

The Department's core functions, duties and responsibilities are provided by Principal and Senior Project Coordinators as well Project Coordinators. Due to the nature of the department's mission, DOD does not anticipate a shift in the skill sets required to perform their duties.

It is imperative the Department has in place a plan of action in anticipation of a possible large reduction in staff. This plan includes suggestions for recruitment, examining, and special recruitment for specialized positions.

Table 1 – Department on Disability % Eligible to Retire by Class as of June 30, 2017

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accounting Clerk	1	1	100%	1	0
Clerk Typist	1	0	0	0	0
Executive Director	1	0	0	0	0
Management Analyst	4	1	25%	0	1
Principal Project Coordinator	1	0	0	0	0
Project Coordinator	3	2	66%	2	0
Sr. Project Coordinator	3	0	0	0	0
Sr. Management Analyst	1	1	100%	0	1
Total	15	5	33%	3	2

Table 2 – Department on Disability % Eligible to Retire by Class as of June 30, 2018

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accounting Clerk	1	1	100%	1	0
Clerk Typist	1	0	0	0	0
Executive Director	1	0	0	0	0
Management Analyst	4	1	25%	0	1
Principal Project Coordinator	1	0	0	0	0
Project Coordinator	3	2	66%	2	0
Sr. Project Coordinator	3	0	0	0	0
Sr. Management Analyst	1	1	100%	0	1
Total	15	5	33%	3	2

Table 3 – Department on Disability % Eligible to Retire by Class as of June 30, 2019

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accounting Clerk	1	1	100%	1	0
Clerk Typist	1	0	0	0	0
Executive Director	1	0	0	0	0
Management Analyst	4	1	25%	1	0
Principal Project Coordinator	1	0	0	0	0
Project Coordinator	3	2	66%	2	0
Sr. Project Coordinator	3	0	0	0	0
Sr. Management Analyst	1	1	100%	0	1
Total	15	5	33%	4	1

A review of the data indicates a significant portion of this department will be eligible to retire as early as June 30, 2017: 100% of Accounting Clerks and Senior Management Analyst staff. These positions are critical to the department's ability to prepare budget, process Payroll, and all Accounting functions. Over 60% of Project Coordinators in the ADA Section will be eligible to retire and will severely impact the sections ability to assist city departments and their employees with legally mandated ADA requirements.

MEETINGS

Several meetings were held in August 2016 with Personnel Department staff and the Department on Disability Executive Management Team to analyze the LACERS data. These meetings consisted of Sean Cumbie, Sr. Personnel Analyst I, Paula Hudak, Management Analyst II, of the Personnel Department and Stephen D. Simon, Executive Director, Nicole Willett, Principal Project Coordinator, Ricardo Rosales and Angela Kaufman, Senior Project Coordinators to review their retirement eligibility data and discuss where the focus should be for the Workforce Planning Program. The primary focus is for both Sr. Management Analyst, Accounting Clerk and Project Coordinator. As each of these positions are vital parts of the department's ability to function properly while serving the City department's needs.

CONCERNS/RECOMMENDATIONS:

After meeting with Department staff, the following concerns were brought forward along with the recommended course of action to address those concerns.

Hiring qualified Management Analysts and Project Coordinators

- Specialized recruitment required for replacement of Management Analyst II (exempt) assigned to the Community Outreach Resource and Education (CORE) Division. This position requires unique skill sets in order to meet the needs of this specific position. The proposed plan is to recruit at University and Community based organizations
- Specialized recruitment required for replacement of two Project Coordinators assigned to ADA Division. Proposed plan is to recruit via Disability Non-Profit Organizations

Hiring qualified Senior Management Analyst

- Currently the Sr. Management Analyst handles all aspects of budget and finance related matters for the department. The department will be focusing on an Administrative Section restructure in the future which will allow for more cross training and information sharing within the division.

TARGETED HIRING

On April 29, 2016, the Mayor issued Executive Directive 15, in which he requested all Departments to address how they would participate in the targeted local hire program. At this time, the Department on Disability does not have any vacancies of the classifications identified in the program for local hire. The Department has one (1) Administrative Clerk that is currently filled with an exempt employee. However, this is an area the Executive Director and his staff is very interested participating for any future vacancies that may arise.

FINDINGS:

The Department on Disability has been working with Personnel Liaison Group III in filling vacant and new positions. Currently, the Department has three positions (Management Analyst II) that became vacant due to employee retirements. One of these positions has been filled and recruitment for another one is at the final stages. The significant amount of exempt positions in this department provides more latitude in recruitment efforts rather than limited to only Civil Service appointments. In this respect, all Project Coordinator positions are exempt and therefore require a different approach to recruitment such as utilizing Disability Non-Profit organization outreach efforts rather than relying on existing eligible lists.

TECHNOLOGY

The Department currently uses Microsoft Office (including Excel, PowerPoint, Publisher, and Word), Google Drive, JAWs, CommonLook, Video Remote Interpreting Service, ICS Viewer, OneNote, Adobe, PDF, and NexTalk TTY (Telecommunication Device for the Deaf) Applications.

The Department has a Community Outreach, Resources, and Education division. CORE staff provides referrals to over 1000 persons with disabilities and agencies annually. The database resources include: housing, emergency shelter, accessible transportation, employment training, job placement, and recreational opportunities. In addition, the staff tracks client referrals to ensure that appropriate services are being provided.

DOD also utilizes tablets, desktops, and laptops. The Department is in the process of purchasing, installing, and training staff on a management and case tracking system.

TRANSFER OF KNOWLEDGE:

With a limited budget, it is difficult to meet the challenge of transfer of knowledge. It is recommended the current staff review any current policies/procedures and utilize administrative staff to organize using a shared drive system in order to be more sustainable. This will also assist in keeping procedures up-to-date and easily accessible to all staff in the department.

SUMMARY

Personnel Department staff will continue to work closely with Department on Disability management in filling their current vacancies as well as continue strategizing filling the upcoming potential vacancies as needs arise.

CONTACT

This report was prepared by Paula Hudak and additional information about DOD can be found at http://disability.lacity.org/.

Economic and Workforce Development Department
Strategic Workforce Plan
September 2016

INTRODUCTION

By 2018, projections indicate that approximately 48% of Economic and Workforce Development Department (EWDD) employees will be eligible for retirement. Specifically, employees in 68 of the department's 183 positions will be eligible for early or regular retirement. Table 1 contains a list of department classes and the percentage of employees eligible to retire within each one.

The purpose of this report is to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies, included below, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

Table 1 - EWDD % Eligible to Retire by Class (through June 2018)

CLASSIFICATION	NUMBER OF POSITIONS	ELIGIBLE FOR NORMAL RETIREMENT	% ELIGIBLE FOR NORMAL RETIREMENT	EARLY RETIREMENT	% ELIGIBLE FOR EARLY RETIREMENT
AUDITOR II	3	3	100%	2	67%
COMMISSION EXEC ASST II	1	1	100%	1	100%
GM EWDD	1	1	100%	0	0%
PAYROLL SUPERVISOR I	1	1	100%	1	100%
PR ACCOUNTANT I, II	2	2	100%	0	0%
ADMINISTRATIVE CLERK	12	9	75%	2	17%
SR ACCOUNTANT I, II	4	3	75%	0	0%
SR SYSTEMS ANALYST I, II	4	3	75%	2	50%
CH MANAGEMENT ANALYST	2	1	50%	0	0%
COMNTY PROGRM DIRECTOR	2	1	50%	0	0%
SR AUDITOR	2	1	50%	0	0%
SR PROJECT COORDINATOR	15	7	47%	2	13%
ACCOUNTING CLERK	5	2	40%	1	20%
INDUST COMRCL FIN OFR I, II	5	2	40%	0	0%
MANAGEMENT ANALYST I, II	33	13	39%	2	6%
SR MGMT ANALYST I, II	18	7	39%	2	11%

CLASSIFICATION	NUMBER OF POSITIONS	ELIGIBLE T FOR NORMAL RETIREMENT	% ELIGIBLE FOR NORMAL RETIREMENT	EARLY RETIREMENT	% ELIGIBLE FOR EARLY RETIREMENT
SR ADMINISTRATIVE CLERK	10	3	30%	2	20%
SR PROJECT ASSISTANT	21	6	29%	3	14%
SYSTEMS ANALYST II	4	1	25%	0	0%
ACCOUNTANT II	5	1	20%	0	0%
ASST CH GRANTS ADMINSTR	2	0	0%	0	0%
ASST GM EWDD	3	0	0%	0	0%
CH GRANTS ADMINISTRATOR	1	0	0%	0	0%
COMNTY PROGRM ASST I, III	3	0	0%	0	0%
DATA BASE ARCHITECT	1	0	0%	0	0%
DEPT CHIEF ACCT IV	1	0	0%	0	0%
DIRECTOR OF SYSTEMS	1	0	0%	0	0%
EXEC ADMIN ASST II, III	2	0	0%	0	0%
FISCAL SYSTEMS SPEC I, II	2	0	0%	0	0%
MANAGEMENT ASSISTANT	4	0	0%	0	0%
PROGRAM AIDE	1	0	0%	0	0%
PROGRAMMER ANALYST V	1	0	0%	0	0%
PROJECT ASSISTANT	3	0	0%	0	0%
PROJECT COORDINATOR	5	0	0%	0	0%
REHAB CONSRUCTION SPEC	1	0	0%	0	0%
SECRETARY	2	0	0%	0	0%
TOTALS	***183***	***68***	***37%***	***20***	***11%***

A review of the data suggests that a significant number of individuals in the following classes will be eligible to retire:

- Administrative Clerk (9 of 12)
- Chief Management Analyst (1 of 1)
- Community Program Director (1 of 2)
- Management Analyst (13 of 33)
- Sr Accountant (3 of 4)
- Sr Auditor (1 of 2)
- Sr Management Analyst (7 of 18)
- Sr Project Coordinator (7 of 15)
- Sr Systems Analyst (3 of 4)

The data also indicates that in the following classes, all of the incumbents will be eligible for retirement by June 30, 2018:

- General Manager
- Auditor
- Commission Executive Assistant
- Payroll Supervisor
- Principal Accountant

BACKGROUND

The Economic and Workforce Development Department (EWDD seeks to deliver and promote best-in-class economic and workforce development services that generate, sustain and grow individuals and businesses, while promoting community prosperity in the City of Los Angeles. The goal is to steer economic development in a manner that yields thriving businesses, and creates job training and career opportunities for the City of Los Angeles. The result is that EWDD will help to create a strong and committed workforce, sustainable neighborhoods and profitable communities throughout Los Angeles.

EWDD provides a broad range of programs that offer assistance in the areas of business support, employment, and youth development. The objective is to stimulate the economy by leveraging a portfolio of City real estate assets and positioning them for development that creates jobs and helps to revitalize communities. Incentives for small and large businesses are vital development tools for distressed urban communities, and these programs create new businesses, jobs, housing, education and healthcare opportunities for thousands of Americans through a combination of innovative tax incentives, federal grants, and partnerships. There are also various financing programs and development tools used to assist private business, property owners, and developers, that are designed to benefit low income communities by creating jobs and providing needed goods and services.

In an effort to successfully administer these programs and achieve the stated goals, EWDD often relies on seeking candidates for employment with particular professional knowledge, skills and experience related to the oversight and administration of grant-funded programs. The administrative component of this work, including contract monitoring, procurement, and financial management, is routinely performed by employees in Civil Service classifications. However, duties related to community outreach, business development, marketing, and seeking resources for creating business incentives can best be performed by employees with significant knowledge and work-experience gained through private-sector experience in various areas such as negotiating commercial real estate deals and financing, underwriting loans, creating business incentives, and networking with private business owners in conducting outreach activities. As such, EWDD will continue to seek assistance and approval from the Mayor and City Council in utilizing the Charter Section 1001(b) process when necessary to secure the most qualified candidates for these roles.

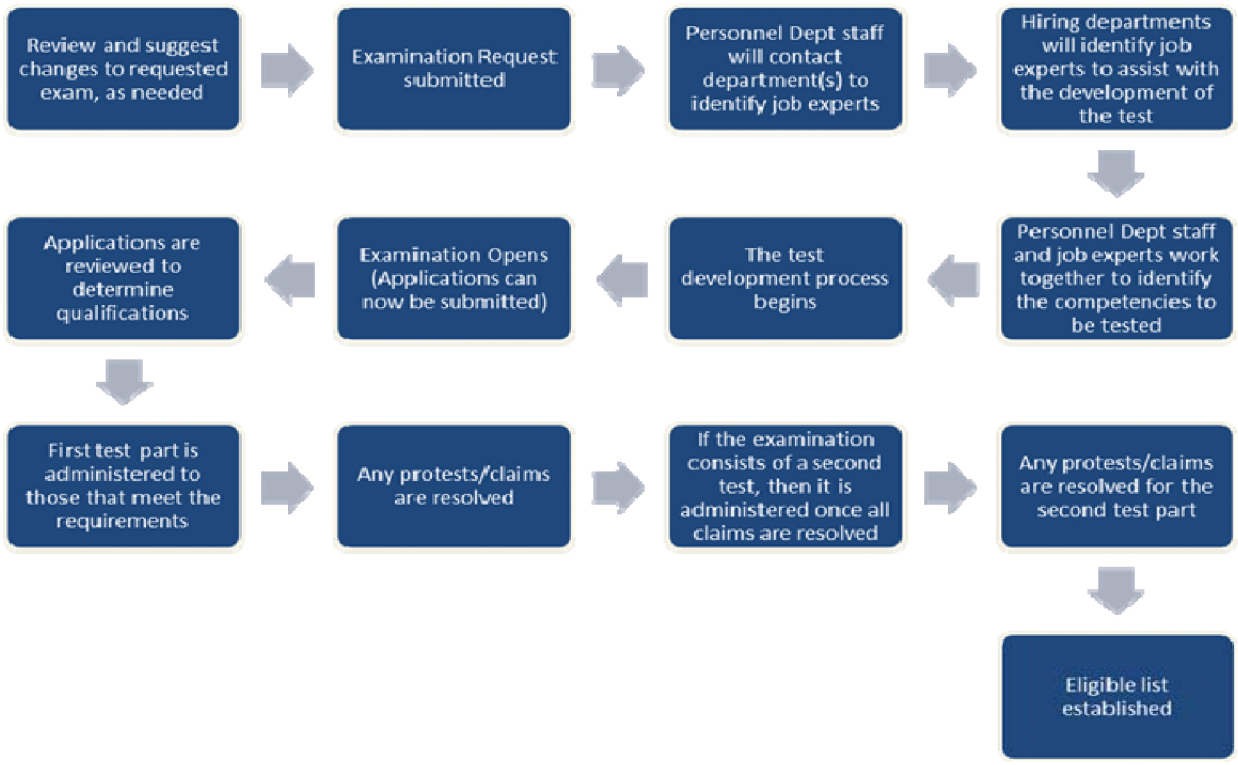
MEETINGS

Meetings were conducted with EWDD General Manager, Jan Perry, to review the retirement eligibility data and discuss where the Workforce Planning Program should focus, and to determine what areas improvement could be made in. The data indicated the most immediate concerns are with the class series that are most central to the Department's operations: Sr. Project Coordinator, Auditor, Accounting, and the Management Analyst series.

FINDINGS

The Economic and Workforce Development Department is facing some of the same loss of resource challenges that other City departments are currently facing, and as with other departments, EWDD is open to, and seeking options for, actively meeting those challenges. Management is engaged and ready, and the employees are receptive to the idea of changing their perception of the hiring process and workforce planning in general. The HR staff of EWDD will work to ensure the plan is implemented in close collaboration with the Personnel Department.

In working with the Personnel Department to assist with requests for Special Assistants, Raters and Subject Matter Experts for Civil Service examinations, the following chart illustrates the major steps from the time an Examination Request is submitted to the time the eligible list for that job classification is established:



Although the timeline sometime varies, depending on the examination, the goal of 120 days from the day the bulletin opens to establish an eligible list for examinations with only one test (e.g., only written) to 150 days from the day the bulletin open to establish the list for examinations with more than one test (e.g., written and interview), is reasonable. For those positions in EWDD that require the appointment of staff utilizing the certification process, the efforts of the Personnel Department's examining and certification staff have met the needs of EWDD in securing qualified candidates for these positions in a timely manner.

It is also important to note that EWDD annual budget is supported by a significant amount of grant funding from various resources, including State, Federal and other private grantors, in support of the Youth and Adult Workforce programs, and also for economic development purposes. A significant portion of work performed on these programs requires specialized training and/or experience that cannot be obtained through employment in regular Civil Service

classifications that are filled through the examination process. Additionally, due to the requirements and criteria for grant funding, EWDD accounting staff routinely participates in numerous audit processes to ensure compliance with grantor criteria and to ensure that grant funding expenditures meet the criteria and requirements set forth by the funding agency. Based on this, it is imperative that the department maintains maximum staffing levels for its fiscal support avoid potentially adverse findings that could result from those audits.

In response to the changing needs of the community and its business partners, as well as the priorities established by the Mayor and City Council for economic development, EWDD will continue to seek funding, both within the City and through external Federal, State and private grantors, to obtain resources to support and increase the staffing responsible for oversight and implementation of economic development activities. As of September 2016, EWDD has as vacancy rate of approximately. These vacancies are based largely on a combination of issues, including natural attrition that occurs with routine promotions, retirements and inter-departmental transfers, and also the expansion of responsibilities related to the creation and implementation of a Citywide Economic Development plan. In order to meet the goals and expectations for administering it's programs, EWDD will continue to work with Personnel Department staff and the CAO to seek funding and filling its vacancies in a timely manner with the most qualified candidates. This effort will continue to require a partnership and cooperative effort in order to succeed.

When staffing levels are increased, EWDD will be better able to meet its goals and responsibilities. In response to the economic development needs of the City, EWDD's expanded responsibilities in this area include: Increased outreach and marketing for business incentives; serving as the lead staff for the Small Business Commission and Business Advancement Team; supporting the implementation of the new Jobs and Economic Development Incentive (JEDI) Zones program by coordinating business incentives with stakeholders in those new zones; expansion of the existing rapid response team in working on issues such as business attraction, retention, growth, and job creation; serving as a liaison and providing assistance with managing and oversight of the disposition of and development agreements related to properties owned by the former Community Redevelopment Agency (CRA).

Additionally, EWDD also oversees the operation of seventeen (17) WorkSource Centers, sixteen (16) YouthSource Centers, and nine (9) BusinessSource Centers that are located in various communities throughout the City of Los Angeles, in partnership with the City and State of California Employment Development Department. Since January 2016, there have been 70,192 enrollments in the programs offered. Through their outreach activities, the centers provide valuable training and resources to those seeking assistance, and this enables the department to continually connect businesses with qualified candidates seeking assistance with gaining employment. In addition to the direct services that are provided, the department has increased its efforts in using technology and social media, which has resulted in the following:

- EWDD Internet Website – Has been viewed by more than 92,000 visitors, and provides links to various employment resources, as well as useful information about services and programs administered by the department.
  http://ewddlacity.com/index.php/index

- Facebook – Used to promote employment and training opportunities. Approximately 47,000 posts have reached users.
  https://www.facebook.com/Economic-Workforce-Development-Department-222201481291627/

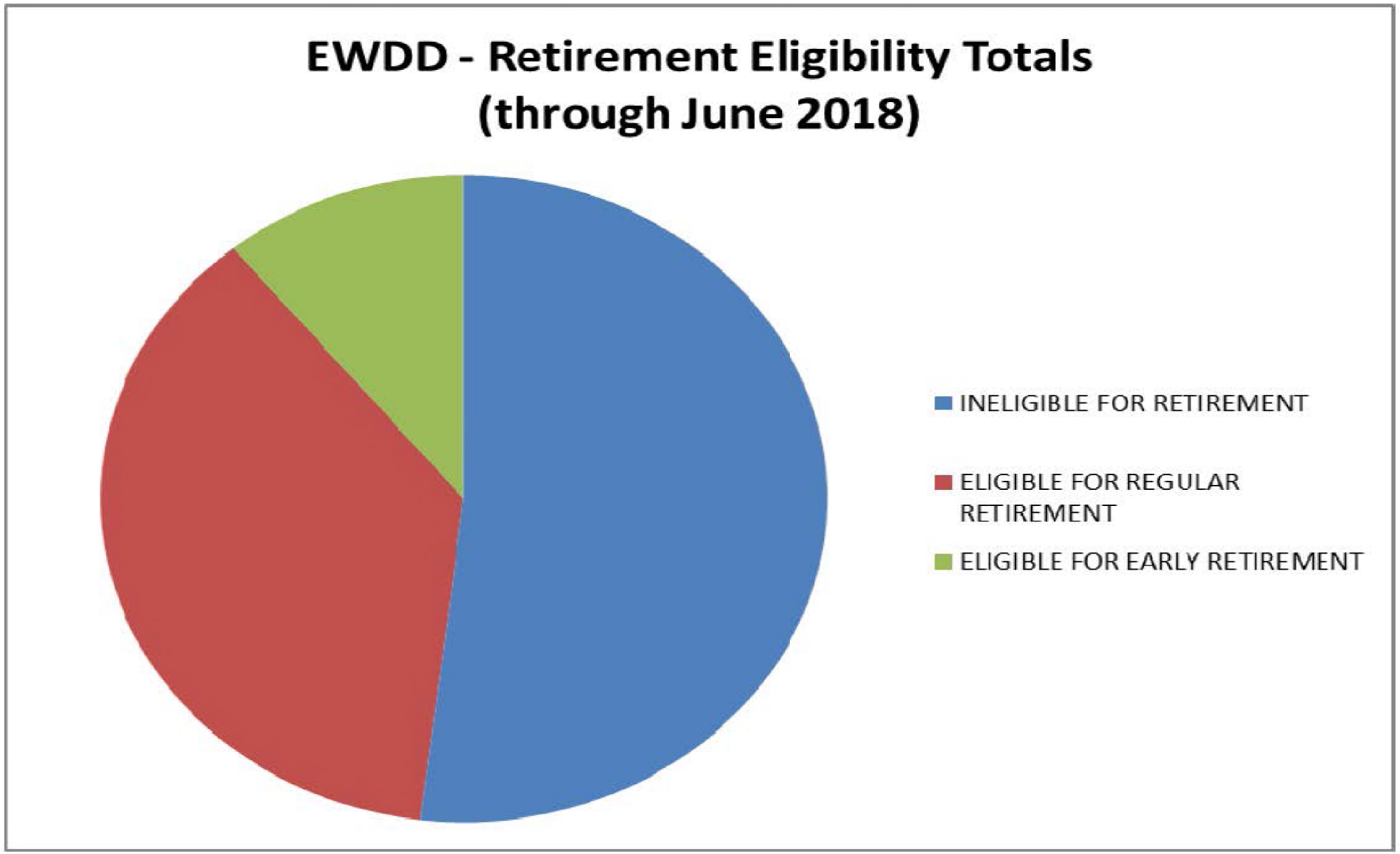
- Twitter – With approximately 4400 profile visits, 460 followers, and 150,000, EWDD uses this resource to get employment and other information out quickly to the community. *https://twitter.com/LAEWDD*

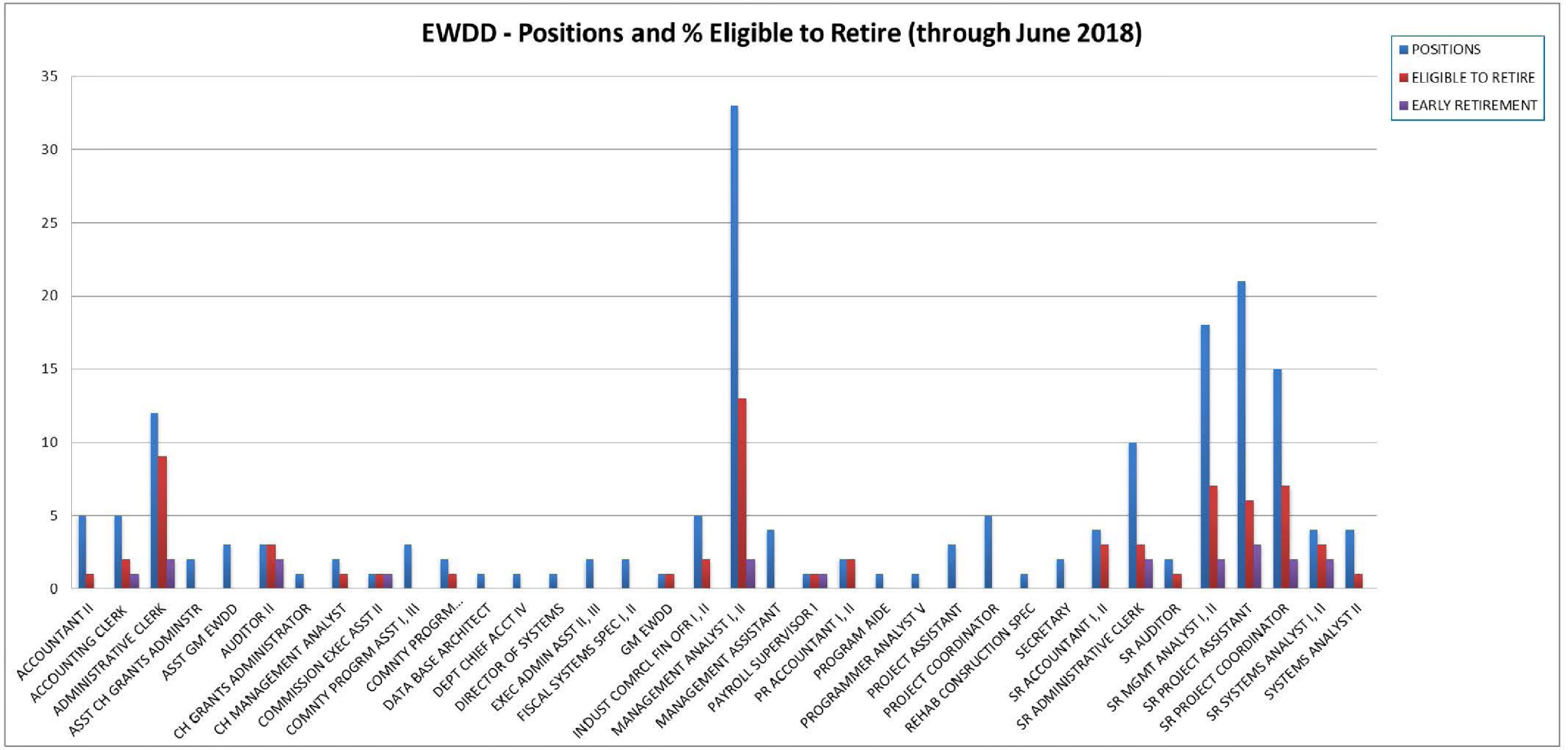
- JobsLA – To date, internet users have accessed the site almost 4 million times. Additionally, just over 177,000 users have engaged in sessions searching for information and viewing various pages while using the system. Users are provided with the ability to search general terms, or if they prefer, the user has the option to search employment opportunities based on specific interests or needs, according their own personal preferences as well (i.e. Veterans, 50+ Job Seekers, Re-Entry job seekers, and Individuals with Disabilities). From January 2016 to the present, there were 23,870 individual accounts created by users of the system. *https://www.jobsla.org/vosnet/Default.aspx*

- JobsLA Mobile App - Employers can use the app to browse a large pool of qualified job candidates, and to gain access to real-time market information on prevailing wage and skill-set supply and demand. The application was developed through a partnership of the EWDD, the State of California Employment Development Department (EDD), and the Mayor's Office - and was funded by the City's Workforce Development Board. *http://www.wiblacity.org/index.php/articles-hidden/218-download-the-jobsla-mobile-app*

- LinkedIn – Provides businesses and individuals with information about services provided by EWDD, in a professional environment where other business professionals can connect with EWDD staff and services. *https://www.linkedin.com/company/economic-&-workforce-development-department---city-of-los-angeles*

EWDD has a responsibility to meet both business employment needs for those located in the City of Los Angeles, but also to meet the needs of Angelenos seeking employment within their communities. By building and strengthening its workforce, EWDD will be better equipped to meet the needs of the tens of thousands who seek business and/or personal assistance from this department. Additionally, training and mentoring of staff will also play a pivotal role in continued and uninterrupted services and programs being provided to the community and business owners. By transferring knowledge and maintaining training information to pass along to less tenured staff, the loss of staff through attrition who have historical knowledge and experience should have only minimal impact, as information will continue to be passed along when it is available to be shared and stored before it is lost.


EWDD - Retirement Eligibility Totals
(through June 2018)
INELIGIBLE FOR RETIREMENT
ELIGIBLE FOR REGULAR RETIREMENT
ELIGIBLE FOR EARLY RETIREMENT


EWDD - Positions and % Eligible to Retire (through June 2018)
POSITIONS
ELIGIBLE TO RETIRE
EARLY RETIREMENT
35
30
25
20
15
10
5
0
ACCOUNTANT II
ACCOUNTING CLERK
ADMINISTRATIVE CLERK
ASST CH GRANTS ADMINSTR
ASST GM EWDD
AUDITOR II
CH GRANTS ADMINISTRATOR
CH MANAGEMENT ANALYST
COMMISSION EXEC ASST II
COMNTY PROGRM ASST I, III
COMNTY PROGRM...
DATA BASE ARCHITECT
DEPT CHIEF ACCT IV
DIRECTOR OF SYSTEMS
EXEC ADMIN ASST II, III
FISCAL SYSTEMS SPEC I, II
GM EWDD
INDUST COMRCL FIN OFR I, II
MANAGEMENT ANALYST I, II
MANAGEMENT ASSISTANT
PAYROLL SUPERVISOR I
PR ACCOUNTANT I, II
PROGRAM AIDE
PROGRAMMER ANALYST V
PROJECT ASSISTANT
PROJECT COORDINATOR
REHAB CONSRUCTION SPEC
SECRETARY
SR ACCOUNTANT I, II
SR ADMINISTRATIVE CLERK
SR AUDITOR
SR MGMT ANALYST I, II
SR PROJECT ASSISTANT
SR PROJECT COORDINATOR
SR SYSTEMS ANALYST I, II
SYSTEMS ANALYST II

TARGETED LOCAL HIRING

In response to Executive Directive No.15, EWDD has reviewed its current positions and vacancies in comparison to the list of job classes identified, to determine which classifications, if any, are employed by EWDD and could be considered for participation in the Targeted Local Hire Work Program managed by the Personnel Department. The only classification that could potentially be utilized to meet the requirements of the Directive is that of Office Trainee, in-lieu of Administrative Clerk. EWDD currently has one vacancy for Administrative Clerk, and based on the Departmental hiring plan, does not intend to seek to fill this vacancy prior to April 2017, due to operational priorities. Once the department is prepared to fill this position, the criteria outlined in ED-15 will be considered for recruitment and selection purposes. This will allow EWDD to accept an individual from one of the underserved populations and give him/her the same opportunity as other qualified individuals to compete for positions and enter the City's workforce. It is the department's goal to train, educate, and provide valuable work-experience to individuals when the opportunity is presented to employ candidates in this category.

TECHNOLOGY

EWDD provides a broad range of programs offering assistance to business, job seekers and disconnected youth. The goal is to remain effective in providing services both internally within the City and also to the community through services and programs. The overall technology vision of the department is to leverage reliable and emerging technologies and information resources to support innovative, adaptable and efficient business operations.

The IT Division is responsible for providing desktop support, equipment procurement and deployment, network maintenance and support, and application support on IT managed systems. The department currently utilizes Novel as its network operating system, and expects to migrate from the Netware NOS to Windows Server 2012 with Active Directory and upgrade its virtualization software from VMware 5 to 6 by the end of 2016.

The EWDD IT Division supports several computer systems that bolster Department operations, including, but not limited to:

- Audit Tracking System
- Cash Request Tracking System
- Contract Tracking System
- Cost Allocation System
- Portfol
- Position Control

The technology plan consists of four goals:

1. Advance the mission of the Department through innovative and effective technologies, resources, and services;

2. Advance business processes and operational efficiencies through effective implementation of information technology;

3. Leverage our reliable, secure and efficient information technology infrastructure and maximize staff potential to foster innovation and excellence;

4. Ensure a strong IT workforce capable of achieving the information technology goals of the department.

EWDD is working to develop key technology strategies to enable the organization to move forward toward its "future state" in accordance with ED-15. The Department will work to draft a yearly operational plan (with measurable objectives to be developed by owners of each strategy) for implementation of the restoration plan. This planning also includes developing a staff that is well trained in the use of information technology tools, which can be applied to the effective performance their duties.

In planning for future technology advancement needs and enhancements, EWDD is working to achieve the following goals:

A. Implement the new Windows server based network operating computer systems by November 30, 2016.

B. Implement a mobile application to provide content and functionality uniquely suited to mobile devices.

C. Enhance interfaces between administrative systems to optimize efficiency and ensure the integrity of shared data.

D. Develop metrics and other quantitative measures to establish the effectiveness of IT projects.

E. Enhance training options and diverse training modalities for IT and general staff by June 2017.

F. Provide responsive support and innovative technical solutions to meet the needs of department staff.

G. Fill one (1) vacant Systems Programmer II position by February 15, 2017. (New as of FY 16/17).

The greatest element of the transformation is expected in the adoption of up to date technologies related to the Windows Server NOS. A significant amount of training has been undertaken by staff in preparation for implementation of the many elements of this system.

EWDD will work towards achieving a new network hardware and infrastructure that consists of:

- 3 ESXi 6.0 servers
- 1 Server 12 TB HP 3Par SAN (physical)
- 2 Win Server 2012 Domain Controllers
- 1 Server 3Par Storage Controller (virtual)

Immediate methods of improvement and expansion will include adding capabilities for digital services and mobile applications. More and more, citizens and department clients access services through their mobile devices. Implementing mobile applications will enable EWDD to meet its goals and objectives while adding accessibility and convenience for our clients.

Most City departments that used Novel have already transitioned into newer technologies. Both Housing and Community Investment Department (HCID) and City Clerk have successfully made the same transition and have reported positive results and improved capabilities. The cost of the implementation to date is approximately $120,000, and the complete transition was estimated to cost $165,000.

This system is anticipated to meet the automation needs of EWDD for the next 10 years, and will utilize virtual service while allowing flexibility and expansion as needed. Ongoing training will continue until IT staff is sufficiently trained and versed in the related applications.

RECOMMENDATIONS

Other concerns, issues and suggestions related to the recruitment, hiring and succession planning processes were identified in meetings with the EWDD General Manager, and will continue to be discussed with the Personnel Department. The recommendations are not all inclusive and will continue to be developed as workforce planning moves forward.

Area	**Recruitment/Retention**
Concern(s)	Difficulty in attracting highly qualified candidates
Recommendations	1. *Continue and expand recruitment through online resources and websites, professional affiliation, and related organizations to ensure the best and most qualified individuals are recruited into the City.* 2. *Encourage recruitment for qualified and experienced candidates for specialized positions through resources available at Youth and WorkSource Centers to promote quality and diversity and attract candidates that reflect the communities being served.* 3. *Continuously seek methods and strategies for creating a positive and productive work environment, emphasizing and promoting opportunities for growth and development that is inviting and welcoming of innovation and creativity.* 4. *Ensure supervisors receive online and classroom training through Core Supervisory Training and Cornerstone learning modules to learn skills and techniques for providing support to assist with employee development and growth.* 5. *Support the Mayor's goal to hire veterans by continuing to explore avenues for hiring qualified veterans through community partners, Community and State colleges, and various military organizations.* 6. *Continue to encourage cross-training within the Department to assist in the growth and development of existing employees.* 7. *Use a 12 month probation period to allow for full evaluation of probationary employees, and track probationary evaluation rating periods to ensure that employees receive timely performance appraisals that provide positive feedback and identify areas for improvement during probation, to allow for time for improvement if needed.*

	8. *Personnel staff supporting the Department will continue to proactively collaborate with EWDD management and Personnel Department to advertise opportunities and bring the best qualified candidates in, using online resources such as:* ***Jobsla.org Website –*** *The Economic and Workforce Development Department (EWDD) manages the jobsla.org mobile device app and website where employment information can be found for the Los Angeles Region. City of LA job opportunities posted through Neogov and listed under Exempt Job Opportunities are also listed in the Jobsla.org website.* ***Personnel Department's website,*** *per.lacity.org – The Personnel Department website is linked to Neogov's integrated online job board, Governmentjobs.com. Governmentjobs.com is an online government sector job board utilized by over 5,000 public sector employers nationwide. All the open job opportunities that are listed in the Personnel Department's website under "Exams Open to All" are automatically listed in Governmentjobs.com.* ***Social Media Platforms*** *– EWDD has more begun to consistently use social media channels for recruitment, in addition to the efforts of the Personnel Department, posting job opportunities regularly on Facebook, Twitter, LinkedIn and Instagram.* ***City of LA website*** *– The City of Los Angeles website lacity.org is a gateway for job seekers who are seeking employment with the City. The City of LA website directs job seekers to per.lacity.org to find current job listings and to initiate the application process.*
Area	**Training/Employee Development/Leadership Development**
Concern	Limited training resources available and lack of existing leadership development program.
Recommendations	9. *Seek training and development opportunities through professional associations and Workforce Development Board resources and partners.* 10. *Utilize the Personnel Department's classroom and on-line supervisory, leadership, and customer service training modules.* 11. *Assign entry level and temporary as-needed employees to partner with regular employees to gain on-the-job training and guidance in preparation for taking City exams and gaining experience necessary to compete for other exempt positions.* 12. *Continuously seek training resources with outside vendors who provide specialized and/or technical training necessary to gain and sustain knowledge of growth and changing technology.*

Area	Knowledge Capture and Knowledge Transfer
Concern(s)	No current system in place for knowledge capture and knowledge transfer.
Recommendations	13. *Maintain current historical files and training resources that can be stored and readily accessed by all staff.* 14. *Create desk manuals with information that can be shared with others in the same division performing similar duties to support cross-training and provide basic information for new employees.*

It is EWDD's goal to work closely with the Personnel Department to take advantage of the many programs that are available to assist with staffing and training needs. The new online training portal, Cornerstone OnDemand, will provide innovative opportunities to begin capturing knowledge from current employees to transfer to new employees in the organization, and in preparation for attrition through retirements, promotions, and transfers. EWDD will also continue to look for ways to provide mentoring opportunities to facilitate staff development and growth.

Lastly, EWDD will continue to seek assistance from Personnel Department in utilizing the tools and resources that were made available to us in our meeting with the Personnel Department Executive team and ITA representatives. Our focus is providing the highest quality of services to the community, while utilizing technology for training, recruitment and marketing that is current, and provides accessibility to services and resources through the various forms of technology and applications being used by business professionals and job seekers today.

Jan Perry, General Manager
Economic and Workforce Development Department

Tonja Bellard, HR Director
Personnel Department
Liaison to Economic and Workforce Development Department

CITY OF LOS ANGELES
CALIFORNIA

BOARD OF
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EL PUEBLO DE LOS ANGELES
HISTORICAL MONUMENT

CHRISTOPHER P. ESPINOSA
General Manager

125 PASEO DE LA PLAZA, SUITE 400
LOS ANGELES, CA 90012

TEL: (213) 485-6855
TDD: (213) 473-5535
FAX: (213) 485-8238

September 29, 2016

Honorable Eric Garcetti, Mayor
City Hall, 200 North Spring Street
Los Angeles, CA 90012

Attention: Matt Szabo, Deputy Mayor for Budget and Innovation

EQUITABLE WORKFORCE AND SERVICE RESTORATION PLAN

Dear Mayor Garcetti:

As specified in Executive Directive 15, I am providing an Equitable Workforce and Service Restoration Plan for El Pueblo de Los Angeles Historical Monument.

Front-Line Services and Succession Planning. The Personnel Department has identified two positions considered critical, where retirement eligibility by June 30, 2018 has been identified: Senior Accountant and Senior Management Analyst. We are taking actions in anticipation of filling these positions, should retirements occur. Together with the Personnel Department, the Department is requesting the reallocation of a currently vacant position, replacing it with a Management Assistant position. Over time, the employee is expected to develop skills necessary to successfully serve as a future Senior Management Analyst. Our goals include retention and stability in our workforce.

In addition, we have assigned two Project Assistants to our Accounting Section and are reviewing the feasibility of full-time status for one or both persons. This will provide a stronger foundation for our accounting operations, should an employee's retirement require stopgap efforts while a Senior Accountant is recruited and hired. Further, in accordance with Executive Directive 15, we shall not schedule any intermittent employee solely to avoid the employee qualifying for benefits.

We also plan to participate in the Targeted Local Hire Work Program by hiring an additional individual into a Museum Guide position. While our Museum Guide positions are As-Needed positions, and are based in part on the number of anticipated visitors and tours, the Department does want to support the efforts of the Personnel Department in this area. We are in fact currently utilizing the services of Museum Guides here at the Monument, where the employees include individuals from under-served populations, as described in the Targeted Local Hire Program.

Technology Needs. Working towards achieving objectives presented to us by the Controller's Office, we are currently testing new software in order to more fully automate our tenant leasing operations. The automation of receipt generation, late fee and penalty calculations, and the preparation of delinquency and aging reports will allow the Department to more efficiently account for tenant leasing revenue. The Monument website is also being reviewed for revisions, to remain informative and vital.

These activities are all consistent with "Back to Basics" Priority Outcomes, as well as with the El Pueblo Strategic Plan, both of which are aligned with *the creation of a more livable and sustainable City.* Comprehensive, ongoing activities dealing with the issues contained in this report will be presented in greater detail as part of the Monument's Fiscal Year 2017-18 Budget Proposal in November 2016. The Monument is being positioned for continued, stable operations for the foreseeable future.

Please contact me directly with any questions by telephone at (213) 485-8222 or by email at chris.espinosa@lacity.org. Thank you.

Sincerely,

CHRISTOPHER P. ESPINOSA
General Manager

Emergency Management Department
Equitable Workforce & Service Restoration Plan
September 2016

INTRODUCTION

By 2017, LACERS projected that approximately 52% of Emergency Management Department employees will be eligible for retirement. Specifically, 13 of the department's 25 employees will be eligible for early or regular retirement in the next year.

About Emergency Management Department

The mission of the Emergency Management Department (EMD) is to provide Citywide emergency management program leadership, continuity, and direction to enable the City and its partners to respond to, recover from, and mitigate the impact of natural, manmade, or technological disasters upon its people and property. Although the Department was established in July 2000, its lineage and the City's commitment to disaster preparedness are decades old.

The Department coordinates the interdepartmental preparedness, planning, training and recovery activities of the City's Emergency Operations Organization, its divisions and all City departments. Additionally, it serves as the City's emergency preparedness liaison with other municipalities, state and federal agencies, and the private sector; and performs related education and community preparedness activities.

The purpose of this report is to get ahead of the impending departures and determine appropriate strategies to proactively address them. The strategies, included below, include suggestions for recruitment, examining, employee development, technological needs, and knowledge capture and transfer.

LACERS DATA

A meeting was held with the Department's Assistant General Manager and Sr. Management Analyst to review the data and discuss where the Workforce Planning Program should focus. It was decided that the most immediate concern is on the three classes/class series that are most central to the department's function: the **Emergency Management Coordinator** series, the **Assistant General Manager** class, and the **Sr. Management Analyst** class.

Table 1 – Emergency Management Department % Eligible to Retire by Class as of June 30, 2017 (Note: Table 1 contains a list of department classes and the percentage of employees eligible to retire within each one. The classifications in red have been identified as critical to the Department.)

Classification	# of Employees	# Eligible to Retire	% Eligible to Retire	Regular	Early
Accounting Clerk	1	1	100%	0	1
Assistant General Manager	1	1	100%	0	1
Emergency Management Coord.	15	9	60%	2	7
Executive Administrative Asst.	1	1	100%	0	1
General Manager	1	0	0	0	0
Management Analyst	2	0	0	0	0
Principal Project Coordinator	1	0	0	0	0
Secretary	1	0	0	0	0
Senior Management Analyst	1	1	100%	1	0
Senior Project Coordinator	1	0	0	0	0
Total:	25	13	52%	3	10

A review of the data suggests a significant number of individuals in the following classes will be eligible to retire:

- 100% of the following classifications: Accounting Clerk, Assistant General Manager, Executive Administrative Assistant, and Sr. Management Analyst.
- Approximately 60% of the Emergency Management Coordinators.

DEPARTMENT NEEDS

Emergency Operations Center (EOC) and Emergency Response Capability

In order for the EOC and EMD's response capabilities to be at maximum efficiency, all EMC II senior staff who are Duty Officers responsible for activating the EOC at a moment's notice, 24 hours a day, should have their own vehicles. These vehicles would also aid the Duty Officers with transporting all of the equipment necessary for any emergency response and will ensure that all of the responsibilities identified as a Duty Officer are implemented.

In addition, EMD Duty Officers need 24-hour support from their respective Duty Teams. On weekends or in the middle of the night, the "Duty phone" often rings from representatives of other departments in the City requesting assistance. When an emergency occurs, the Duty Officer is often overwhelmed with phone calls, emails, and text messages from numerous contacts regarding the event including department staff, mayoral staff, EMD Management staff, and other local and state agency staff. To carry out the Duty Officer's instructions and provide assistance to all the various agency representatives that contact the EMD Duty Officer, we need assistance 24/7 from our Duty Team members. This means putting them on-call 7 days a week when their Duty Team shift is up so that when the phone rings, someone is there to answer it. By at least putting the primary Duty Team on-call, we are guaranteed the assistance we need and an A-Shift staffing during response requests for an emergency for 12 hrs. This will ensure the staffing of the EOC, Commands Posts, Local Assistance Centers (LAC), Family Assistance Centers (FAC), conference calls, and others as we are requested for the first 12 hours, which would then provide us with at least 10 or more hours to develop a plan for B-Shift staffing and calling all remaining EMD staff to see who is available.

EMD Training and Exercises

The Emergency Management Department needs adequate staffing to develop, deliver and coordinate a range of emergency management training and exercise activities. These include the following:

EMD is responsible for development, delivery and maintenance of a series of in-house EOC responder training courses (OC 101, 201, 301 and WebEOC). These courses require regular curriculum review and revision in coordination with the EMD EOC Task Force. They also require development and coordination of a cadre of instructors from within EMD and other City agencies.

EMD also coordinates a broad range of emergency management training courses offered by City departments (e,g, LAFD, LAPD, etc.) as well as outside agencies and other jurisdictions. This includes CSTI, EMI, TEEX and such off site training facilities.

EMD develops and administers a number of exercise programs each year including an annual EOC Functional Exercise, various Table Top Exercises (e.g. cyber security, DSCA, etc.) and coordinates EMD and City participation in a number of local and regional exercises with City departments and partner agencies.

In many cases both training and exercise programs require selection and hiring of contractors to coordinate the programs. This effort is managed by EMD staff and requires development of grant applications, scope of work statements, coordination with the Mayor's Office of Public Safety and EMD grant staff, review of proposals, selection of contractors and administration of the actual contracts including deliverables.

In order to administer this full range of training and exercise programs the following full time staff is recommended:

One (1) EMC II Training and Exercise Unit Lead
Four (4) EMD I Training and Exercise Unit staff

Operation Division EOC Facilities

The Emergency Management Department needs adequate staff resources to ensure the operational readiness of the City's Primary and Alternate Emergency Operations Centers (EOC).

This mission area requires staff that maintains the physical facility, the variety of technology and equipment including specialized audio visual systems, voice, data, radio, amateur radio, and the programs and applications required to manage information in the EOC (e.g. WebEOC).

The unit is responsible for performing and tracking daily, weekly, and monthly equipment and systems checks. They also coordinate necessary repairs with City ITA and other vendors (e.g. Burst Communications). These checks are ongoing and time consuming. The EOC must be kept in a state of operational readiness.

The unit also coordinates communications capabilities with the LA County Operational Area (LA County OEM), Cal OES, FEMA and military agencies under Defense Support to Civil Authority (DSCA).

The unit performs specialized equipment and room setups for a wide variety of events and programs ranging from Multi-Agency Coordination Centers (MACC), Unified Command Posts (UCP), Joint Information Centers (JIC) and off site facilities such as Family Assistance Centers (FAC), Local Assistance Centers (LAC) and Commodities or Medical Points of Distribution (CPODS, MPODS). This work is often done in coordination with ITA field response staff and other communications vendors.

The Unit has a specialized mission to maintain and operate the Alternate EOCs (AEOCs). Present staff levels are inadequate to maintain this program in a state of reliable readiness.

The Unit also coordinates routine maintenance of the EOC facility, its rooms and features used for meetings, etc. This involves a large degree of program support, room and AV setup, etc.

Lastly the Unit coordinates the department's overall technology plan in concert with ITA. This involves analysis and maintenance of systems and programs and requires specialized knowledge and skills. From WebEOC to ESRI to routine office tools and other required software, the EOC Unit is responsible for ensuring the operational readiness of systems and applications.

EMD recommends the following full time staff for the EOC Unit

One (1) EMC II EOC Unit Leader
Two (2) EMC I EOC Unit Support Staff
One (1) EMC I EOC Technology Officer

Long Team EOC Lifespan Support

In 2016, the Information Technology Agency worked with EMD and contract support to analyze all existing audio visual and communications technology in the EOC, along with the LAPD RACR and LAFD Metropolitan Fire Communications. The results demonstrated the need to upgrade and replace equipment now ten (10) years old. Much of the technology identified and purchased in 2006 when the facility was still under construction has been replaced by the ever-changing industry standards. The summary cost for the initial upgrade is approximately $3 million. Through upgrade and ongoing maintenance, the facility will remain one of the most advanced emergency response capabilities the city would use in a catastrophic disaster.

Disabilities and Access and Functional Needs Sustainment

In 2009, the City of Los Angeles lost a significant lawsuit stemming from our emergency plans and the lack of specificity in supporting and preparing for people with disabilities and others with access and functional needs (DAFN). As a result of this suit, the City complied with a three (3) year compliance period during which all emergency plans, procedures and protocols are reviewed, updated and in some cases created. This involved the participation and active engagement by all City departments. At the conclusion of this compliance period, the City reported to the court and demonstrated compliance with all revisions to emergency plans and procedures. The City agreed to maintain and sustain all efforts conducted through this time and has employed a principle project coordinator who responsibilities entail full sustainment, citywide, all off DAFN efforts. This employee reviews plans, procedures, communications, and ensures inclusionary language. They meet with stakeholders and community agencies and groups who provides services to the disabilities communities and submits recommendation to EMD and the City on ways and systems needed to ensure compliance and inclusion.

Local Hazard Mitigation Planning

The Federal Emergency Management Agency (FEMA) requires all jurisdictions to have a Local Hazard Mitigation Plan (LHMP) in order to be eligible for any pre or post-disaster hazard mitigation grant funds. This equates to millions for dollars for the City of Angeles. The City's LHMP must undergo formal revision by the local government and

formal review by FEMA every five (5) years. EMD works with FEMA to ensure compliance.

The City LHMP forms the foundation for the City's long-term strategy to reduce disasters losses and break the cycle of disaster damage, reconstruction and repeated damage. The planning process is as important as the plan itself. It creates a framework for risk-based decision making to reduce damage to lives, property and the economy from future disasters by identifying the inherent natural, technological and human-caused hazards prone to the City and categorizing them based on probability, risk and severity. This plan contains the framework listing and cataloging projects that the City has identified to reduce disaster losses based on the related risks prone to the City.

EMD Administration

The EMD is responsible for citywide planning, exercising, training, and community preparedness. This includes the outreach and preparedness of individuals, families, businesses (large and small) neighborhoods, City Council Districts, travelers and visitors, and anyone and everyone who lives in, drives through, or comes to Los Angeles. We work closely with other local jurisdictions, cities, counties, state, and federal agencies. We rely on grants, general funding, collaboration, and good will in all our efforts. To ensure all aspects of our programs are addressed, the department would benefit from having two Assistant General Managers (AGM). One AGM would focus on the City side of preparedness including administration, employee readiness, training, and facility readiness; and the other would be able to focus on external needs, planning and resources, and operations. The current workload for one AGM leaves little time to research and build relationships, which would greatly benefit the City's resilience.

Community Awareness and Preparedness

Community Emergency Management (CEM) needs additional staff dedicated to doing direct community outreach/presentations/workshops on the 5 Steps Jump Start Plan and then providing hands on assistance to the neighborhood in delivering completed neighborhood plans. This will either come from additional staff assigned to CEM or staff from other EMD Divisions dedicated to this cause of such a large workload involving a community of over 4 million people. We need the additional staffing resources to focus on Preparing Sectors - Faith based, businesses, hospitals, private and charter schools, child care centers, etc. CEM also has to grow to meet the demands of preparing the second largest city in America. We cannot meet our goals at our current staffing level and therefore need to leverage technology/resources by creating an App and obtaining vehicles assigned to CEM staff so we do not waste time checking out cars. CEM needs the proper equipment such as projectors and speakers with necessary peripheral equipment/tools assigned directly to CEM for community presentations. We need to

have the ability to work closely with our Council Persons and obtain a working space in those offices, so the community leaders/residents can easily meet with us rather than them coming into Downtown LA. We need tools to be able to work more efficiently and more staff to meet our goals.

CEM needs to have Community connections "field" engagement - this means leveraging DONE, Council District, and other Department EMCs and their staffing resources to assist by going out to these community events either in speaking capacities, teaching capacities, or just to provide community information (hosting booths). We need to Strengthen Community Partnerships – continue our focus on creating community (local, state, and federal) partnerships with other emergency preparedness agencies to also leverage their resources.

In order for CEM initiatives to have a strong push through social media and all marketing campaigns, we need greater assistance from the Communication Division. CEM needs a well-marketed campaign so more people know that we (EMD and our programs) exist. We need to have a visual presence that people cannot ignore.

Communications

Currently, the Communications Division is the smallest Division within the Emergency Management Department. The Communications Division at EMD is smaller than most other City department's comparable communications/public affairs teams - even those with a less "mission critical" role in City operations. Increased staffing is essential to building an effective communications program for the City of Los Angeles.

Staffing

Ideally, the communications team would have at least four trained staff capable of filling EMD's Public Information Officers (PIO) role within the Emergency Operations Center (EOC) or a Joint Information Center (JIC). This would allow for a "Duty PIO" in line with the four Duty Teams model. Currently, with only two PIOs and one PIO serving as a Duty Officer, staff is stretched thin and there is not much room for flexibility if one person is out of town or serving in another role (Duty Officer). Ideal staffing for the four roles would be:

> **Public Information Director** - Serves as lead for long term communications strategy in the department, including collaborating with the EMC II on EOC operations and all Division leads to promote department activities (internal and external). Acts as the liaison with the Citywide PIO and other Department PIO's and communications teams ensuring message integration across the City.

EMC II - Serves as lead emergency communications planner for Emergency Public Information Annex, Early Warning and Notification Annex, Joint Information Center/Joint Information System (JIC/JIS) Plans. Coordinate with Los Angeles County Office of Emergency Management Communications team. Develops and regularly delivers training to Citywide PIO cadre for JIC/JIS and EOC support operations.

EMC I - Provides planning and operational support for EMC II. Works with other EMC I's to ensure communication is integrated into all plans, training, and exercises. Handles after hour's social media as needed outside of EOC activations.

Public Relations Specialist - Manages implementation of communications strategy through social media and development of EMD 'products' such as the EMD Media Brief, Newsletter, monthly all-city emails, etc. Serves as a backup PIO and EOC support as needed. Social media manager during 9-5 operations. Maintains website.

Videographer - An EMD Communications Videographer position is need to enhance the numerous EMD 'products' that we are responsible for. This position would allow for continuous branding of the EMD brand at press conferences, trainings, events, and exercises.

Communications integration is regularly identified as an area for improvement in after action reports. Investment needs to be made in increased staffing as well as increased technology support for Communications.

Communications Technology and Equipment

Technology is major component of the Communications Division's role within EMD. Currently, the Communications Division makes do with mostly free services available to the general public. There are a variety of tools that would be helpful to the Communications Division and enhance our engagement and response capabilities:

Press release/publication distribution and tracking service: Communications Division currently uses an old version of PIER (Public Information Emergency Response) licensed to LADWP. The system is outdated and does not serve our needs.

Social media management and analytics program: We currently use free services with limited support and capability. Paid services provide broader and

deeper analytics as well as 24/7 support, which could be essential during a disaster.

Full Adobe Creative Cloud: Access to the full Adobe Creative Cloud (Programs such as Photoshop, Illustrator, InDesign, stock photos, and support).

Media Studio Green Room: An additional built out space for interviews, programming, and media availability sessions would enhance the EMD brand and its 'products'.

Standby JIC equipment: In an EOC activation, the media and training rooms are often "taken over" leaving no room for a large-scale JIC operation at the EOC. We may need to set up in an adjacent area (Medical Services Division, Personnel, or in other office space at 500 East Temple), but do not have the current technology capability to do so flexibly and rapidly.

New press conference back drop and podium with City Seal.

In addition to the improved technology the Department would like to see, there would also be a need for new staff to utilize and maintain the technology. The Department foresees a need to hire the following classes to fill this role: Systems Programmer, Systems Analyst, and Public Relations Specialist.

Communications Requested Budget Enhancements

Communications needs not only an increase in staff and technology investment, but also an operating budget to implement communications strategies, including promoting EMD initiatives such as 5 Steps and NotifyLA. Communications Division currently relies on piece-meal grant funding as it is made available. This approach does not allow for long term strategic marketing that increases earned airtime and positive business relationships.

A budget for training and conference attendance would be a huge benefit to the division. Communications regularly misses out on valuable industry events such as PIO and Crisis Communications Conferences and Training that require travel due to lack of funds. Additionally, because we deal with new forms of technology, ongoing training in general communications skills such as graphic design, social media platforms, and web design would be beneficial.

An annual budget for marketing (including advertisement buys, publication design and printing, website consultation, etc.), training, conference attendance, PIO Associations and an emergency fund would be beneficial.

TARGETED HIRING

On April 29, 2016, the Mayor issued Executive Directive 15. In the plan, the Mayor's Office asked Departments to address how they would participate in the targeted local hire program, which identified specific classifications within the City.

Currently, the Emergency Management Department does not have any of the classifications identified in the program for local hire. However, an Administrative Clerk position would be helpful in assisting the Department with filing all of the paperwork generated.

CONCERNS/RECOMMENDATIONS

After meeting with the Department, the following are the concerns that were discussed and the recommended course(s) of action to address the concerns. (Note: These recommendations will continue to be developed and evaluated as the Department begins to implement their Workforce Plan and as changes in the workplace occur.)

Hiring qualified Emergency Management Coordinators

- Work with Personnel Department on changing the bulletin requirements (i.e., open only vs. open/promotional, include a degree requirement) for Emergency Management Coordinator. Also look at certain requirements (i.e., years of on-the-job experience), which would allow for selective certification. Reopen the bulletin as requirements of the job change and a need for a more specialized skill set is identified.

Transfer of Knowledge

- Request substitute authority positions to allow for some overlap of employees for those classifications (i.e., Assistant General Manager and Sr. Management Analyst) deemed critical for the transfer of knowledge from one incumbent to the next. Write and maintain Desk Reference Manuals for those positions identified as critical to the Department.

New Classifications for the Department

- Make requests to have the following classifications added to the Department's Personnel Ordinance: Systems Programmer, Systems Analyst, and Public Relations Specialist.

SUMMARY

The Emergency Management Department is facing the same "loss of resources" challenges that other City departments are facing, and are actively seeking ways to meet those challenges. Some of the areas of concern identified were in the recruitment and filling of the Emergency Management Coordinator series. As the classification becomes more professionalized and the skill set necessary continues to evolve, the Department foresees a need to adjustment the current bulletin requirements to focus more on having a degree or advanced work experience in the emergency management field. Another position the Department sees a challenge in filling is the Sr. Management Analyst. This is due to the necessary "transfer of knowledge" that would need to take place between the new hire and prior incumbent. Additionally, as the City continues to grow and technology advances, the Department foresees a need to add the following classifications to their budget: Systems Programmer, Systems Analyst, Public Relations Specialist, and a second Assistant General Manager.

EMD Contact Information:

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Bruce Aoki, Finance and Administration Division Chief
213-978-0530
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EMPLOYEE RELATIONS BOARD

WORKFORCE PLANNING PROGRAM

MAYOR GARCETTI'S EXECUTIVE DIRECTIVE NO. 15

Attachment 1A - EMPLOYEE RELATIONS BOARD (ERB) List of Employees Eligible to Retire

DEPARTMENT	TIER	CLASS TITLE	CLASS CODE	MOU		CITYSERVICE	DATE OF BIRTH	ELIGIBILITY
ERB	1	Executive Director ERB	9719		0	16.1837	3/29/1953	Normal
ERB	1	Commission Executive Assistant I	9734-1		1	32.54357	8/5/1955	Normal

Employee Relations Board % Eligible to Retire by Class

	EMPLOYEES	ELIGIBLE TO RETIRE	%Eligible to Retire	Regular	Early
Executive Director Employee Relations Board	1	1	100%	1	0
Commission Executive Assistant I	1	1	100%	1	0

WORKFORCE PLANNING FORM

Department: EMPLOYEE RELATIONS BOARD

Representative: Guadalupe N. Rodarte Contact number: 231-473-9700

Does your Department have an existing Workforce or Succession plan?	NO
If yes, where are you in the process?	
Percentage of your Department's workforce eligible to retire by 2018 (divide number of those eligible to retire by June 30, 2018 by total employees)	67%
Number of Department employees (eligible to retire) in the following age brackets, as of June 30, 2018:	
Early vs. Normal	
55-60	
60-69	2
70-79	
80+	
Number of employees with the following years of City service, as of June 30, 2018:	
Less than 30	1
30-39	1
40-49	
50+	
Identify critical and key positions in your Department where employees are retirement eligible by June 30, 2018 (i.e., 3 members of the Executive staff). Attach additional sheets, if necessary.	
Executive Director Employee Relations Board	1
Commission Executive Assistant I	1
Identify any increased amount of retirements in a class critical to your Department in alphabetical order, as of June 30, 2018 (i.e., 44 Accounting Clerks, 260 Refuse Collection Truck Operators, etc.). Attach additional sheets, if necessary.	
Commission Executive Assistant I	
Executive Director Employee Relations Board	

Workforce Planning Assessment Survey

Department/Bureau: EMPLOYEE RELATIONS BOARD

Point of Contact: Guadalupe N. Rodarte Telephone: 213-473-9700

Job Class: Commission Executive Assistant I Date: 09-27-2016

1. Critical and key positions (as identified by the Department). How many employees in each critical group can retire (normal and early) in the next 2 years?

Executive Director Employee Relations Board	1
Commission Executive Assistant I	1

2. Over the next 3-5 years, do you anticipate that your organization will use additional classifications not currently being used? This can include existing classification and new classification based on future business needs to initiatives. List classes.

    a. Administrative Clerk
    b. Management Analyst, As-Needed
    c.

3. Do you anticipate that these additional classifications will be difficult to fill? Why?
   Yes, due to budgetary funding

4. Over the next 3-5 years, do you anticipate that your organization will use cease to use specific classifications? List classes.

    a. No
    b.
    c.

5. Do you anticipate any shifts in skill sets or/or functions? No

6. **Potential barriers** – Please list the top 3 specific job classifications where vacancies would hurt your operation most, and explain why. What is the difficulty with filling these positions?

    a. Executive Director Employee Relations Board
    b. Commission Executive Assistant I
    c. Sr. Administrative Clerk

7. **Feeder Classes** - What are the feeder classes for each classification in the critical group?

    Principal Clerk
    Sr. Administrative Clerk

8. Are there updated job descriptions for each of the anticipated critical vacant positions? Yes
    a. If not, which classifications?

9. Are there open (or upcoming) lists for filling the anticipated vacancies? Yes
    a. If not, have examinations been requested for the anticipated vacancies?

10. Have performance evaluations been given on a regular (annual) basis? No

11. Has training been established to assist the feeder classes with promotional opportunities? No

12. Is a recruitment plan needed for hard to fill classifications? If so, which classes and what is the plan? No

EMPLOYEE RELATIONS BOARD
Strategic Workforce Plan
Jun-16

INTRODUCTION

By 2018, approximately 67% of Employee Relations Board employees will be eligible for retirement. Two of the department's three employees will be eligible for regular retirement.

Table 1 – Employee Relations Board % Eligible to Retire by Class

Employee Relations Board % Eligible to Retire by Class

	EMPLOYEES	ELIGIBLE TO RETIRE	%Eligible to Retire	Regular	Early
Executive Director Employee Relations Board	1	1	100%	1	0
Commission Executive Assistant I	1	1	100%	1	0

EMPLOYEE RELATIONS BOARD

Strategic Workforce Plan

June 2016

Introduction

By 2018, approximately 67% of Employee Relations Board (ERB) employees will be eligible for retirement. Two of the department's three employees will be eligible for regular retirement.

ERB Executive Director –

Upon the incumbent's departure will be filled through a selection process by the Board.

Commission Executive Assistant I –

Upon the incumbent's departure the position could be filled by hiring from the Commission Executive Assistant list.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

Department: Employee Relations Board

Type code key:		**Examples of WFP needs:**
P=program		Succession planning
I=individual		Training
C=classification		Recruitment
		Examination
		Classification

Instructions: Fill in as much information as possible to identify workforce planning needs, action plans and strategies you would like to see.

	Type code	Division	Name of P/I/C	Workforce planning needs	Current plan in development?	Current or proposed action plan	Contact person	comments
1	C	Employee Relations Board	Admin. Clerk	ED 15 Targeted Local Hiring	No	Working with Sr. Admin. Clerk	Robert Bergeson	Office Trainee in Lieu
2	C	Employee Relations Board	Mgmt. Analyst	Examination	No	Propose plan to future budget	Robert Bergeson	As-Needed
3								
4								

LOS ANGELES CITY EMPLOYEE RELATIONS BOARD

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R. Douglas Collins
Chairman
Anthony Miller
Vice Chairman
Christopher Ruiz Cameron
Rosalinda Lugo
Rhonda L. Hilyer

Robert R. Bergeson
Executive Director

MISSION STATEMENT

The Employee Relations Board administers the City's Employee Relations Ordinance (the "ERO"). Its functions in so doing include determining representation units for City employees, arranging for an election in such units, determining the validity of claims of unfair practice filed against management and employee organizations, and acting on requests for mediation, fact finding and arbitration to resolve bargaining impasses and grievances, including maintaining a list of impartial third parties for those purposes and assisting employees to obtain access to their personnel file pursuant to California Labor Code §1198.5.

EMPLOYEE RELATIONS BOARD

TARGETED LOCAL HIRING

The Employee Relations Board would be interested in hiring an Office Trainee in lieu of an Administrative Clerk, however there is no such position at this time.

The department would also benefit greatly from an As-Needed Management Analyst.

WORKFORCE TECHNOLOGY PLAN
EMPLOYEE RELATIONS BOARD

The Employee Relations Board administers the City's Employee Relations Ordinance which was enacted in 1971. Although the ERO protects City employees from discrimination based on demographic factors set forth in Title VII of the Civil Rights Act of 1964 as well as sexual orientation and marital status, the Board's primary function has evolved to be regulation of union-management relations within City government. The principle means by which the ERB does so is through acting in a quasi-judicial capacity to adjudicate claims of unfair employee relations practice filed by unions, individual employees and occasionally the City itself.

As is true of the many boards and commissions within City government, the ERB is headed by five individuals appointed by the Mayor subject to confirmation by the City Council. The ERB's executive director is hired by the members of the Board itself. Apart from the Ethics Commission, the ERB is the only City board or commission which is an independent department and the executive director accordingly serves as the department head.

The Employee Relations Board is by far the smallest department within the City of Los Angeles. We have just three employees and therefore have very little ability to independently put together a sophisticated technology plan.

Until about 2004, the ERB had no website. Upon creation of the website, we were unable to upload information on our own, being then totally reliant on ITA. Eventually we became able to independently place information like Board meeting agendas, minutes of meetings and the like on the website. Although our website has grown somewhat over the years, there remains work to be done.

We have now scanned into our computer system all major decisions rendered by the Board. However, our decision index does not contain links to such decisions. Although a link can be found elsewhere on the website, because it is not user friendly, clients often call our staff asking how to download copies of the referenced decisions. We therefore desire to have such links added to our decision index at the earliest possible time.

We have also become frustrated with the extent to which City employees come to us long after action is taken against them which might constitute a violation of the Employee Relations Ordinance and confusion employees have with overlapping authority of various employer-employee relations issues. As a result, we are attempting to get a law school intern during the fall to research the specifics and report on them. Our intent is to use the results to put together an explanation for inquiring employees about their rights under our jurisdiction. If ITA could place a link to the ERB on the human resources section of other departments' website, employees could use that as a sort of clearinghouse to discern where they might go to attempt to remedy a perceived slight.

But the ERB website is not merely ripe for those changes above, it also needs to be more user-friendly. This can be done in a few ways.

- First, it is in a great need of an aesthetic refresh. The look needs to be modernized.

- Allied to the visual refresh is a need to greatly improve the site's facility to be searchable. Presently it's not clearly obvious that there is even a Search bar. Moreover, the Search bar's functionality is limited. For example, type in "U Decisions," and the site returns zero results. The issue here is that "U Decisions" as a search term doesn't correlate to "Unfair Decisions." There are Unfair Decisions uploaded to the site, but if a user doesn't know to enter "Unfair Decisions" in the Search bar, the search function returns zero hits.

- The top ribbon needs to be redesigned to allow for a separate field for the Decisions Index. There *is* a Decisions Index entry in the ribbon; however, the ERB's Unfair Decisions and the ERB Decisions also reside in this section of the website. Hovering the mouse cursor over "Decisions Index" reveals a drop-down menu for the Unfair Decisions and ERB Decisions links; the Decisions Index itself is a separate .pdf document that shows up only if you click on Decisions Index. We feel that this is not that instinctive enough to do (we sometimes have forgotten that this is how this section of the website was designed, actually).

- Another user-friendly enhancement would be to improve access to documents within sections of the website. As a specific example, in the Unfair Decisions section, when a user navigates to this part of the website they will be greeted with a message saying "No documents found." The problem is that there are Unfair Decisions uploaded onto the website; to access them, the user has to click the "Unfair Decisions Archives" link to access the documents. We feel this requires users to make at least one extra action to get to the content they want.

- Sometimes our uploaded ERB agendas or minutes will refer to specific past cases/decisions. One great enhancement would be if we make such references, that the cases/documents referred to could be accessed via a link to it on the agenda or minutes itself. This might be a complicated feature to implement, but we feel this would be a great enhancement to the user-friendliness of the ERB website.

- On the back end of the site, perhaps it would be a good idea to allow ERB staff more upload access rights through NETDOCS. Some documents (specifically the Decisions Index) require periodic updates. The way things are now, if the Decisions Index needs updating, we have to ask ITA to upload the updated .pdf document for us. While we are grateful for the help, for something this simple it seems like it would be easier for everyone if ERB staff can do this ourselves.

CITY OF LOS ANGELES
WORKFORCE PLANNING



Ethics Commission
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Los Angeles City Ethics Commission

Strategic Workforce Plan

September 2016

A. Introduction

Projections indicate that, by July 2019, 16 percent of the Ethics Commission's employees will be eligible to retire. This represents four of the Ethics Commission's 25 regular authority employees. Tables 1, 2, and 3 identify the Ethics Commission's position classes and the percentage of employees eligible to retire within each one.

This goal of this report is to determine appropriate strategies to proactively address these potential departures from City service. It suggests strategies for knowledge capture and transfer, recruitment, and employee development.

B. Analysis

On July 1, 2016, the Ethics Commission had 25 authorized positions, all of which were regular authority positions. As indicated below in Table 1, three Ethics Commission staff members will be eligible for early retirement by the end of this fiscal year. By June 30, 2018, three employees will be eligible for early retirement, and one will be eligible for regular retirement. And by June 30, 2019, two of the four will be eligible for regular retirement. *See* Tables 2 and 3.

Table 1
Ethics Commission
Employees Eligible to Retire as of June 30, 2017

Class	Number of Positions	Number Eligible to Retire	Percent Eligible to Retire	Regular Retire-ment	Early Retire-ment
Executive Director	1	0	0	0	0
Ethics Officer III	2	0	0	0	0
Ethics Officer II	4	1	25%	0	1
Ethics Officer I	1	0	0	0	0
Senior Management Analyst I	4	1	25%	0	1
Special Investigator II	1	0	0	0	0
Senior Auditor	1	0	0	0	0
Management Analyst II	2	0	0	0	0
Special Investigator I	3	0	0	0	0
Management Analyst I	3	1	33%	0	1
Auditor II	3	0	0	0	0
TOTALS	**25**	**3**	**12%**	**0**	**3**

Table 2
Ethics Commission
Employees Eligible to Retire as of June 30, 2018

Class	Number of Positions	Number Eligible to Retire	Percent Eligible to Retire	Regular Retire-ment	Early Retire-ment
Executive Director	1	0	0	0	0
Ethics Officer III	2	0	0	0	0
Ethics Officer II	4	1	25%	0	1
Ethics Officer I	1	0	0	0	0
Senior Management Analyst I	4	1	25%	0	1
Special Investigator II	1	0	0	0	0
Senior Auditor	1	1	100%	0	1
Management Analyst II	2	0	0	0	0
Special Investigator I	3	0	0	0	0
Management Analyst I	3	1	33%	1	0
Auditor II	3	0	0	0	0
TOTALS	**25**	**4**	**16%**	**1**	**3**

Table 3
Ethics Commission
Employees Eligible to Retire as of June 30, 2019

Class	Number of Positions	Number Eligible to Retire	Percent Eligible to Retire	Regular Retire-ment	Early Retire-ment
Executive Director	1	0	0	0	0
Ethics Officer III	2	0	0	0	0
Ethics Officer II	4	1	25%	0	1
Ethics Officer I	1	0	0	0	0
Senior Management Analyst I	4	1	25%	1	0
Special Investigator II	1	0	0	0	0
Senior Auditor	1	1	100%	0	1
Management Analyst II	2	0	0	0	0
Special Investigator I	3	0	0	0	0
Management Analyst I	3	1	33%	1	0
Auditor II	3	0	0	0	0
TOTALS	**25**	**4**	**16%**	**2**	**2**

The data above indicates that 16 percent of Ethics Commission employees will be eligible to retire by June 30, 2019. This is not a significant percentage; but, because the Ethics Commission is a small agency, it could have a significant impact.

C. Mandates

The Ethics Commission is a Charter-mandated agency whose responsibilities and priorities were originally established by a vote of the people. Each aspect of our work is required by law, and the charts below identify just some of our legal mandates. The laws that dictate our work do not distinguish among our requirements—each legal mandate is of equal priority.

General Mandate

Impartially and effectively administer and implement the campaign financing, lobbying, conflict of interests, and governmental ethics laws.	Charter § 702

Compliance Assistance Mandates

Assist agencies and public officials regarding the campaign financing, conflict of interests, and governmental ethics laws.	Charter §§ 702(e), (i)
Advocate understanding of the campaign financing, lobbying, conflict of interests, and governmental ethics laws.	Charter § 702(j)
Develop educational programs regarding campaign financing, lobbying, conflict of interests, and governmental ethics laws.	Charter § 704(c)
Provide formal written advice, informal advice, and opinions.	Charter § 705; LAAC § 24.12
Prepare and publish manual and instructions regarding bookkeeping and recordkeeping requirements.	Charter § 704(b)
Prepare and publish manual and instructions explaining duties of persons and committees.	Charter § 704(b)
Provide training.	
Training for City lobbyists.	LAMC § 48.07(H)
Governmental ethics training for 6,000 City officials.	LAMC § 49.5.15
Campaign finance training for City and LAUSD candidates.	Charter § 803(g); LAMC § 49.7.12

Campaign Finance Mandates

Administer the public matching funds program.	LAAC §§ 24.31–24.38; LAMC §§ 49.7.22–49.7.30
Audit requests for public matching funds based on geographic location of contributor residences.	LAMC § 49.7.2(S) LAMC § 49.7.30
Determine candidate qualification for public matching fund, including verifying the receipt of at least 200 contributions of $5 or more from residences within the candidate's district.	LAMC § 49.7.23(C)(2) LAAC § 24.32(b)(3)

Adjust limits and disclosure thresholds in City law to reflect changes in CPI.	Charter § 702(h); Charter §803(c) LAMC § 49.7.3

Policy and Analysis Mandates

Recommend reforms in the campaign financing, lobbying, conflict of interests, and governmental ethics laws.	Charter § 702(f)
Report to the City Council every three years regarding the effectiveness of the campaign financing, lobbying, conflict of interests, and governmental ethics laws.	Charter § 702(f)
Adopt rules and regulations to carry out the purposes of the campaign finance, conflicts of interests, lobbying, and governmental ethics laws.	Charter § 703

Statements of Economic Interests Mandates

Help departments develop conflict of interests codes.	Charter § 702(i)
Process pre-confirmation statements of economic interests filed by appointees.	LAMC § 49.5.10
Review commissioner recusals and require divestment when financial conflict is significant and continuing.	Charter § 707; LAMC § 49.5.6(D)

Audit and Enforcement Mandates

Conduct audits and investigations.	
Of campaign reports and statements filed by City and LAUSD candidates and committees.	Charter § 470(n)(2); Charter §§ 702(a), (d); Charter § 803(u)(1); LAAC §§ 24.21, 24.41
Of disclosure statements.	Charter § 702(d); LAAC § 24.21
Of alleged violations of campaign finance laws.	Charter §§ 702(d), 706(a)(1); LAAC §§ 24.21, 24.41
Of alleged violations of lobbying laws.	Charter §§ 702(d), 706(a)(1); LAAC § 24.21
Of alleged violations of governmental ethics and conflict of interests laws.	Charter §§ 702(d), 706(a)(1); LAAC § 24.21
Of every candidate receiving public matching funds.	Charter § 702(d); LAAC § 24.35(a)
Of lobbying reports.	LAMC § 48.09(A)
Maintain a whistleblower hotline.	Charter § 702(g)

Enforce against violations.	
Of campaign finance laws in City and LAUSD elections.	Charter § 470(n)(3); Charter § 803(u)(2); LAAC §§ 24.21–24.29
Of campaign finance, lobbying, conflict of interests, and governmental ethics laws.	Charter §§ 706(b)–(c); LAAC §§ 24.21–24.29
Of fraud, waste, or abuse that violates the campaign finance, lobbying, conflict of interests, or governmental ethics laws.	LAAC § 20.60.4

Filing Mandates

Process, make publicly available, and ensure compliance with state and local filing requirements.	
Declaration of Intent to Solicit and Receive Contributions for City and LAUSD candidates.	Charter § 470(c)(1); Charter § 702(a); Charter § 803(b)(1)
Statement of understanding campaign finance laws from City and LAUSD candidates.	Charter § 470(c)(2); Charter § 702(a); Charter § 803(b)(2)
Statement regarding campaign bank accounts for City and LAUSD candidates.	Charter § 470(g); Charter § 702(a); Charter § 803(e)
Statement of acceptance or rejection of public matching funds.	LAMC § 49.7.22
Campaign finance disclosure statements from City and LAUSD candidates and committees.	Charter § 702(c); LAMC §§ 49.7.14–17
Disclosure statements by committees making independent expenditures in City and LAUSD elections.	Charter § 803(s); LAMC § 49.7.31
Disclosure statements by City officeholder and legal defense fund committees.	LAMC § 49.7.21
Lobbying registrations.	Charter § 702(b); LAMC § 48.07
Disclosure of lobbying activities.	Charter § 702(b); LAMC § 48.08
Disclosure of fundraising activity by lobbying entities.	Charter § 702(b); LAMC §§ 48.08.5–48.08.7
Disclosure of written lobbying communications with neighborhood councils.	LAMC § 48.08.8
Certification by City bidders that they will comply with lobbying laws.	Charter § 702(b); LAMC § 48.09(H)
Statements of economic interests.	Charter § 702(c); LAAC § 24.11

Disclosure by bidders on certain City contracts.	Charter § 470(c)(12); LAMC § 49.7.35
Disclosure by underwriting firms bidding in noncompetitive sales of revenue bonds.	Charter § 609(e); LAMC §49.7.36
Create and maintain an electronic database of all City contracts, bidders, and contractors.	LAMC § 49.5.11(B)
Prescribe forms and other documents related to campaign financing, lobbying, conflicts of interests, and governmental ethics.	Charter § 704(a)
Maintain electronic filing systems for campaign financing and lobbying disclosure.	LAMC §§ 48.06, 49.7.17

Our mandates have grown significantly in the past ten years, as a result of laws proposed by third parties.

D. General Staffing Issues

At the same time that our mandates have increased, our staffing has been decreased. As an initial response to the economic downturn, we were cut by nearly one-third, from 31 staff positions to 19. We have slowly regained some positions, but our staffing levels are still down by over 19 percent compared to levels prior to the economic downturn, despite an increase in mandates. We currently have the smallest staff of any Charter-mandated agency.

Simply put, we need more staff to properly accomplish all of our mandates. We continue to strive to return to pre-2008 economic downturn levels and a permanent staff of approximately 35 positions.

Because we are a small and understaffed agency, each of our positions is mission critical. A loss of even four employees over the next two years could have a significant and negative effect on our ability to meet our legal mandates.

E. Specific Retirement Issues

Four individuals will become eligible for early or regular retirement in the next two years: an Ethics Officer II; a Senior Auditor; a Senior Management Analyst I; and a Management Analyst I. The loss of those staff would affect three of our mandated areas of responsibility: the audit program, the lobbying program, and the contract program.

The Ethics Officer II is the Director of Audits who, in addition to administering audits, also plays a role in the Ethics Commission operations, including budget preparation. That position supervises a team of four auditors, including the Senior Auditor. The Senior Auditor assists the Ethics Officer II in administering the audit program and is also responsible for the Ethics Commission's records retention program. The Ethics Officer II and the Senior Auditor have a combined employment history of more than 40 years with the Ethics Commission.

The Senior Management Analyst I is the manager of the lobbying program and is solely responsible for administering lobbying registrations and reports. This individual has more than 15 years of experience managing this program. The Management Analyst I supports the bidder and contractor program. This individual has 13 years of experience with the Ethics Commission and 27 years of experience with the City.

Altogether, the four individuals who will become eligible to retire in the next two years have over 80 years of City experience. Although every Ethics Commission position has at least one back-up, the loss of knowledge if they retired would be substantial.

E. Knowledge Capture and Transfer

Because the Ethics Commission is a small agency, staff must wear multiple hats to accomplish our many mandates. As a result, the transfer of knowledge has always been ingrained into our culture, and it occurs in a variety of ways. At weekly all-staff meetings, for example, every staff member is made aware of current issues across all programs and how each issue is being handled. Similarly, all study projects require the participation of staff across multiple disciplines, which facilitates the learning of new skills and the transferring of knowledge.

The Ethics Commission also employs more active means of knowledge transfer. Staff members instruct each other continually about different facets of their work. Written documents, such as program manuals and guides, have also been created to mitigate the potential loss of personnel. Continued operation is mandatory, regardless of possible retirements or other departures from service, so the transfer of knowledge is critical and will continue to occur.

F. Recruitment

The civil service examination and hiring process does not apply to Ethics Commission staff. Pursuant to the Charter, all Ethics Commission staff members are exempt from civil service and serve at the will of the Executive Director. The Executive Director hires staff, prescribe their duties, and discharges them.

When we have a vacancy, we work with the Personnel Department to post job bulletins both internally and externally. We also rely on the recruitment functions and placement offices of universities and professional organizations. When possible, we promote from within or hire existing City staff. However, because the nature of the Ethics Commission's work is unique, we must exhaust all avenues for recruitment. It is atypical for us to be able to hire an individual who has on-point knowledge or experience.

The Ethics Commission does not have any regular or resolution authority positions that target classifications listed in the Targeted Local Hire Program. In

addition, because all Ethics Commission positions are exempt from civil service, working for the Ethics Commission does not enhance and is not a step toward civil service tenure. However, the Ethics Commission has always been a strong proponent of creating pathways to public service careers for individuals who face employment challenges. Anyone who meets the minimum qualifications for an Ethics Commission position (which typically include an undergraduate or graduate degree and the ability to appropriately handle extremely sensitive and confidential information) is encouraged to apply and will be considered.

We have also hired as-needed staff throughout our history, including Administrative Clerks, a position listed in the Targeted Local Hire Program. Qualified as-needed staff are routinely considered for and hired into permanent Ethics Commission positions when they become vacant. As-needed staff are also informed of and encouraged to enter the City's civil service examination and hiring process.

G. Employee Development

The Ethics Commission's budget is very small (the second smallest of any Charter-mandated agency), and very little is appropriated for any purpose other than salaries. Employee development typically requires funding for trainings, conferences, and other events. We engage in employee development activities when possible, including attending the annual conference hosted by the Council on Governmental Ethics Laws, but additional funding will be required to provide consistent and meaningful staff development across the disciplines within the Ethics Commission.

Office of Finance
Equitable Workforce and Service Restoration Plan
September 2016

INTRODUCTION

The Office of Finance (Finance) serves as the custodian of all money deposited in the City Treasury, including managing the City of Los Angeles' (City) investment portfolio and cash and debt management programs. Finance also collects City taxes and revenue from licenses, permits and fees other than those administered directly by other City departments. Most of this revenue goes into the City's General Fund to support essential services such as those provided by the Police, Fire, Library, and Street Services Departments.

The Finance of the future will be a customer service driven organization delivered by employees and technology. Through the years, Finance has lost a significant amount of funded positions through attrition and yet the volume of workload continues to increase. These areas are in need of a significant infusion of resources, new ideas and initiatives. Failure to do so will not only compromise Finance's ability to provide good customer service, but will have an adverse impact on the City's finances, as Finance relies on its employees and technology to annually collect over $2.5 billion in General Fund revenue, manage approximately $9 billion in investments, and manage over $50 billion in transactions with adequate controls to safeguard the City's cash.

There is reason for concern. Virtually every system relied upon by Finance is legacy status and near to being unsupportable. By 2018, projections indicate that approximately 25% of Finance employees will be eligible for retirement. Specifically, 91 of the department's 366 employees will be eligible for early or regular retirement.

The purpose of this report is to get ahead of these impending issues and determine appropriate strategies to proactively address them. These strategies, discussed below, include suggestions for employee recruitment and retention, examining, employee development, knowledge capture and transfer, and work environment as well as an approach to overhauling Finance's technology portfolio.

ANALYSIS

Table 1 below contains a list of department classes and the percentage of employees eligible to retire within each one, either through regular or early retirements, as of June 30, 2018.

Table 1 – Office of Finance % Eligible to Retire by Class as of June 30, 2018

CLASSIFICATION	TOTAL NUMBER	ELIGIBLE TO RETIRE	% ELIGIBLE TO RETRE	EARLY RETIREMENT	REGULAR RETIREMENT
Accountant II	4	1	25%	0	1
Accounting Clerk	20	9	45%	3	6

CLASSIFICATION	TOTAL NUMBER	ELIGIBLE TO RETIRE	% ELIGIBLE TO RETRE	EARLY RETIREMENT	REGULAR RETIREMENT
Administrative Clerk	15	3	20%	2	1
Assistant Director of Finance	2	0	0%	0	0
Chief Investment Officer	1	1	100%	1	0
Chief Management Analyst	2	0	0%	0	0
Chief Tax Compliance Officer I, II	4	1	25%	0	1
Customer Service Specialist	45	13	29%	7	6
Departmental Chief Accountant III	1	0	0%	0	0
Director of Cash Management Services	1	0	0%	0	0
Director of Finance	1	0	0%	0	0
Director of Systems	1	0	0%	0	0
Executive Administrative Assistant II, III	2	0	0%	0	0
Finance Clerk	1	0	0%	0	0
Financial Manager	1	0	0%	0	0
Finance Collection Investigator II (in-lieu of TCO II)	2	1	50%	1	0
Fiscal Systems Specialist I, II	4	1	25%	0	1
Investment Officer II, III	4	0	0%	0	0
Management Analyst I, II	8	1	13%	1	0
Principal Accountant II	1	0	0%	0	0
Principal Clerk	7	1	14%	1	0
Principal Tax Auditor	2	0	0%	0	0
Principal Tax Compliance Officer	5	1	20%	0	1
Programmer/Analyst III	1	0	0%	0	0
Revenue Manager	1	1	100%	1	0
Senior Accountant I, II	3	1	33%	0	1
Senior Administrative Clerk	10	7	70%	3	4
Senior Management Analyst I, II	4	2	50%	1	1
Senior Systems Analyst I, II	4	0	0%	0	0
Senior Tax Auditor	22	12	55%	5	7
Senior Tax Renewal Assistant I	1	1	100%	0	1
Systems Analyst II	5	1	20%	0	1
Systems Programmer I	2	0	0%	0	0
Tax Auditor I, II	82	9	11%	2	7
Tax Compliance Officer I, II, III	87	20	23%	9	11
Tax Renewal Assistant II, III	5	2	40%	0	2
Treasury Accountant I, II	5	2	40%	0	2
TOTALS	**366**	**91**	**25%**	**37**	**54**

In the following classes, all of the incumbents will be eligible to retire by June 30, 2018:

Classification	Eligible to Retire
Chief Investment Officer	1
Revenue Manager	1
Senior Tax Renewal Assistant I	1

A review of the data suggests a significant number of individuals in the following classes will be eligible to retire:

Classification	Early Retirement	Regular Retirement
Accounting Clerk	3	6
Customer Service Specialist	7	6
Senior Tax Auditor	5	7
Tax Auditor I, II	2	7
Tax Compliance Officer I, II, III	9	11

MEETINGS

Meetings were held with Finance's Executive Management, Division Managers and Section Managers to review the data and discuss where the Workforce Planning Program should focus and where improvements could be made. The data indicated the most immediate concern is for the three Finance-specific classifications: Customer Service Specialist, Tax Auditor, and Tax Compliance Officer.

A Customer Service Specialist performs specialized business tax and associated permits work, involving various aspects of processing and reviewing customer requests for service, billing questions and resolutions, as well as service complaints, responding to the public's concerns and requests for information on City business tax and associated permits, ordinances, rules, regulations, and policies, including the use of a computer terminal for inputting requests, reviewing billing information, following up on requests; and other related work.

A Tax Auditor conducts, reviews and processes field audits of accounting and related records of persons, businesses, and organizations to determine the accuracy of self-assessed tax payments to the City of Los Angeles; performs internal audits of operations related to business tax and permit enforcement, audit, and administration; and other related work.

A Tax Compliance Officer analyzes, interprets and enforces various tax, permit and fee liabilities, including the City business, payroll, parking and transient occupancy taxes and City permit ordinances, through independent field or office investigations; may supervise other Tax Compliance Officers by directing and coordinating the activities of a field enforcement or office enforcement section; and other related work.

The meetings with our managers also highlighted the critical role of our Treasury Services Division. The Treasury Services Division performs depository, banking, disbursement, merchant, compliance and debt management services for the City. The Division manages relationships with 38 City Departments, approximately 800 bank accounts and 300 merchant IDs, and manages the collection of over $1.2 billion in credit card payments annually. As custodian of the City's cash, the Treasury Services Division monitors and advises on cash position, maintains a system of policies and procedures that impose an adequate level of control over treasury activities. In addition, the Division oversees the facilitation of deposits, receipting, and disbursement activities of the City, and ensures compliance with regulatory treasury standards.

Finally, the meetings with our Customer Service Division (CSD) identified the need to ensure the department has the appropriate classifications assigned to the division. As a result, we are working with the Personnel Department in conducting a job audit and class study of the CSD positions to identify potential for changes that may assist in hiring and retaining necessary skillsets.

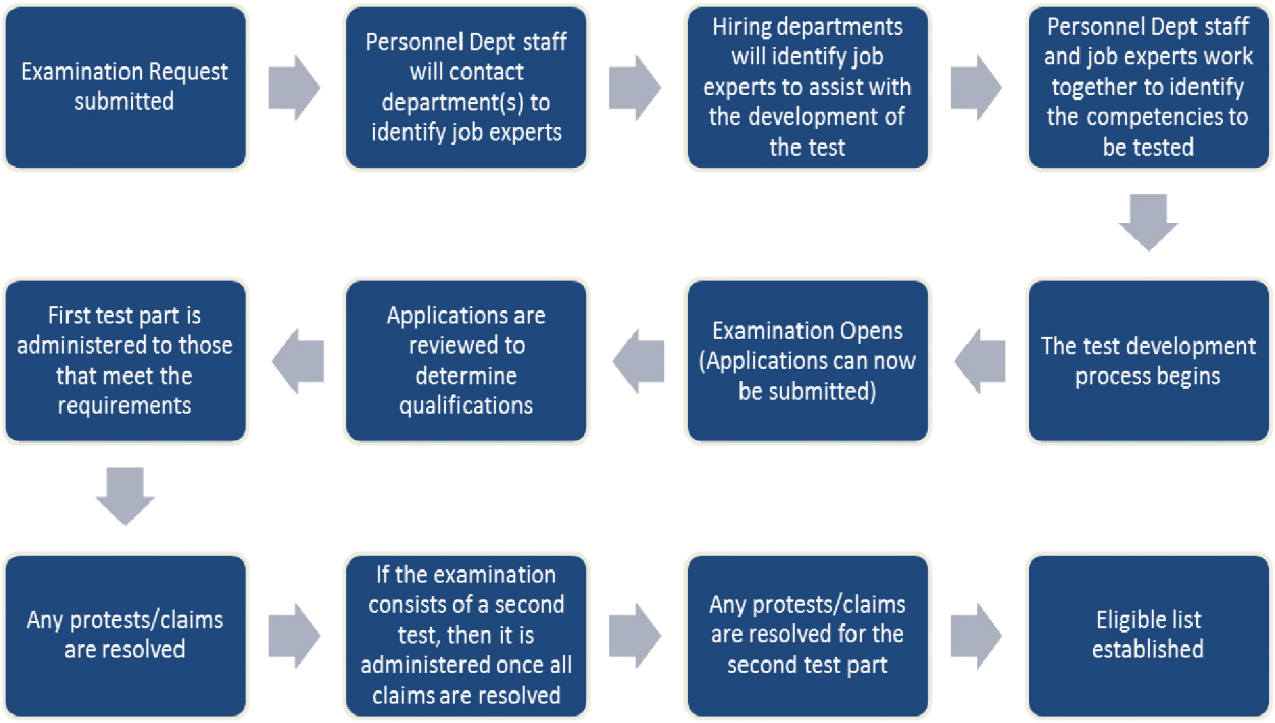
In order to ensure that the analysis of these central functions included the perspective of the managers from each division within Finance, the following 11 managers from Executive Management, as well as all the divisions, were interviewed:

- Todd Bouey, Assistant Director of Finance
- Tom Juarez, Chief Investment Officer
- Shahid Chaudhry, Chief Tax Compliance Officer I
- Christine Herrera, Director of Cash Management Services
- Kathleen Ho, Chief Tax Compliance Officer I
- Wai Yee Lau, Revenue Manager
- Robert Lee, Chief Tax Compliance Officer II
- Sandra Ocon, Chief Management Analyst
- Ofelia Reyno, Departmental Chief Accountant III, (Retired August 2016)
- Carl Sampson, Director of Systems
- Cindy Sue Serrano, Principal Tax Compliance Officer

FINDINGS

We are facing some of the same loss of resource challenges that other City departments are facing. We are open to and seeking ways to actively meet those challenges. We are engaged and ready, and the employees are receptive to the idea of changing the perception of the hiring process and succession planning in general. Our staff will work to ensure the plan is implemented, in close collaboration with the Personnel Department.

In an effort to provide information regarding the Personnel Department and the examination process, the following chart was developed to illustrate the major steps from the time an Examination Request is submitted to the time the eligible list for that job classification is established.



Although the timeline sometimes varies, depending on the examination, the goal is 120 days from the day the bulletin opens to establish an eligible list for examinations with only one test (e.g., only written) to 150 days from the day the bulletin opens to establish the list for examinations with more than one test (e.g., written and interview).

Consideration of information provided on the Personnel Department's Exam Status database, as well as the Eligible List Status Report, was also reviewed to ensure any impact on department operations due to anticipated retirements would be mitigated. The table below contains the critical classifications that are most central to the department's function, whether there is a current or pending establishment of an eligible list for the classification, and how the department plans to fill vacancies. For those classifications listed below whose eligible lists will expire before June 2018, examination requests will be submitted prior to specified eligible list expiration dates.

Classification	Incumbents Eligible for Retirement by 6/30/2018	Eligible List Status and Expiration Date	Plan to decrease impact on staffing due to retirements
Customer Service Specialist	13	August 23, 2018	Fill via certification of the eligible list.
Tax Auditor	9	December 30, 2017	Fill via certification of the eligible list.

Classification	Incumbents Eligible for Retirement by 6/30/2018	Eligible List Status and Expiration Date	Plan to decrease impact on staffing due to retirements
Tax Compliance Officer	20	An exam request for the Tax Compliance Officer position was submitted to the Personnel Department on September 1, 2016. Tax Compliance Aide = October 18, 2017	Vacant positions may be filled via certification of the eligible list for Tax Compliance Aide in-lieu of Tax Compliance Officer.

DISCUSSION/RECOMMENDATIONS

The following specific concerns, issues and suggestions related to the hiring and succession planning process were raised by Finance managers.

The recommendations, indicated in *italics*, are based on the information gathered from meetings with Finance managers, as well as discussions with the Personnel Department. The recommendations below are not all inclusive and will continue to be developed as succession planning moves forward.

Area	Recruitment/Retention
Concern	• **The numbers of qualified candidates on the eligible lists are low for various classifications within Finance.**
Recommendations and Implementation	1. *Encourage recruitment for as-needed Tax Renewal Assistant, as-needed Student Workers, and interns through a formal recruitment mechanism such as recruitment fairs, campus website postings, as well as through existing employees, which promotes quality and diversity.* 2. *Develop a mechanism to transition as-needed employees to full time regular employees in order to retain the knowledge and skillset learned in Finance. As an example, in 2015 and 2016, Finance utilized 39 as-needed Tax Renewal Assistants, many of which would continue to be an asset to the department if retained full-time.* 3. *Re-examine testing methodologies administered by the City, such as online testing.* 4. *Review pay scale of critical classifications experiencing retention issues, compared to similar classifications in the City, such as Finance's Customer Service Specialist position.* 5. *Target local universities to address the lack of qualified candidates in Accounting-related classifications.*

Area	Recruitment/Retention
	6. *Explore avenues to hire veterans through various military organizations, as well as working with the Personnel Department through the Targeted Local Hiring work program in compliance with the Mayor's Executive Directive No. 15.* 7. *Establish additional career paths within Finance to aid in retention by first seeking guidance from the Personnel Department's Classification Division with regard to establishing new classifications. For example, we are working with the Personnel Department to establish a new classification of Portfolio Manager (current Investment Officer class).* 8. *Develop a cross-training program within Finance to assist in the growth and development of existing employees.* 9. *Budget additional entry level Finance trainee positions.* 10. *Use 12-month probation period to allow for full evaluation of probationary employees by assessing specific higher level positions within Finance.* 11. *Finance will move forward to proactively collaborate with the Personnel Department to bring the best qualified candidates, using the following recruitment methods used by the Personnel Department:* ***Personnel Department's website,*** *per.lacity.org – The Personnel Department website is linked to Neogov's integrated online job board, Governmentjobs.com. Governmentjobs.com is an online government sector job board utilized by over 5,000 public sector employers nationwide. All the open job opportunities that are listed in the Personnel Department's website under "Exams Open to All" are automatically listed in Governmentjobs.com.* ***Social Media Platforms*** *- The Personnel Department has recently started using social media channels to recruit for all the open job listings. The Personnel Department posts job opportunities on a weekly basis in Facebook, Twitter, LinkedIn and Instagram. The Personnel Department's social media followers are steadily increasing and we currently have over 2,400 likes in Facebook.* ***City of LA website*** *– The City of Los Angeles website, lacity.org, is a gateway for job seekers that are looking for employment with the City. The City of LA website directs job seekers to per.lacity.org to find current job listings and to initiate the application process.* ***Jobsla.org Website*** *– The Economic and Workforce Development Department (EWDD) manages the jobsla.org website where employment information can be found for the Los Angeles Region. City of LA job opportunities posted through Neogov and listed under Exempt*

Area	Recruitment/Retention
	Job Opportunities are also listed in the jobsla.org website. ***College and Universities Career Center*** *– The Personnel Department utilizes the respective university career center job boards to advertise job opportunities to college students and graduates when the examination requires applicants to have a degree.* ***Professional or Trade Associations*** *- Professional and trade organizations in a variety of fields are used to reach out to individuals with a specific skill set.* ***Social Media for Associations –*** *The Personnel Department is able to connect with the social media platforms of associations, if they exist, to advertise job opportunities that require a specialized skill set.* ***Career or Job Fairs –*** *The Personnel Department may also attend Job Fairs or Career Fairs in order to actively seek applicants with a particular skill set.*

Area	Examining
Concern	• **Examination process takes too long.**
Recommendations and Implementation	*12. Seek ways to expedite the hiring process (6 – 8 months is too long) in collaboration with the Personnel Department. Educate Finance staff on process so they are partners in the process.* *13. Keep the Customer Service Specialist, Tax Auditor, Tax Compliance Officer and Tax Compliance Aide exams "Open and Continuous" to allow for attrition and on-going hiring when needed.* *14. Request Open candidates over Promotional candidates in the Customer Service Specialist, Tax Auditor, Tax Compliance Officer, and other specialized class examinations, as promotional candidates sometimes lack the needed experience to be successful in the position.* *15. Ensure staff is working closely with Personnel Department's Examining Division so the correct subject matter is included in exams, and the best candidates are being selected.* *16. Utilize an assessment tool to measure interpersonal and customer service skills, such as simulations, department-wide.* *17. Consider using score banding to reach more candidates.* *18. Find a way to hire employees who have the specific skillsets for Finance by working with the Personnel Department with regard to the City's recruitment and examining process.*

Area	Training/Employee Development/Leadership Development
Concern	• **Limited training resources available and lack of existing leadership development program.** • **Lack of career ladders in various divisions within Finance.**
Recommendations and Implementation	19. *Request funds through the budget for technical training and specialized certification training.* 20. *Encourage employees to access the Personnel Department's online supervisory and leadership training modules through department-wide email correspondences and staff meetings.* 21. *Develop supervisory training program, which includes HR basics, such as knowledge of pending and upcoming exams to promote proactive participation in hiring as well as promotional process.* 22. *Find creative, innovative ways to provide internal training, such as: one section trains another; set aside time for weekly training such as cross-training and train-the-trainer modules.* 23. *Develop a mentoring program for employees by consulting with the Personnel Department, in light of their newly implemented mentoring program.* 24. *Develop an extensive, multi-session, and mandatory leadership program that teaches and promotes the following skills:* ▪ *Technical* ▪ *Project Management* ▪ *Communication (oral and written)* ▪ *Personnel Knowledge* ▪ *Supervision* ▪ *Emotional Maturity* ▪ *Leadership* 25. *Develop a voluntary reassignment (rotation) program among section managers department-wide for cross-training and career development.* 26. *Consult with the Personnel Department's Classification Division in developing appropriate career ladders wherein Finance employees are able to progress within their fields.*

Area	Knowledge Capture and Knowledge Transfer
Concern	• **No current system in place for knowledge capture and knowledge transfer.**
Recommendations and Implementation	27. *Prepare desk manuals for each assignment. All employees will be expected to create manuals, or guidelines, to outline their job duties.* 28. *Develop a "social engagement" site, such as Yammer, where employees can share information and solutions to common issues and questions.* 29. *Establish a location where historical files can be stored and accessed on a shared network drive and inform staff accordingly.* 30. *Formalize exit interviews for every employee that leaves the department, via in-person meeting or written survey.*

Area	Work Environment
Concern	• **The need for appropriate equipment and modern workspace, along with well-maintained facilities and a clean environment within the department.**
Recommendations and Implementation	31. *Allocate funds to replace and maintain office equipment and furniture, as well as modernize work stations.*

TARGETED LOCAL HIRING

Finance expressed interest in the Targeted Local Hiring (TLH) work program, specifically for the Administrative Clerk classification, the only applicable classification we have. The TLH work program will provide job opportunities and training to local residents and recent graduates of secondary, post-secondary, and career technical education programs within the City of Los Angeles. Position descriptions for our then three Administrative Clerk vacancies were provided on June 23, 2016, when we met with the Personnel Department's Workforce and Service Restoration Section, as well as a union representative from Local 3090 (AFSCME). During that meeting, it was determined that the TLH work program was not yet available for utilization by City Departments. Currently, we have one Administrative Clerk vacancy that will be filled via a requisition process. Future vacancies may be filled through the TLH work program, once it becomes available for utilization.

We also moved forward with our efforts in engaging local residents and providing more employment opportunities by supporting HIRE LA's Youth Employment Program, as well as launching our new internship program. Specifically, we welcomed two staff members from HIRE LA's Youth Employment Program and hired four students for our internship program, to gain experience in the workforce.

In addition, we would like to utilize the TLH work program to create a pathway for as-needed employees in Finance to transition into full-time employees (i.e., Tax Renewal Assistants). This will enable us to ensure continuity of operations by retaining the skillsets and job knowledge learned within the department. This will also minimize the significant amount of time and cost needed to supervise and train new staff each year.

TECHNOLOGY ENVIRONMENT

Finance's technology environment supports both Tax and Permit operations, as well as Treasury Services. The attached (Attachment A) reviews our various systems (LATAX, Tax Discovery System, Documentum, Crystal Reports, CUBS, SCERS, and Treasury-specific systems), and speaks to future technology changes and resulting improvements to Department functionality.

CLOSING

As we move forward with Workforce Planning, we will ensure the coordination of many processes, as well as the development of milestones, to monitor progress in multiple areas. As stated in our plan, these areas include but are not limited to: developing a pathway for as-needed employees to transition to full time regular employees in order to retain the knowledge and skills learned in Finance; requesting open candidates over promotional candidates for specialized Finance classifications that require a necessary skillset; developing training and mentoring programs to promote proactive participation and cultivate various skills; and establishing classifications that are essential to the central functions of the department. We are confident that with the support and guidance of the Personnel Department and Information Technology Agency, we will be able to put plans into action that will enable us to maintain a healthy and sustainable workforce in the challenging years ahead

For questions regarding our Equitable Workforce and Service Restoration Plan, please contact Elba Pallais, Personnel Director, at (213) 978-1764 or Andrea San Agustin, Personnel Analyst II, at (213) 978-1766.

Equitable Workforce & Service Restoration Plan – ED15
Office of Finance Technology Environment

Current Technology Usage

The Office of Finance technology environment supports both Tax and Permit operations as well as Treasury Services.

Tax and Permit Operations

LATAX System

The LATAX System is the focal point for all tax and permit operations as all work units rely on this system to perform their tasks and maintain all aspects of taxpayer account information and status. The LATAX system provides efficient management of City tax and permit accounts through a fully automated system which integrates all aspects of the work lifecycle. The introduction of this system and related work process modifications have allowed the Office of Finance to significantly reduce the staffing and related operational costs required to administrate tax and permit accounts. Web-based functionality provides public access for registering new accounts, renewing existing accounts, bill payment, and other functions eliminating the need for visiting a branch office, calling a customer service representative, or mailing in correspondence.

Key LATAX Facts

- Implemented November 2004
- Cost for Development: $23.1M
- Replaced TAPS System
- Manages all tax and permit activities for Office of Finance
- Over 625,000 active tax and permit accounts
- Approximately 400 active system users
- Administers over $2.5 billion in annual revenue
- Over 1.3 million correspondence items generated annually

Workplace Impact of LATAX System

- Single system to address all tax and permit operations
- Coordinates work efforts across all organizational units into one view
- Streamlines work processes
- Automates liability assessments and billing process
- Automates collection assessments
- Automates system interfaces to external work providers (i.e. Lockbox, collection agencies, etc.)
- Provides comprehensive dataset for all taxpayer activities

Web Services Provided to Taxpayers

- On-line renewal of all tax types
  - Business
  - Parking Occupancy
  - Transient Occupancy
  - Communications Users
  - Official Police Garage
  - Dance Hall
  - Commercial Tenants Occupancy
  - Gas Users Tax
  - Electric Users Tax
- On-line renewal of all permit types
  - Police Alarm Permit
  - Police Permit (non-Alarm)
  - Fire Permit
  - Tobacco Permit
- On-line Bill Payments
- Expanded on-line payment methods including credit card, e-Check, ACH, and mail-in check.
- On-line Registration for Police Alarm Permits
- On-line Registration for Business and all tax types
- On-line Penalty Waiver Requests
- Paperless Statement Program
- Spanish and Korean language options for e-Filing Business Taxes
- On-line public records act requests

Other Significant Tax and Permit Systems

TDS

The Tax Discovery System (TDS) is used as a tool in assisting the Office of Finance in its effort to identify unregistered businesses within the City. TDS provides its users the ability to quickly and efficiently store, retrieve, updates potential taxpayer's information, create mailing lists, and perform various data matching activities.

TDS was developed by Finance systems staff and implemented in March 2007. TDS replaced Finance's two tax discovery systems: Revenue Management System (RMS) and AB63. TDS provides users more flexibility and computing power than its predecessors in performing various tasks in the revenue discovery operations and the improvements over its predecessors include but are not limited to:

- The ability to handle an ever-growing collection of different data sources, whereas AB63 was limited to processing just AB63 (Franchise Tax Board) data.

- Providing users the ability to specify an exact number of letters to extract for mailing campaigns so as to adequately manage the workload based on available resources.

- Utilizing a more robust enterprise relational database management systems (Oracle) than its predecessors so it can handle many more users at a much higher level of performance.

The amount of money collected to date in LATAX as a result of revenue discovery activities in TDS is $275,093,673.63

Documentum

Finance utilizes the Documentum enterprise content management platform for the storage and retrieval of electronic images of taxpayer remitted documents. This system allows Finance staff to store electronic documents in a repository and easily retrieve them via a web browser. The Documentum software is developed by the EMC Corporation (EMC) and the implementation and customization of this software was developed and completed in 2007 by Burntsand Inc.

Finance has to date converted close to 3 million documents to electronic format accessible by the Documentum system. Finance has established a dedicated work unit responsible for scanning and indexing all taxpayer documents into the Documentum system. An automated system Interface with Wells Fargo is also in place to import images of all of the documents as they are scanned for processing by their banking operations. The Documentum system in place is supported by Finance system staff for all of the system components and custom configurations specific for the department. This Documentum installation utilizes the enterprise server framework established and maintained by ITA.

The Documentum system is in daily use by over 350 Finance staff. The system has provided significant savings to staff requiring access to documents which in the past have required making a request to the central documentation unit for manual retrieval either at the on-site documentation library at the Garland facility or from records retention located at Piper Tech. The Documentum system has been particularly helpful with regard to requests as a result of City Attorney litigation support and public records act requests.

Crystal Reports

Crystal Reports is utilized by Finance as the base reporting environment for all LATAX informational reports. Since LATAX's inception, Finance has developed and maintained approximately 600 reports. These reports are used by all levels of Finance staff as well as by other City department's staff and include general LATAX account information

reports, financial reports, revenue accounting reports, case management reports, audit target reports, job performance reports, etc.

CUBS

CUBS is an information system used by the Citywide Collections Unit for collections activities. CUBS is an acronym for Columbia Ultimate Business Systems the firm which developed and maintains this software.

The Citywide Collections Unit assists City departments with delinquent accounts. Delinquent accounts up to $5,000 are referred to any of four contracted collection agencies for further action. Delinquent accounts greater than $5,000 are forwarded to a Financial Collection Investigator for collections activity. CUBS was implemented in 1998 and averages 6,000 referrals received per year. The system processed a total of $1.6M is 2016.

The Citywide Collections Unit has utilized the basic CUBS software since 1998 and staff has expressed the need to have a system that is more capable and flexible. The current CUBS system is somewhat cumbersome for staff to utilize and does not fully reflect information about the nature of the liabilities originating from the various departments. The majority of collection activity performed by Citywide Collections are as a result of liabilities referred from LATAX related to delinquent taxpayer accounts however received payments must be entered by staff separately in each system as there is no common way to reconcile the payments from one system to the other due to the way that CUBS records account liabilities.

SCERS

The Senior Citizen Exemption and Refund System (SCERS) is an online system recording seniors or disabled individuals living in the City of Los Angeles who are eligible and apply for exemptions or refunds from the City utility tax attached to their utility bill. SCERS was developed using IBM's relational database technology (DB2) and using CICS as the Host communication software. It has approximately 20 online screens and several reports. The online processing is comprised of four major application functions, which the Office of Finance can perform interactively via terminal screens. These functions include the following: Exemption Application Processing: adding or updating exemption applicant information Refund Application Processing: adding, updating or canceling refunds on overpayment of utility taxes.

Treasury Operations

The operational needs of Finance's Treasury division is currently supported by a wide variety of information systems provided by third-party firms or supported internally by City staff. These systems are integral in the daily management of City cash resources as well as over $8 billion in City owned and managed investments.

Major Treasury Systems currently in use

System	Description	# of Users	Technologies / Support
Bloomberg	Investment system and information. Real-time trading platform. Approximately 70% of investor trading activity performed using this platform.	4	Proprietary Third-party system requiring secure VPN connection to Bloomberg networks
Bank of New York (BONY)	Reflects results of trading transactions and provides reports of trade activity.	13	Proprietary third-party web-based application
BondEdge	Analytical software for tracking the performance of the City's investment portfolio	5	Proprietary third-party client/server application
Market Access	Trading platform for corporate bonds providing real-time corporate market information. Approximately 30% of investment trading activity is performed using this platform.	5	Proprietary third-party web-based application
Sympro	Records quarterly investments. Fixed income module provides the accounting and full disclosure reporting of purchases made by the Investment division.	6	Proprietary third-party client/server application
Wells Fargo CEO	City banking services and reporting.	150	Proprietary third-party web-based application
CashWiz	Citywide cash receipting and fund distribution reconciliation system.	500	Finance maintained Client/Server and web-based application

System	Description	# of Users	Technologies / Support
Mutual Earnings and Cost Allocation System (MECAS)	Allocates earned interest among City revenue funds.	1	Finance maintained mainframe FOCUS application
Cash Control Voucher	Utilized as a journal entry system for cash control.	3	Caselle
Bond Redemption and Interest	Provides tracking of City issued bonds.	2	ITA supported mainframe application
Street Improvement Bonds (SIB)	Provides tracking of Street Improvement bonds.	2	ITA supported web application

Treasury work processes are centered on two main activities cash accounting and investment management. The cash accounting work processes are primarily supported by the CashWiz, MECAS, Wells Fargo CEO, and SYMPRO systems. The core investment management work processes are supported by the Bloomberg, Market Access, and BondEdge systems.

Future Departmental Technology Changes and Resulting Improvements to Department Functionality

Tax and Permit Operations

The Office of Finance will be moving forward with the code modernization of the LATAX system starting in early 2017 with an expected implementation date of fall 2018. Finance will also seek to introduce new audit management and collections management systems to integrate with the modernized LATAX system. The new audit management system will provide a framework for a standardized approach for tracking audit activity and consolidating working documentation and analysis along with eliminating manual tracking and status inquiry, and introducing a more rigid methodology for conducting audits and determining tax liabilities. The new collections management system with replace the aging CUBS solution currently in place which will result in eliminating current inefficiencies and workarounds, providing a more sophisticated method for managing collection referrals by determining collectability on a case-by-case basis, and providing an automated means for reconciling and synchronizing LATAX and collection system account status.

The web-based services provided by LATAX will be further expanded and enhanced. Currently 75% of all business tax renewals and 60% of all taxpayer account transactions are performed through our on-line services. We will be focusing on improving these services so that 75%-80% of all taxpayer account transactions will be done on-line which will result in more operational efficiencies related to their processing as well as quicker more convenient service for our taxpayers.
Finance will also seek to provide technology solutions that will improve our ability to communicate with the taxpayers that we support. This will include improvements to our website content, use of other Internet communications technologies such as social media platforms and e-mail distribution lists, and automated customer response technologies for both voice and web-chat to assist our call center representatives.
The information provided by Finance for reports and open data will further be refined and enhanced so that requests for economic activity and revenue will be more readily accessible and reduce the need for custom reports or data queries.

Treasury Operations

The significant monies managed by Treasury operations demand that sufficient systems support and information systems solutions are provided to staff that require them. The support of a varied portfolio of systems with differing technologies has become increasingly difficult with reduced staffing levels. Four positions were previously allocated to support the wide range of technologies inherent in the Treasury systems portfolio however only two positions are filled out of the three remaining positions and as a result systems resources supporting other Finance activities have needed to be reallocated. The greatest need for on-site systems support centers on the investment management operations, which directly manage the City's $8 billion portfolio of investments. Investment management staff requires their PC equipment and access to the trading and investment analysis systems to be up and operational at all times. Their work is real-time in nature and any interruptions due to equipment or system outages may have significant impacts on City investments and this has been magnified by the higher volatility of the financial markets in recent years.

Additional changes in the City's technical environment, such as the recent migration of financial information management to FMS has also significantly diverted system resources supporting Treasury systems as well as necessitated on-going Treasury system changes.

Treasury system operations have been evaluated by a number of studies including most recently a study in 2012 by Strategic Treasurer, a third party consulting firm specializing in governmental treasury operations. All of these studies have concluded that the current collection of system solutions are inefficient, outdated, and should be replaced. Treasury is currently evaluating solutions which range from integrated treasury software packages that would replace many of the existing systems currently in use along with other possibilities such as having our City banking and financial services partners provide a system solution as part of the services relationship in place with the City.

Steps in putting these changes in effect:

Tax and Permit Operations

We are currently completing the evaluation of vendors for the LATAX Modernization project and expect to select a vendor and start work on the code conversion process in early 2017. We are also currently evaluating vendor provided solutions for both audit and collections system solutions and will be including funding requests in our upcoming FY 17-18 budget plan in support of procuring solutions in these areas for implementation projects to start in that budget year. We are seeking existing third-party solutions that would not require custom development and also would likely be hosted on a cloud-based platform provided by the supporting vendor. We will also seek approval to fund consulting services for the development of an audit methodology for use in our department that would integrate with the audit status tracking of the new audit management system.

Expansion and improvement of our web services will occur in conjunction with our support of the Small Business Portal to provide a more streamlined user experience for businesses both new and existing. We will continue to explore and pilot new automated customer response solutions and fully implement those that improve customer service and provide work efficiencies for our call center operations.

Treasury Operations

Treasury staff will continue to evaluate options for system replacement which will result in either a request for a new Treasury Management System, consolidation of Treasury functionality into the City's current enterprise financial system, utilizing a 3rd party cloud-based solution or incorporation of this system functionality in a future banking services agreement. It is not anticipated that a budgetary request for either of these solutions would be made prior to the FY 18-19 with implementation to occur within 1 to 2 years subsequent to project start.

Los Angeles Fire Department

Strategic Workforce Plan

September 2016

INTRODUCTION

In accordance with Executive Directive 15, General Managers have been instructed to prepare an Equitable Workforce and Service Restoration Plan that addresses, among other things, succession planning and bolstering critical City services. Presented below are the LAFD's responses to the various issues.

Of particular note is the LAFD's focus on developing and implementing alternative programs to address the increasing demand for emergency medical services. The Nurse Practitioner Response Unit (NPRU), initiated as a pilot last fiscal year in South Bureau, deploys an EMS Nurse Practitioner Supervisor with a Firefighter/Paramedic to respond to non-urgent, low level calls for service. These patients do not require emergency medical care or transport, and can be treated on-scene and released. The goal of this program is two-fold: to have a positive impact on the people who represent a disproportionate number of calls to 91, and to reduce ambulance wait times for low acuity calls. The LAFD has partnered with the non-profit Partners-in-Care (PIC) for referral from the NPRU to provide social services, as appropriate.

The efficiencies realized through the NPRU program have resulted in support by elected officials, and the desire to expand to other LAFD Geographic Bureaus. Moreover, funding has been offered by private health care sponsors to facilitate program expansion. Cedars-Sinai Medical Center recently provided a donation to the LAFD, through the Fire Foundation, to fund a Nurse Practitioner position. Other local hospitals are in discussions with LAFD for similar donations to further support and expand the program. Ultimately, the goal is to enhance the level of non-emergency medical care to the public, while relieving the response burden to sworn personnel who could then be available for more critical emergency medical responses.

Another innovative approach, to be implemented through a grant from the Innovation and Performance Commission, is the SOBER Unit which will pair a Nurse Practitioner with a Community Outreach Worker from the Los Angeles Homeless Service Authority (LAHSA). The Unit will also work closely with the new Sobering Center in the Skid Row area, soon to be opened and operated by the Los Angeles County Department of Health Services. This Unit will assist those in the homeless population that suffer from alcoholism by referring them to sobriety facilities to help detox and to provide follow-up services. The referrals will be an alternative to these patients tying up scarce emergency resources due to acute alcohol intoxication or medical or traumatic complications.

CURRENT WORKFORCE

The Los Angeles Fire Department (LAFD) has a civilian workforce of 407 employees. The Los Angeles City Employee Retirement System has informed the LAFD that by June 30, 2017, almost 13 percent of the LAFD workforce, or 54 employees, are eligible for a normal service retirement. LACERS notes that, "in recent years, approximately 11 percent of LACERS members eligible for retirement actually retired during a given year." Based on that information, the LAFD can expect up to six retirements. The purpose of this report is to respond to the Mayor's request for a Strategic Workforce Plan.

Classification	Employees	Eligible to Retire	Percentage Eligible to Retire
Accountant	3	2	66%
Accounting Clerk	22	2	10%
Administrative Clerk	35	1	1%
Auto Body Bldr/Repairer	5	3	60%
Chief Management Analyst	1	1	100%
Data Control Assistant	1	1	100%
Equipment Mechanic	15	3	20%
Equipment Specialist	2	1	50%
Executive Administrative Assistant	4	2	50%
Fire Administrator	1	1	100%
Fire Protection Engineering Associate	8	1	12%
Fire Protection Engineer	1	1	1%
GIS Specialist	3	1	33%
GIS Supervisor	2	1	50%
Heavy Duty Equipment Mechanic	27	2	8%
Industrial hygienist	1	1	100%
Management Analyst	20	3	15%
Mechanical Helper	11	3	28%
Payroll Supervisor	2	1	50%
Photographer	1	1	100%
Principal Accountant	1	1	100%
Secretary	22	1	5%
RMPP Specialist	2	1	50%
Senior Accountant	3	1	33%
Senior Administrative Clerk	37	7	19%
Senior Management Analyst	15	4	27%
Senior Personnel Analyst	4	2	50%
Senior Systems Analyst	14	1	1%
Sheet Metal Worker	1	1	100%
Storekeeper	2	1	50%
Systems Analyst	11	1	10%
Warehouse & Tool Room Worker	3	1	33%
Total	**280**	**54**	**19%**

The data from LACERS shows that in the following classifications, 100 percent of the employees are eligible to retire, mainly because these are one-position classifications: Chief Management Analyst, Data Control Assistant, Fire Administrator, Fire Protection Engineer, Industrial Hygienist, Photographer, Principal Accountant, and Sheet Metal Worker.

Classifications where over 50 percent of the workforce is eligible to retire are: Accountant, Auto Body Builder and Repairer, Equipment Specialist, Executive Administrative Assistant, GIS Supervisor, Payroll Supervisor, Senior Personnel Analyst, and Storekeeper.

Impacted Managers were provided with the data and invited to provide input to complete the Strategic Workforce Plan. Some of the most critical classifications within the LAFD are in the Supply and Maintenance Division which services all apparatus, and in Information Systems which maintains the LAFD's technology including the staffing program for sworn deployment.

LAFD STRATEGIC PLAN

The LAFD's Strategic Plan: A Safer City, includes nine goals and corresponding strategic actions which will be achieved by implementing specific strategies, tactics and performance metrics that support our Vision, Mission, and Core Values. The LAFD's goals are:

1. Provide exceptional public safety and emergency service
2. Implement and capitalize on advanced technologies
3. Identify cost effective solutions to manage expenditures
4. Enhance qualities of leadership, management and project delivery
5. Enhance LAFD risk management systems
6. Strengthen community relationships to improve infrastructure and enhance resiliency during emergency events
7. Implement green initiatives that will improve emergency systems and reduce impact
8. Recruit, develop, and retain a professional and diverse workforce
9. Support new business and improve development services

LAFD VISION STATEMENT AND CORE MISSION

The LAFD's Vision is to provide exceptional Fire Protection and Emergency Medical Services by being metric driven, technologically sophisticated and community focused while reflecting the people we serve. The LAFD's Mission is to preserve life and property, promote public safety and foster economic growth through a commitment to prevention, preparedness, response and recovery as an all-risk life safety response provider.

The LAFD has a strong sense of tradition. It has been a fully paid municipal fire department since 1886 with a Core Mission and function of protecting the City's diverse population. While it is not anticipated that the LAFD's mission and functions will change over the next 3 to 5 years, technological changes will continue to be adopted to streamline existing processes, and more innovative approaches to providing emergency medical services will continue to be implemented.

During this fiscal year, the LAFD appointed the Chief Physician to command the newly created Emergency Medical Services (EMS) Bureau. Eighty five percent of emergency calls are for medical response. The reorganization consolidated related functions to enhance accountability for the quality of patient care, and to continue implementation of alternative models of pre-hospital care and delivery, such as the Nurse Practitioner Response Unit (NPRU) (see "Introduction"). As previously discussed, the NPRU provides mobile urgent care response and on-scene treatment to low acuity patients using the 911 system, thus, providing relief on emergency rooms, and engine and life support resources that could be made available for critical incident response.

WORKFORCE CLASSIFICATIONS

Under the current LAFD administration, particular focus has been placed on achieving its core vision and mission of providing exceptional public safety and emergency service by promoting efficiencies through

innovative programs and enhancing technologies. The process prior to filling a vacancy entails supervisors reviewing the duties and responsibilities to determine if the classification should continue, or if operations could be improved by filling with another class in lieu, through reallocation to a different class, or by creation of a new class.

The Personnel Department has been extremely helpful and supportive in these efforts, particularly in the creation of new classes to address our unique operations. For example, because sworn personnel are usually rotated from administrative assignments after two years, providing adequate subject matter expertise and continuity to the employee relations function required creation of the new class of Public Safety Employee Relations Manager. The new class of EMS Nurse Practitioner Supervisor was created to develop and manage the NPRU program. The LAFD has also requested position authority and creation of the class of Nurse Practitioner due to expansion of the NPRU, and to meet the staffing requirements of the SOBER Unit (see "Introduction").

The LAFD has substantial technology needs that have not been addressed for several years due to budgetary constraints. An Information Technology (IT) Strategic Plan, currently being developed by Gartner, Inc., will establish a vision for future IT for the LAFD and the plan to achieve it. Included in Gartner's recommendations may be new classes to provide the technical expertise required to better meet our technological requirements or, at least, reallocation of existing systems and programmer classes.

RECRUITMENT, RETENTION AND DEVELOPMENT

One of the challenges in the recruitment of a professional workforce is the limitation imposed by the civil service system and the use of eligible lists. The greatest challenge is with systems and programmer positions due to the rapid advances in technology. While promotional career ladders encourage retention of City employees, giving examinations on a promotional, only, basis limits a department's ability to select candidates who have the experience and capabilities to develop and maintain the most up-to-date functionalities and systems. Giving more examinations on both a promotional and open basis, and allowing selective certification would provide departments greater flexibility to hire the most qualified to meet operational needs.

The LAFD has a revolving training fund through reimbursements from training sworn personnel. These funds are, most predominantly, used for mandatory and some discretionary training of sworn members. An extremely limited amount is allocated to civilian LAFD employees for a couple of professional annual conferences. No funding is available for technology personnel to keep up-to-date on industry advances, to improve skills training for professional administrative personnel (e.g., report writing) or for staff development (e.g., leadership training). While it is recognized budgetary constraints will continue to limit training dollars, the Personnel Department should seek e-Learning modules that may be beneficial in these areas.

One of the challenges the LAFD faces retaining a talented workforce is the transfer of employees to the Department of Water and Power, particularly for mechanics positions that repair and maintain the fleet, and technology positions. The creation of a new retirement tier at DWP is not discouraging employees from transferring due to the substantially higher salaries.

The LAFD has a very small civilian workforce to support a large sworn workforce. Civilian employees are tasked to capacity. With the lifting of the hiring freeze and the availability of promotional eligible lists,

employees who have been employed by the LAFD for a number of years, are taking advantage of the opportunities available to them to promote. As long as the opportunities to promote within the LAFD are limited, employees have no choice but to leave. Although some may see this as a negative, in the end, the transfer of talent enriches the City and provides the LAFD with the opportunity to bring in new talent.

TARGETED LOCAL HIRE PROGRAM

The LAFD has very limited entry-level positions; however, the use of Trainee positions for Administrative Clerk and Garage Attendant can support our operational needs. Most recently, with the lack of a Garage Attendant eligible list, the LAFD worked with the Personnel Department to fill two critical vacancies with the use of Garage Assistant. These individuals were hired from local trade schools, had a specific skill set, and have been an asset to the organization. The LAFD recommends that the Personnel Department consider partnering with trade schools to fill vacancies such as Carpenter and Tire Repairer.

General Services Department

Strategic Workforce Plan

October 2016

INTRODUCTION

By 2018, projections indicate that approximately 48% of General Services Department employees will be eligible for retirement. Specifically, 671 of the department's 1394 employees will be eligible for early or regular retirement. Table 1 contains a list of department classes and the percentage of employees eligible to retire within each one.

The purpose of this report is to get ahead of these impending departures and determine appropriate strategies to proactively address them; while continuing to follow the Department's mission statement:

> *Provide City leadership in managing facilities, equipment, supplies, maintenance, and other support services to elected officials and City departments and residents in a safe, reliable, and efficient manner.*

These strategies, included below include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

Table 1 – General Services Department % Eligible to Retire by Class

CLASS TITLE	EMPLOYEES	ELIGIBLE TO RETIRE	% ELIGIBLE TO RETIRE	REGULAR	EARLY
Accountant/ I, II	11	6	55%	6	
Accounting Clerk	13	6	46%	5	1
Admin Clerk	23	10	43%	7	3
Air Cond Mech	10	5	50%	3	2
Air Cond Mech Supvr/ I, II	6	3	50%	2	1
Architectural Assoc I, II, III, IV	1	1	100%	1	
Auditor	1	1	100%	1	
Auto Body Bldr/Repairer	8	5	63%	4	1
Auto Body Repair Sup I, II	2	1	50%	1	
Auto Painter	3	3	100%	2	1
Automotive Dispatchr I, II	3	3	100%	3	
Automotive Supervisor	15	8	53%	5	3
Bindery Equipmt Opr I, II	5	3	60%	1	2

Bindery Worker	4	4	100%	2	2
Build Con & Mt Gn Sup I, II	3	2	67%	2	
Build Con & Mt Sup I, II	6	5	83%	3	2
Build Maint Dist Supv	10	7	70%	5	2
Build Operating Engr	7	1	14%	1	
Building Repairer II	1	0	0%		
Buyer I, II	14	4	29%	3	1
Cabinet Maker	1	1	100%		1
Carpenter Supvr	6	6	100%	3	3
Carpenter/ I	9	7	78%	4	3
Carpet Layer	1	1	100%	1	
Cement Finisher Supvr	1	1	100%	1	
Ch Build Operatng Engr	1	1	100%	1	
Ch Clerk	2	2	100%	1	1
Ch Custodian Supv/ I, II	3	3	100%	1	2
Ch Mgmt Analyst	6	3	50%	3	
Chemist I, II	2	0	0%		
Constr & Maint Supv I, Ii	5	4	80%	4	
Constr Estimator	2	1	50%	1	
Cust Supervisor	18	7	39%	2	5
Custodian	185	106	57%	63	43
Delivery Driver I, II, III	13	4	31%	2	2
Dept Chief Acct I, II, III, IV	2	2	100%	2	
Dir Of Fleet Services	1	1	100%	1	
Dir Of Mat Tst Svcs	1	1	100%	1	
Dir Of Systems	1	1	100%		1
Drill Rig Opr	4	4	100%	1	3
Dup Mach Operator I, II, III	9	4	44%	4	
Electrician	15	7	47%	6	1
Electrician Supv	5	4	80%	4	
Elev Mech	8	2	25%	2	
Elevator Mechanic Helper	2	0	0%		
Elevator Repair Supv I, II	2	0	0%		
Emergncy Mgt Coord I	1	0	0%		
Equip Mechanic	163	67	41%	44	23
Equip Operator	1	1	100%		1
Equip Repair Supvr	5	5	100%	4	1
Equip Specialist I, II	7	1	14%	1	
Equip Superintendant	3	3	100%	3	
Event Attendant I, II, III	26	2	8%	2	
Exec Admin Assistant I, II, III	3	1	33%		1

Fiscal Systems Spec I, II	2	2	100%	2	
Garage Attendant	32	13	41%	7	6
Gen Auto Supvr	2	1	50%		1
Head Custodian Supvr	7	3	43%	3	
Heavy Duty Equip Mech	61	30	49%	19	11
Helicopter Mech	27	4	15%	2	2
Helicopter Mech Sup I, II	8	2	25%	1	1
Labor Supervisor	1	0	0%		
Locksmith	2	0	0%		
Machinist	6	1	17%		1
Maint & Constr Helper	9	1	11%	1	
Maintenance Asst	2	0	0%		
Management Analyst I, II	20	7	35%	6	1
Management Assistant	9		0%		
Mat Test Engr Assoc I, II, III, IV	27	18	67%	14	4
Material Tst En I, II	3	3	100%	2	1
Material Tst Tech I, II	39	7	18%	4	3
Mech Engr Assoc I, II, III, IV	1	1	100%	1	
Mech Repairer I, II	3	3	100%	2	1
Messenger Clerk	5	3	60%	3	
Painter I/II	2	2	100%		2
Parkg Attendant I, II	51	29	57%	20	9
Parkg Manager	2	2	100%	1	1
Parking Services Supv	1	0	0%		
Payroll Supervisor I, II	1	1	100%	1	
Plumber	14	6	43%	4	2
Plumber Supervisor	7	4	57%		4
Pr Accountant I, II	2	1	50%	1	
Pr Clerk	2	2	100%	1	1
Pr Storekeeper I, II	6	3	50%	1	2
Pre-Press Operator I, II	3	3	100%	3	
Printing Press Opr I, II	5	3	60%	2	1
Procurement Supv	5	3	60%	2	1
Project Assistant	2	2	100%	1	1
Property Manager I, II, III, IV	1	1	100%	1	
Real Estate Officer/ I, II	4	3	75%	2	1
Roofer	8	5	63%	4	1
Roofer Supvr	1	1	100%	1	
Safety Engineer	1	0	0%		
Sheet Metal Supvr	3	3	100%	2	1
Sheet Metal Worker	4	2	50%	1	1

SMS Payment Clerk	31	20	65%	15	5
Special Prog Asst III	1	0	0%		
Sr Accountant I, II	5	2	40%	2	
Sr Admin Clerk	26	12	46%	6	6
Sr Auditor	1	0	0%		
Sr Automotive Supvr	2	2	100%	2	
Sr Build Operatng Engr	3	2	67%	1	1
Sr Carpenter	2	1	50%	1	
Sr Chemist	2	2	100%		2
Sr Custodian I, II	28	15	54%	9	6
Sr Electrician	5	2	40%	2	
Sr Equipment Mechanic	6	0	0%		
Sr Heavy Duty Eq Mech	2	1	50%		1
Sr Mgmt Analyst I, II,	19	8	42%	2	6
Sr Painter/ II	1	1	100%	1	
Sr Parkg Attendant I, II	3	1	33%		1
Sr Real Estate Officer	2	2	100%	2	
Sr Roofer	2	2	100%	2	
Sr Storekeeper I, II	11	8	73%	7	1
Sr Systems Analyst I, II	6	4	67%	3	1
Storekeeper I, II	53	30	57%	15	15
Stores Supervisor	2	1	50%	1	
Supply Svcs Manager I, II	3	2	67%	1	1
Systems Analyst I, II	11	3	27%	2	1
Tire Repairer	8	4	50%	3	1
Tire Repairer Supvr	1	0	0%		
Title Examiner	1	0	0%		
Truck Operator/ One Man	10	6	60%	4	2
Vehicle Maint Coord	2	2	100%	2	
Vocational Worker I, II	50	9	18%	4	5
Warehouse & T/R Wkr I, II	17	11	65%	9	2
Welder	25	9	36%	5	4
Welder Supervisor/ I, II	2	2	100%	2	
Totals	1394	671	48%	438	233

Critical Positions listed in red

A review of the data suggests a significant number of individuals in the following critical classes will be eligible to retire:

- 100 % of all Auto Painters, Automotive Dispatchers, Bindery Workers, Carpenter Supervisors, Department Chief Accountants, Drill Rig Operators, Equipment

Repair Supervisors, Equipment Superintendents, Fiscal Systems Specialists, Material Testing Engineers, Mechanical Repairers, Parking Managers, Principal Clerks, Pre-Press Operators, Sheet Metal Supervisors, Sr. Carpenters, Sr. Real Estate Officers, Welder Supervisors

- 80% to 89% of all Building Construction and Maintenance Superintendents, Construction and Maintenance Supervisors, Electrician Supervisors
- 70% to 79% of all Building Maintenance District Supervisors, Carpenters, Real Estate Officers, Sr. Storekeepers
- 60% to 69% of all Auto Body Building & Repairers, Bindery Equipment Operators, Building Construction & Maintenance General Superintendents, Material Testing Engineering Associates, Messenger Clerks, Printing Press Operators, Procurement Supervisors, SMS Payment Clerks, Sr. Building Operating Engineers, Sr. Systems Analysts, Supply Services Managers, Truck Operators, Warehouse & Toolroom Workers

In a few one-position critical classes, the incumbent will be eligible to retire:

- Architectural Associate
- Auditor
- Cement Finisher Supervisor
- Chief Building Operator
- Director of Fleet Services
- Director of Material Testing Services
- Director of Systems
- Mechanical Engineering Associate
- Payroll Supervisor
- Property Manager
- Roofer Supervisor

Due to the variety of job functions in each of the divisions of the Department of General Services, each division was accessed separately to ensure the core function was appropriately analyzed.

The following Division Managers and representatives were interviewed to obtain information regarding their respective division's needs:

- Building Maintenance Division — India Griffin, Michael Chee
- Construction Forces Division — Kelly Cooper, Rose Karagezyan
- Custodial Services Division — Loretta Quenon, Cesar Avalos
- Finance Division — Victor Yee
- Fleet Services Division — Richard Coulson, David Ly
- Fuel Services Division — Rene Villa-Agustin, Steve Hillman

• Mail Services Division	Aram Salmasi
• Management Information Services Division	Mike Sakamoto, Lance Shoho
• Parking Services Division	Ben Setiarto, Jose Flores, Henry Matute
• Publishing Division	Gerald St. Onge
• Real Estate Services Division	Melody McCormick
• Standards Division	Ray Solomon
• Supply Services Division	John Trevgoda, Maiyo Lara

FINDINGS

Similar to other city departments, the Department of General Services is facing the potential loss of a number of critical, knowledgeable employees. General Services Department managers are attempting to find solutions to address and reduce the impact of this knowledge loss when employees retire.

Based on conversations with Department Division managers a number of reoccurring themes came up that will assist the Department in successfully implementing their succession plans. Many of the division managers indicated:

- Desk side manuals have been developed to assist in knowledge transfer for many critical positions.
- Cross training is occurring in divisions where it is viable.
- Potential impact of employees retiring will be minimized if active eligible lists are available for most of the Department of General Services critical positions.
- General Services Department will work with the Personnel Department to ensure that active eligible lists are available to replace employees who retire.
- 120-day authorities, emergency appointments, and acting assignments will be utilized to bridge the knowledge gap if eligible lists are unavailable.
- LEAP Training and Personnel Department Core Supervisory Training will continue to be utilized to develop the current workforce.

DISCUSSION/RECOMMENDATIONS

The following summary indicates observations and suggestions based on the interviews conducted with Department of General Services Managers. This information is not all inclusive and will continue to be modified as the succession planning moves forward.

RECRUITMENT/RETENTION

- Many division managers raised concern that the candidate pool for supervisory classifications will not have a sufficient quantity of applicants as a result of the workforce being reduced in prior years (ERIP) and loss of staff to DWP.
    - General Services will broach the option of utilizing continuous exams as well as open competitive exams in classifications where promotional exams were used previously.
    - The Department will inquire if open competitive exams are viable in the following classifications:
        - Chief Custodian Supervisor
        - Custodian Supervisor
        - Sr. Custodian
        - Sr. Parking Attendant
        - Property Manager
        - Senior Real Estate Officer
        - Building Trade Supervisory positions
        - Principal Storekeeper
        - Sr. Storekeeper
    - The Department of General Services will inquire about the possibility of utilizing continuous exams for the following classifications as a result of previous eligible lists being exhausted prior to their expiration date:
        - Sr. Custodian
        - Storekeeper
        - Procurement Analyst
        - Procurement Supervisor
        - Welder
- Several divisions managers express interest in attending Job Fairs and other hiring events; specifically in the following:
    - Skilled Craft
    - Fleet Maintenance positions
- General Services will inquire about the possibility of allowing Hiring Hall employees the ability to take exams for Supervisory Building Trades' classifications.

EXAMINING

- Concern that in the following critical classifications the Department does not have enough people to participate in the creation, review, and rating of exams/candidates despite the desire to do so:
    - Automotive Supervisor
    - Equipment Superintendent
    - Supply Service Manager
    - Cement Finisher Supervisor
    - Building Construction and Maintenance Superintendent
    - Plumber Supervisor

    - Elevator Repair Supervisor
    - Plumber
- Recommended solution is to allow people who develop/review the exam to also assist as raters on the exam.

CLASSIFICATION

- The Department of General Services is interested in developing Vocational Worker Programs to assist in hiring of the following critical classifications:
    - Garage Attendant
    - Warehouse & Toolroom Worker

TRAINING/EMPLOYEE DEVELOPMENT/LEADERSHIP DEVELOPMENT

- Basic computer training is necessary for many career ladders where the use of computers is not required in entry level positions, but necessary for promotional advancement, some employees do not have access to computers/email.
    - Custodial Class series
    - Building Trades
- Develop training courses/modules for the following:
    - Time Management
    - Delegation Skills
    - Microsoft Access
    - Interpersonal Skills
    - OSHA Training
    - Safety Training
    - Refresher Supervisor training

KNOWLEDGE CAPTURE AND TRANSFER

- Many division managers expressed the need for the Personnel Department to spearhead a program that would allow new hires replacing critical manager and technical expertise positions to shadow current incumbents on their day to day responsibilities before they retire.
    - This program will assist divisions that do not have the resources available to cross train, mentor/groom, or develop desk side manuals transfer the knowledge base.
    - The following classifications have been identified for a potential shadow program
        - Fleet Services – Director of Fleet Services, Equipment Superintendent
        - Fuel Services – Construction & Maintenance Supervisor, Senior Clerk Typist

- Construction Forces – Building & Construction General Superintendent, Building Construction & Maintenance Superintendent, Construction & Maintenance Supervisor, Management Analyst II
- Building & Construction General Superintendent, Building Construction & Maintenance Superintendent, Building Maintenance Division Supervisor
- Parking Services – Parking Manager, Parking Supervisor, Sr. Parking Attendant
- Mail Services – Messenger Clerk
- Custodial Services – Sr. Management Analyst
- Finance – Chief Management Analyst, Department Chief Accountant, Senior Systems Analyst II, Payroll Supervisor
- Special Projects – Chief Clerk

OTHER

- Concerns were expressed regarding the time it takes to schedule medical appointments for new employees
- Recommended that the Personnel Department utilize temp agencies when there are not lists available for accounting positions
- Recommend a pool of 120-day authority candidates from all City departments be created to assist departments with management level work.

LOCAL HIRE PROGRAM

In response to Executive Directive 15, the Department of General Services will participate in the targeted local hire program by filling vacant full-time positions in the following classifications with assistants/trainees as follows:

- Administrative Clerk
  - The Department of General Services currently has one vacancy in this class and is in the process of filling it. The Department is willing to consider filling future vacant Administrative Clerk positions with Administrative Trainees.
- Maintenance Laborer
  - The Department of General Services has one vacant Maintenance Laborer positions and is willing to fill the vacancy with an assistant/trainee.
- Garage Attendant
  - The Department of General Services currently has two vacant Garage Attendant positions and is in the process of filling them. The Department is willing to consider filling future vacant positions with an

assistant/trainee; however the Department would need to review the technical knowledge of potential candidates before committing to fill a certain number of positions.

- Custodian
    - The Department of General Services has 197 Custodian authorities and all vacancies are filled with Vocational Workers.

TECHNOLOGY

- General Services expects an increase in impact for Citywide systems (i.e. Access Control, Electric Charges, HVAC, Building Automation Systems)
- Energy (Electric, Water, Fuel) Management Sections will need to be further developed.
    - Systems Programmer Positions are needed to work with ITA to design, implement and effectively manage these new systems
    - Database Architect to set up database warehouse for all mission critical systems of which, many have Citywide impacts
    - Programmer Analyst to help with applications development and reporting
    - Network monitoring tools to help troubleshoot network issues
    - Update infrastructure including servers, network operating systems, and networking and security.

If you have any questions regarding this Workforce Plan, please contact Dan Yoshimura (213) 922-8577 in the Personnel Department.

Housing + Community Investment Department

Strategic Workforce and Succession Plan

July 2016

INTRODUCTION

The Los Angeles Housing + Community Investment Department (HCIDLA)'s 2015-18 Strategic Plan includes the development of a workforce plan to address retirements and vacancies (Strategic Goal 7). By June 30, 2018, 38% of the Department's workforce is eligible for either early or normal retirement. Of these 220 employees, 150 are currently or will be eligible for a normal retirement and 70 are or will be eligible for an early retirement. Table 1 below contains a list of Department classifications and the percentage of employees eligible for retirement.

The purpose of this report is to identify the risk that these departures will likely have on the Department's ability to fulfill its mission and to develop appropriate strategies to mitigate and address those risks. These strategies, discussed below, include suggestions for the Personnel Department to assist with employee recruitment, examining and employee development. These strategies also include actions HCIDLA has taken or plans to take to allow for improved employee development, knowledge capture and transfer and to better prepare the Department for inevitable staffing changes and challenges.

ANALYSIS

Table 1 below contains a list of Department classifications and the percentage of employees eligible for retirement. Highlighted classifications denotes key positions.

Table 1 – HCIDLA % Eligible to Retire by Class as of June 30, 2018

CLASSIFICATION	TOTAL NUMBER	ELIGIBLE TO RETIRE	%	EARLY RETIREMENT	%
ACCOUNTANT I, II	22	8	36%	0	0%
ACCOUNTING CLERK I, II	15	6	40%	5	33%
ADMINISTRATIVE CLERK (CLERK TYPIST)	54	6	11%	1	2%
ARCHITECTURAL ASSOC 1, II, III, IV	1	1	100%	0	0%

ASST CH GRANTS ADMINSTR	2	2	100%	0	0%
ASST GM COMMUNITY SERV. & DEV	1	0	0%	0	0%
ASST GM HOUSE PRES/PROD	4	1	25%	0	0%
ASST INSPECTOR I, II,III,IV	6	0	0%	0	0%
AUDITOR I, II	1	1	100%	0	0%
CHIEF INSPECTOR	3	3	100%	0	0%
CH MANAGEMENT ANALYST	2	0	0%	0	0%
COMMUN INFO REP I,II,III	7	1	14%	1	14%
COMNTY HSG PROGRMS MGR	4	3	75%	1	25%
CONSTRUCTION ESTIMATOR	2	1	50%	0	0%
DATA BASE ARCHITECT	1	0	0%	0	0%
DEPT CHIEF ACCT I, II, III, IV	1	1	100%	0	0%
DIRECTOR OF ENFORCEMENT OPERATIONS	2	2	100%	0	0%
DIRECTOR OF HOUSING	3	0	0%	0	0%
DIRECTOR OF SYSTEMS	1	0	0%	0	0%
ENVIRONMENTAL AFFRS OFC	1	0	0%	0	0%
ENVIRONMENTAL SPEC I, II, III	1	0	0%	0	0%
EXEC ADMIN ASST I, II, III	0	0	0%	0	0%
FINANCE DEV OFFICER I, II	25	8	32%	4	16%
FISCAL SYSTEMS SPEC I, II	2	2	100%	0	0%
GEN MGR DEPT OF HOUSING	1	1	100%	0	0%
HOUSING INSPECTOR	95	51	54%	19	20%
HOUSING INVESTIGATOR I, II	28	5	18%	3	11%
HOUSING PLNG/ECON ANLST	6	1	17%	1	17%
HUMAN RELATIONS ADVOCATE	2	0	0%	0	0%

MANAGEMENT ANALYST I, II	66	25	38%	7	11%
MANAGEMENT ASSISTANT	21	1	5%	0	0%
MATERIAL TESTING TECHNICIAN I	1	1	100%	0	0%
PAYROLL SUPERVISOR	1	0	0%	0	0%
PHOTOGRAPHER I, II, III	1	1	100%	0	0%
PR ACCOUNTANT I, II	3	1	33%	0	0%
PR CLERK	1	0	0%	0	0%
PR INSPECTOR	8	3	38%	3	38%
PROGRAM AIDE	2	0	0%	0	0%
PROGRAMMER/ANALYST III, IV, V	4	1	25%	0	0%
PROJECT ASSISTANT	4	2	50%	1	25%
PROJECT COORDINATOR	13	1	8%	0	0%
REHAB CONSTRUCTION SPECIALIST I, II, III	12	5	42%	4	33%
REHAB PROJECT COORD I, II	6	2	33%	1	17%
SECRETARY	5	2	40%	1	20%
SR ACCOUNTANT I, II	10	4	40%	1	10%
SR AUDITOR	2	1	50%	0	0%
SR CLERK STENO	1	0	0%	0	0%
SR ADMINISTRATIVE CLERK (SCT)	32	10	31%	4	13%
SR HOUSING INSPECTOR	31	17	55%	6	19%
SR HOUSING INVESTIGATOR	5	0	0%	0	0%
SR HSG PLNG/ECON ANLYST	2	0	0%	0	0%
SR MGMT ANALYST I, II	23	14	61%	3	13%
SR PROJECT ASSISTANT	5	1	20%	0	0%
SR PROJECT COORDINATOR	12	8	67%	2	17%

SR SYSTEMS ANALYST I, II	5	2	40%	1	20%
STOREKEEPER II	1	0	0%	0	0%
SYSTEMS AIDE	1	0	0%	0	0%
SYSTEMS ANALYST II	10	5	50%	1	10%
SYSTEMS PROGRAMMER I	1	0	0%	0	0%
WAREHOUSE & TOOLROOM WORKER I	1	1	100%	0	0%
TOTAL	583	220	38%	70	12%

Upon review of this data HCIDLA is concerned about: 1) Classifications that are unique to the Department (or exist in very few departments) and a high percentage of incumbents are eligible for retirement (See Table 2); and 2) Classifications that are common throughout the City and HCIDLA either has a large number of incumbents who are eligible for retirement or a high percentage of incumbents are eligible for retirement (See Table 3). Our recommended strategies to address each of these concerns is outlined below.

Table 2 – Classifications Mostly Unique to HCIDLA with a High % of Retirement Eligible Employees

Classification	**Total Number**	**Eligible to Retire**	**%**	**Early Retirement**	**%**
Assistant Chief Grants Administrator*	2	2	100%	0	0
Chief Inspector*	3	3	100%	0	0
Community Housing Programs Manager	4	3	75%	1	25%
Construction Estimator*	2	1	50%	0	0
Director of Enforcement Operations	2	2	100%	0	0
Finance Development Officer I, II	25	8	32%	4	16%
Housing Inspector	95	51	54%	19	20%
Housing Investigator I, II	28	5	18%	3	11%
Principal Inspector *	8	3	38%	3	38%
Rehab Construction Specialist I, II, III	12	5	42%	4	33%
Rehab Project Coordinator I, II	6	2	33%	1	17%
Sr. Housing Inspector	31	17	55%	6	19%

Those positions with an asterisk denotes that the classification exists in HCIDLA and one other Department only. This data reveals that the biggest concerns regarding positions that are unique or mostly unique to HCIDLA lies within the Housing Inspector series, highlighted in yellow, and positions crucial to affordable housing development, preservation and rehabilitation, highlighted in green. Specific strategies for addressing this problem are discussed in the Finding and Recommendations Section below.

Table 3 – Common City Classifications with a High % of HCIDLA Employees Eligible to Retire

Classification	Total Number	Eligible to Retire	%	Early Retirement	%
Accountant I, II	22	8	36%	0	0
Accounting Clerk	15	6	40%	5	30%
Architectural Associate I, II, III, IV	1	1	100%	0	0
Auditor I, II	1	1	100%	0	0
Departmental Chief Accountant I, II, III, IV	1	1	100%	0	0
Fiscal Systems Specialist I, II	2	2	100%	0	0
Management Analyst I, II	66	25	38%	7	11%
Principal Accountant I	3	1	33%	0	0
Secretary	5	2	40%	1	20%
Sr. Accountant I, II	10	4	40%	1	10%
Sr. Auditor	2	1	50%	0	0
Sr. Administrative Clerk	32	10	31%	4	13%
Sr. Management Analyst I, II	23	14	61%	3	13%
Sr. Project Coordinator	12	8	67%	2	17%
Sr. Systems Analyst I, II	5	2	40%	1	20%
Systems Analyst II	10	5	50%	1	10%
Warehouse and Toolroom Worker I	1	1	100%	0	0

The majority of the positions in Table 3 are administrative in nature and key to any well-functioning department. Specific strategies for addressing this Citywide problem are discussed in the Finding and Recommendations Section below.

TARGETED LOCAL HIRING PROGRAM

On April 29, 2016 the Mayor issued Executive Directive 15, which included a request for all Departments to identify opportunities to fill vacant positions in specific classifications with trainees. Of the classifications included in the Targeted Local Hiring Program, HCIDLA utilizes only the Administrative Clerk position. While HCIDLA does not currently

have any vacant Administrative Clerk positions that may be filled utilizing this program, we are open to consider candidates from this program to fill future vacancies.

GENDER EQUITY EFFORTS

HCIDLA's Executive Management, Systems and Financial positions have a fair representation of gender parity. However, the Housing Inspector series (Assistant Inspector through Director of Code Enforcement) are disproportionately male dominated. To address this issue, the Department and its Code Enforcement Division made a concerted effort to ensure that female applicants were welcome and encouraged. The Assistant Inspector exam was scheduled to be offered, providing a terrific opportunity to reach out in a different way that might positively impact the diversity of the candidate pool. Historically, applicants have come from building and construction trades, a male dominated industry. To address this, HCIDLA reached out to Administrative Clerks, a female dominated classification, to talk about how they might transition to Assistant Inspector and promote up through the Housing Inspector series. Training was provided to interested parties to give them an idea of the job requirements and how they might prepare. Although the Personnel Department has not provided any statistics about the number of female applicants or the pass rate for female applicants, HCIDLA was able to fill two of its eight Assistant Inspector vacancies with female applicants.

FINDINGS AND RECOMMENDATIONS

HCIDLA has a significant number of classifications that are either unique to the Department (e.g., Housing Inspector) or that exist in very few departments (e.g., Architectural Associate). Many of these classifications also have a high number or percentage of incumbents who are eligible for retirement, potentially leaving the Department without the specialized expertise to effectively and efficiently operate.

Housing Inspector Series

Of particular concern to HCIDLA is high percentage of retirement eligible employees in all five layers of its Housing Inspector series (highlighted in yellow in Table 2 above). These positions are responsible for ensuring habitable and safe living conditions for all 760,000 rental housing units in the City of Los Angeles.

HCIDLA has already taken the following actions to address its workforce needs, assist with knowledge capture and transfer and prepare for succession:

1. As part of the Department's efforts to address gender equity (most Housing Inspectors and their successors are male), HCIDLA Inspectors provided training

to clerical staff who were interested in applying for Assistant Inspector as a means to expand the typical recruitment path for the Housing Inspector series; and
2. HCIDLA recently conducted a bi-annual staff and management rotation within its five regional offices to allow inspection staff at all levels to expand their experience and knowledge.

The following additional recommendations and strategies are suggested to address this problem:

1. The Personnel Department should increase recruitment of Assistant Inspectors and Housing Inspectors, and take the opportunity to more thoughtfully attract women and other under-represented groups to this career path;
2. The Personnel Department should expand on the efforts of HCIDLA to more actively recruit from the City's Administrative Clerk series as a transition to Housing Inspector;
3. Because of the very high rates of retirement eligible employees in the entire series, the demand and vacancy rate for Housing Inspectors will remain strong for the foreseeable future. Therefore, the Personnel Department should offer the Housing Inspector exam on a continuous basis so that as Assistant Inspectors reach readiness (Level 4), they have an opportunity move into the Housing Inspector series in a more timely and predictable manner;
4. HCIDLA should further develop its Inspector training program to provide additional training on supervision and management skills;
5. At each level, HCIDLA should identify and mentor Inspectors who are interested in greater responsibility and expand the rotation program beyond the district offices to better develop management skills and perspectives; and
6. The City should consider allowing open candidates to apply for Senior or higher levels based on specific experience.

Positions that Support Affordable Housing Production and Preservation

The positions highlighted in green in Table 2 reflect positions that are mostly unique to HCIDLA and are critical to affordable housing production and preservation.

HCIDLA has already taken the following actions to assist with knowledge capture and transfer and prepare for succession:

1. Begin offering in house training in specialized areas, such as bond financing, to all interested Department staff; and
2. Completed staff rotations based, in part, on employee interest surveys as a way to increase staff knowledge.

Additionally HCIDLA recommends the following strategies:

1. Personnel should increase recruitment in these specialized classifications; and

2. Personnel should consider merging open and promotional lists to not only allow existing employees to promote, but also allow new employees with specialized industry expertise to enter the workforce on an even playing field. The current process favors existing employees, who may not be the most qualified, and often leaves open candidates locked out. This process discourages outside candidates from considering jobs with the City.

Common Administrative Classifications

The positions identified in Table 3 are primarily administrative in nature. The challenges HCIDLA faces with the loss of these "backbone" positions is similar to the problem that all City departments are likely to face with high attrition rates.

To address this problem, HCIDLA recommends the following:

1. The Personnel Department should offer continuous testing and recruiting for common entry level positions such as Accounting Clerk, Accountant, Management Assistant and Administrative Clerk. These entry level positions feed into several higher level positions mentioned above. The need to increase recruitment for these positions over the next five years will likely remain quite strong.
2. The Personnel Department, along with operating Departments, should provide training for employees in entry level classifications that explains their career ladder(s) and how they can expand their experience without the risk of changing employers. Managers throughout the City who started as entry level employees could share their own experiences, how they were able to get the necessary skills and experience to succeed and what they learned along the way.
3. HCIDLA will offer staff rotations within the Department on a more regular basis to provide interested employees the opportunity to learn new skills and gain more comprehensive experience.
4. HCIDLA will work with the Personnel Department to reclassify most of the Sr. Project Coordinator positions to Sr. Management Analyst upon vacancy. Sr. Project Coordinator positions are exempt from Civil Service and should only be used in circumstances where the skills required are highly specialized and not available from the general pool of candidates.

Gender Equity

HCIDLA is committed to a workforce that reflects the demographic diversity of the City we serve. In order to ensure we remove artificial barriers, it is critical that we understand where they exist and if our efforts to remove these barriers are successful or not. To assist us, we recommend that the Personnel Department provide statistical information on gender or racially under-represented classifications that includes a break down of the candidate pool (who applied), the successful candidates (who passed the exam) and who

was ultimately selected. This information was requested through the Gender Equity Liaisons meetings but has not been provided.

SUCCESSION PLANNING

In addition to workforce planning addressed above, the HCIDLA Executive Management Team has undertaken significant succession planning activities to ready the Department for changes in key personnel.

HCIDLA's first step in that planning process was to conduct a thorough organizational structure review, which resulted in a significant reorganization with the intent to improve succession readiness by increasing the potential lines for succession and rotating some personnel. The Housing Development Bureau was restructured to create three main groups, one for affordable housing development, one for asset management and one for developing innovative housing strategies. This helped equalize the workload of the Directors of Housing as well as offer three distinct pathways to the Assistant General Manager position. In addition, the Community Services and Development Bureau was expanded to include responsibilities for administration of the Consolidated Plan as well as the social service functions it previously held. One Chief Management Analyst position was added to address the added workload and to create two paths to the Assistant General Manager position. Other adjustments, such as consolidating procurement with contracting within the Administrative Services Bureau were made for efficiency and effectiveness of operations.

The second step HCIDLA took was to review its employee rotation policy and encourage supervisors to discuss their employee's career goals and development plans with them as a part of their annual evaluation, at a minimum. The Regulatory Code and Compliance Bureau completed its bi-annual staff rotation, which mostly involves district offices. The Housing Development Bureau also conducted a significant staff rotation based, in part, on employee interest surveys submitted. These changes help to cross train and develop staff as well as reduce stagnation.

Finally, HCIDLA executive management met and identified key personnel within the Department, evaluated the risk of attrition due to retirement, transfer or market forces, the readiness of potential successors and the steps necessary over the next one to three years to improve our readiness. This process has been documented in a draft succession plan to be used and updated by HCIDLA management.

Information Technology Agency
Equitable Workforce & Service Restoration Plan
September 2016

WORKFORCE/SUCCESSION PLAN

The Information Technology Agency (ITA) is committed to be in alignment with the Mayor's Executive Directive No. 15, Equitable Workforce and Service Restoration as well as the Mayor's "Back to Basics" priority outcomes with ITA's strategic plans. In this report, ITA will address the front-line services, succession planning, and technology needs of the department. ITA's Workforce/Succession Plan was prepared by the Personnel Department's Liaison Services staff in collaboration with ITA's Executive Management Team and Division managers and supervisors.

Introduction

By 2017, projections indicate that approximately 46% of Information Technology Agency (ITA) employees will be eligible for retirement. Specifically, 193 of the department's 422 employees will be eligible for early or regular retirement. Table 1 contains a list of department classes and the percentage of employees eligible to retire within each one.

The purpose of this report was to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies, included below, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

ITA's Mission and Future Operational Goals

To best serve the City of Los Angeles, the Information Technology Agency (ITA) works to become a best-in-class technology department that demonstrates:

- **Responsive IT**- Delivers business outcomes for every City department by leveraging agile, flexible services that digitally engage citizens and employees
- **Responsible IT**- Advocates technologies that promote sustainable choices and offers opportunities for a highly skilled, diverse, and representative workforce
- **Excellent IT**- Achieves excellence in core IT infrastructure, innovation, and cybersecurity to protect the City's digital assets Technology is critical to effective government.

From the efficient delivery of government services to connecting almost four million Angelenos with their government, technology plays a vital role as a "force multiplier" at the City of Los Angeles, increasing both capability and capacity across City departments. ITA is looking to transform City government, modernize key City processes, resolve ailing infrastructure, and multiply the effectiveness of the City workforce.

Analysis

Table 1 below contains a list of department classes and the percentage of employees eligible to retire within each one, either through regular or early retirements, as of June 30, 2017.

Table 1 - ITA % Eligible to Retire by Class as of June 30, 2017

CLASSIFICATION	TOTAL NUMBER	ELIGIBLE TO RETIRE	%ELIGIBLE TO RETRE	EARLY RETIREMENT	% ELGIBLE EARLY RETIREMENT
Sr. Computer Operator I, II *(used in lieu of Sr Data Processing Techs.	6	4	67%	2	50%
Accounting Clerk I, II	3	3	100%	0	0%
Channel Traffic Coordinator	1	1	100%	0	0%
Council Phone Voicemail Tech	1	1	100%	0	0%
Executive Admin Assistant I, II	2	2	100%	0	0%
Telecomm Regulatory Officer I, II	1	1	100%	0	0%
Video Tech I, II	2	2	100%	0	0%
Sr. Communication Electrician	8	7	88%	1	13%
Director of Communication Services	2	1	50%	1	50%
Sr. Management Analyst I, II	4	2	50%	0	0%
Communication Electrician Supervisors	9	4	44%	0	0%
Sr. Communication Engineer	7	3	43%	2	29%
Communication Engineer	11	4	36%	1	9%
Data Base Architect	10	3	30%	3	30%
Communication Electrician	61	21	34%	15	25%
Asst. GM	3	1	33%	0	0%
Programmer Analyst I, II, III, IV, V	71	23	32%	12	17%
Sr. Systems Analyst I, II	12	2	17%	5	42%
Management Analyst I, II	7	2	29%	1	14%
Systems Programmer I, II, III	66	17	26%	7	11%
Communication Engineer Associate I, II, III, IV	23	7	31%	5	22%
Data Process Tech I, II	4	1	25%	0	0%
Information Systems Manager I, II	18	3	17%	7	39%
Sr. Communication Operator I, II	5	1	20%	2	40%
Sr. Administrative Clerk	6	0	0%	2	33%
Communication Information Representatives I, II, III	36	1	3%	4	11%
311 Director	1	0	0%	0	0%
Accountant II	1	0	0%	1	100%
Avionics Specialist	5	0	0%	0	0%
Cable TV Product Mgr. II, III	2	0	0%	1	50%

Director of Systems	1	0	0%	1	100%
Executive Admin Asst II, III	2	1	50%	0	0%
Systems Analyst I, II	2	0	0%	1	50%
Television Engineer	1	0	0%	1	100%
Chief Management Analyst	1	0	0%	0	0%
Chief Communications Operator	1	0	0%	0	0%
Clerk Typist	2	0	0%	0	0%
Communication Cable Supervisor III	1	0	0%	0	0%
Computer Graphic Art II	1	0	0%	0	0%
General Manager	1	0	0%	0	0%
Graphic Designer II, III	2	0	0%	0	0%
Graphic Supervisor	4	0	0%	0	0%
Principal Accountant II	1	0	0%	0	0%
Sr. Accountant II	1	0	0%	0	0%
Sr. Avionics Specialist	1	0	0%	0	0%
Sr. Communication Electrician Supervisor	4	0	0%	0	0%
Information Systems Operator Manager I, II, III	1	0	0%	0	0%
TOTALS	**410**	**118**	**29%**	**75**	**18%**

In the following classes, all of the incumbents will be eligible for a regular retirement by June 30, 2017:

Accounting Clerk
Channel Traffic Coordinator
Council Phone Voicemail Tech
Executive Administrative Assistant II
Sr. Computer Operator
Telecommunications Regulation Officer
Video Tech I, II

A review of the data suggests a significant number of individuals in the following classes will be eligible to retire:

Communications Electrician I	29 Normal / 15 Early
Communications Electrician Supervisor	5 Normal
Programmer Analyst I, II, III, IV, V	23 Normal / 12 Early
Sr. Communications Electrician	7 Normal / 1 Early
Systems Programmer I, II, III	19 Normal / 9 Early

Meetings

Meetings were held with the General Manager, Assistant General Managers and Division Managers of ITA to review the data and discuss where the Workforce Planning Program should focus and to discuss areas where improvement could be made. The data indicated the most immediate concern is the three class series that are most central to the department's function:

the Information Technology, Communication Engineer and the Communications Electrician series. Please see tables 2 – 4, which list the classifications in each series.

Table 2 – Information Technology Series

Systems Programmer I, II, III
Programmer Analyst I, II, III, IV, V
Information Systems Manager I, II
Data Base Architect
Sr. Computer Operator I, II
Sr. Systems Analyst I, II

Table 3 – Communication Engineer Series

Communications Engineering Associate I, II, III, IV
Communications Engineer
Sr. Communications Engineer

Table 4 – Communication Electrician Series

Communications Electrician
Communications Electrician Supervisor
Sr. Communications Electrician Supervisor

In order to ensure that the analysis of these series included the perspective of the entire department, the following 28 managers were interviewed.

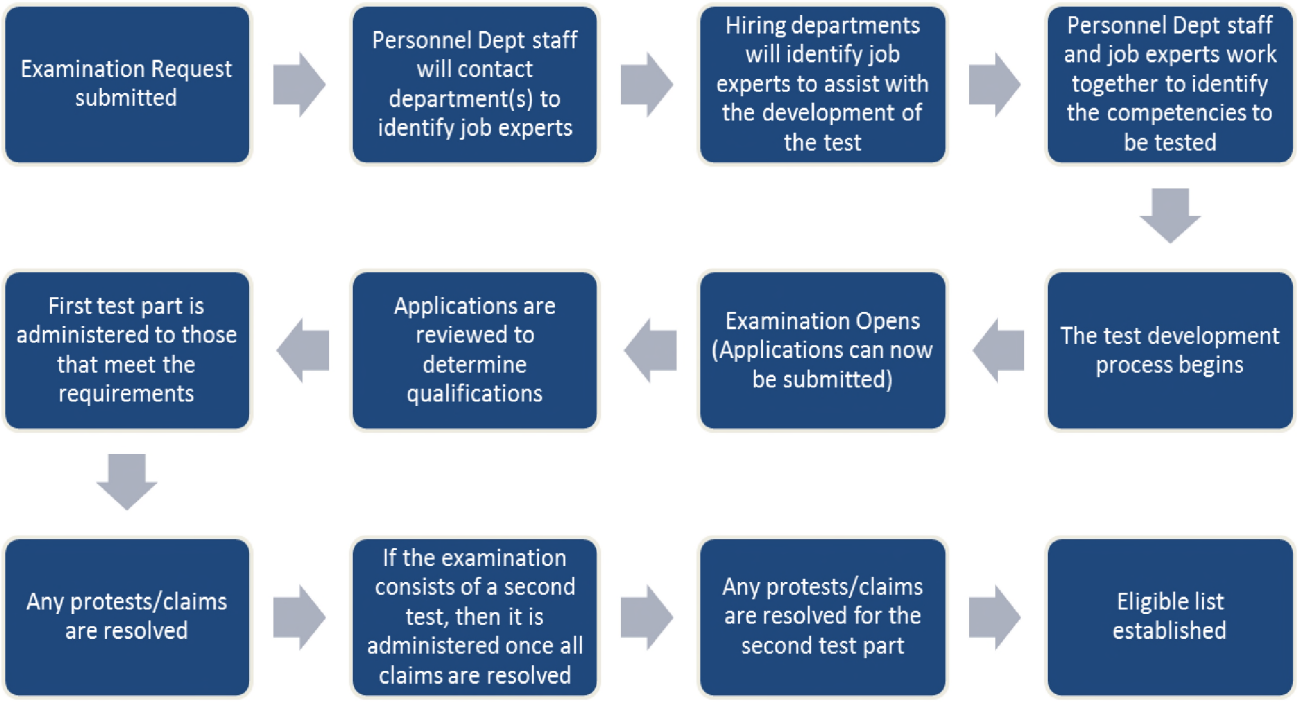
Manager	Classifications discussed
Peter Benjamin	Communications Electrician (CE), Sr. CE, CE Supervisor and Sr. CE Supervisor
Rito Cisneros	"
Mike Frassrand	"
Stella Bairamian	"
Ken Chan	Communication Engineer Associate, Communication Engineer and Sr. Communication Engineer
Adel Etman	"
Peter Gonzalez	"

Sylvia Bergstrom	Programmer Analyst and Application Programmer
Maryam Abbassi	"
Jennifer Banos	"
Jose Alvarez	Database Architect
Lydia Lam	"
Ted Lin	CH35 Classes
Donna Arrechea	3-1-1 Classes
William Imperial	Telecom Regulation Officer III
Timothy Lee	Systems Programmer
Nee Troung	"
Sung Kim	Sr. Computer Operator/Sr. Data Processing Technician
Bill Lau	"
Agnes Lung Tam	Sr. Systems Analyst
Madeline Paguio	"
Roger Fernandez	"
Judy Chu	"
Ted Ross	Information Systems Manager II, Director of Systems, Sr. Systems Analyst II
Mark Wolf	"
Omotayo Ige	"
Joyce Edson	"

Findings

The Information Technology Agency is facing some of the loss of resources challenges that other city departments also have. However, in contrast, ITA is open and seeking ways to actively meet these challenges. Management is engaged and prepared to deal with these challenges with employees who are receptive to the idea of changing their perception of the hiring process and succession planning in general. The HR staff in ITA will work to ensure the plan is implemented in close collaboration with the Personnel Department.

As an outcome of the conversations with ITA managers, the following chart was developed to illustrate the major steps from the time an Examination Request is submitted to the time the eligible list for that job classification is established.



Although the timeline sometime varies, depending on the examination, the goal is 120 days from the day the bulletin opens to establish an eligible list for examinations with only one test (e.g., only written) to 150 days from the day the bulletin open to establish the list for examinations with more than one test (e.g., written and interview).

It is also important to note that several examinations for ITA job classifications include selective certification, which can require specific licenses/certificates, experience, or knowledge. Candidates are tested to ensure they possess the specific skill set necessary to be considered for selective certification, in which case, this may add some time to testing all candidates. Examples of types of selective certification can be found within the Systems Programmer and Programmer Analyst job bulletins.

Discussion/Recommendations

The following specific concerns, issues and suggestions related to the hiring and succession planning process were raised by ITA managers.

The recommendations, indicated in *italics*, were made from the information gathered from meetings with ITA employees, as well as conversations with the Personnel Department. The recommendations below are not all inclusive and will continue to be developed as succession planning moves forward.

Area	Recruitment/Retention
Concern	**The numbers of qualified candidates are low (i.e: Applications Programmer classification). Potential students/candidates are unaware of City of Los Angeles Job Opportunities.**
Recommendations	1. *Begin college recruiting and continue on a recurring basis (work with Departments who have an established college outreach program) to ensure the best and brightest are recruited into the City* 2. *Encourage recruitment for student workers through existing employees and other student workers which promotes quality and diversity* 3. *Continue college recruiting, hiring hall and consultant hiring and look for ways to make the excellent (exempt) candidates regular City employees by continuously posting job bulletins on Campus Career Center websites and offices* 4. *Explore avenues hiring veterans through various military organizations* 5. *Establish additional career paths within ITA to encourage retention* 6. *Develop a cross-training program within the Department to assist in the growth and development of existing employees* 7. *Budget additional entry level ITA trainee positions.* 8. *Use 12 month probation period to allow for full evaluation of probationary employees* ***Recruitment Methods Used by the Personnel Department*** ***Personnel Department's website,*** *per.lacity.org – The Personnel Department website is linked to Neogov's integrated online job board, Governmentjobs.com. Governmentjobs.com is an online government sector job board utilized by over 5,000 public sector employers nationwide. All the open job opportunities that are listed in the Personnel Department's website under "Exams Open to All" are automatically listed in Governmentjobs.com.* ***Social Media Platforms*** *- The Personnel Department has recently started using social media channels to recruit for all the open job listings. The Personnel Department posts job opportunities on weekly basis in Facebook, Twitter, LinkedIn and Instagram. The Personnel Department's social media followers are steadily increasing and we currently have over 2,400 likes in*

	Facebook. ***City of LA website** – The City of Los Angeles website lacity.org is a gateway for job seekers that are looking for employment with the City. The City of LA website directs job seekers to per.lacity.org to find current job listings and to initiate the application process.* ***Jobsla.org Website** – The Economic and Workforce Development Department (EWDD) manages the jobsla.org website where employment information can be found for the Los Angeles Region. City of LA job opportunities posted through Neogov and listed under Exempt Job Opportunities are also listed in the Jobsla.org website.* ***College and Universities Career Center** – The Personnel Department utilizes the respective university career center job boards to advertise job opportunities to college students and graduates when the examination requires applicants to have a degree.* ***Professional or Trade Associations -** Professional and trade organizations in a variety of fields are used to reach out to individuals with a specific skill set.* ***Social Media for Associations** – The Personnel Department is able to connect with the social media platforms of associations, if they exist, to advertise job opportunities that require a specialized skill set.* ***Career or Job Fairs** – The Personnel Department may also attend Job Fairs or Career Fairs in order to actively seek applicants with a particular skill set.*
Area	**Examination Process**
Concerns	- **Examination process takes too long, no standardized approach by exam analyst. Exams: Communications Electrician, Applications Programmer, Programmer Analyst, Systems Programmer** - **Issues with application process. It is not understood how application is scored and appropriate qualifications are determined when employees with years of experience are told they do not meet the qualifications (i.e., ISM). Other employees not notified that they passed.** - **Selective certification questions. Applicants were able to answer questionnaire at home (likely able to get the answers to questions), while experienced City employees did not pass that portion.** - **Test/application should be completed in a controlled environment.** - **Open candidates should be above promotional candidates for some of the technical classifications when open candidates score higher. The**

	promotional candidates sometimes do not have the needed experience. - **Some IT entry level classes are too general (not attracting skilled candidates).**
Recommendations	9. *Seek ways to expedite the hiring process (6-8 months is too long). Educate ITA staff on process so they are partners in the process* 10. *Explore pilot performance test measures for classes (i.e., Programmer Analysts) to determine knowledge of specific software* 11. *Ensure staff is working closely with Personnel Department's Examining Division so the correct material is included on exams and the best candidates are being selected* 12. *Suggest the application process (i.e., ISM) be conducted in a controlled environment to ensure Personnel consistent uniformity* 13. *Work with staff to research the reasons why the applications of employees with the appropriate experience were declined (i.e., ISM)* 14. *Consider utilizing an assessment tool to measure interpersonal and customer service skills* 15. *Contract out (Oracle, IBM, etc.) the design of the qualifying test which requires technical knowledge* 16. *Consider doing banding for the Application Program scoring* 17. *Look into requiring certification for DBA (Oracle offers 3 levels) or feeder class since new DBAs do not have experience required*
Area	**Classification**
Concern	**Complete and implement the Classification Study in development.**
Recommendations	18. *Establish temporary trainee class of Assistant Communications Electrician class to allow training and skills necessary for Communications Electrician* 19. *Review paygrade descriptions and requirements to determine need for license at CEA III (while CEA II and CEA IV do not)* 20. *Complete the Classification Survey conducted for ITA*
Area	**Training/Employee Development/Leadership Development**
Concern	**No training resources available and lack of existing leadership**

	development program.
Recommendations	21. *Request funds through the budget for technical training and specialized certification training (i.e., DBA)* 22. *Access the Personnel Department's on-line supervisory and leadership training modules* 23. *Develop supervisory training program, which includes HR basics (knowledge of pending and upcoming exams to promote proactive participation in hiring/promotional process)* 24. *Find creative, innovative ways to provide internal training (maybe one section trains another) or set aside time for weekly training such as cross-training and train-the-trainer models* 25. *Develop a mentoring program for employees* 26. *Develop a leadership program that teaches and promotes the following skills:* ➢ *Technical* ➢ *Project Management* ➢ *Communication (oral and written)* ➢ *Budget/Personnel Knowledge* ➢ *Supervision* ➢ *Emotional Maturity* 27. *Develop a voluntary reassignment (rotation) program among section managers for cross-training and career development*
Area	**Knowledge Capture and Knowledge Transfer**
Concern	**No current system in place for knowledge capture and knowledge transfer.**
Recommendations	28. *Develop a "social engagement" site (i.e., Yammer) where employees can share information and solutions to common issues and questions* 29. *Establish a location where historical files can be stored and accessed* 30. *Write desk manuals for each assignment*
Area	**Specific Series**
Concern	**Need additional feeder classes to gain entry into City IT classifications.**
Recommendations	31. *Communications Electricians –explore innovative ways to expedite hiring and develop an entry level class, high rate of retirements expected*

	32. *DP Techs – look into requesting open candidates (with a higher score) first then promotional. Need to reach candidates who have necessary experience* 33. *Sr. Systems Analysts – employees displaced to other departments (and who may be Sr. Systems Analyst) are holding up the new promotional list* 34. *Systems Programmers – selective certification request did not generate any candidates who were known to have necessary skills* 35. *Information Systems Managers – revisit and actively participate in examination process* 36. *Database Architects – create entry level positions to increase recruitment and training opportunities*

TARGETED LOCAL HIRING

ITA's hiring efforts will align with the Mayor's Priority Outcomes, "Back to Basics" with the focus of job creation, specifically with the Targeted Local Hiring Program. ITA will work with the Personnel Department to fill positions with designated trainees where operational needs permit. The position identified that ITA may be able to utilize is that of Office Trainee which can eventually transition into the job classification of Administrative Clerk. In the clerical field, ITA has employment authority for Sr. Administrative Clerk positions, which the department has filled with Administrative Clerk (in lieu of). The Department does not anticipate additional clerical positions being requested in the budget for Fiscal Year 2017-2018. With one employee eligible to retire within the next year, ITA can potentially fill this position with an Office Trainee.

In addition to identifying the trainee position to fill through the Targeted Local Hiring, ITA continues to hire Hiring Hall workers, student workers, veterans, and volunteer interns into its workforce. These job opportunities have assisted individuals in gaining the valuable on-the-job work experience in order to qualify to take examinations in various Communications Electrician and IT positions for permanent civil service positions. In the past year, ITA has filled Communications Electrician, Applications Programmer and Systems Analyst positions with former Hiring Hall employees, Student Professional Workers and Student Interns.

ITA has included various job programs in the current FY 2016-2017 to address the focus of job creation, while providing work experience to individuals not only in the IT fields, but also in positions in the 311 Call Center and LA CityView 35:

- College Work Start
- Additional Volunteer Interns
- College Credit Student Interns

TECHNOLOGY

Technology is critical to effective government. The judicious use of technology is often the most cost effective way to improve services, increase transparency, enhance the customer experience and reduce or simplify human effort. ITA strives to implement technology in efficient and environmentally conscious ways.

Technology is continually changing and the need to stay current is vital to the IT environment within the City. City Employees will be given opportunities to increase in their IT knowledge by training courses that is available through various training programs. This will cause individuals to increase in their technological knowledge.

CONTACT INFORMATION

All questions or inquiries regarding the plan should be directed to ITA's HR Liaison Services staff: Susan Bautista @ (213) 978-3392 or Regina Hernandez @ (213) 978-3394.

DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT
STRATEGIC WORKFORCE PLAN
SEPTEMBER 2016

INTRODUCTION

By 2018, projections indicate that approximately 7% of Neighborhood Empowerment employees will be eligible for retirement. Specifically, 2 of the Department's 27 employees will be eligible for early or regular retirement. Table 1 contains a list of department classes and the percentage of employees eligible to retire within each one.

Table 1 – Department of Neighborhood Empowerment % Eligible to Retire by Class as of June 30, 2018

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Neighborhood Empowerment Analyst	7	1	14%	1	0
Senior Accountant	1	1	100%	0	1

A review of the data suggests a significant number of individuals in the following classes will be eligible to retire:

- 1 of 7 Neighborhood Empowerment Analysts
- 100% of Senior Accountant

A meeting was held with the General Manager of the Department of Neighborhood Empowerment and Sr. Management Analyst to review the data and discuss where the Strategic Workforce Plan should focus. Since the Department only has two employees eligible to retire within the next two years, an in-depth discussion was conducted that focused on (1) the significance of each position in relation to the Department's central operations; (2) the necessity to capture and transfer knowledge; (3) potential recruitment issues and strategies for the following classes: Neighborhood Empowerment Analyst and Senior Accountant.

The purpose of this report is two-fold: First, to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies include suggestions for recruitment, examining, employee development, and knowledge capture and transfer. Secondly, to assess how the Department's core mission and functions will change over time and the impact on succession planning which includes an assessment of the Department's current and future usage of traditional civil service classifications.

DEPARTMENT'S CORE MISSION & WORKFORCE ASSESSMENT

Since its establishment in 1999, the Los Angeles Department of Neighborhood Empowerment (aka EmpowerLA) has grown into the nation's largest and most innovative initiative in civic engagement and citizen-based government. Through a network of 96 Neighborhood Councils, the City promotes public participation in government and works to improve government responsiveness to local concerns.

The primary goal of the Department is to increase civic engagement with citizens and with City Departments. The work of the Department's field staff e.g. Sr. Project Coordinators, Project Coordinators, Project Assistants, and Neighborhood Empowerment Analysts play a critical role towards this function.

In the past two years, the Department experienced a 43% attrition rate (3 of 7 authorized positions) in the Neighborhood Empowerment Analyst classification due to either regular transfer or resignation. At that time, the Department decided to fill these vacant positions in lieu with Project Coordinators and will continue to do so. Specifically, as the current incumbents leave the Department, either through retirement, transfer or promotion, the Department plans to fill the positions using Project Coordinator and Project Assistant classifications. Implementing this hiring plan gives the Department the flexibility needed to recruit and select the best qualified candidates from a broader candidate pool taken from within and outside the City workforce. This hiring method also addresses the recruitment and retention issues identified by Department management, namely, that the small size of the department provides few internal promotional opportunities and the nature of the work which involves non-traditional work hours and requires a specific set of job skills and high level of interaction with very vocal community groups e.g. Neighborhood Councils oftentimes discourages potential candidates from coming to or remaining in the Department. It also recognizes that the experience, knowledge, and skills required for these positions would generally not be found through the City's existing civil service process. Accordingly, the Department anticipates that this classification will no longer be necessary in the future and will not request an examination. Instead, the Department requested and received four (4) new Project Coordinator positions in their FY 16-17 Budget. Since the Project Coordinator and Project Assistant classifications are normally employed on an exempt basis or by emergency appointment, the Department has asked City Council to exempt the Department from the two hundred (200) exemption limit which will enable them to hire in proportionate numbers to meet their operational needs.

The Department does not foresee any issues with retaining or capturing knowledge that may be lost due to attrition of the Neighborhood Empowerment Analyst classification. The Department's policies and procedures are constantly being updated to reflect the continually evolving nature of the work that the Neighborhood Empowerment Analysts and Project Coordinators are engaged in. As a result, the "transfer of knowledge" between the new hire and prior incumbent will not be necessary since the new hire will have access to the current procedures and the prior incumbent's knowledge may no longer be applicable. Additionally, the Department encourages

and regularly sends their employees to trainings and conferences e.g. IAP2 and Google Innovation Labs to develop their civic engagement skills.

The Department will continue utilize the following recruitment methods to obtain their Project Coordinator and Project Assistant candidate pools:

Personnel Department's website, *per.lacity.org* – The Personnel Department website provides job seekers with a listing of Civil Service Exempt Job Opportunities categorized by City department.

College and Universities Career Center – The Personnel Department utilizes the respective university career center job boards to advertise job opportunities to college students and graduates when the position requires applicants to have a degree.

In June 2015, the Department, with the assistance of the Personnel Department, successfully utilized the aforementioned recruitment resources to fill their vacant positions from a pool of over 40 qualified candidates. The Department will continue to utilize these recruitment methods and will work with their Personnel Liaison Analyst to create future job advertisements.

Although, the Department functions more akin to a City Council Office rather than a typical City department and has made a move towards utilizing exempt classifications for their field operations, the Department will still utilize the civil service process to fill their administrative, accounting, and clerical positions e.g. Administrative Clerk, Senior Management Analyst, and Senior Accountant.

In the Department of Neighborhood Empowerment's FY 16-17 Budget, the administration of the Neighborhood Council (NC) Funding program was transferred to the Office of the City Clerk effective July 1, 2016. This included the transfer of five (5) regular authority positions in the following classifications: Senior Accountant II, Accountant II, Accounting Clerk, Project Assistant, and Executive Administrative Assistant III. Resultantly, the potential loss of the Senior Accountant, due to retirement, would have a greater and more immediate impact, as it handles critical accounting functions and will be the only remaining accounting position in the Department.

The Department foresees a challenge in filling the Senior Accountant position. This is due both to minimal room for advancement within the Department and the necessary "transfer of knowledge" that would need to take place between the new hire and prior incumbent. To facilitate the transfer of knowledge, it is recommended that prior to the incumbent's retirement the Department should request a substitute authority position to allow for appropriate training and transition of responsibilities to the new incumbent.

TARGETED LOCAL HIRING

The Targeted Local Hiring Program is part of the Mayor's larger initiative to create a more equitable workforce and restore City services, as indicated by Executive Directive 15. The Program will target individuals from under-served populations. Through this program, candidates will be provided an opportunity to be considered for employment by City departments.

The Department of Neighborhood Empowerment currently has one vacant Administrative Clerk position that could be filled using the Targeted Local Hiring Program. However, due to the small size of the Department every position is critical with an immediate need to fill the position.
Therefore, the Department will not be participating in the Targeted Local Hiring Program at the present time. However, the Department fully supports the intent of the program and has participated in similar program e.g. Hire LA Youth. Additionally, the Department has a history of providing full-time job opportunities to their as-needed staff.

TECHNOLOGY

As previously stated one of the primary functions of the Department of Neighborhood Empowerment is working with a network of 96 Neighborhood Councils to promote public participating in government and improve government responsiveness to local concerns. In discussions with Personnel Department staff, the Department has reimagined and brainstormed a multitude of ways that technology e.g. software, programs, and applications can be utilized to improve upon the delivery of this service. The following are a couple of the suggestions:

- The ability for the public to weigh in on public comment easily using virtual reality, tools from vendors, and LA Digital Government.
- Creation of a set of visual interfaces e.g. cartoon of a City street with trash and parking that would easily provide the contact information for City services in a simple, engaging, and local way.
- Use of gamification to help people connect more and encourage engagement like through MyLA311 game in Google Innovation Labs
- Technology solutions and partnerships with nonprofits, universities, and schools and Departments e.g. ITA and Pat Brown Institute.
- Use of available training modules e.g. Cornerstone to assist with providing ethics and harassment training to Neighborhood Council volunteers in accordance with State laws.

The Department is in the process of preparing a comprehensive technology needs assessment for submittal to ITA by the November 2016 deadline.

PERSONNEL DEPARTMENT
EQUITABLE WORKFORCE AND SERVICE RESTORATION PLAN
SEPTEMBER 30, 2016

Introduction

The need for workforce planning and succession planning has been well documented. Forty six percent of our City workforce will be eligible to retire by 2018. With the recession and resulting inability to hire, this problem has been exacerbated with skill gaps existing at all levels of the organization in every department. The old model has been to hire entry level employees and promote these employees through the use of redundant paper and pencil, computerized and cumbersome multi-part tests, without any comprehensive strategy. Our new model develops engaging ideas to recruit, develop, and retain our workforce.

In support of the Mayor's initiative to make Los Angeles the best run big city in America, the Personnel Department acknowledges and accepts our role in the challenge presented by both the recently adopted service and workforce restoration agreement with the Coalition of L.A. City Unions and the potential of unprecedented retirement numbers. We will recruit, hire and train public servants prepared to reform and strengthen service delivery by meeting the technology, efficiency, and transparency demands of the 21st century. Moreover, the Department embraces our leadership role on employment equality in support of the Mayor's initiative to promote good jobs for Angelenos. The Personnel Department has already built an alternative gateway to civil service by the use of trainee classes available for use by each Department now. We will finalize and launch the **Targeted Local Hire Working Program** by the end of the year.

We have begun exploring "self-proctored" exams, which would dramatically reduce resource needs and increase our competitiveness with other employers, as well as the use of multiple off site locations and flexible test scheduling. Ultimately, there will be less need for civil service testing as a result of the Cornerstone technology providing the power to link competency-based testing with employee development and succession planning. What we have worked towards in the past year, our plans in the upcoming year, and our long term vision are all in alignment – we are reimagining civil service and hiring using technology, progressive assessment methods and addressing diverse learning styles. In partnership with operating department leaders, the pace of change will accelerate, driven by each department's tailored succession, technology and strategic plans along with the Personnel Department's Competency-based models.

The Personnel Department aspires to be the pioneer for innovative approaches to Human Resources services both short and long term. Our vision is to: "Hire and develop a resourceful City workforce to serve locally, think globally and act boldly." We are dedicated and determined to make the City of Los Angeles the best employer in the United States.

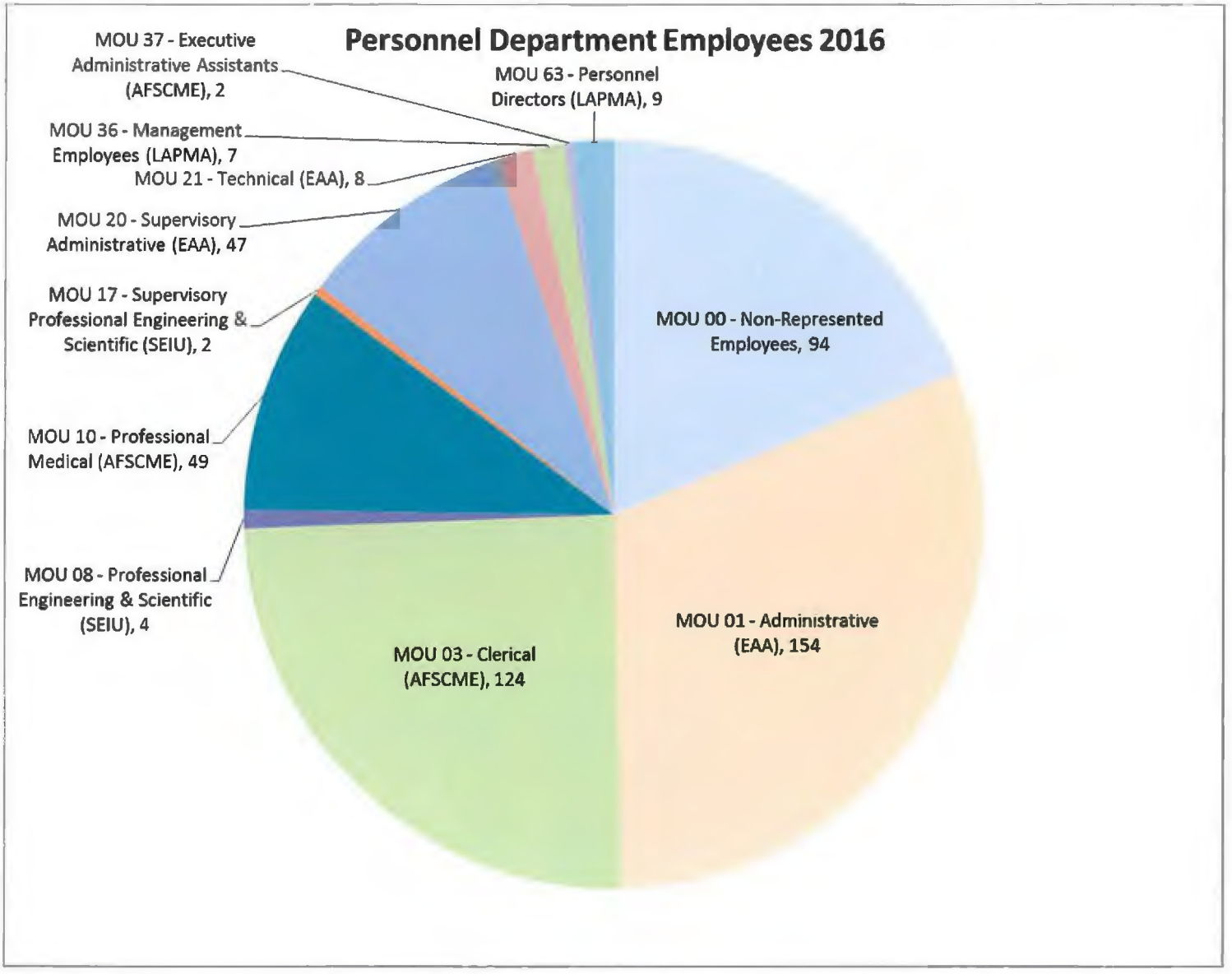
Workforce Assessment

In the last two years, the Personnel Department has experienced a significant change in executive management, specifically a new General Manager, four new Assistant General Managers, and related shifts in senior management. As a result, the Department's Strategic Workforce Plan developed earlier was reassessed and reinvented into this plan with the understanding that aspects of workforce planning are fluid and therefore subject to change and/or reprioritization. This comprehensive analysis includes the perspective of the entire department through interviews with assistant general managers and division managers. It is also informed by our conversations with our key customers, the General Managers of all City Departments on their expectations of the Personnel Department in assisting them in transforming their workforce.

DEPARTMENT DIVISIONS/SECTIONS	DIVISION MANAGERS
Liaison Services Liaison Services Division I Liaison Services Division II Liaison Services Division III	**William Weeks, Assistant General Manager** Deborah Caruso, Manager John Dunlop, Manager Dan Yoshimura, Manager
Classification Division Classification Certifications **Selection & Employment Services Division** Applicant Services; Examining; Central Services Executive Recruitment; Employee Development	**Raul Lemus, Assistant General Manager** Jim Abalos, Chief Tina Lee Rodriguez, Chief
Civil Service Commission	Bruce Whidden, Public Information Director
Equal Employment Opportunity Division Equal Employment Opportunity; Office of Discrimination Complaint Resolution **Employee Benefits Division** Employee Benefits Deferred Compensation Commute Options and Parking Section **Workers' Compensation Division**	**Gregory Dion, Assistant General Manager** Olivia Flores, Manager Steven Montagna, Chief Dave Noltemeyer, Chief
Public Safety Division Public Safety – Recruitment & Selection Public Safety – Background Investigation Division Medical Services Division & Safety	**Aram Kouyoumdjian, Asst General Manager** Raelynn Napper, Chief Shelly Del Rosario, Chief Joanne O'Brien, MSD Administrator Diane Levitan, Occupational Psychologist
Administrative Services Division Fiscal Operations Section IT/Technology Section	Susan Nakafuji, Chief Michael De La Rosa, Budget Officer Keith Giles, IT Manager

Analysis

By 2018, projections indicate that approximately 37% of Personnel Department employees will be eligible for early or regular retirement, which represents 184 of the Department's 500 full-time employees. To help visualize the Personnel Department's staff, a pie chart display of staff numbers is shown below by bargaining unit. The 11 bargaining units representing Personnel Department employees are:



By observing Personnel Department staff numerical data as a pie chart, it can be seen that the Department relies heavily on its Non-Represented, Administrative, and Clerical staff.

The following bar chart shows that large numbers of employees in each of these categories will be eligible to retire by 2018.

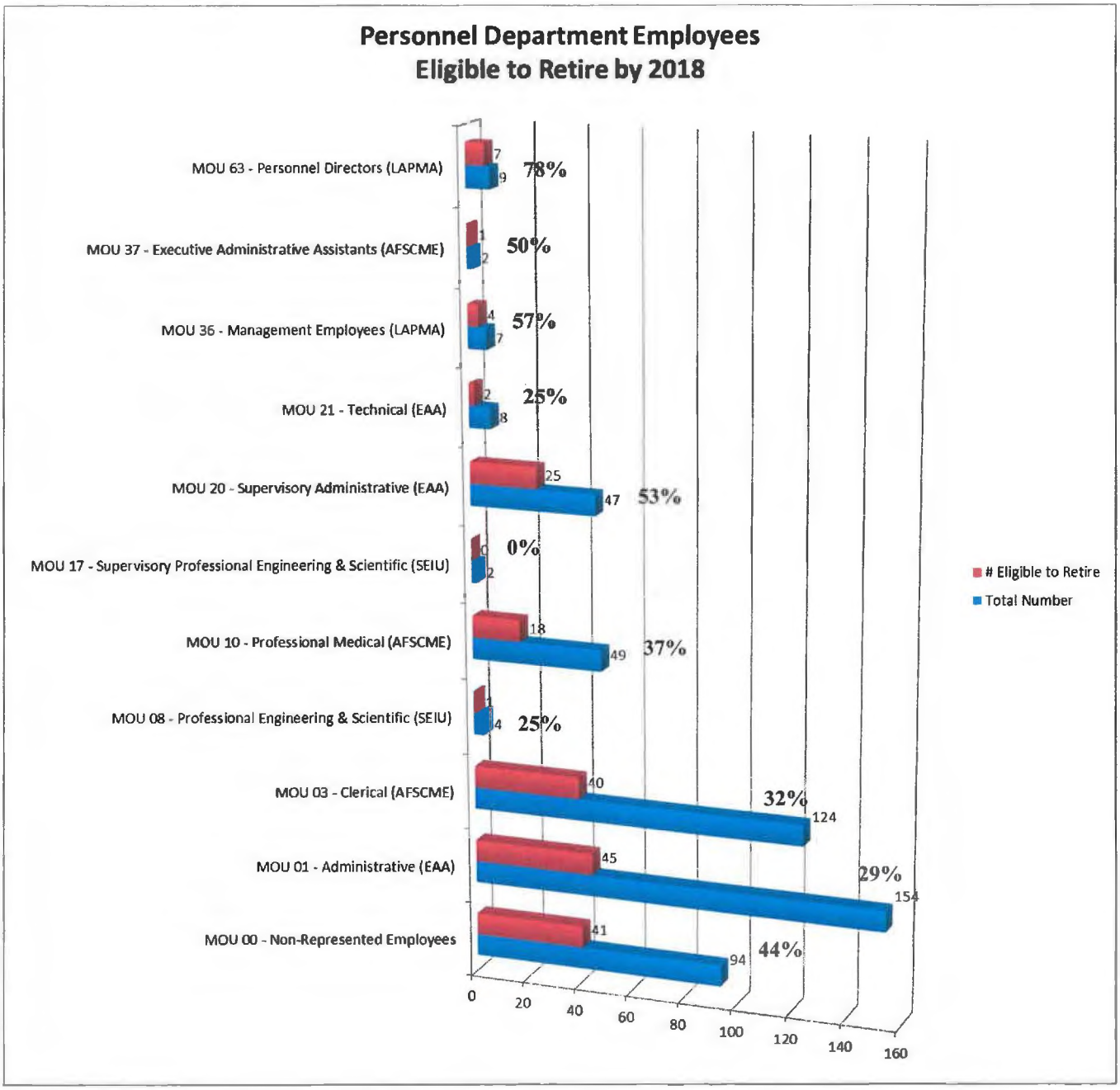


Table 1 – Critical Classes - a list of critical classes that division managers determined, if left vacant, would interrupt their division operations the most. 26% incumbents filling critical classes are eligible for normal retirement by June 2018, which represents 96 of 373 critical positions. Highlighted classes are those with a high probability of being impacted by retirement eligibility in the next 2 years.

	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	#
Accounting Clerk	8	0	0%	4	50%	4	50%	18.00
Accounting Records Supervisor I, II	1	1	100%	0	0%	1	100%	16.91
Accountant/ I, II	2	0	0%	0	0%	0	0%	0.23
Senior Accountant I, II	2	0	0%	0	0%	0	0%	7.31
Principal Accountant I, II	1	0	0%	0	0%	0	0%	10.20
Administrative Clerk	57	4	7%	4	7%	8	14%	8.11
Senior Administrative Clerk	42	13	31%	4	10%	17	40%	19.94
Personnel Records Supervisor	14	6	43%	2	14%	8	57%	21.76
Chief Clerk Personnel	2	1	50%	1	50%	2	100%	19.41
Background Investigator I, II, III	39	19	49%	3	8%	22	56%	8.58
Background Investigation Manager	2	1	50%	0	0%	1	50%	13.02
Personnel Analyst I, II	23	2	9%	2	9%	4	17%	15.54
Personnel Research Analyst I, II	13	0	0%	0	0%	0	0%	1.73
Senior Personnel Analyst I, II	66	17	26%	18	27%	35	53%	22.31
Personnel Director I, II, III	9	5	56%	2	22%	7	78%	26.87
Chief Personnel Analyst	5	2	40%	0	0%	2	40%	26.02
Management Analyst I, II	8	1	13%	2	25%	3	38%	14.76
Senior Management Analyst I, II,	8	3	38%	0	0%	3	38%	20.85
Occupational Health Nurse	2	2	100%	0	0%	2	100%	17.14
Principal Occupational Health Nurse	1	0	0%	0	0%	0	0%	3.30
Supervising Occupational Health Nurse	1	0	0%	0	0%	0	0%	1.69
Occupational Psychologist I, II	5	1	20%	1	20%	2	40%	10.66
Physician I	3	1	33%	2	67%	3	100%	22.69
Physician II	1	0	0%	0	0%	0	0%	22.24
Workers Compensation Analyst	35	9	26%	5	14%	14	40%	12.37
Senior Workers Compensation Analyst	9	3	33%	2	22%	5	56%	16.29
Principal Workers Compensation Analyst	4	2	50%	2	50%	4	100%	20.70
Programmer/Analyst I, II, III, IV, V	3	1	33%	0	0%	1	33%	14.09
Systems Analyst I, II	3	0	0%	1	33%	1	33%	8.72
Senior Systems Analyst I, II	4	2	50%	1	25%	3	75%	26.65
DEPARTMENT TOTAL	**373**	**96**	**26%**	**56**	**15%**	**152**	**41%**	

Comprehensive lists of Personnel Department employees are located at the end of this report as follows:

- **Table 2** – Eligibility to Retire by Job Classification
- **Table 3** – Eligibility to Retire by Job Category
- **Table 4** – Eligibility to Retire by Bargaining Unit

Workforce Classifications Impacted by Retirements

The data from LACERS shows that in the following classifications, 100% of the employees are eligible for a normal service retirement, mainly because these are 1-2 position classifications: Accounting Records Supervisor, Commission Executive Assistant, Database Architect, Occupational Health Nurse, Payroll Supervisor, and Public Information Director.

Classifications where over 50% of the workforce is eligible for a normal service retirement are: Background Investigation Manager, Chief Management Analyst, Chief Clerk Personnel, Personnel Director, Principal Workers' Compensation Analyst, and Senior Systems Analyst.

Table 5 – Senior Personnel Analyst Series
An overview of the minimum requirements and examinations for the series

Classification	Requirements	Exam
Management Assistant	• Bachelor's Degree	• Qualifying MC test – quantitative and verbal reasoning, analytical ability, reading comprehension • Advisory Essay • 100% Interview
Personnel Analyst	• 1 year as a Management Asst, with administrative duties, or • 2 years as a Management Aide, with administrative duties, or • 1 year as a Chief Clerk, or in a clerical class at that level	• Qualifying MC Test – City rules, personnel administration, labor relations, City's personnel system, statistics, math and verbal reasoning • Advisory Essay • 100% Interview
Senior Personnel Analyst	• 2 years as a Personnel Analyst, Personnel Research Analyst or Senior Workers' Compensation Analyst	• Qualifying MC Test – authoritative City documents, legal issues, supervision, Executive Directives • 40% Essay • 60% Interview
Chief Personnel Analyst	• Two years as a Senior Personnel Analyst II or Personnel Director or Personnel Research Psychologist	• 100% Assessment of Training and Experience

Table 6 – Administrative Clerk Series
An overview of the minimum requirements and examinations for the series

Classification	Requirements	Exam
Administrative Clerk	• Current employment with the City of Los Angeles, and • 6 mos full-time paid experience in clerical work or retail sales	• 100% MC test – customer service, follow written directions, attention to detail, teamwork, judgement, decision making, computer proficiency

Senior Administrative Analyst	• 1 year of full-time paid office clerical experience	• Qualifying MC Test – English grammar, file management, supervision, arithmetic, customer service • 100% Assessment of Training and Experience
Personnel Records Supervisor	• 2 years as a Senior Clerk Typist	• Qualifying MC Test – payroll, filing, City rules, supervision, software, math, tact • 40% Essay • 60% Interview
Chief Clerk	• Two years as Principal Clerk or at that level	• 50% MC Test – supervision, records retention, City rules, reading comprehension, math, writing • 50% Interview

Table 7 – Workers' Compensation Analyst Series
An overview of the minimum requirements and examinations for the series

Classification	Requirements	Exam
Administrative Clerk	• Current employment with the City of Los Angeles, and • 6 mos full-time paid experience in clerical work or retail sales	• 100% MC test – customer service, follow written directions, attention to detail, teamwork, judgement, decision making, computer proficiency
Workers' Compensation Claims Assistant	• 2 years full-time paid clerical experience processing claims, payments, or benefits related to pension, retirement, medical, or workers' compensation	• 100% Interview
Workers' Compensation Analyst	• 1 year as an indemnity claims adjuster performing workers' comp duties, or • 2 years as a Workers' Comp Claims Asst with the City of LA with a grade of C or better of at least one course in each: Medical Terminology, Workers' Comp Law, and Permanent Disability Rating	• Qualifying MC Test – judgement & decision making, analytical ability, job knowledge, customer service, written communication • Advisory Essay • 100% Interview
Senior Workers' Compensation Analyst	• 2 years as a Workers' Comp Analyst or Sr. Claims Rep with the City of LA, or • 3 years as a workers' comp analyst or at that level performing workers' comp duties	• 100% Interview • Prior to appointment, must possess "Self-Insurance Administrator's Examination Certificate of Achievement" issued by State of CA per sect. 15452
Principal Workers' Compensation Analyst	• 2 years as a Sr. Workers' Comp Analyst with the City of LA	• 100% Interview

Summary of Recommendations

The purpose of this report is to explore appropriate strategies that will proactively address impending and ongoing departures. These strategies, identified below, include suggestions for recruitment and retention, examining, training & employee development, and knowledge capture and transfer.

#	Recruitment & Retention
1	Complete a classification study of IT classifications. This may include forming new titles, narrow vs. broad classes, having more specific requirements, and creating new classes.
2	Research creating the following new Classifications based on future business needs: a. Data Scientist b. Business Analyst c. Hybrid of HR Analyst with IT technical skill set d. Deferred Compensation Director e. Benefits Director f. Wellness Director
3	Salary study and Recruitment Plan for existing Classifications: a. Physician I b. Workers' Compensation Analyst series
4	Recruitment plan for Workers' Compensation series that involves internet outreach and publishing positions in trade publications
5	Change the following exams from "promotional only" to "open & promotional": a. Principal Workers' Compensation Analyst
6	Continue Administrative Intern program
7	Create a new exciting brand for the City of Los Angeles as a top employer
8	Create a recruitment "toolkit" for department liaisons and offer recruitment advice
9	Host more recruitment events and have a budget for promotional items to stand-out and compete with private employers for the best and brightest candidates
10	Leverage City resources in recruitment, for example: DOT advertising space, post on other department websites
#	**Selection**
1	Consider changing the following exams to "continuous" testing a. Senior Personnel Analyst b. Senior Workers' Compensation Analyst
2	Evaluate feasibility of consolidating open and promotional lists and allow seniority credit to be the only preferential feature for promotional candidates.
3	Evaluate requirements for the following classification for satisfaction by departments: a. Benefits Specialist
3	Expand "anytime, anywhere" online testing for Civil Service Eligible lists
4	Create a Department Hiring Toolkit to assist departments in their hiring processes
#	**Training & Employee Development**
1	Reinstate Administrative Training & Development series
2	Reinstate New Employee Orientation program
3	Implement an annual Citywide Employee Engagement/Culture Survey
4	Consider establishing a certification process for liaison analysts – either online by IPMA delivered through Cornerstone or via group training
5	Re-establish professional growth and development program to provide employees with

	opportunities to work in different capacities throughout the department
6	Provide "Conducting Investigations" training for the Personnel Analyst series
7	Goal: Train every supervisor in the City
8	Target supervisors with a mini-series of online and in-person training programs
#	**Knowledge Capture/Transfer**
1	Focus on cross-training, creating manuals, and increasing involvement of seasoned senior managers to provide mentorship
2	Establish a central access point for staff to obtain information regarding the processes and procedures of the division and record videos of employees performing vital tasks, potentially through Cornerstone

The summary below contains observations, concerns, and recommendations based on the meetings conducted and offer context for the summarized recommendations in the table above. Key terms from the table above have been bolded in the narrative below.

Department Wide Concerns

Several divisions observed the need for the reinstatement of the **New Employee Orientation** program and **Administrative Training and Development** courses that were once offered by the Personnel Department. The lack of knowledge of City functions and networking is glaring in both entry-level and mid management staff and the return of these basic onboarding courses would resolve these major issues. To cultivate a culture of pride in City service, an in-person versus online experience for onboarding is consistently preferred by staff. The department has also observed the need to re-establish the **professional growth and development program,** which provides employees with opportunities to work in different capacities throughout the department, to maintain our commitment to provide new experiences and challenges for our employees.

Several divisions commented on the overall need for training and development in the following categories:

- Skill Development – Microsoft Excel, Writing Ability, New Technology
- Personal Development – Supervision and Leadership

Several divisions expressed the need for a more tech savvy staff with technical and social media skill sets. Suggestions to satisfy this need varied from creating a new classification with an HR and Technical background, performing a selective certification for an Information Technology in HR degree in the classification of Management Assistant, or to develop these skills by training current employees in-house.

Liaison Services

Liaison Services provides centralized human resources support for 23 City departments. Responsibilities include assisting with succession planning, employee recruitment, selection, development, evaluation, and resolution of staffing issues; employee engagement, measurement, and intervention; advising on MOU and employee relations issues; coordinating and preparing discipline cases; advising and responding to case law and proposed legislation affecting Civil Service employment; advising on Civil Service Rules and City Charter employment provisions; and responding to employee grievances.

Recruitment and Retention - The division expressed concern that the numbers of qualified candidates are low in the critical class of **Senior Personnel Analyst** and speculates it's a result of the heavy usage of the broad class across several departments and divisions who pull from the same batch of candidates as well as the gap caused by the hiring freeze. The division suggested:

- Continuous exams – however they are uncertain whether it would increase the number of candidates, but felt it was worth evaluating.

- Classification study - evaluate the potential need for a new classification that would bridge HR analyst with IT technical skills
- Continue use of Administrative Intern program which involved a local college recruitment and selection process.

Selection - The division is optimistic of the potential of entry-level employees to hopefully be able to fill the skills, knowledge, and abilities gap that has been acquired through the hiring freeze within the next 3-5 years through experience and training and did not express any issues with the exam process for existing classes.

Training - The division would like to establish an online certification process for liaison analysts, possibly created by IPMA or CALPELRA and delivered through Cornerstone, which would provide ongoing training for liaison staff so they continue to build their skills. Another option being considered would be to schedule liaison group trainings to provide consistent learning and development.

Knowledge Capture & Transfer -The division will focus on cross-training, creating manuals, and increasing involvement of seasoned senior managers to mentor management assistants.

Classification Division

The Classification Division is responsible for maintaining the Classification Plan; establishing minimum requirements and duties statements for exam bulletins; certifies eligible lists for appointment consideration; performs background investigations; ensures compliance with City Charter provisions, Civil Service Rules, and City Personnel Policies; maintains Civil Service folders and records; works with operating departments to address various workforce planning issues which may include evaluation of functions, reclassification of positions, staffing, and reorganization; and provides technical assistance to operating departments in resolving various personnel issues.

Training – This division anticipates an increasing need for staff to have an aptitude for tech use, such as the internet, pulling data from computer systems or programs, uploading/downloading, primarily in their clerical series.

Technology – This division expressed the need to transition all the paper documents to be accessible electronically with an easy-to-use searchable feature.

Selection Division

The Selection Division recruits and examines for civilian employment and is responsible for the processes involved in identifying the most qualified individuals to fill vacancies in the various City departments and includes the recruitment and applicant services section, examining section, executive recruitment, and the employee development section.

Recruitment and Retention - The division is excited to be working with the Google innovation lab and expects to enhance the attractiveness of the City as a top employer through a new brand, provide recruitment advice & recruitment toolkit to departments, improve their website, increase social media use, host more recruitment events and aspires to have a budget for promotional items to compete with private employers. The division also plans to leverage City family resources, such as networking with departments, using DOT advertising space, and posting on department websites.

The employment services section has had difficulty filling Senior Administrative Clerk vacancies. Candidates declined the section's offers of employment; however they are unsure how to address it. They have experienced successes with the use of Administrative Intern and Personnel Research Analyst and plan to utilize these as feeder classes for their critical functions.

Selection – The division is eager to progress toward "anytime, anywhere" online testing, and flexible off-site testing through a contractor. The employee development division is working toward competency-based selection through the use of Cornerstone technology.

Training - This division anticipates an increasing need for staff to have an aptitude for tech use, such as the internet, social media, pulling data from computer systems or programs, uploading/downloading, in every series from clerical to analyst. Staff feels this must be an issue that must be addressed citywide, likely through training for those who require it or through a shift in classification requirements.

Knowledge Capture & Transfer -The division will not be preparing written out procedures to prevent a "cookie cutter" product. Instead, they will focus on shadowing, increasing communication through staff meetings, and consistently sharing "lessons learned".

Equal Employment Opportunity Division

The Equal Employment Opportunity Division administers and monitors the City's Equal Employment Opportunity programs; investigates and resolves employment discrimination complaints filed by City employees and applicants to City employment; and investigates complaints on behalf of the Board of Civil Service Commissioners.

Technology – The division aspires to modernize their investigation process by the use of laptops and portable printers, which would enable real-time wet-signature capture.

Employee Benefits Division

The Employee Benefits Division oversees and administers three benefits programs for City employees: (1) Health and Welfare Benefits funded through the Human Resources Benefits budget: Civilian Flex Program (medical, dental, life, disability, accidental death and dismemberment, employee assistance, flexible spending accounts), catastrophic illness leave plans, Affordable Care Act implementation, and unemployment insurance program; (2) Retirement Savings Plans: the Deferred Compensation Plan, a supplementary retirement savings plan for City employees and the Pension Savings Plan, a mandatory retirement savings plan for the City's part-time seasonal, and temporary employees; and (3) Commute Options and Parking: Transit Subsidy Reimbursement Program, Vanpool Program, Carpool Program, transit spending accounts, and employee parking.

Recruitment and Retention – In the last year, the Employee Benefits Division experienced a significant loss of institutional knowledge through the retirement and regular attrition of skilled and qualified staff. Since March 1, 2016, six employees, representing 38% of filled full-time positions, and 84% of senior management, left the division. Of these 6 employees, only 1 left for retirement. To mitigate attrition and improve uninterrupted service delivery created by broad classifications and turnover, it is anticipated that the division will evaluate the use of specialized classifications for their senior staff. The creation of a "**Benefits Director**", "**Wellness Director**" and "**Deferred Compensation Plan Director**" which require associated educational backgrounds in Benefits Administration, Health Administration, Personnel Finance, etc. with the ability to recruit and hire on an open/promotional basis is being considered as a replacement for the "Senior Personnel Analyst II" classification currently being utilized by the division.

In addition, the Employee Benefits Division's clerical work has evolved. Employees in these positions are regularly required to exercise independent judgement in explaining rights and responsibilities relative to the City's benefits plans or deferred compensation savings plan as well as interpret and explain Federal, State, or local laws in counseling members and beneficiaries. A reallocation of the division's clerical classes to the specialized class of "Benefits Specialist" is warranted to keep pace with the demands of increasing regulatory and administrative complexity. This change would also mitigate retention problems by developing a defined career ladder to help attract and retain employees that are interested and

engaged in this type of work. To maintain adequate support and member services, the division has included this critical request in the 2017-2018 budget proposals.

Selection – In conjunction with the Employee Benefits Division's anticipated request to reallocate their clerical positions to the specialized classification of **Benefits Specialist**, the division recommends that the requirements for the Benefits Specialist classification be re-evaluated.

Training, Knowledge Capture & Transfer – The division intends to establish a central access point for staff to obtain information regarding the processes and procedures of the division and record videos of employees performing vital tasks, potentially through Cornerstone. They are planning to create a training program for the Benefits Section similar to the training program established for the Deferred Compensation Section, to improve the consistency and transferability of staff's knowledge base.

Technology – The division expressed the need for 1) an internal data storage resource for electronic records to retain historical data, which would improve efficiency transitioning from one benefit provider to another; and 2) a cyber security plan. At this time, the division relies on contracted third party administrators and providers with no oversight and no knowledge to really monitor the records or security. The division considers its position as very vulnerable and recommends a risk assessment, given that cyber-attacks have become more sophisticated, organized, and targeted.

Workers' Compensation Division

The Workers' Compensation Division manages the City's self-insured workers' compensation program for all City employees (excluding those of the Department of Water and Power) and partners with the Occupational Health and Safety groups to develop customized loss control strategies for departments experiencing increased accident and injury rates through enhanced safety and accident prevention techniques.

Recruitment and Retention - The Workers' Compensation Division has historically experienced a shortage of Workers' Compensation professionals, likely due to competing against private industry's signing bonuses and competitive salaries. The division has provisionally addressed the issue by hiring candidates at salary steps 7-9 out of the 15-step salary, however strongly recommends that a salary study be completed to compare and compete with private industry professional salaries. The division also requests a recruitment plan that involves internet outreach and publishing positions in trade publications for Workers' Compensation vacancies.

The Workers' Compensation Division will be establishing a Return to Work Coordinator position assigned to work with employees and departments on placing employees with temporary restrictions. This Nurse Case Manager will be the first point of contact for injured workers and will work directly with departments to set-up the claim, which will return employees to work while workers' compensation claims are pending.

Selection – The division expressed concern that only two people responded in the last test of Principal Workers' Compensation Analyst and requests that the Principal Workers' Compensation Analyst exam change to open and promotional. Both Workers' Compensation Analyst and Senior Workers' Compensation Analyst are currently open and promotional. The division also requests continuous exams for Senior Workers' Compensation Analyst. The division also felt that having both open and promotional candidates on one list would result in having the most qualified individuals fill vacancies.

Training – The division complies with state mandated training for Workers' Compensation Analyst classes and above through conferences and training sessions. They are enthusiastic about having "homegrown" analysts and are pleased that three of their current Workers' Compensation Claims Assistants were trained from the Administrative Clerk within their division.

Public Safety Division

The Public Safety Division manages the recruitment and selection of qualified police and fire entry-level candidates; conducts comprehensive background investigations; conducts sworn promotional exams; conducts civilian public safety-related entry-level and promotional exams. The Medical Services Division provides medical care to the arrestee population in the Los Angeles Police Department's custody in three regional jails and oversees the external medical service agreements in place for those transferred to other facilities when they are in need of a higher level of care than can be offered in the dispensaries. The Safety section evaluates employees to maintain a safe and healthy workforce; assists City departments in preventing and resolving safety and health issues; directs departments in control factors affecting employee safety, which includes compliance with Cal/OSHA regulations, work fitness evaluations, commercial driver license examinations, drug and alcohol testing, and pre-placement physical and psychological examinations.

Recruitment and Retention – The Medical Services Division (MSD) is actively recruiting for the class of **Physician I**. Despite proactively advertising at medical conferences and internet sites frequented by physicians, not one candidate application has been received since the exam opened in January 2014. The Division is currently in the process of conducting a salary survey to ascertain whether or not a salary adjustment is needed to compensate for the undesirable aspect of potentially providing correctional care in jails. A recruitment plan is desperately needed to assist the division with attracting candidates with the benefits of a career in City service.

MSD plans to propose a pilot program to provide psychological and social services at the Metro Detention Center to arrestees who are struggling with mental illness or substance abuse or who are homeless. The program aims to offer resources to support the transgender population as well. Staff indicated that approximately 50% of the arrestees treated in the jail dispensaries have a history of mental illness, or substance abuse, and may be homeless. In addition, the transgender incarcerated population is at risk and must be segregated. The program would require classifications not currently being used by their division: **Psychiatrist and Social Worker**.

In addition, the Safety section, with the recent approval of additional safety positions, will meet and coordinate with departments to provide for a more comprehensive approach and response to safety issues. Additional resources may need to be identified in the future in order to expand the Division.

Public Safety Recruitment and Selection expressed a need for new classifications of **Business Analyst** and **Data Scientist** to leverage the large amount of data acquired in their section. The expectation would be to organize and analyze data and generate metrics to inform their decisions and lead to efficiencies.

Public Safety Background Investigations, using additional Personnel resources, coupled with the influx of 10 officers from LAPD, is expected to begin generating as many as 10 additional candidates per month.

Training – Public Safety Recruitment and Selection expressed a need for the Personnel Analyst series to receive **Conducting Investigations Training** since that class series is frequently called upon to investigate for various reasons.

Administrative Services Division

The Administrative Services Division provides administrative support including fiscal management, payroll, accounting, contracts, and information technology; prepares and administers the Department's budget, while providing accurate and timely processing and reporting on financial, contractual, and personnel issues; implements and provides ongoing support requirements for computer systems and enhances all department functions through technology development, implementation, and support.

Recruitment and Retention – The Information Technologies (IT) section expressed that there is a need for a citywide reclassification study of IT classifications to ensure the City attracts and recruits the best talent. Specifically, the division has experienced difficulty recruiting for the "Systems Analyst" classification and speculates its unattractive title may be the culprit, as it does not accurately describe the duties and responsibilities of the position and the title "systems analyst" is used outside of the City in a completely different capacity. IT staff emphasized that a reclassification study is the main issue and a recruitment plan should be considered after, not before, the reclassifications have occurred.

Training – There is an inherent need for ongoing training and learning in the technical classes to keep up with changing technology. IT staff expressed two main barriers to receiving adequate training:

- Cost – Classes are expensive, up to $4,000 per individual for one course.
- Staff Coverage – to mitigate cost, hiring a trainer to offer a class to several individuals at once is ideal. However, simultaneous staff attendance to the training class would leave the department without adequate IT staff, exacerbating the lack of coverage in an already understaffed division.

A classification-based IT training schedule which would involve required weekly or biweekly hours spent training, in consideration of the ever evolving nature of the IT series, may potentially be a solution and should be evaluated for feasibility. Staff has acknowledged that the City is behind and must take steps to catch up.

Targeted Local Hire Program

The Personnel Department will evaluate the potential hiring of Office Trainee in-lieu as vacancies occur in Administrative Clerk positions and is excited to spearhead and participate in this program. To the extent clerical positions are approved in the budget process for 2017-2018, the Department is willing to hire 50% using TLH participants. The Workers' Compensation Division has had successes with similar programs in the past with their unique career ladder of Administrative Clerk to Workers' Compensation Claims Assistant and has especially expressed interest in TLH as an opportunity to establish "homegrown" staff.

Technology

The Personnel Department's IT section is preparing a comprehensive technology needs assessment for submittal to ITA by their November 2016 deadline.

Contact Information

Information about this Workforce Succession Plan may be directed to Maria Koo, Workforce and Service Restoration Section, Personnel Department, at 213-473-3392, or via email at Maria.Koo@lacity.org. The Personnel Department's website is http://per.lacity.org/

Table 2 - Personnel Department % Eligible by Classification as of June 30, 2018

	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	#
Accountant/ I, II	2	0	0%	0	0%	0	0%	0.23
Accounting Clerk	8	0	0%	4	50%	4	50%	18.00
Accounting Records Supervisor I, II	1	1	100%	0	0%	1	100%	16.91
Administrative Clerk	57	4	7%	4	7%	8	14%	8.11
Administrative Intern	5	0	0%	0	0%	0	0%	0.25
Advance Practice Provider Correctional Care I, II	8	2	25%	1	13%	3	38%	6.57
Assistant General Manager Personnel Dept	4	0	0%	1	25%	1	25%	14.82
Background Investigation Manager	2	1	50%	0	0%	1	50%	13.02
Background Investigator I, II, III	39	19	49%	3	8%	22	56%	8.58
Benefits Specialist	1	0	0%	0	0%	0	0%	13.81
Chief Management Analyst	2	1	50%	0	0%	1	50%	28.84
Chief Personnel Analyst	5	2	40%	0	0%	2	40%	26.02
Chief Clerk Personnel	2	1	50%	1	50%	2	100%	19.41
Commission Executive Assistant I, II	1	1	100%	0	0%	1	100%	37.08
Correctional Nurse I, II, III	27	6	22%	2	7%	8	30%	9.33
Data Base Architect	1	1	100%	0	0%	1	100%	28.94
Ergonomist	1	0	0%	0	0%	0	0%	3.34
Executive Administrative Assistant I, II, III	2	0	0%	1	50%	1	50%	27.29
General Manager Personnel Dept	1	0	0%	0	0%	0	0%	1.76
Graphics Designer I, II, III	2	0	0%	0	0%	0	0%	11.43
Hearing Reporter	1	0	0%	1	100%	1	100%	17.10
Licensed Vocational Nurse	3	0	0%	0	0%	0	0%	4.94
Management Analyst I, II	8	1	13%	2	25%	3	38%	14.76
Management Assistant	32	0	0%	0	0%	0	0%	4.08
Medical Director	1	0	0%	0	0%	0	0%	13.78
Medical Technician	3	0	0%	0	0%	0	0%	8.72
Medical Records Supervisor	1	0	0%	0	0%	0	0%	10.20
Medical Services Administrator	1	0	0%	1	100%	1	100%	10.68
Occupational Health Nurse	2	2	100%	0	0%	2	100%	17.14
Occupational Psychologist I, II	5	1	20%	1	20%	2	40%	10.66
Payroll Supervisor I, II	1	1	100%	0	0%	1	100%	36.20
Personnel Records Supervisor	14	6	43%	2	14%	8	57%	21.76
Personnel Research Analyst I, II	13	0	0%	0	0%	0	0%	1.73
Personnel Analyst I, II	23	2	9%	2	9%	4	17%	15.54
Personnel Director I, II, III	9	5	56%	2	22%	7	78%	26.87
Physician I	3	1	33%	2	67%	3	100%	22.69
Physician II	1	0	0%	0	0%	0	0%	22.24
Principal Accountant I, II	1	0	0%	0	0%	0	0%	10.20
Principal Occupational Health Nurse	1	0	0%	0	0%	0	0%	3.30
Principal Workers Compensation Analyst	4	2	50%	2	50%	4	100%	20.70
Programmer/Analyst I, II, III, IV, V	3	1	33%	0	0%	1	33%	14.09
Project Assistant	4	0	0%	0	0%	0	0%	0.81
Public Information Director I, II	1	1	100%	0	0%	1	100%	15.07
Safety Administrator	1	0	0%	0	0%	0	0%	0.15
Safety Engineer	1	0	0%	0	0%	0	0%	2.42
Secretary	1	0	0%	1	100%	1	100%	26.65
Special Investigator I, II	2	0	0%	0	0%	0	0%	1.80

Table 2 - Personnel Department % Eligible by Classification as of June 30, 2018

	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	#
Senior Accountant I, II	2	0	0%	0	0%	0	0%	7.31
Senior Administrative Clerk	42	13	31%	4	10%	17	40%	19.94
Senior Management Analyst I, II,	8	3	38%	0	0%	3	38%	20.85
Senior Personnel Analyst I, II	66	17	26%	18	27%	35	53%	22.31
Senior Systems Analyst I, II	4	2	50%	1	25%	3	75%	26.65
Senior Workers Compensation Analyst	9	3	33%	2	22%	5	56%	16.29
Supervising Occupational Health Nurse	1	0	0%	0	0%	0	0%	1.69
Systems Analyst I, II	3	0	0%	1	33%	1	33%	8.72
Systems Programmer I, II, III	1	0	0%	0	0%	0	0%	15.57
Workers Compensation Analyst	35	9	26%	5	14%	14	40%	12.37
Workers Compensation Claims Assistant	15	6	40%	3	20%	9	60%	18.75
Workers Compensation Administrator I, II	2	0	0%	1	50%	1	50%	5.79
Xray And Lab Technician I, II	1	0	0%	1	100%	1	100%	27.61
DEPARTMENT TOTAL	**500**	**115**	**23%**	**69**	**14%**	**184**	**37%**	

Table 3- Personnel Department % Eligible by Job Category as of June 30, 2018

	Total Number	Regular		Early		Eligible to Retire Regular & Early		Average Service Years
		#	%	#	%	#	%	#
Officials and Administrators								
Assistant General Manager Personnel Dept	4	0	0%	1	25%	1	25%	14.82
Chief Management Analyst	2	1	50%	0	0%	1	50%	28.84
Chief Personnel Analyst	5	2	40%	0	0%	2	40%	26.02
Chief Clerk Personnel	2	1	50%	1	50%	2	100%	19.41
General Manager Personnel Dept	1	0	0%	0	0%	0	0%	1.76
Medical Director	1	0	0%	0	0%	0	0%	13.78
Medical Services Administrator	1	0	0%	1	100%	1	100%	10.68
Personnel Director I, II, III	9	5	56%	2	22%	7	78%	26.87
Public Information Director I, II	1	1	100%	0	0%	1	100%	15.07
SUBTOTAL	26	10	38%	5	19%	15	58%	0.00
Professionals								
Accountant/ I, II	2	0	0%	0	0%	0	0%	0.23
Administrative Intern	5	0	0%	0	0%	0	0%	0.25
Advance Practice Provider Correctional Care I, II	8	2	25%	1	13%	3	38%	6.57
Background Investigation Manager	2	1	50%	0	0%	1	50%	13.02
Background Investigator I, II, III	39	19	49%	3	8%	22	56%	8.58
Correctional Nurse I, II, III	27	6	22%	2	7%	8	30%	9.33
Data Base Architect	1	1	100%	0	0%	1	100%	28.94
Ergonomist	1	0	0%	0	0%	0	0%	3.34
Licensed Vocational Nurse	3	0	0%	0	0%	0	0%	4.94
Management Analyst I, II	8	1	13%	2	25%	3	38%	14.76
Management Assistant	32	0	0%	0	0%	0	0%	4.08
Occupational Health Nurse	2	2	100%	0	0%	2	100%	17.14
Occupational Psychologist I, II	5	1	20%	1	20%	2	40%	10.66
Personnel Research Analyst I, II	13	0	0%	0	0%	0	0%	1.73
Personnel Analyst I, II	23	2	9%	2	9%	4	17%	15.54
Physician I	3	1	33%	2	67%	3	100%	22.69
Physician II	1	0	0%	0	0%	0	0%	22.24
Principal Accountant I, II	1	0	0%	0	0%	0	0%	10.20
Principal Occupational Health Nurse	1	0	0%	0	0%	0	0%	3.30
Principal Workers Compensation Analyst	4	2	50%	2	50%	4	100%	20.70
Programmer/Analyst I, II, III, IV, V	3	1	33%	0	0%	1	33%	14.09
Project Assistant	4	0	0%	0	0%	0	0%	0.81
Safety Administrator	1	0	0%	0	0%	0	0%	0.15
Safety Engineer	1	0	0%	0	0%	0	0%	2.42
Special Investigator I, II	2	0	0%	0	0%	0	0%	1.80
Senior Accountant I, II	2	0	0%	0	0%	0	0%	7.31
Senior Management Analyst I, II,	8	3	38%	0	0%	3	38%	20.85
Senior Personnel Analyst I, II	66	17	26%	18	27%	35	53%	22.31
Senior Systems Analyst I, II	4	2	50%	1	25%	3	75%	26.65
Senior Workers Compensation Analyst	9	3	33%	2	22%	5	56%	16.29
Supervising Occupational Health Nurse	1	0	0%	0	0%	0	0%	1.69
Systems Analyst I, II	3	0	0%	1	33%	1	33%	8.72
Systems Programmer I, II, III	1	0	0%	0	0%	0	0%	15.57
Workers Compensation Analyst	35	9	26%	5	14%	14	40%	12.37
Workers Compensation Administrator I, II	2	0	0%	1	50%	1	50%	5.79
SUBTOTAL	323	73	23%	43	13%	116	36%	0.00
Technicians								
Graphics Designer I, II, III	2	0	0%	0	0%	0	0%	11.43
Medical Technician	3	0	0%	0	0%	0	0%	8.72

Table 3- Personnel Department % Eligible by Job Category as of June 30, 2018

	Total Number	Regular		Early		Eligible to Retire Regular & Early		Average Service Years
		#	%	#	%	#	%	#
Xray And Lab Technician I, II	1	0	0%	1	100%	1	100%	27.61
SUBTOTAL	6	0	0%	1	17%	1	17%	0.00
Paraprofessionals								
Workers Compensation Claims Assistant	15	6	40%	3	20%	9	60%	18.75
Administrative Support								
Accounting Clerk	8	0	0%	4	50%	4	50%	18.00
Accounting Records Supervisor I, II	1	1	100%	0	0%	1	100%	16.91
Administrative Clerk	57	4	7%	4	7%	8	14%	8.11
Benefits Specialist	1	0	0%	0	0%	0	0%	13.81
Commission Executive Assistant I, II	1	1	100%	0	0%	1	100%	37.08
Executive Administrative Assistant I, II, III	2	0	0%	1	50%	1	50%	27.29
Hearing Reporter	1	0	0%	1	100%	1	100%	17.10
Medical Records Supervisor	1	0	0%	0	0%	0	0%	10.20
Payroll Supervisor I, II	1	1	100%	0	0%	1	100%	36.20
Personnel Records Supervisor	14	6	43%	2	14%	8	57%	21.76
Secretary	1	0	0%	1	100%	1	100%	26.65
Senior Administrative Clerk	42	13	31%	4	10%	17	40%	19.94
SUBTOTAL	130	26	20%	17	13%	43	33%	0.00
DEPARTMENT TOTAL	**500**	**115**	**23%**	**69**	**14%**	**184**	**37%**	

Table 3- Personnel Department % Eligible by Job Category as of June 30, 2018

	Total Number	Regular		Early		Eligible to Retire Regular & Early		Average Service Years
		#	%	#	%	#	%	#
Officials and Administrators								
Assistant General Manager Personnel Dept	4	0	0%	1	25%	1	25%	14.82
Chief Management Analyst	2	1	50%	0	0%	1	50%	28.84
Chief Personnel Analyst	5	2	40%	0	0%	2	40%	26.02
Chief Clerk Personnel	2	1	50%	1	50%	2	100%	19.41
General Manager Personnel Dept	1	0	0%	0	0%	0	0%	1.76
Medical Director	1	0	0%	0	0%	0	0%	13.78
Medical Services Administrator	1	0	0%	1	100%	1	100%	10.68
Personnel Director I, II, III	9	5	56%	2	22%	7	78%	26.87
Public Information Director I, II	1	1	100%	0	0%	1	100%	15.07
SUBTOTAL	26	10	38%	5	19%	15	58%	0.00
Professionals								
Accountant/ I, II	2	0	0%	0	0%	0	0%	0.23
Administrative Intern	5	0	0%	0	0%	0	0%	0.25
Advance Practice Provider Correctional Care I, II	8	2	25%	1	13%	3	38%	6.57
Background Investigation Manager	2	1	50%	0	0%	1	50%	13.02
Background Investigator I, II, III	39	19	49%	3	8%	22	56%	8.58
Correctional Nurse I, II, III	27	6	22%	2	7%	8	30%	9.33
Data Base Architect	1	1	100%	0	0%	1	100%	28.94
Ergonomist	1	0	0%	0	0%	0	0%	3.34
Licensed Vocational Nurse	3	0	0%	0	0%	0	0%	4.94
Management Analyst I, II	8	1	13%	2	25%	3	38%	14.76
Management Assistant	32	0	0%	0	0%	0	0%	4.08
Occupational Health Nurse	2	2	100%	0	0%	2	100%	17.14
Occupational Psychologist I, II	5	1	20%	1	20%	2	40%	10.66
Personnel Research Analyst I, II	13	0	0%	0	0%	0	0%	1.73
Personnel Analyst I, II	23	2	9%	2	9%	4	17%	15.54
Physician I	3	1	33%	2	67%	3	100%	22.69
Physician II	1	0	0%	0	0%	0	0%	22.24
Principal Accountant I, II	1	0	0%	0	0%	0	0%	10.20
Principal Occupational Health Nurse	1	0	0%	0	0%	0	0%	3.30
Principal Workers Compensation Analyst	4	2	50%	2	50%	4	100%	20.70
Programmer/Analyst I, II, III, IV, V	3	1	33%	0	0%	1	33%	14.09
Project Assistant	4	0	0%	0	0%	0	0%	0.81
Safety Administrator	1	0	0%	0	0%	0	0%	0.15
Safety Engineer	1	0	0%	0	0%	0	0%	2.42
Special Investigator I, II	2	0	0%	0	0%	0	0%	1.80
Senior Accountant I, II	2	0	0%	0	0%	0	0%	7.31
Senior Management Analyst I, II,	8	3	38%	0	0%	3	38%	20.85
Senior Personnel Analyst I, II	66	17	26%	18	27%	35	53%	22.31
Senior Systems Analyst I, II	4	2	50%	1	25%	3	75%	26.65
Senior Workers Compensation Analyst	9	3	33%	2	22%	5	56%	16.29
Supervising Occupational Health Nurse	1	0	0%	0	0%	0	0%	1.69
Systems Analyst I, II	3	0	0%	1	33%	1	33%	8.72
Systems Programmer I, II, III	1	0	0%	0	0%	0	0%	15.57
Workers Compensation Analyst	35	9	26%	5	14%	14	40%	12.37
Workers Compensation Administrator I, II	2	0	0%	1	50%	1	50%	5.79
SUBTOTAL	323	73	23%	43	13%	116	36%	0.00
Technicians								
Graphics Designer I, II, III	2	0	0%	0	0%	0	0%	11.43
Medical Technician	3	0	0%	0	0%	0	0%	8.72

Table 3- Personnel Department % Eligible by Job Category as of June 30, 2018

	Total Number	Regular		Early		Eligible to Retire Regular & Early		Average Service Years
		#	%	#	%	#	%	#
Xray And Lab Technician I, II	1	0	0%	1	100%	1	100%	27.61
SUBTOTAL	6	0	0%	1	17%	1	17%	0.00
Paraprofessionals								
Workers Compensation Claims Assistant	15	6	40%	3	20%	9	60%	18.75
Administrative Support								
Accounting Clerk	8	0	0%	4	50%	4	50%	18.00
Accounting Records Supervisor I, II	1	1	100%	0	0%	1	100%	16.91
Administrative Clerk	57	4	7%	4	7%	8	14%	8.11
Benefits Specialist	1	0	0%	0	0%	0	0%	13.81
Commission Executive Assistant I, II	1	1	100%	0	0%	1	100%	37.08
Executive Administrative Assistant I, II, III	2	0	0%	1	50%	1	50%	27.29
Hearing Reporter	1	0	0%	1	100%	1	100%	17.10
Medical Records Supervisor	1	0	0%	0	0%	0	0%	10.20
Payroll Supervisor I, II	1	1	100%	0	0%	1	100%	36.20
Personnel Records Supervisor	14	6	43%	2	14%	8	57%	21.76
Secretary	1	0	0%	1	100%	1	100%	26.65
Senior Administrative Clerk	42	13	31%	4	10%	17	40%	19.94
SUBTOTAL	130	26	20%	17	13%	43	33%	0.00
DEPARTMENT TOTAL	**500**	**115**	**23%**	**69**	**14%**	**184**	**37%**	

Table 4 - Personnel Department % Eligible by MOU as of June 30, 2018

	Total Number	Regular		Early		Eligible to Retire Regular & Early		Average Service Years
		#	%	#	%	#	%	#
MOU 00 - Non-Represented Employees								
Assistant General Manager Personnel Dept	4	0	0%	1	25%	1	25%	14.82
Background Investigation Manager	2	1	50%	0	0%	1	50%	13.02
Chief Personnel Analyst	5	2	40%	0	0%	2	40%	26.02
Chief Clerk Personnel	2	1	50%	1	50%	2	100%	19.41
General Manager Personnel Dept	1	0	0%	0	0%	0	0%	1.76
Medical Director	1	0	0%	0	0%	0	0%	13.78
Personnel Research Analyst I, II	13	0	0%	0	0%	0	0%	1.73
Senior Personnel Analyst I, II	66	17	26%	18	27%	35	53%	22.31
SUBTOTAL	94	21	22%	20	21%	41	44%	0.00
MOU 01 - Administrative (EAA)								
Accountant/ I, II	2	0	0%	0	0%	0	0%	0.23
Administrative Intern	5	0	0%	0	0%	0	0%	0.25
Background Investigator I, II, III	39	19	49%	3	8%	22	56%	8.58
Commission Executive Assistant I, II	1	1	100%	0	0%	1	100%	37.08
Management Analyst I, II	8	1	13%	2	25%	3	38%	14.76
Management Assistant	32	0	0%	0	0%	0	0%	4.08
Personnel Analyst I, II	23	2	9%	2	9%	4	17%	15.54
Project Assistant	4	0	0%	0	0%	0	0%	0.81
Special Investigator I, II	2	0	0%	0	0%	0	0%	1.80
Systems Analyst I, II	3	0	0%	1	33%	1	33%	8.72
Workers Compensation Analyst	35	9	26%	5	14%	14	40%	12.37
SUBTOTAL	154	32	21%	13	8%	45	29%	0.00
MOU 03 - Clerical (AFSCME)								
Accounting Clerk	8	0	0%	4	50%	4	50%	18.00
Administrative Clerk	57	4	7%	4	7%	8	14%	8.11
Hearing Reporter	1	0	0%	1	100%	1	100%	17.10
Secretary	1	0	0%	1	100%	1	100%	26.65
Senior Administrative Clerk	42	13	31%	4	10%	17	40%	19.94
Workers Compensation Claims Assistant	15	6	40%	3	20%	9	60%	18.75
SUBTOTAL	124	23	19%	17	14%	40	32%	0.00
MOU 08 - Professional Engineering & Scientific (SEIU)								
Ergonomist	1	0	0%	0	0%	0	0%	3.34
Programmer/Analyst I, II, III, IV, V	3	1	33%	0	0%	1	33%	14.09
SUBTOTAL	4	1	25%	0	0%	1	25%	0.00
MOU 10 - Professional Medical (AFSCME)								
Advance Practice Provider Correctional Care I, II	8	2	25%	1	13%	3	38%	6.57
Correctional Nurse I, II, III	27	6	22%	2	7%	8	30%	9.33
Licensed Vocational Nurse	3	0	0%	0	0%	0	0%	4.94
Occupational Health Nurse	2	2	100%	0	0%	2	100%	17.14
Occupational Psychologist I, II	5	1	20%	1	20%	2	40%	10.66
Physician I	3	1	33%	2	67%	3	100%	22.69
Physician II	1	0	0%	0	0%	0	0%	22.24
SUBTOTAL	49	12	24%	6	12%	18	37%	0.00
MOU 17 - Supervisory Professional Engineering & Scientific (SEIU)								
Principal Occupational Health Nurse	1	0	0%	0	0%	0	0%	3.30
Supervising Occupational Health Nurse	1	0	0%	0	0%	0	0%	1.69
SUBTOTAL	2	0	0%	0	0%	0	0%	0.00

Table 4 - Personnel Department % Eligible by MOU as of June 30, 2018

	Total Number	Regular		Early		Eligible to Retire Regular & Early		Average Service Years
		#	%	#	%	#	%	#
MOU 20 - Supervisory Administrative (EAA)								
Accounting Records Supervisor I, II	1	1	100%	0	0%	1	100%	16.91
Benefits Specialist	1	0	0%	0	0%	0	0%	13.81
Medical Records Supervisor	1	0	0%	0	0%	0	0%	10.20
Payroll Supervisor I, II	1	1	100%	0	0%	1	100%	36.20
Personnel Records Supervisor	14	6	43%	2	14%	8	57%	21.76
Principal Accountant I, II	1	0	0%	0	0%	0	0%	10.20
Principal Workers Compensation Analyst	4	2	50%	2	50%	4	100%	20.70
Safety Engineer	1	0	0%	0	0%	0	0%	2.42
Senior Accountant I, II	2	0	0%	0	0%	0	0%	7.31
Senior Management Analyst I, II,	8	3	38%	0	0%	3	38%	20.85
Senior Systems Analyst I, II	4	2	50%	1	25%	3	75%	26.65
Senior Workers Compensation Analyst	9	3	33%	2	22%	5	56%	16.29
SUBTOTAL	47	18	38%	7	15%	25	53%	0.00
MOU 21 - Technical (EAA)								
Data Base Architect	1	1	100%	0	0%	1	100%	28.94
Graphics Designer I, II, III	2	0	0%	0	0%	0	0%	11.43
Medical Technician	3	0	0%	0	0%	0	0%	8.72
Systems Programmer I, II, III	1	0	0%	0	0%	0	0%	15.57
Xray And Lab Technician I, II	1	0	0%	1	100%	1	100%	27.61
SUBTOTAL	8	1	13%	1	13%	2	25%	0.00
MOU 36 - Management Employees (LAPMA)								
Chief Management Analyst	2	1	50%	0	0%	1	50%	28.84
Medical Services Administrator	1	0	0%	1	100%	1	100%	10.68
Public Information Director I, II	1	1	100%	0	0%	1	100%	15.07
Safety Administrator	1	0	0%	0	0%	0	0%	0.15
Workers Compensation Administrator I, II	2	0	0%	1	50%	1	50%	5.79
SUBTOTAL	7	2	29%	2	29%	4	57%	0.00
MOU 37 - Executive Administrative Assistants (AFSCME)								
Executive Administrative Assistant I, II, III	2	0	0%	1	50%	1	50%	27.29
MOU 63 - Personnel Directors (LAPMA)								
Personnel Director I, II, III	9	5	56%	2	22%	7	78%	26.87
DEPARTMENT TOTAL	**500**	**115**	**23%**	**69**	**14%**	**184**	**37%**	

INTRODUCTION

The purpose of this Strategic Workforce Plan developed for the Los Angeles Police Department (Department) is to prepare for the anticipated vacancies and determine the appropriate strategies to proactively address them. These strategies, included below, encompass suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

The Personnel Department provided data to the Department in May 2016 that indicates nearly 40 percent, or 1,070 of its 2,685 employees, will be eligible for early or regular retirement within the next two years. Table 1 includes the Police Department classifications and the percentage of employees eligible to retire as of June 30, 2018.

ANALYSIS

Table 1 below contains a list of Department classifications and the percentage of employees eligible to retire within each classification, either through regular or early retirements, as of June 30, 2018. The classifications in **red** indicate classes that would lose 100% of its employees if they were to retire by June 30, 2018.

Table 1 – Police Department % Eligible to Retire by Class as of June 30, 2018
(Data Capture Date: August 2, 2016)

CLASSIFICATION	NORMAL	EARLY	TOTAL	DEPLOYED 06/30/15	% Staff Reduction	DEPLOYED 08/02/16	% Staff Reduction
Accountant	1	0	1	4	25.0%	6	17%
Accounting Clerk	7	1	8	21	38.1%	23	35%
Architectural Draft Tech	1	0	1	1	**100.0%**	1	**100%**
Audio Visual Tech	2	0	2	3	66.7%	3	67%
Auto Body Builder & Repairer	6	0	6	8	75.0%	11	55%
Auto Dispatcher	0	1	1	1	**100.0%**	1	**100%**
Auto Painter	1	2	3	4	75.0%	3	**100%**
Automotive Supervisor	4	2	6	6	**100.0%**	7	86%
Background Investigator	2	0	2	3	66.7%	4	50%
Build Repairer Supervisor	1	0	1	1	**100.0%**	1	**100%**
Cabinet Maker	0	1	1	1	**100.0%**	1	**100%**
Chief Clerk Police	2	1	3	4	75.0%	5	60%
Chief Forensic Chemist	3	0	3	4	75.0%	5	60%
Chief Police Psychologist	0	1	1	1	**100.0%**	1	**100%**
Chief Security Officer	1	1	2	2	**100.0%**	2	**100%**
Clerk Typist (Administrative Clerk)	66	44	110	248	44.4%	239	46%
Communications Electrician	1	2	3	5	60.0%	17	18%
Communications Engineer	1	0	1	1	**100.0%**	1	**100%**
Communications Info Rep	2	0	2	6	33.3%	4	50%

POLICE DEPARTMENT

Equitable Workforce & Service Restoration Plan-ED 15

CLASSIFICATION	NORMAL	EARLY	TOTAL	DEPLOYED 06/30/15	% Staff Reduction	DEPLOYED 08/02/16	% Staff Reduction
Crime & Intelligence Analyst	16	8	24	34	70.6%	46	52%
Criminalist	8	6	14	118	11.9%	120	12%
Database Architect	2	0	2	2	**100.0%**	3	67%
Delivery Driver	1	0	1	1	**100.0%**	0	#DIV/0!
Department Chief Accountant	1	0	1	1	**100.0%**	1	**100%**
Detention Officer	17	19	36	208	17.3%	239	15%
Director of Police Transportation	1	0	1	1	**100.0%**	2	50%
Director of Systems	1	0	1	1	**100.0%**	1	**100%**
Equine Keeper	0	1	1	3	33.3%	3	33%
Equipmech	32	15	47	94	50.0%	94	50%
Exec Dir Pol Comm	1	0	1	1	**100.0%**	1	**100%**
Executive Admin Asst	6	2	8	11	72.7%	12	67%
Fingerprint ID Expert	2	3	5	13	38.5%	15	33%
Firearm Examiner	0	1	1	2	50.0%	2	50%
Fiscal Systems Specialist	2	0	2	2	**100.0%**	1	**200%**
Forensic Print Specialist	11	6	17	50	34.0%	65	26%
Garage Attendant	3	6	9	16	56.3%	18	50%
Gardener Caretaker	1	1	2	2	**100.0%**	2	**100%**
Geographic Info Specialist	0	1	1	2	50.0%	2	50%
Geographic Info Systems Supv	1	0	1	1	**100.0%**	1	**100%**
Graphic Designer	1	0	1	2	50.0%	2	50%
Hearing Reporter	1	1	2	6	33.3%	6	33%
Information Systems Manager	0	1	1	1	**100.0%**	1	**100%**
Laboratory Technician	1	1	2	13	15.4%	8	25%
Maintenance Laborer	0	1	1	2	50.0%	2	50%
Management Aide	2	0	2	8	25.0%	3	67%
Management Analyst	50	29	79	121	65.3%	120	66%
Management Assistant	5	2	7	18	38.9%	20	35%
Mechanical Repairer	0	1	1	1	**100.0%**	1	**100%**
Painter	1	0	1	1	**100.0%**	0	#DIV/0!
Park Maintenance Supv	1	0	1	1	**100.0%**	0	#DIV/0!
Payroll Supervisor	1	0	1	2	50.0%	2	50%
Personnel Analyst	6	2	8	15	53.3%	12	67%
Personnel Records Supervisor	0	1	1	1	**100.0%**	2	50%
Photographer	13	2	15	24	62.5%	21	71%
Police Administrator	4	1	5	10	50.0%	14	36%
Police Performance Auditor	5	0	5	18	27.8%	17	29%
Police Psychologist	2	1	3	11	27.3%	13	23%
Police Service Representative	57	60	117	577	20.3%	551	21%
Police Special Investigator	1	0	1	15	6.7%	16	6%

POLICE DEPARTMENT

Equitable Workforce & Service Restoration Plan-ED 15

CLASSIFICATION	NORMAL	EARLY	TOTAL	DEPLOYED 06/30/15	% Staff Reduction	DEPLOYED 08/02/16	% Staff Reduction
Police Surveillance Specialist	0	3	3	9	33.3%	13	23%
Polygraph Examiner	6	1	7	14	50.0%	14	50%
Principal Accountant	1	1	2	2	**100.0%**	2	**100%**
Principal Clerk Police	15	10	25	34	73.5%	30	83%
Principal Detention Officer	8	6	14	25	56.0%	24	58%
Principal Fingerprint ID Exp	1	0	1	2	50.0%	2	50%
Principal Property Officer	1	0	1	3	33.3%	5	20%
Principal Security Officer	1	0	1	1	**100.0%**	3	33%
Principal Storekeeper	0	1	1	1	**100.0%**	1	**100%**
Programmer Analyst	3	0	3	6	50.0%	5	60%
Property Officer	8	5	13	48	27.1%	51	25%
Public Information Director	0	1	1	1	**100.0%**	0	#DIV/0!
Reprographics Operator	1	0	1	1	**100.0%**	1	**100%**
Secretary	20	10	30	50	60.0%	44	68%
Security Aide	0	1	1	2	50.0%	2	50%
Security Officer	43	15	58	101	57.4%	103	56%
Senior Accountant	1	1	2	4	50.0%	4	50%
Senior Auditor	1	1	2	2	**100.0%**	2	**100%**
Senior Clerk Typist (Sr Admin Clerk)	92	74	166	333	49.8%	318	52%
Senior Crime & Intelligence Analyst	2	0	2	2	**100.0%**	2	**100%**
Senior Detention Officer	10	12	22	84	26.2%	79	28%
Senior Equipment Mechanic	3	4	7	14	50.0%	22	32%
Senior Examiner Questioned Doc	1	0	1	1	**100.0%**	0	#DIV/0!
Senior Forensic Print Specialist	1	1	2	5	40.0%	9	22%
Senior Management Analyst	20	16	36	49	73.5%	48	75%
Senior Personnel Analyst	2	1	3	8	37.5%	9	33%
Senior Photographer	3	2	5	5	**100.0%**	5	**100%**
Senior Police Service Rep	10	14	24	50	48.0%	51	47%
Senior Project Coordinator	1	0	1	2	50.0%	2	50%
Senior Property Officer	4	2	6	10	60.0%	9	67%
Senior Systems Analyst	6	9	15	28	53.6%	28	54%
Storekeeper	1	3	4	6	66.7%	4	**100%**
Supervising Criminalist	7	1	8	14	57.1%	16	50%
Systems Aide	1	1	2	3	66.7%	0	#DIV/0!
Systems Analyst	3	7	10	25	40.0%	34	29%
Systems Programmer	0	1	1	2	50.0%	3	33%
Transit Secretary	1	0	1	1	**100.0%**	1	**100%**
Upholsterer	1	0	1	1	**100.0%**	1	**100%**
Warehouse & Toolroom Wkr	1	0	1	2	50.0%	2	50%
TOTAL	638	432	1070	2685	39.9%	2723	39%

In the following classes, all of the incumbents (100 percent) will be eligible for retirement by June 30, 2018:

Audio Visual Tech
Architectural Draft Tech
Auto Dispatcher
Automotive Supervisor
Build Repairer Supervisor
Cabinet Maker
Chief Police Psychologist
Chief Security Officer
Communications Engineer
Database Architect
Delivery Driver
Department Chief Accountant
Director of Police Transportation
Director of Systems
Exec Dir Pol Comm
Fiscal Systems Specialist
Gardener Caretaker
Geographic Info Systems Supv
Information Systems Manager
Mechanical Repairer
Painter
Park Maintenance Supv
Personnel Records Supervisor
Principal Accountant
Principal Security Officer
Principal Storekeeper
Public Information Director
Reprographics Operator
Senior Auditor
Senior Crime & Intelligence Analyst
Senior Examiner Questioned Doc
Senior Photographer
Transit Secretary
Upholsterer

A review of the data suggests a *significant* number of individuals (more than 70 but less than 100 percent) in the following classes will be eligible for retirement by June 30, 2018:

Auto Body Builder & Repairer
Auto Painter
Chief Clerk Police
Chief Forensic Chemist
Crime & Intelligence Analyst
Executive Admin Assistant
Police Service Representative
Principal Clerk Police
Senior Management Analyst

MEETING

The Personnel Department met with Department staff to review the data and discuss where the Workforce Planning Program should focus and to discuss areas where improvement could be made. Shortly afterward, Personnel Department provided the Department with a list of employees that are eligible for early or normal retirement as of June 2018, which allowed the Department to determine the classifications and divisions that will be significantly impacted by attrition.

FINDINGS

The Department has identified Administrative Clerk, Senior Administrative Clerk and Management Analyst, and Police Service Representatives classifications among others to be hardest hit due to the sheer number of employees eligible to retire and the void that the vacancies would create. However, this can be deceiving if only analyzing volume. For instance, the Department is authorized one Chief Police Psychologist and the retirement of this employee would greatly impact the department due to a loss of exceptional expertise and a specialized skill set.

Personnel Division met with Executive Staff and determined that the following factors are affecting recruitment, retention, and employee development:

- Antiquated position descriptions which need to be modernized;
- No means to accessing candidates for unpaid internships and those with specialized vocational skills for entry level classes (i.e.: *Equipment Mechanic, Garage Attendant; Administrative Clerk*);
- Lack of awareness of department systems/programs (i.e.: peer support, online training system) in place to enhance the knowledge and skill set of employees or advance them in their career ladder;
- No established method of capturing "subject matter expert skill set and knowledge" prior to retirement or other separation from the City;
- An absence of part-time work schedules;
- Inability to compete with higher salaries offered by other city departments (i.e.: DWP) for the same work;
- Inability to rebrand "city work" in a manner that attracts and retains generation Y (more technically driven) candidates;
- Lack of overall orientation program for incoming and new employees, and;
- Demographic change that limit employable individuals.

PLAN OF ACTION

The Department has determined that the best methods to immediately mitigate the upcoming effect of attrition and create an environment of change and preparation include the following actionable goals:

- Utilize the Personnel Department's Cornerstone program once fully implemented to begin capturing the knowledge and skills of seasoned employees;
- Work with the Department's Training Division to reinstitute the Department's Civilian Orientation program. This program will provide information regarding various opportunities within the Department and City as it relates to skill development and detail the Department's impact within the community;
- Utilize systems already in place with Personnel Department that allow for the placement of candidates from vocational training or the Local Hiring Program into entry level positions such as Garage Attendant and Administrative Clerks. The Department is willing to utilize this program on a trial basis and consider for employment those individuals that meet the hiring standards of the City and Department. We've identified the classifications of Garage Attendant and Administrative Clerk to be a good fit. There are currently 12 Garage Attendant vacancies and 27 Administrative Clerk vacancies. In the initial phase, the Department is willing to hire 5% and will reassess based on the success of the program;
- Inform and educate supervisors on the benefit of cross-training and the best implementation methods;
- Work with Personnel Department staff to update classifications to best reflect a relevant and current skill set, and;
- Join forces with local colleges to access candidates for internships and those with specialized vocational skills for entry level classifications *(i.e. Equipment Mechanic and Garage Attendant).*

It is expected that the implementation of these goals will reinforce the community's confidence that the Department is continuing to make robust efforts in upholding the tenets of the Department's Mission Statement *"to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence."*

The Department has a robust hiring goal to fill almost 400 vacancies this fiscal year including those previously identified within this document. Filling these positions supports the Department's effort to become the "Safest Big City in America" by 2020. The goal is to redeploy officers assigned to perform the duties of vacant civilian duties to the field. A prolific police presence in the community deters crime and instills a sense of safety in the community.

The Department has a Three-Year Plan that addresses the Technology component of the Equitable Workforce & Service Restoration Plan that will be submitted under separate cover.

BOARD OF PUBLIC WORKS

EQUITABLE WORKFORCE, SERVICE RESTORATION, AND TECHNOLOGY PLAN

EXECUTIVE DIRECTIVE NO. 15

September 30, 2016

Prepared by:
Fernando Campos, Executive Officer
Deborah Caruso, Personnel Director
Truman Brown, Sr. Systems Analyst II
Mary Jean Devera, Sr. Systems Analyst II

1. Executive Summary

The City of Los Angeles, Board of Public Works (Board) is responsible for the administration of the City of Los Angeles, Department of Public Works. The organization of the Board of Public Works (Board) consists of a five-member Commission, as the general manager of the Department of Public Works, overseen by its Executive Officer and supported by eight main offices: (1) Office of the Board Secretariat and Financial Administration, (2) Office of Accounting, (3) Office of Community Beautification, (4) Project Restore, (5) Office of City Filming, (6) Office of Petroleum and Natural Gas Administration and Safety, (7) Office of Financial Reporting, and (8) Systems Services. Each Office relies heavily on technology to accomplish their duties and to complete their respective missions. The continued development and implementation of new technologies will be key to how well the department, and more specific for this Plan - the Board, will be able to meet its goals and responsibilities.

Equitable Workforce and Service Restoration:

The Board's workforce is mainly comprised of Accounting and Managerial professionals, technical experts in Technology and Petroleum and Natural Gas (Utility), and Administrative (i.e. paraprofessional and support) staff. As of August 2015, the Board of Public Works anticipates a 61% retirement rate by 2018. More specifically, 54 of the Board's 88 employees will be eligible for early or regular retirement. Classifications in Accounting (e.g. Accounting Clerk and Dept. Chief Accountant), Administration (e.g. Administrative Clerk, Executive Administrative Assistant, Project Assistant, and Payroll Supervisor), and Technology (e.g. Senior Systems Analyst and Systems Analyst) are of the highest concern for succession and knowledge transfer.

The equitable workforce and service restoration plan focuses on four areas for improvement:

- **Recruitment and Retention** - Increasing diversity in hiring and training opportunities and number of qualified candidates per vacancy or need;
- **Examination** - Continue working with the Personnel Department to reducing the examining process and exploring options to establish eligibility list on-time or current at all times;
- **Training and Employee and Leadership Development** - Increasing training resources, developing supervisory training, establish mentoring program, and develop a leadership training academy;
- **Transitional and Succession Planning** - Exploring sub-authorities, eliminating 10% salary savings requirement in the budget process, restoring services and position eliminated during great-recession (e.g. Anti-Graffiti

Education, General Funded Accounting Services, Neighborhood Match Grant Programs, Business Improvement District Trash Bag Support, etc.), and establishing process to capture desk procedures and policies.

Information Technology Plan:

The Board's Information Technology strategy is captured as a Three-Year Plan starting in the current fiscal year and continuing through the upcoming fiscal years in 2017/2018 and 2018/2019, and is built from creative concepts and innovative ideas that leverage best available technology to increase the Board's operating efficiencies and improve public service delivery. The Plan is extremely dependent upon funding and creating social and labor capital by expanding staffing levels within the Systems Support group.

This strategy or Plan focuses on three basic areas of improvement:

- **Web and Social Media** - Developing an improved and modernized web and social media presence that synchronizes the Board to the Mayor's Back to Basics directive, and messaging of other City departments;
- **Dated Workflows** - Automating and/or retiring manual workflows and tracking "Board-grown" databases systems that have not kept up with best available technology; and,
- **Disaster Planning, Recovery, and Response** - Enhancing the Board's disaster recover planning for departmental technology resources.

To facilitate the modernization of the department's web presence, the Board plans to partner with Information Technology Agency (ITA) to develop a mobile-friendly, intuitive experience within the coming year. To improve the timeliness, accuracy, and flexibility of the Board's meeting processes, the department will look to partnering with the Office of the City Clerk to implement electronic voting, e-endorsements, and other automated meeting functions. Lastly, the department will review, analyze, and develop a comprehensive disaster recovery plan that accounts for current and future applications.

I. WORKFORCE PLANNING AND SERVICE RESTORATION

1. BACKGROUND

According to the International Public Management Association (IPMA), "Workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives."[1]



Effective planning ensures the City's workforce has a comprehensive vision for sustainability as we move into the future. A successful workforce planning program will anticipate the workforce gaps and needs to ensure the City's workforce is able to continue to provide exceptional service to the residents of Los Angeles. The City's Civil Service process provides a system where Departments and Bureaus are able to draw from a pool of viable candidates who have the required experience, taken the necessary tests, and scored well enough to be placed on an eligible list.

Yet according to the Los Angeles City Employees Retirement System figures, nearly 46% of the City of Los Angeles' civilian workforce will be eligible for retirement, either early or regular, as of June 30, 2018. The Board of Public Works is no exception.

If the City's retirement-eligible employees do leave in the next two years, along with their institutional knowledge, City operations will be significantly impacted. Therein lays the challenge for the City, and more specifically the Board of Public Works to recruit, hire, and train a new generation of employees to meet the demands of the 21st century.

In an effort to address the impending loss of our most valuable resources, our City employees, the Personnel Department has embarked on a Succession Planning project, in coordination with other City Departments and Bureaus, to address the large number of City employees who will be retirement-eligible within the next two years.

[1] International Public Management Association (IPMA), Workforce Planning Resource Guide for Public Sector Human Resources Professionals (2002)
http://www.publicpower.org/files/Member/IPMACPSWorkforcePlanningBooklet.pdf

2. INTRODUCTION

By 2018, projections indicate that approximately 61% of the Board of Public Works' employees will be eligible for retirement. Specifically, 54 of the Department's 88 employees will be eligible for early or regular retirement. Graph 1 depicts a reduction of the Board's workforce by 33% or 30 positions from a total of 120 prior to the great recession to 90 positions as of Fiscal Year (FY) 2016/2017. Table 1 contains a list of Department classes and the percentage of employees eligible to retire within each one.

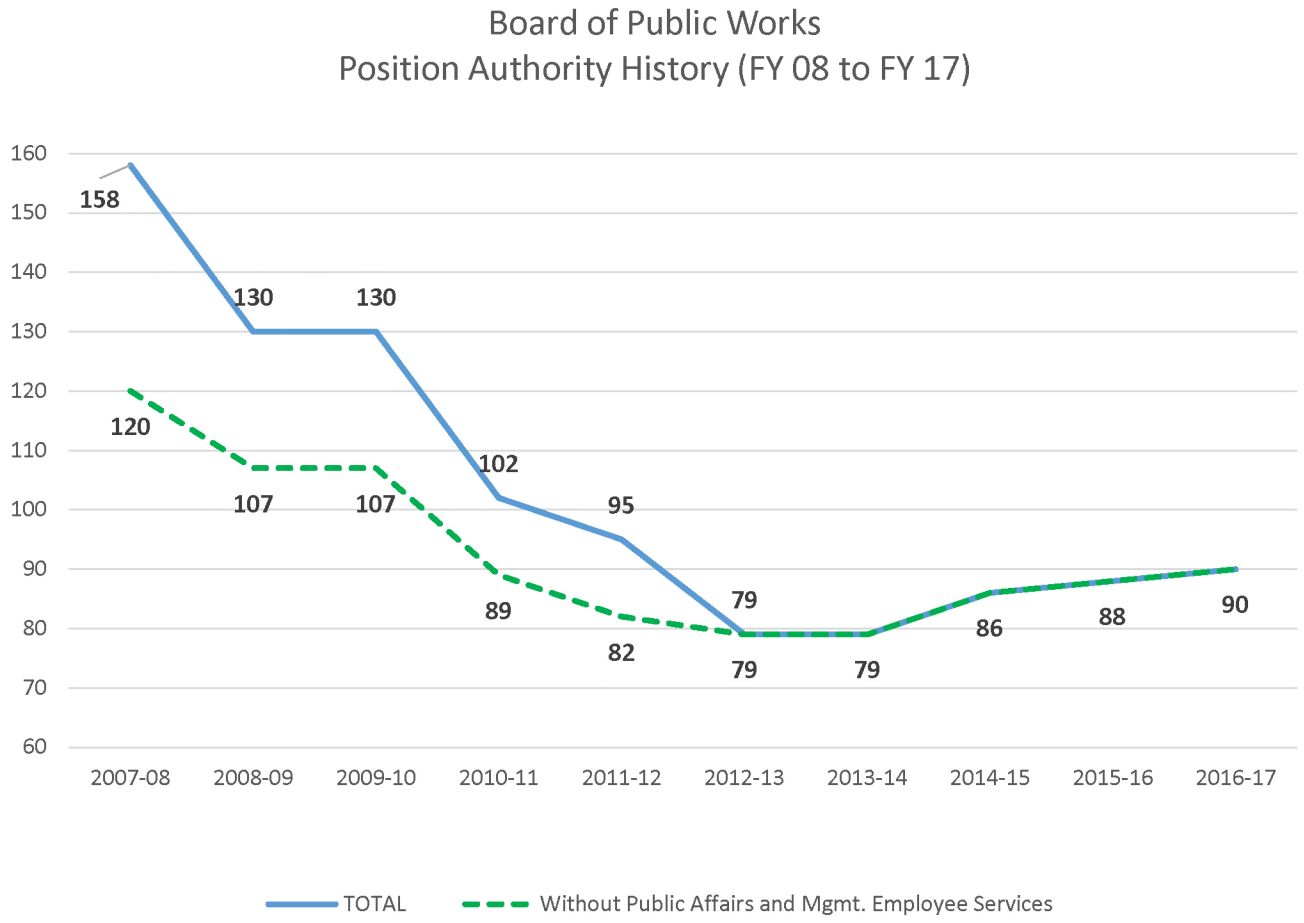
3. WORKFORCE PLANNING AND SERVICE RESTORATION

The Board's workforce is mainly comprised of Accounting and Managerial professionals, technical experts in Technology and Petroleum and Natural Gas (Utility), and Administrative (i.e. paraprofessional and support) staff. As of August 2015, the Board of Public Works anticipates a 61% retirement rate by 2018. More specifically, 54 of the Board's 88 employees will be eligible for early or regular retirement. Classifications in Accounting (e.g. Accounting Clerk and Dept. Chief Accountant), Administration (e.g. Administrative Clerk, Executive Administrative Assistant, Project Assistant, and Payroll Supervisor), and Technology (e.g. Senior Systems Analyst and Systems Analyst) are of the highest concern for succession and knowledge transfer.

The equitable workforce and service restoration plan focuses on four areas for improvement:

- Recruitment and Retention;
- Examination;
- Training and Employee and Leadership Development;
- Transitional and Succession Planning.

Overall, the Board of Public Works' workforce has been reduced by 33% or 30 positions from a total of 120 prior to the great recession to 90 positions as if Fiscal Year (FY) 2016/2017 (see Table below). This figure does not include the transfer or reduction of the Public Affairs Office and the Bureau of Management Employee Services. Many of the 30 positions deleted were in the Financial Systems/Systems Support, Grants, Executive Administrative Support to all five Commissioners and the Board's Executive Officer, Accounting, and other administrative support eliminated during the Early Retirement Incentive Program during FY 2011 and 2012. It is the desire of the Board to requests these positions back to restore and improve public service delivery.



4. ANALYSIS

Table 1 below contains a list of Department classes and the percentage of employees eligible to retire within each one, either through regular or early retirements, as of June 30, 2018. The classifications in red indicate classes with 100% eligible to retire.

Table 1 – Board of Public Works % Eligible to Retire by Class as of June 30, 2018
(Data Capture Date from LACERS: August 2, 2015)

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accountant II	26	16	62%	13	3
Accounting Clerk I, II	4	4	100%	4	0
Administrative Clerk	2	2	100%	1	1
Chief Management Analyst I	1	0	0%	0	0
Departmental Chief Accountant II, IV	2	2	100%	2	0
Executive Administrative Assist II	1	1	100%	1	0
Fiscal Systems Specialist	2	0	0%	0	0
Management Analyst I, II	4	1	25%	1	0
Member Board of Public Works	5	0	0%	0	0
Payroll Supervisor	1	1	100%	0	1
Principal Accountant	3	2	67%	2	0
Principal Clerk	2	1	50%	0	1
Project Assistant	1	1	100%	0	1
Project Coordinator	1	0	0%	0	0
Senior Accountant I, II	16	13	81%	10	3
Senior Administrative Clerk	8	4	50%	4	0
Senior Management Analyst I, II	5	3	60%	2	1
Senior Systems Analyst II	2	2	100%	2	0
Storekeeper II	1	0	0%	0	0
Systems Analyst II	1	1	100%	0	1
TOTALS	**88**	**54**	**61%**	**42**	**12**

In the following classes, *all* of the incumbents will be eligible for a regular retirement by June 30, 2018:

Accounting Clerk
Administrative Clerk
Departmental Chief Accountant
Executive Administrative Assistant
Payroll Supervisor
Project Assistant
Senior Systems Analyst
Systems Analyst

5. DATA ANALYSIS

The Personnel Department's support for the Board of Public Works reviewed the data and analyzed where the Workforce Planning Program should focus and areas of improvement. The data indicated the three most immediate concerns are: (1) the Accountant class series; (2) Administrative class series; and (3) the Senior Management series. The Accountant series represents about 60% of the entire workforce at the Board of Public Works housed within the Office of Accounting. This manages the day-to-day financial transactions of the Department of Public Works, including that of the Board of Public Works, and prepares the financial reporting required by federal and state laws, including the collection of revenues and oversight of the Public Works Trust Fund with a fiduciary valued at more than $100 million. The Administrative and Senior Management series are as important due to its critical role to support the Board Commissioners and eight Executive Offices.

Table 2 – Administrative Class Series

Class	**Positions**	**Eligible to retire**	**%**
Administrative Clerk	2	2	100%
Senior Administrative Clerk	8	4	50%
Principal Clerk	2	1	50%
Payroll Supervisor	1	1	100%

Table 3 – Accountant Series

Class	Positions	Eligible to retire	%
Accountant II	26	16	62%
Accounting Clerk I, II	4	4	100%
Departmental Chief Accountant II, IV	2	2	100%
Principal Accountant	3	2	67%
Senior Accountant I, II	16	13	81%

Table 4 – Senior Management Class Series

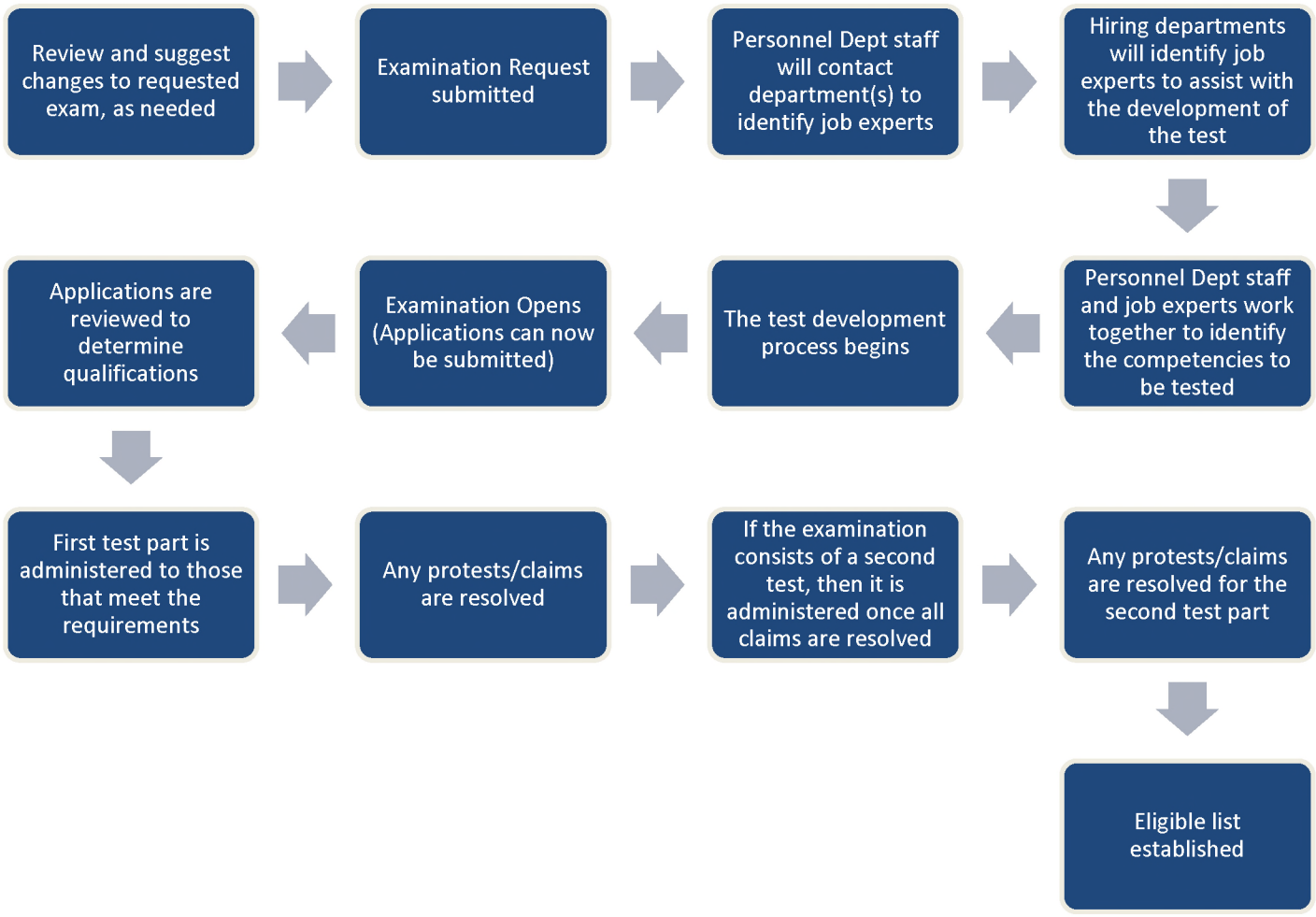
Class	Positions	Eligible to retire	%
Senior Management Analyst	5	3	60%
Senior Systems Analyst	2	2	100%

6. FINDINGS

The purpose of this report was to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies, included below, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

The Board of Public Works is facing some of the same loss of resource challenges that other City departments are facing. The Board of Public Works is open and seeking innovative ways to actively meet those challenges. Management is engaged and ready and the employees are receptive to the idea of changing their perception of the hiring process and succession planning in general. The staff in the Board will work to ensure the plan is implemented in close collaboration with the Personnel Department.

As an outcome of conversations with Personnel Department, the following chart was developed to illustrate the major steps from the time an Examination Request is submitted to the time the eligible list for that job classification is established.



Although the timeline sometime varies, depending on the examination, the goal is 120 days from the day the bulletin opens to establish an eligible list for examinations with only one test (e.g., only written) to 150 days from the day the bulletin open to establish the list for examinations with more than one test (e.g., written and interview).

7. DISCUSSION/RECOMMENDATIONS

The following specific concerns, issues and suggestions related to the hiring and succession planning process will continue to be discussed with the Personnel Department.

The recommendations, indicated in *italics*, were made by the Personnel Department. The recommendations below are not all inclusive and will continue to be developed as succession planning moves forward.

Area	**Recruitment/Retention**
Concern	**Increase diversity in hiring and training opportunities.**
Recommendations	1. *Increase diversity by employing recruitment strategies such as outreach and campus recruitment efforts.* 2. *Utilize bridging classes (i.e., Systems Aide, Management Aide, and Accounting Aide, if available).* 3. *Establish Internship Program - Leverage paid internships to expand and develop the workforce with the intent to bridge over to full-time public service.* 4. *Explore options to target local hiring through the existing classifications, such as Office Trainee, Administrative Trainee, or Vocational workers.* 5. *Explore options to recruit and attract women in entry level administrative, middle management and executive management by examining factors that prevent or become obstacles for all women.* 6. *Assisting women to gain para-professional and/or professional competencies needed to promote.*
Concern	**The numbers of qualified candidates are low.**
Recommendations	7. *Continue and expand college recruiting and continue on a recurring basis to ensure the best and brightest are recruited into the City* 8. *Encourage recruitment for student workers through existing employees and other student workers which promotes quality and diversity*

9. *Entertain college recruiting and look for ways to make the excellent (exempt) candidates regular City employees*

10. *Explore avenues hiring veterans through various military organizations*

11. *Establish additional career paths within the Board of Public Works to encourage retention*

12. *Develop a cross-training program within the Board to assist in the growth and development of existing employees*

13. *Budget additional entry level trainee positions*

14. *Use 12 month probation period to allow for full evaluation of probationary employees*

15. *Personnel staff supporting the Board must proactively collaborate with Recruiting staff to bring best qualified candidates in, as follows:*

Recruitment Methods Used by the Personnel Department

Personnel Department's website, *per.lacity.org – The Personnel Department website is linked to Neogov's integrated online job board Governmentjobs.com. Governmentjobs.com is an online government sector job board utilized by over 5,000 public sector employers nationwide. All the open job opportunities that are listed in the Personnel Department's website under "Exams Open to All" are automatically listed in Governmentjobs.com.*

Social Media Platforms *- The Personnel Department has recently started using social media channels to recruit for all the open job listings. The Personnel Department posts job opportunities on weekly basis in Facebook, Twitter, LinkedIn and Instagram. The Personnel Department's social media followers are steadily increasing and we currently have over 2,400 likes in Facebook.*

City of LA website *– The City of Los Angeles website lacity.org is a gateway for job seekers that are looking for employment with the City. The City of LA website directs job seekers to per.lacity.org to find current job listings and to initiate the application process.*

Jobsla.org Website – *The Economic and Workforce Development Department (EWDD) manages the jobsla.org website where employment information can be found for the Los Angeles*

	Region. City of LA job opportunities posted through Neogov and listed under Exempt Job Opportunities are also listed in the Jobsla.org website. ***College and Universities Career Center*** *– The Personnel Department utilizes the respective university career center job boards to advertise job opportunities to college students and graduates when the examination requires applicants to have a degree.* ***Professional or Trade Associations -*** *Professional and trade organizations in a variety of fields are used to reach out to individuals with a specific skill set.* ***Social Media for Associations –*** *The Personnel Department is able to connect with the social media platforms of associations, if they exist, to advertise job opportunities that require a specialized skill set.* ***Career or Job Fairs –*** *The Personnel Department may also attend Job Fairs or Career Fairs in order to actively seek applicants with a particular skill set.*
Area	**Examining**
Concerns	- Examination process takes too long, no standardized approach by exam analyst. - Open candidates should be above promotional candidates for some of the technical classifications when open candidates score higher. Promotional candidates sometimes lack the needed experience.
Recommendations	*16. Seek ways to expedite the hiring process (6-8 months is too long). Educate Departmental staff on the hiring process so they are engaged partners* *17. Ensure staff is working closely with Personnel Department's Examining Division so the correct material is included on exams and the best candidates are being selected* *18. Request on-going open application and testing process for Accountant classifications*

Area	Training/Employee Development/Leadership Development
Concern	**Limited training resources available and lack of existing leadership development program.**
Recommendations	19. *Access the Personnel Department's on-line supervisory and leadership training modules* 20. *Develop supervisory training program, which includes HR basics (knowledge of pending and upcoming exams to promote proactive participation in hiring/promotional process)* 21. *Develop a mentoring program for employees* 22. *Develop a leadership program that teaches and promotes the following skills:* ➢ *Technical* ➢ *Project Management* ➢ *Communication (oral and written)* ➢ *Budget/Personnel Knowledge* ➢ *Supervision* ➢ *Emotional Intelligence* 23. *Develop a pilot leadership training program and offer to supervisor and managers*
Area	**Transitional Succession Planning**
Concern	**No current system in place for knowledge capture and knowledge transfer.**
Recommendations	24. *Establish a location where historical files can be stored and accessed* 25. *Write desk manuals for each assignment*
Concern	**No system in place to cross-train, knowledge transfer, and hire interim staff once incumbent retires.**
Recommendations	26. *Establish a procedure when the application and hiring process has started to fill the anticipated vacancy.* 27. *Explore sub-authority position requests to fill critical positions to ensure cross-train occurs before the incumbent retires*

	28. *Explore the establishment of a "**transitional personnel (position) pool"** where the Board has authority to hire temporary staff on a limited, conditional basis, contingent upon funding, to hire a transitional position due to upcoming retirement. Once the cross-training occurs **and** the person anticipated retires **and** the position becomes vacant, then the transitional, temporary staff is offered a non-conditional job.*

8. TARGETED LOCAL HIRING

In compliance with the Mayor's Executive Directive 15, the Board is committed to working with the Mayor to create alternative pathways into the City workforce and consider a wide range of populations while marketing, conducting outreach, and ultimately hiring for jobs in the Board of Public Works.

The classification employed by the Board of Public Works which complies with the targeted classification as outlined through the Targeted Local Hire Task Force is the Administrative Clerk (hired as an Office Trainee).

The Board of Public Works would also like to explore the option of creating an Accounting Trainee or Accounting Aides classification to fill Administrative Clerk or Accounting Clerk positions through the Targeted Local Hiring Program. Additional position authorities will be requested through the City's regular budgeting process.

The Board is currently exploring options on how they can participate in the targeted local hire program and will specify the number of funded, full-time, vacant positions that can be filled in lieu with a Trainee classification. For example, the Board has two vacant position (left vacant due to salary savings target) and one upcoming vacancy that it can explore backfilling with a targeted local hire, contingent upon funding.

9. TECHNOLOGY

Technology needs are currently being explored and an Information Technology strategic plan is discussed in the next section of this proposed Plan. The Technology plan will explore, but not limited to, the following:

- Current technology usage
- Changes the Board would like to see in the future
- How technology will improve the Board's functionality
- First steps to beginning changes

II. INFORMATION TECHNOLOGY PLAN

1. Background

The Department of Public Works' Moto is "We work for you!" Our mission is to improve the quality of life for City residents through responsive, efficient, and effective delivery of services to every neighborhood and by reflecting a can-do attitude with our customers and stakeholders. The department is managed and overseen by a five-member full-time commission (Board), whom as a governing body is the general manager of the department and provides for public participation in departmental policy formulation. The Board is supported by one Executive Officer (overseeing eight Board Offices) and five Bureau Heads (also known as Bureau Directors) managing the day-to-day operations at each of the respective Bureaus of Contract Administration, Engineering, Sanitation, Street Services, and Street Lighting.

The Board supports and enhances a high quality of life for Los Angeles residents, businesses and visitors by providing well planned, environmentally sensitive, cost effective infrastructure and services to promote public health, personal safety, transportation, economic growth and civic vitality. It also responds to and aids in recovery from earthquakes, storms and other emergencies as an integral part of providing and managing public works services. As of Fiscal Year 2016/2017, the Department of Public Works is highly involved in a series of critical initiatives and programs, and in the implementation of Mayoral Executive Directives, such as but not limited to:

- ❑ Capital Infrastructure Investments and Construction
- ❑ Clean Streets Los Angeles
- ❑ Keep Los Angeles Beautiful, including Rain Barrel Program
- ❑ Great Streets
- ❑ Los Angeles River Restoration and Development
- ❑ Sidewalk Repair
- ❑ Minimum Wage and Creation of Office of Wage and Standards
- ❑ Pavement Preservation
- ❑ South Los Angeles Initiative
- ❑ Expansion and Protection of City's Street Tree Canopy (i.e. Street Trees-Urban Forest)
- ❑ Filming
- ❑ Petroleum and Natural Gas Administration and Safety

Some of most recent changes facing the Board is the development and implementation of several programs, such as the (1) Clean Streets Initiative, (2) Sidewalk Repairs and a Sidewalk Repair Incentive Program, (3) Street Tree

Removals, (4) Minimum Wage Office of Wage and Standard compliance and regulatory oversight, (5) creation of a new Petroleum and Natural Gas Administration and Safety, (6) Payment Processing less than 30 days for all vendors (both construction and non-construction) with a desired payment target of 14 days to small businesses, and (7) collection and transfer of revenues to the General Fund from Public Works activities.

Further, within the last two years, three new Commissioners were confirmed as part of the Board of Public Works, new Executive and Assistant Executive Officers joined the executive team, and approximately 20 new staff were hired, which represents about 25% of new employees to the Board. Yet, the Board's percentage of employees who are or will become eligible for retirement within the next three years is more than 50% and continues to rise. Therefore, this Information Technology Plan is intended to complement the Board's Workforce Development and Frontline Services Plan.

2. Vision

The vision of the proposed technology plan is to deliver Public Works services in a more effective and efficient manner while setting public policy and providing ongoing oversight of the Department of Public Works. The Board intends to explore best available and advanced technologies to facilitate the automation of routine processes that rely on manual methods of operation.

Transformation of these processes would:

i. Enable enhanced and transparent record-keeping;
ii. Promote better employee efficiency and organizational effectiveness; and,
iii. Improve workflow, and ultimately provide better public service delivery to our customers.

3. Goals

The top strategic goals are aligned to help meet our mission and vision, while focusing on succession planning, service restoration, and promoting and hiring an equitable workforce. The following goals will be achieved within the next three to five years, as follows (not in ordinal or priority order):

1. To recruit, hire, and train additional Systems and Financial Reporting staff, including management classes with project management or coordination experience, to support the execution of Board's technology goals.

2. To remodel and revitalize the Board's public-facing website to:
    i. enable easy and intuitive searching;

ii. facilitate the recruitment and retention of employees;
iii. leverage social media to engage public deliberation; and
iv. enable dynamic end-user content management.

3. To further explore the implementation of a department-wide automated agenda setting process. This system would include software-based agenda preparation and e-distribution, electronic vote tabulation, e-endorsements, and accurate search features.

4. To explore the development of a Board of Public Works intranet to:
   i. provide centralized intellectual resource management; and
   ii. provide a portal for employee training and development.

5. To explore partnering with the ITA and relevant Public Works bureaus to potentially develop the following types of accounting systems:
   i. automated U-Permits billing system;
   ii. department-wide invoice tracking system;
   iii. cashiering system;
   iv. accounting document filing system; and
   v. SCM Fixed Asset Accounting system.

6. To investigate methods of enhancing the security of our web applications with Secure Socket Layer encryption.

7. To explore the automation of various manual processes including:
   i. A system to electronically track and monitor Department of Public Works contracts, as required by the Los Angeles City Charter;
   ii. A self-service system to share manual tracked Stop Notices, Releases, and Bond In-Lieu Instruments with contracting community and internal customers, such as bureaus and City departments;
   iii. A system to track and assign CPRA requests with reminders to comply with state and federal laws; and
   iv. system to quickly create report for commissioners on upcoming contracting opportunity to eliminate potential to be involved in contracting decision making process and also provide tool or list of potential contractors that have bidded or likely to bid on contracting opportunities. This will help commissioners avoid the potential of non-compliance of city laws and ethical guidelines, and gift and donation tracking.

8. To enhance the disaster recovery status of our in-house applications.

4. Objectives

In order to meet the goals set-forth in this Plan, the Board plans to:

1. Hire and train two Systems Analysts and one Systems Aide to work in the areas of web development, applications development, and general systems support.

2. Partner with the ITA to transform and enable the Board's public-facing website with a modernized user experience.

3. Partner with City Clerk to implement the electronic voting component of Novus Agenda

4. Partner with the Bureau of Engineering to develop a centralized, content-rich Board of Public Works Intranet site with web-enabled and relevant department-specific resources

5. Perform feasibility studies for development of the following accounting systems:
    i. automated U-Permits billing system
    ii. department-wide invoice tracking system
    iii. cashiering system
    iv. accounting document filing system
    v. SCM Fixed Asset Accounting system

6. Apply SSL encryption to the MERLIN application

7. Perform analysis and feasibility studies on automation of:
    i. DPW contracts
    ii. Manual Stop Notices
    iii. CPRA requests
    iv. Contracting Opportunity Status

8. Develop a formal backup and recovery procedure for MERLIN and other in-house applications

5. Department Capacity and Services

The Board of Public Works provides the following services:

1. Board Members (Commissioners):
    i. The executive team that administers the City of Los Angeles, Department of Public Works (composed of the Board of Public Works Offices, the Bureau of Contract Administration, Bureau of Engineering, Bureau of Sanitation, Bureau of Street Lighting, and Bureau of Street Services).
2. Board Secretariat:
    i. Prepares and disseminates agendas, journals and minutes of Board meetings, both physically and digitally
    ii. Maintains searchable records of agendas, journals and minutes of Board meetings
    iii. Receives and processes bids and Stop Notice claims for construction projects
    iv. Tracks insurance for construction projects
3. Office of Community Beautification:
    i. Process and respond to online and telephonic requests for graffiti removal
    ii. Process online Adopt-a-Median and Adopt-a-Spot programs
    iii. Provide community beautification services, such as tree planting and watering, small litter clean-up, weed abatement, street median and sidewalk maintenance, hardscape and landscape services, etc.
    iv. Support and hires At-Risk Youth and Transitional Works via Community Based Organizations, Clean and Green Program, and LA River Program.
4. Office of Accounting
    i. Provides accounting and financial services to the Board of Public Works, Public Works bureaus, the City Controller, City Administrative Officer, Office of Finance and other City Departments.
    ii. Accounts for all financial transactions, accumulates and records project and program costs, bills and collects revenue from the public and governmental agencies for City services; bills and collects reimbursements from federal, state and local grantor agencies and bond funds that finance City capital projects; assures expenditures are in compliance within appropriation and budgetary constraints; processes payments to vendors, contractors and suppliers; prepares financial reports and statements for Department special program and capital funds; implements business systems and ad hoc financial reporting systems; and is responsible for maintaining the financial integrity of accounting records.
    iii. Is responsible for ensuring that the Department is in compliance with internal control policies (ICP), generally accepted accounting principles (GAAP) and standards (GAAS), applicable

pronouncements established by Governmental Accounting Standards Board (GASB) and by Financial Accounting Standards Board (FASB). The Office acts as the Department's main coordinator and conduit with the City's internal auditors, other governmental agencies' auditors, and the City's contracted independent Certified Public Accountant (CPA).

5. Project Restore
    i. Project Restore was established in 1986 to recapture the splendor of the Public Works Session Room in Los Angeles City Hall by replicating the original wooden pews which had been removed. With the completion of the restorations of Los Angeles City Hall and the Valley Municipal Building, this organization remains dedicated to the restoration and maintenance of valuable city buildings, preserving these landmarks in order to maintain the culture and history that reside within them.
6. FilmLA
    i. Provides a dedicated Citywide Filming Coordinator and Industry Liaison who addresses the needs of the industry and community to ensure a film-friendly experience.
7. Petroleum and Natural Gas Administration
    i. Responsible for planning, developing, administering, examining, and reporting on a comprehensive Petroleum and Natural Gas Administration and Safety program.
    ii. Provide policy advice to the Mayor, City Council, and the Board of Public Works and its Executive Officer on Petroleum and Natural Gas Administration matters.
    iii. Examines and reports on the exploration for and production of petroleum within the City.
    iv. Develops relationships with County, State, and Federal regulators
    v. Oversees the City's franchise agreement functions, such as managing, monitoring, negotiating, and reporting on current and potential new utility franchise agreements, and determines compliance with all provisions of oil and gas (utility) leases.
    vi. Provides inspection and safety compliance; pre-and post-contingency planning, management, and response.
8. Financial Reporting

    Financial System Support Group is in charge of development, maintenance, and administration of the Board's financial application systems:
    i. Responsible for the development, maintenance, and administration of the Department's financial application systems

ii. Analyzes, designs, develops, enhances, and updates the current Business Intelligent and Information Delivery System (BIIDS).
iii. Identifies, analyzes, designs, develops, and implements new financial solutions to improve the efficiency and economy of Public Works operations.
iv. Researches, provides specifications for acquiring new servers and network switch. Installs, configures, administers, and maintains BIIDS application and database servers.
v. Provides end user support through continued consulting, technical advising, and trainings.

9. Systems Services

i. Supports the decision making process of the Board and its offices by providing quality, cost effective, secure and effective service and support for the department's core computer systems.
ii. Plans and prepares the Board's annual technology budget for procurement of technical assets and services.
iii. Interfaces with vendors to ensure compliance with citywide standards and accurate tracking of purchased goods. Maintains inventory-tracking of resources from procurement through end-of-life disposition. Responds to internal and vendor-initiated audits, and enforces City of Los Angeles Information Technology standards and policies.
iv. Installs and manages all departmental personal computers, printers, peripherals, software, and other related technology resources.
v. Develops and maintains automated solutions that enhance basic services of the department
vi. Troubleshoots the department's computing systems, networks, and applications to identify and resolve technical and other operational difficulties.
vii. Configures and maintains the department's network operating system, by way of ongoing management of the network clients, schema, storage, and security.
viii. Designs, develops, codes, and maintains the Board of Public Works and the Department of Public Works websites.
ix. Develops and supports in-house database applications as needed, such as the Board of Public Works Insurance Tracking System.
x. Interfaces and coordinates with other City departments to provide intra-departmental technology solutions.

6. Present Department Information Technology Services

1. Department Applications

i. Application Name: A/P Document Tracking System (APDTS)

1. Description: To maintain and monitor documents related to accounts payable.
2. System Status: Retired
3. Owning Department: PWK
4. Owning Department Contact Name: None
5. Maintaining Department: PWK
6. Application Type: Mainframe
7. Department or Customers Using the System: ACT
8. Vendor or Contractor: NA
9. Present # of Users: NA
10. 3 Yrs Projected Total of Est. # of Users: NA
11. Open Data Available?: NA
12. Annual Estimated Cost: NA
13. Launch Date: NA
14. End of Life or Refresh: NA
15. Type of Hosting: NA
16. Plans in Place for Disaster Recovery: NA
17. Application Capability: NA

ii. Application Name: B-Permit Interim Transfer

1. Description: Facilitate the fund transfer for reimbursement purposes from the Trust Fund to General Fund.
2. System Status: Retired
3. Owning Department: PWK
4. Owning Department Contact Name: NA
5. Maintaining Department: PWK
6. Application Type: Mainframe
7. Department or Customers Using the System: ACT
8. Vendor or Contractor: NA
9. Present # of Users: NA
10. 3 Yrs Projected Total of Est. # of Users: NA
11. Open Data Available?: NA
12. Annual Estimated Cost: NA
13. Launch Date: NA
14. End of Life or Refresh: NA
15. Type of Hosting: NA
16. Plans in Place for Disaster Recovery: NA
17. Application Capability: NA

iii. Application Name: B-Permit Status
    1. Description: Generates reports and statements for permittees to provide them status of their building permits.
    2. System Status: Retired
    3. Owning Department: PWK
    4. Owning Department Contact Name: NA
    5. Maintaining Department: PWK
    6. Application Type: Mainframe
    7. Department or Customers Using the System: ENG
    8. Vendor or Contractor: NA
    9. Present # of Users: NA
    10. 3 Yrs Projected Total of Est. # of Users: NA
    11. Open Data Available?: NA
    12. Annual Estimated Cost: NA
    13. Launch Date: NA
    14. End of Life or Refresh: NA
    15. Type of Hosting: NA
    16. Plans in Place for Disaster Recovery: NA
    17. Application Capability: NA

iv. Application Name: Board of Public Works Insurance Tracking System
    1. Description: Tracks contractors submitted insurance documentation
    2. System Status: Active
    3. Owning Department: PWK
    4. Owning Department Contact Name: Hernandez, Grisela
    5. Maintaining Department: PWK
    6. Application Type: Thick Client
    7. Department or Customers Using the System: PWK
    8. Vendor or Contractor: NA
    9. Present # of Users: 2
    10. 3 Yrs Projected Total of Est. # of Users: 2
    11. Open Data Available?: NO
    12. Annual Estimated Cost: 0
    13. Launch Date: 5/2010
    14. End of Life or Refresh: 5/2018
    15. Type of Hosting: On Premise
    16. Plans in Place for Disaster Recovery: Yes
    17. Application Capability: Insurance tracking database

v. Application Name: Business Intelligence & Information Delivery System (BIIDS)

1. Description: Board of Public Works most comprehensive solution for managing and delivering all critical business intelligence including budget and financial information.
2. System Status: Active
3. Owning Department: PWK
4. Owning Department Contact Name: MARY JEAN DEVERA
5. Maintaining Department: PWK
6. Application Type: Web-based
7. Department or Customers Using the System: CAD, CAO, EWDD, DOD, ENG, FIR, HCIDLA, LGT, PWK, PWP, SAN, SMT, TRE, LADOT, ZOO
8. Vendor or Contractor: NA
9. Present # of Users: 1078
10. 3 Yrs Projected Total of Est. # of Users: 1200
11. Open Data Available?: YES
12. Annual Estimated Cost: 30000
13. Launch Date: 07/2003
14. End of Life or Refresh: NA
15. Type of Hosting: On premise
16. Plans in Place for Disaster Recovery: No
17. Application Capability: Financial System

vi. Application Name: Contract Cross Reference System
1. Description: Contract Cross Reference System
2. System Status: Retired
3. Owning Department: PWK
4. Owning Department Contact Name: NA
5. Maintaining Department: PWK
6. Application Type: Mainframe
7. Department or Customers Using the System: ACT
8. Vendor or Contractor: NA
9. Present # of Users: NA
10. 3 Yrs Projected Total of Est. # of Users: NA
11. Open Data Available?: NA
12. Annual Estimated Cost: NA
13. Launch Date: NA
14. End of Life or Refresh: NA
15. Type of Hosting: NA
16. Plans in Place for Disaster Recovery: NA
17. Application Capability: NA

vii. Application Name: Fin. Info. & Deposits Distribution Sys (FIDDS) (FIDDS)

1. Description: The system creates cash receipt documents that distribute bank deposits from the Treasurer's Bank Relations System and monies collected from all public counters.
2. System Status: Active
3. Owning Department: PWK
4. Owning Department Contact Name: SANTIAGO, VICTORIA
5. Maintaining Department: PWK
6. Application Type: Web-based
7. Department or Customers Using the System: ACT
8. Vendor or Contractor: NA
9. Present # of Users: 8
10. 3 Yrs Projected Total of Est. # of Users: 8
11. Open Data Available?: YES
12. Annual Estimated Cost: 0
13. Launch Date: 07/2003
14. End of Life or Refresh: NA
15. Type of Hosting: On Premise
16. Plans in Place for Disaster Recovery: No
17. Application Capability: Financial System

viii. Application Name: Financial Data Mgmt. System (FDMS) (FDMS)
1. Description: A financial system that has all FMIS data that relates to Public Works budgets, expenditures, payables, receivables, etc. This system is now replaced by BIIDS.
2. System Status: Retired
3. Owning Department: PWK
4. Owning Department Contact Name: MARY JEAN DEVERA
5. Maintaining Department: PWK
6. Application Type: Web-based
7. Department or Customers Using the System: ACT, CAD, CAO, EWDD, CTR, DOD, ENG, FIR, HCIDLA, LGT, PWK, PWP, SAN, SMT, TRE, LADOT, ZOO
8. Vendor or Contractor: NA
9. Present # of Users: NA
10. 3 Yrs. Projected Total of Est. # of Users: NA
11. Open Data Available?: NA
12. Annual Estimated Cost: NA
13. Launch Date: NA
14. End of Life or Refresh: NA
15. Type of Hosting: NA
16. Plans in Place for Disaster Recovery: NA

17. Application Capability: NA

ix. Application Name: MERLIN
    1. Description: A revolutionary ad hoc financial information delivery system that allows you to retrieve business intelligence in an infinite number of query combinations using plain English. It is a very sophisticated system that can integrate with any data source, anywhere and on any platform. It also calculates statistical averages and standard deviation in an unlimited number of combinations and at any level of detail.
    2. System Status: Active
    3. Owning Department: PWK
    4. Owning Department Contact Name: MARY JEAN DEVERA
    5. Maintaining Department: PWK
    6. Application Type: Web-based
    7. Department or Customers Using the System: ACT, CAD, CAO, EWDD, CTR, DOD, ENG, FIR, HCIDLA, LGT, PWK, PWP, SAN, SMT, TRE, LADOT, ZOO
    8. Vendor or Contractor: NA
    9. Present # of Users: 1078
    10. 3 Yrs. Projected Total of Est. # of Users: 1200
    11. Open Data Available?: YES
    12. Annual Estimated Cost: 0
    13. Launch Date: 7/2003
    14. End of Life or Refresh: NA
    15. Type of Hosting: On Premise
    16. Plans in Place for Disaster Recovery: No
    17. Application Capability: Financial System

x. Application Name: Permit Balance Inquiry System (PBIS)
    1. Description: This application informs the users of the permittee deposits and transfer of funds for all related permits.
    2. System Status: Retired
    3. Owning Department: PWK
    4. Owning Department Contact Name: NA
    5. Maintaining Department: PWK
    6. Application Type: Mainframe
    7. Department or Customers Using the System: ACT
    8. Vendor or Contractor: NA
    9. Present # of Users: NA
    10. 3 Yrs. Projected Total of Est. # of Users: NA

11. Open Data Available?: NA
12. Annual Estimated Cost: NA
13. Launch Date: NA
14. End of Life or Refresh: NA
15. Type of Hosting: NA
16. Plans in Place for Disaster Recovery: NA
17. Application Capability: NA

xi. Application Name: Petty Cash System
    1. Description: Used to process all petty cash receipts in the PW Department.
    2. System Status: Retired
    3. Owning Department: PWK
    4. Owning Department Contact Name: SANTIAGO, VICTORIA
    5. Maintaining Department: PWK
    6. Application Type: Web-based
    7. Department or Customers Using the System: PWK
    8. Vendor or Contractor: NA
    9. Present # of Users: NA
    10. 3 Yrs. Projected Total of Est. # of Users: NA
    11. Open Data Available?: NA
    12. Annual Estimated Cost: NA
    13. Launch Date: NA
    14. End of Life or Refresh: NA
    15. Type of Hosting: NA
    16. Plans in Place for Disaster Recovery: NA
    17. Application Capability: NA

xii. Application Name: Restore website (restore)
    1. Description: Established in 1986, Project Restore is a 501 (C) 3 non-profit organization committed to the historic restoration and revitalization of City of Los Angeles-owned historic facilities. Project Restore's philosophy is the realization that an important part of Los Angeles' heritage can be found in its unique and irreplaceable municipal buildings, many of which serve the public as civic, cultural, architectural and historical resources.
    2. System Status: Retired
    3. Owning Department: PWK
    4. Owning Department Contact Name: JEW, KEVIN
    5. Maintaining Department: ITA
    6. Application Type: Web-based

7. Department or Customers Using the System: Citywide, Public
8. Vendor or Contractor: NA
9. Present # of Users: NA
10. 3 Yrs. Projected Total of Est. # of Users: NA
11. Open Data Available?: NA
12. Annual Estimated Cost: NA
13. Launch Date: NA
14. End of Life or Refresh: NA
15. Type of Hosting: NA
16. Plans in Place for Disaster Recovery: NA
17. Application Capability: NA

xiii. Application Name: Trust Fund System
1. Description: The system keeps track of various funds which consist primarily of deposits made by individuals, organizations and contractors. Trust Fund System keeps track of various funds that consist primarily of deposits made by individuals, organizations, and contractors.
2. System Status: Active
3. Owning Department: PWK
4. Owning Department Contact Name: SANTIAGO, VICTORIA
5. Maintaining Department: PWK
6. Application Type: Web-based
7. Department or Customers Using the System: ACT
8. Vendor or Contractor: NA
9. Present # of Users: 10
10. 3 Yrs. Projected Total of Est. # of Users: 10
11. Open Data Available?: NO
12. Annual Estimated Cost: 0
13. Launch Date: 07/2016
14. End of Life or Refresh:
15. Type of Hosting: On-Premise
16. Plans in Place for Disaster Recovery: No
17. Application Capability: Financial System

xiv. Application Name: Wastewater Rates
1. Description: Provides automated processes in the calculation of various indirect rates components such as compensated time off (CTO), retirement, program, bureau, department and net related cost (NRC) used in the Wastewater Capital and Operation and Maintenance billings.
2. System Status: Active

3. Owning Department: PWK
4. Owning Department Contact Name: SANTIAGO, VICTORIA
5. Maintaining Department: PWK
6. Application Type: Web-based
7. Department or Customers Using the System: ACT
8. Vendor or Contractor: NA
9. Present # of Users: 10
10. 3 Yrs. Projected Total of Est. # of Users: 10
11. Open Data Available?: NO
12. Annual Estimated Cost: 0
13. Launch Date: 07/2007
14. End of Life or Refresh:
15. Type of Hosting: On Premise
16. Plans in Place for Disaster Recovery: No
17. Application Capability: Financial System

xv. Application Name: WPMD Capital Billing
1. Generates cost reports and billings for other City agencies. Provides the automated Contractual Agency Capital billing process and generation of various financial and cost reports required by various agencies for their share in conjunction with sewer construction and maintenance services in connection with the upgrade and expansion of the sewer system.
2. System Status: Active
3. Owning Department: PWK
4. Owning Department Contact Name: SANTIAGO, VICTORIA
5. Maintaining Department: PWK
6. Application Type: Web-based
7. Department or Customers Using the System: ACT
8. Vendor or Contractor: NA
9. Present # of Users: 10
10. 3 Yrs. Projected Total of Est. # of Users: 10
11. Open Data Available?: NO
12. Annual Estimated Cost: 0
13. Launch Date: 07/2007
14. End of Life or Refresh:
15. Type of Hosting: On Premise
16. Plans in Place for Disaster Recovery: No
17. Application Capability: Financial System

xvi. Application Name: 311 - Anti-Graffiti Request System (AGRS)

1. Used for entering and tracking graffiti removal requests citywide. Removal requests are entered by 311 call center agents, city staff, or the general public. City contractors utilize the system to manage and close out the requests. System Status: Active
2. Owning Department: PWK
3. Owning Department Contact Name: RACS, PAUL
4. Maintaining Department: ITA
5. Application Type: Web-based
6. Department or Customers Using the System: ITA, PWK, Public
7. Vendor or Contractor: ITA
8. Present # of Users: 10
9. 3 Yrs. Projected Total of Est. # of Users: 0
10. Open Data Available?: YES
11. Annual Estimated Cost: 0
12. Launch Date: 10/01/2008
13. End of Life or Refresh: 06/30/2017
14. Type of Hosting: ITA Hosted
15. Plans in Place for Disaster Recovery: Yes
16. Application Capability: Service request system. Database no longer used for graffiti requests. Replaced by MyLA311. Still use for historical data.

xvii. Application Name: SAGE Enterprise Accounting System

1. Used to record, track and account for SCM (Sewer Construction and Maintenance Fund) financial transactions on accrual basis and used to generate SCM Financial Statements.
2. System Status: Active
3. Owning Department: PWK
4. Owning Department Contact Name: SANTIAGO, VICTORIA
5. Maintaining Department: PWK
6. Application Type: Web-based
7. Department or Customers Using the System: ACT
8. Vendor or Contractor: SAGE
9. Present # of Users: 4
10. 3 Yrs. Projected Total of Est. # of Users: 4
11. Open Data Available?: NO
12. Annual Estimated Cost: 0
13. Launch Date: 07/01/2013
14. End of Life or Refresh:
15. Type of Hosting: BOS Hosted

16. Plans in Place for Disaster Recovery: Yes
17. Application Capability: Financial System

2. **Real Estate Applications (NONE)**

3. **Network and Infrastructure**
   i. Data Center or Server Rooms: Server Rooms
   ii. Name of Data Center or Server Rooms Location: Board of Public Works BIIDS Server Room
   iii. Data Center or Server Rooms Location: 200 N. Spring, 9th Floor
   iv. # of Racks: 3
   v. # of Servers (Physical or Virtual): 2
   vi. # of Workloads in the Cloud:
   vii. % of Server Virtualization: 0
   viii. If you have a IT Help Desk, # of Tickets/Month (Average):
   ix. # of Staff Supporting the Help Desk:
   x. If you have a Call Center(s), # Monthly Calls (Average):
   xi. # of Staff Supporting Call Center:
   xii. What Type of Metrics are You Collecting for IT Performance:
   xiii. VOIP and/or Traditional Voice System: Traditional Voice
   xiv. Describe Cybersecurity Provided (Beyond Anti-Virus):
   xv. Total Storage in Terabyte: 22
   xvi. % of Storage on Premise: 100
   xvii. % of Storage on Cloud: 0

4. **Department Overview and Technical Staff**
   i. Adopted Budget for Department: $18,054,427
   ii. Adopted Budget for IT only: $574,453
   iii. # of Department Staff: 90
   iv. # of IT Staff: 4
   v. # of Application Programmers: 0
   vi. # of System Administrators: 2
   vii. # of Network Staff: 1 (same position filled by 1 System Administrator [vi above])
   viii. # of IT Generalists: 1 (same position filled by 1 System Administrator / Network Staff [vi / vii above])
   ix. # of Database Administrators: 3
   x. # of IT Contractors: 0
   xi. # of IT Student Workers (not already counted): 0
   xii. Are there concerns about future IT staffing?: YES
   xiii. Are there other IT concerns for future operations?: Ability to fund hardware and software resources for ongoing departmental growth.

xiv. What plans do you have or what support is needed to manage these concerns?: Budget approval for new hardware and required City standard software to cover at least a 15% growth in staffing.

7. Future Department Information Technology Services

1. We expect to expand and enhance the Board's Information Technology staffing and infrastructure to better support the requirements necessary to fulfill the Board's stated Information Technology goals.
2. We expect to modernize Board's public-facing web user experience with improved searching, content management, and updated interface.
3. We expect to implement additional features of NovusAgenda to facilitate e-distribution, electronic vote tabulation, e-endorsements, and improved search features.
4. We expect to develop a Board of Public Works intranet site to act as a portal to internal Board of Public Works and City resources.
5. We expect to hire and train additional Information Technology development staff to enable building of needed accounting systems, including automated U-permits billing, invoice tracking, cashiering, document filing, and fixed asset accounting.
6. We expect to implement Secure Socket Layer encryption with MERLIN
7. We expect to hire and train additional Information Technology development staff to enable building of automated workflow processes such as contract tracking, Manual Stop Notice advisements, CPRA request tracking, and contracting opportunity tracking.
8. We expect to review, analyze, and develop a comprehensive Board of Public Works disaster recovery plan and process.

8. Department Information Technology Transformation

1. Expand and train sufficient Information Technology staff to support development of Information Technology goals
2. Modernize public-facing web presence to enable and enhance public engagement and service delivery
3. Automate manual processes to streamline workflow and enable staff to work more efficiently
4. Implement computerized tracking systems for existing and non-existing manual accounting-based tracking systems.
5. Promote, encourage, and support the security and value of the Board's technology resources through improved security and disaster recovery planning.

9. Department Information Technology Roadmap

The following table provides the Board's Information Technology Plan based on the Mayor's goal to Make Los Angeles the best run big city in America. The objective is to develop and support new, automated solutions for current slow manual processes, increase Systems staffing to support these automations, and evaluate feasibility of future automations. More important, the following table illustrates the technology and resource needs anticipated (subject to revisions) through June 2018 with some projects continuing through year three of the proposed plan.

		2016		2017												2018					
	RESOURCES ANTICIPATED	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
Board Secretariat - Agenda Setting Automation																					
NovusAgenda	None - Leveraging Existing Resources at Board and City Clerk																				
Evaluate additional modules (e-distribution, self-service, et	1 Management Aide*** and 1 Systems Aide * (BPW will continue to leverage City Clerk Resources)																				
Executive Offices - Evaluate Automation Feasibility																					
Manual Stop Notices	1 Management Aide *** and 1 Systems Aide *																				
CPRA and FOIA Processing																					
Commissioner Do Not Contract List, Contract Disclosure, and Ethics Disclosure																					C
Office of Accounting - - Evaluate Automation Feasibility																					
U-permits Billing System	1 Systems Analyst**** and 1 Programmer Analyst **																				
Invoice Tracking System																					C
Cashiering system																					C
Document Filing System																					C
SCM Fixed Asset System																					C
Financial Systems																					
Hire additional staff	1 Systems Analyst ****																				
Evaluate Secure Socket Layer Encryption of web applica																					
Office of Community Beautification/Project Restore/Board Secretariat																					
Website Redesign Office	1 Webmaster, 1 Programmer Analyst **, 1 Social Media Analyst (BPW will leverage ITA and Public Affairs Resources)																				
Systems Services																					
Hire additional staff	1 Programmer Analyst**, 1 Systems Analyst, 1 Systems Aide*																				
Automate Service Requests	1 Systems Aide *																				
*, **, or *** Same Position can be leverage for multiple projects																					
C = Continues beyond June 2018 for one more year																					

10. Recommendations

The proposed Information Technology Plan focuses on three basic areas of improvements supported by eight major goals. The three basic areas are: (1) improving the Board's Web and Social Media, (2) Update, Upgrade, Automate, and Streamline Dated Workflows, and (3) Enhance the Board's Disaster Planning, Recovery (e.g. construction, operating, financial, and systems), and Response. The eight goals are to: (1) recruit, hire, and train staff; (2) remodel and revitalize the Board's public-facing website; (3) automate and improve agenda process; (4) develop an Intra-net; (5) partner with the Information Technology Agency and others to improve the department's accounting systems; (6) enhance security of web applications with Secure Socket Layer encryption; (7) automate various manual processes through Board's operations and services; and (8) enhance the disaster recovery status of our in-house applications.

In order to improve the proposed areas and achieve the proposed goals, the Board of Public Works will request additional staffing and resources to implement said initiatives. At minimum, seven systems, programmer, and web oriented positions will be requested in the coming years. In addition, some accounting and managerial positions will be required to coordinate and oversee the non-technical responsibilities to help restore the delivery of public services. In total, it is anticipated that about ten (8) to twelve (12) position to implement the proposed Information Technology Plan. To the extent possible, the Board of Public Works will seek opportunities to leverage existing resources, partner with other City department, and most important explore cost-sharing options.

11. Appendices

Department Applications Survey

CITY OF LOS ANGELES
Equitable Workforce and Service Restoration Plan
Bureau of Contract Administration



Public Works Bureau of Contract Administration

Equitable Workforce and Service Restoration Plan

September 2016

BACKGROUND

According to the International Public Management Association (IPMA), "Workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives."[1]

Effective planning ensures the City's workforce has a comprehensive vision for sustainability as we move into the future. A successful workforce planning program will anticipate the workforce gaps and needs to ensure the City's workforce is able to continue to provide exceptional service to the residents of Los Angeles.

The City of Los Angeles' Civil Service process provides a vehicle by which Departments are able to draw from a pool of qualified candidates who have the required experience, taken the necessary tests and scored well enough to be placed on an eligible list. However, this vetting process has some draw backs. This plan identifies them and also identities recommendations that have been discussed with the Personnel Department for further review and discussion.

Meanwhile, according to the Los Angeles City Employees Retirement System figures, nearly 45% of the Bureau of Contract Administration (BCA) employees will be eligible for retirement, either early or regular, as of June 30, 2019. The City of Los Angeles percentage across the civilian workforce is 46%. Specifically, 164 of BCA's 364 employees will be eligible for early or regular retirement. If these retirement-eligible employees do leave in the next three years, along with their institutional knowledge, BCA's operations will be severely impacted. This plan identifies these positions.

In an effort to address the impending loss of such a high rate of our workforce, BCA has worked closely and collaboratively with the Personnel Department on developing a Workforce Plan to address the large number of City employees who will be retirement-eligible in the next three years and beyond.

This Strategic Plan also identifies BCA's most important initiatives to be accomplished over the next several years in the context of recommendations for recruitment, examining, employee development, and knowledge capture and transfer improvements.

[1] International Public Management Association (IPMA), Workforce Planning Resource Guide for Public Sector Human Resources Professionals (2002) http://www.publicpower.org/files/Member/IPMACPSWorkforcePlanningBooklet.pdf

STRATEGIC PLAN

The Bureau of Contract Administration (BCA) is one of five Bureaus within the Department of Public Works. BCA is directed by the Inspector of Public Works with oversight from the Board of Public Works. Our work touches every aspect of the City's operations from public infrastructure improvements and maintenance to minimum wage enforcement.

BCA provides legally-required **Quality** assurance inspection services for all public facilities and improvements, public or private, in the City right-of-way. In addition, our inspectors ensure **Compliance** with all contractual and permit requirements to ensure that City standards are consistently and fairly maintained. The new Office of Wage Standards (effective July 1, 2016) will ensure **Compliance** with the City's Minimum Wage Ordinance across all business sectors. The Office of Contract Compliance promotes **Compliance** through wage and ordinance enforcement and **Opportunity** by providing businesses and people access to work on City contracts.

BCA is composed of inspectors, technical support staff and administrative professionals who are committed to making this the "best run big city in America." Our core value is to Serve with **PRIDE!**

People Protect and provide opportunities for those we serve. Champion a diverse contracting and work environment. Promote meaningful and effective partnering.

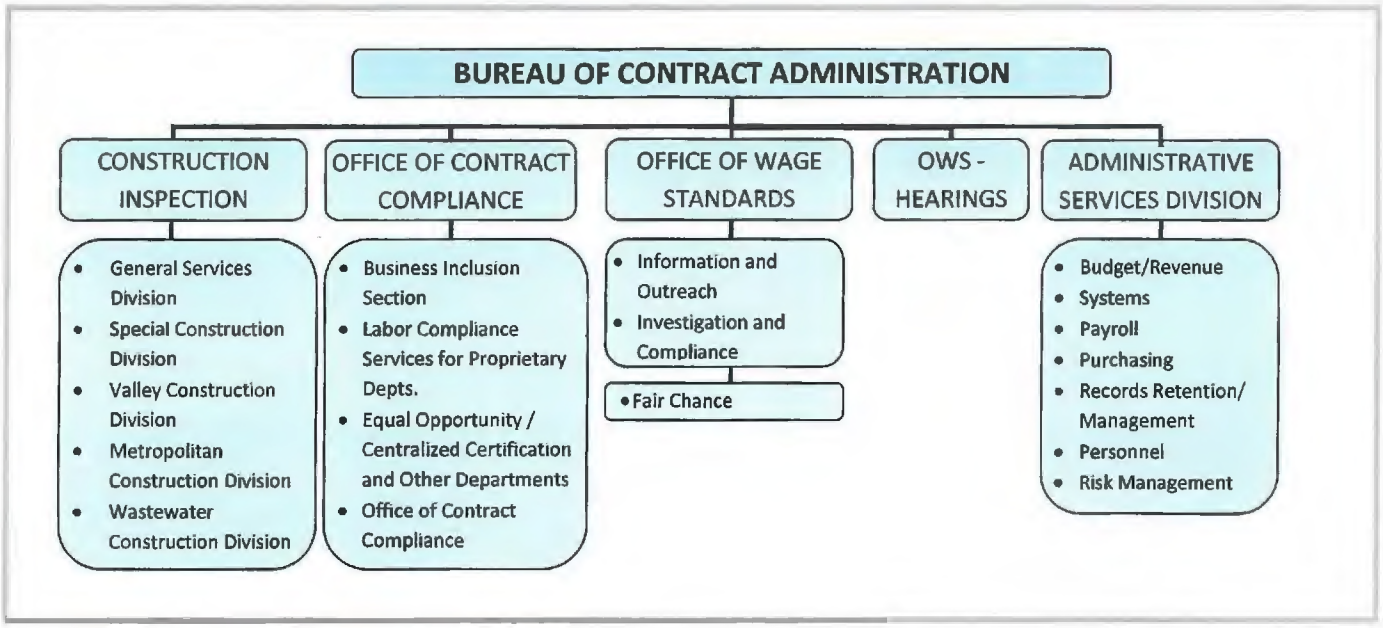
Respect Esteem the roles and responsibilities of others. Communicate with courtesy and clarity. Treat others with dignity and professionalism.

Integrity Invest in the truth. Operate transparently in conversation and conduct. Preserve credibility in the eyes of the community.

Dedication Do the right thing consistently. Be accountable to those we serve. Follow through on assignments. Finish what we begin.

Excellence Expect quality. Be the best provider of choice. Encourage improvement, productivity, and growth.

The demand for BCA's inspection services, contract compliance review and minimum wage enforcement, is expected to increase over the next three to five years. The knowledge, skills and qualifications of existing inspectors and analysts will be in high demand. BCA anticipates an immediate need to backfill positions that are vacated due to retirements, and also expects to increase the workforce to meet a growing volume of work. The growth and expansion of services will also require an investment in technology to ensure prompt and consistent delivery of services. The high number of eligible retirees poses a challenge as we strive to foster and preserve BCA's core values, identified above, through targeted professional development, mentorship and technical training.



To ensure the **Quality** of our processes, BCA implemented Con Ad STAT four years ago. This process regularly brings management and supervision together to review current performance data and ensure we are providing our services in the most effective and economical way possible. For the purpose of this Plan, BCA features five (5) initiatives of significant long term priority, involving the implementation of: the Office of Wage Standards, Local – Apprentice – Transitional Worker, the Sidewalk Replacement Program, Construction Zone Mobility Inspections, and Risk Management.

<u>Office of Wage Standards - Management Analyst and Support Personnel</u>

BCA seeks to maintain a responsive and efficient monitoring unit that educates all stakeholders and enforces guidelines that ensure proper minimum wage compensation, access to paid sick leave, and fair chance employment opportunities. The Office of Wage Standards (OWS) will enhance internal and external partnerships that facilitate a consistent and prompt resolution to wage theft and proper restitution.

Sufficient staffing, infrastructure resources, office space to operate an effective program, issues related to the paid sick leave requirement, and an enforcement strategy for the "Fair Chance Ordinance" (Ban the Box) remain top concerns.

BCA anticipates that the FY 2017-18 budget requests for OWS will focus on acquiring the remaining seven (7) positions forecasted in the minimum wage implementation plan. This includes six Management Analysts and clerical support. In addition, two positions will be requested to respond to Ban the Box responsibilities.

Existing and anticipated investments in technology in support of this initiative are identified in Section VI (Technology Strategy) later in the Plan.

Local – Apprentice – Transitional Worker – Management Analyst and Contract Compliance

BCA is focused on strategically maximizing the investment in workforce development through monitoring contractors to encourage an environment that educates and equips apprentices to participate in and contribute to the City's capital improvement program. Through greater emphasis in apprenticeship utilization, opportunities for local workers are expected to grow. In addition, this effort will minimize barriers to employment for transitional workers and widen the path that leads to a constructive career. BCA has worked with certified Transitional Job Opportunities Programs (TJOP) to promote Disadvantaged/Transitional hiring.

From a personnel standpoint, for FY 2017-18, BCA will attempt to maintain current staffing levels to ensure effective engagement and monitoring on Public Works, the Port of Los Angeles (POLA), Los Angeles World Airports (LAWA), and Council controlled departments with PLA projects. BCA also monitors and receives additional requests to oversee Local Hire efforts under development and disposition agreements. This means BCA must fill existing positions as they become vacant.

Existing and anticipated investments in technology in support of this initiative are identified in Section VI (Technology Strategy) later in the Plan.

Sidewalk Replacement Program Outreach and Opportunity - Construction Inspectors

BCA's involvement in the Sidewalk Replacement Program is to create a CLEAR unobstructed path comprised of properly constructed sidewalks, growth and development opportunities for small businesses, and career development opportunities for transitional workers throughout the City of Los Angeles.

CLEAR stands for **C**onsistent contracting processes Citywide which will **L**evel the playing field for all businesses interested in competing for City contracts. **E**ducation and standardization will eliminate confusion, make the contracting process more **A**ccessible to all, and ensure **R**esponsible behavior by all participants in the contracting process.

Through the Sidewalk Replacement Program, BCA's focus will be on coordination and collaboration between the community, contractors and certified TJOP providers to promote hiring transitional workers for a potentially promising career path. Properly qualified staff will be expected to respond to over 2,500 anticipated assessment/inspection requests during FY16-17 within the 30 days of receiving a Program Interest Form (PIF), followed by the issuance of a Certificate of Completion the same day the work is presented for acceptance. BCA's staff will be expected to provide a prompt response to the public's request for assessments and establish an environment for City contractors to effectively operate and offer work opportunities for transitional workers.

BCA anticipates submitting a FY 2017-18 budget requests that will increase the number of construction inspectors dedicated to this program. Based on a review of the appropriate level of additional staff to address the anticipated 2,500 assessments, approximately 11 new positions (Construction Inspectors and Management Analysts) will be required to ensure effective engagement and monitoring commensurate with the workload.

Existing and anticipated investments in technology in support of this initiative are identified in Section VI (Technology Strategy) later in the Plan.

Construction Zone Mobility Inspections – Construction Inspectors

BCA's efforts through the Construction Zone Mobility Inspections program is intended to streamline coordination to maximize project delivery on major transit projects and minimize the impact caused by utility work in the City right of way associated with private development work. This effort will also contribute to the Vision Zero goal of eliminating traffic related fatalities and injuries in those work zones.

Training is an important component of this initiative, requiring refresher training for all BCA inspectors in street construction and American Disabilities Act (ADA) compliance to ensure continuity in the construction and reconstruction of the public right of way in support of Transit projects' impact on streets in the high injury network (HIN) identified in the Vision Zero data. In addition, as utility work associated with private development has expanded and resulted in an increased potential for conflict with METRO projects due to multiple permits working in the same vicinity, coordination between all stakeholders operating in the public right of way will be essential to maximizing project efficiency while also delivering projects that minimize impacts to the traveling public.

BCA expects to maintain current staffing levels for FY 2017-18 to ensure effective engagement and monitoring commensurate with the anticipated workload. However, investments in technology will be needed to ensure successful service delivery.

Existing and anticipated investments in technology in support of this initiative are identified in Section VI (Technology Strategy) later in the Plan.

Risk Management – Executive and Administrative Support

BCA has employed an effective risk management approach to the construction administration, contact administration, and City-wide wage compliance through systematic training and continuous evaluation of inspectors' and analysts' knowledge and experience to ensure positive consequences through project's and program's completion. BCA's risk program has five essential elements: Policy, Training, Personal Protective Equipment, Recruitment, and Feedback. The Policy document for BCA is its Injury and Illness Prevention Program (IIPP). The IIPP promulgates policies specific to work BCA performs and is reviewed annually to addresses all tasks and work assigned to our staff, featuring several training requirements.

BCA anticipates an FY 2017-18 budget request that will include an additional Assistant General Manager to oversee this Bureau's compliance and adminstrative support functions, as well as an increase in the Administrative Services Section by at least one analyst-level or safety coordinator position to maintain the existing five-element risk management program and to expand training requirements resulting from BCA's anticipated attrition and the expansion of OWS. BCA will also continue to identify cross training opportunities for existing staff to expand and deepen staff's knowledge base in light of the high rate of retirements. In addition, the Assistant Construction Inspector program will feature two classes in order to increase the qualified candidate pool for the Construction Inspector classification.

Existing and anticipated investments in technology in support of this initiative are identified in Section VI (Technology Strategy) later in the Plan.

WORKFORCE CLASSIFICATIONS

Table 1 below contains a list of Bureau classifications and the percentage of employees eligible to retire within each one, either through regular or early retirements, as of June 30, 2019.

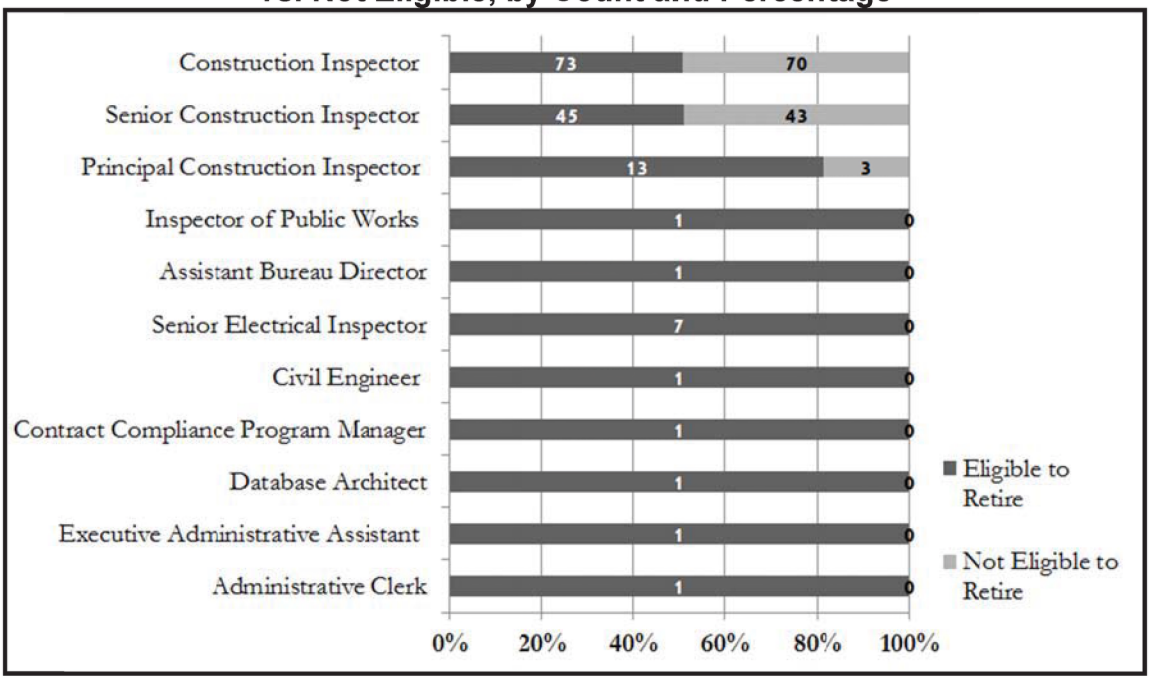
Table 1 – Con Ad % Eligible to Retire by Class as of June 30, 2019

NOTE	CLASSIFICATION	TOTAL POSITIONS FY 2016-17	ELGIBILE TO RETIRE	%ELIGIBLE TO RETIRE	REGULAR RETIREMENT	EARLY RETIREMENT
	ADMINISTRATIVE SUPPORT					
X	Administrative Clerk	1	1	100%	0	1
	Accounting Clerk	1	0	0%	0	0
X	Executive Administrative Assistant	1	1	100%	1	0
	Principal Clerk	1	0	0%	0	0
	Payroll Supervisor	1	0	0%	0	0
	Senior Administrative Clerk	14	6	43%	5	1
	SYSTEMS DEVELOPMENT AND SUPPORT					
X	Database Architect	1	1	100%	1	0
	Systems Analyst	5	2	40%	1	1
	Senior Systems Analyst	5	2	40%	1	1
	MANAGEMENT ANALYST AND CONTRACT COMPLIANCE					
	Management Assistant	2	0	0%	0	0
	Management Analyst	51	7	14%	5	2
	Senior Management Analyst	10	1	10%	1	0
	Chief Management Analyst	1	0	0%	0	0
X	Contract Compliance Program Manager	1	1	100%	1	0
	CONSTRUCTION INSPECTION AND ENGINEERING					
	Assistant Inspector IV	7	0	0%	0	0
X	Civil Engineer	1	1	100%	1	0
X	Construction Inspector	143	73	51%	53	20
X	Senior Electrical Inspector	7	7	100%	6	1
X	Senior Construction Inspector	88	45	51%	34	11
X	Principal Construction Inspector	16	13	81%	8	5
X	Chief Construction Inspector	5	1	20%	0	1
X	Assistant Bureau Director	1	1	100%	1	0
X	Inspector of Public Works	1	1	100%	1	0
	TOTALS	**364**	**164**	**45%**	**120**	**44**

NOTE 1: X indicates classifications with 50% or more employees eligible to retire.

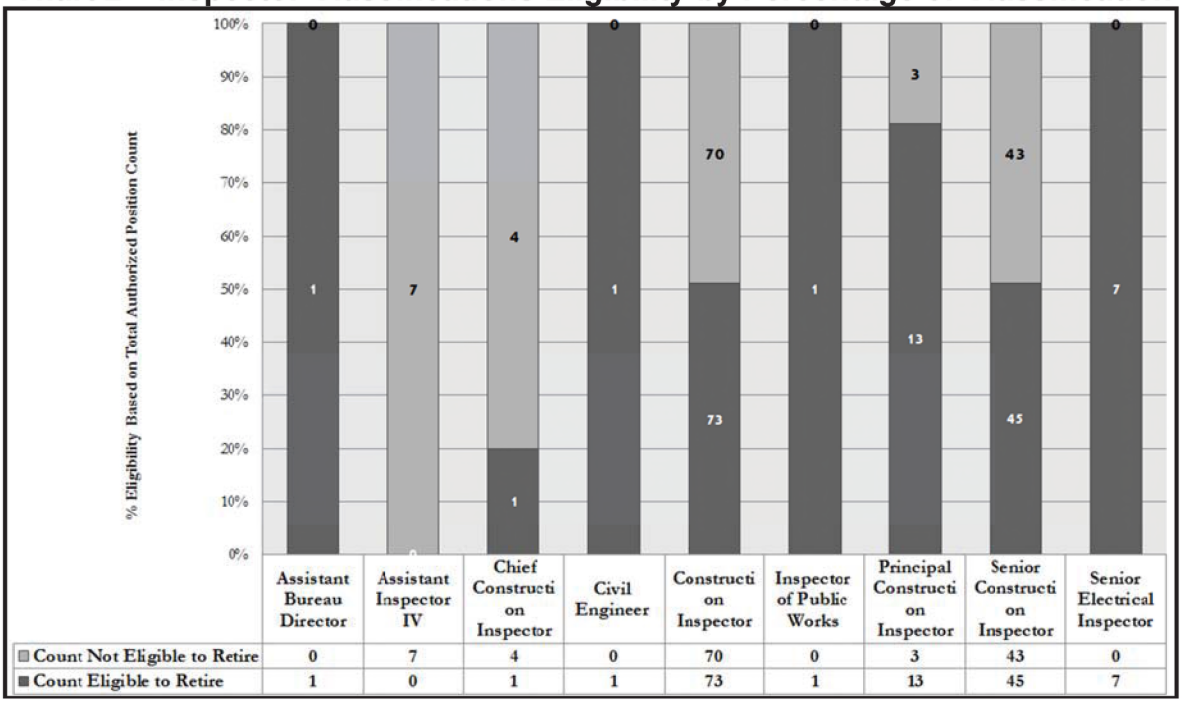
Within eleven (11) of BCA's classifications, a significant number of executive and senior level employees (50% - 100%) will be eligible for retirement by June 30, 2019. In eight (8) these classifications, all (100%) of the incumbents will be eligible for retirement by June 30, 2019, as shown in Chart 1 below.

Chart 1: Number of Authorized Classifications with 50% or more Eligible to Retire vs. Not Eligible, by Count and Percentage



In addition, the data further indicates that the Construction Inspector series will be most heavily impacted, with majority of the classifications featuring a 51% or greater percentage of retirement eligibility among incumbents by June 30, 2019.

Chart 2 – Inspector Classifications Eligibility by Percentage of Classification



	Assistant Bureau Director	Assistant Inspector IV	Chief Construction Inspector	Civil Engineer	Construction Inspector	Inspector of Public Works	Principal Construction Inspector	Senior Construction Inspector	Senior Electrical Inspector
Count Not Eligible to Retire	0	7	4	0	70	0	3	43	0
Count Eligible to Retire	1	0	1	1	73	1	13	45	7

MEETING

The Personnel Department met with the following members of BCA's Executive Team:

- Bureau Director John L. Reamer, Jr., Inspector of Public Works
- Walter Bradley, Assistant Bureau Director
- Hannah Choi, Contract Compliance Program Manager III
- Russ Strazzella, Chief Construction Inspector
- Chris Smith, Chief Construction Inspector
- Maricel Quirante, Management Analyst

The preliminary pending retirement data was reviewed and areas in which anticipated hiring gaps exist were explored in the meeting. The data indicated the most immediate concern is on the class series that is most central to the Bureau's function: the Construction Inspector series. BCA management is engaged and receptive to the idea of exploring innovative ways to hire employees and address the loss of institutional knowledge. BCA has worked closely with the Personnel Department to communicate those challenges and also to ensure that the plan is collaboratively implemented.

IV. RECRUITMENT, RETENTION AND DEVELOPMENT

The following is a list of key areas of specific concern related to BCA's hiring and workforce planning process. The detailed list of issues, along with a total of 23 recommendations is included as Attachment 1 of this Plan. BCA has discussed these areas of greatest need and associated challenges with the Personnel Department and the Information Technology Agency.

- Area No. 1 Recruitment/Retention
- Area No. 2 Consolidation of Promotional Exams
- Area No. 3 Cyclical Nature and Duration of Examination Process
- Area No. 4 Training/Employee Development/Leadership Development
- Area No. 5. Knowledge Capture and Knowledge Transfer
- Area No. 6 Gender Disparity and Recruitment Efforts

V. TARGETED LOCAL HIRE PROGRAM

In regards to the City's Targeted Local Hire (TLH) Program, as of September 28, 2016, BCA has 60 vacancies (20 regular authority; 40 resolution authority). See Table 2 below. With the exception of seven (7) Construction Inspectors and one (1) Management Assistant, all other vacancies are promotional classifications. These positions may not be suitable for the TLH Program since they require one year or more of full-time paid professional experience in another classification for the City of Los Angeles in order to qualify. BCA will continue to consider the option of recruiting to fill future vacated entry level positions, such as Administrative Clerk, through the TLH Program.

Table 2 - BCA Vacancies as of September 28, 2016
(Regular Authority and Resolution Authority by Class Code, Combined)

Vacancies	Class Code	Classification
4	1368	Senior Administrative Clerk
1	1539	Management Assistant
1	1597-1	Senior Systems Analyst I
7	7291	Construction Inspector
24	7294	Senior Construction Inspector
2	7296	Principal Construction Inspector
4	7297	Chief Construction Inspector
4	9171-1	Senior Management Analyst I
12	9184-1	Management Analyst I
1	9184-2	Management Analyst II
60	**Total**	

With respect to the Assistant Inspector classification, which is considered a City trainee class, within the past two (2) months BCA hired sixteen (16) new Assistant Inspectors. Of these, nine (9) (or 56.3%) reside in zip codes that cover the Los Angeles area, and four (4) (or 25%) are female.

In addition, BCA does play a significant role in the administration of the Department of Public Works' Project Labor Agreements (DPW-PLA), which includes a 30% local hire, 50% local apprenticeship, and 10% Transitional Worker requirements. BCA is active in priority outreach to the Homeless, Veterans, and individuals with a documented history of involvement with the criminal justice system. This year, BCA began working with certified Transitional Job Opportunities Programs (TJOP) to promote Disadvantaged/Transitional hiring. BCA monitors PLA projects for apprenticeship and Transitional worker utilization, ensuring that recruitment goals are met and eventually increased.

VI. TECHNOLOGY STRATEGY

The Bureau of Contract Administration work force is comprised of approximately 260 construction inspection personnel, most of whom work from remote field locations, and approximately 100 compliance and support personnel work from the Bureau's main office.

BCA's personnel are supported by an information technology staff of ten. The staff is broken down by functionality into four sub-units:

- Network Management/Personal Computer Support - (1 Senior Systems Analyst I and 2 Systems Analyst II)
- Database Management - (1 Database Architect);
- Web Development - (1 Senior Systems Analyst I and 2 Systems Analyst II);
- Desktop Application Development - (1 Senior Systems Analyst I and 1 Systems Analyst I)

BCA currently has an installed base of approximately 360 client computers of which about 260 are laptop computers primarily used by inspection field personnel. Roughly 100 PCs are on the

main office network with a few more located in BCA's Valley location as well as several remote locations. BCA's network features approximately fifteen (15) connected servers as well as six (6) network attached storage (NAS) devices. BCA also has two servers located in ITA's Internet Connected Facility. These servers provide a variety of services:

- File and print;
- Directory services;
- Database management;
- Web services (Internet/intranet);
- Computer management and inventory; and
- Backup and disaster recovery.

In addition to laptops, BCA has also recently provided its inspectors with smart phones. The smart phones are being managed by a cloud-based mobile device management (MDM) system.

Over the last two decades, BCA has acquired technological resources and personnel in order to make its operations more effective and more efficient. Inspectors have been provided with laptops and software with the goal of creating electronic forms so that the inefficient and costly use of paper processes could be reduced. Office personnel have been provided with in-house designed applications and databases to make it easier to track construction projects, process contractor payments, and monitor contractor's payrolls. Smart phones have been deployed to make it easier for field personnel to get online, check e-mail and process permits.

Implementing technology in this way has provided BCA with many benefits and also many challenges. Technology has changed, some infrastructure has grown old, some of BCA's ways of doing business have changed, and a significant portion of BCA's IT staff moves closer to retirement. The goal for the future is to continue to move technology forward while adapting to these challenges.

BCA recognizes that cloud computing, web-based application and mobile devices have become the primary platforms for accessing and providing IT services. This is especially true in the Bureau of Contract Administration where more than two-thirds of the employees are mobile, field inspectors.

To address these challenges, the Bureau has established several technological goals:

- **Convert desktop applications to mobile- and web-based platforms** - Many of the Bureau's current applications were developed in a programming environment that is no longer supported and, therefore, unsustainable. These applications are also platform-dependent on Windows. And, they can only be accessed within BCA's intranet. Converting them to web-based applications will make them platform-agnostic, available for use outside the intranet, and mobile-ready.

- **Move servers to cloud computing services** – Bureau personnel spend a great deal of time performing server updates and maintenance. In addition, server hardware has a limited lifecycle and often requires expansion to accommodate data growth. Running BCA's servers in the cloud will reduce the amount of staff time dedicated to updating and maintaining the servers, eliminate the need to purchase new hardware, and more easily provide services in the event of a disaster.

- **Implement a CRM for OWS** – The new Office of Wage Standards (OWS) requires systems for wage complaint intake system and a system to track and manage the cases generated by those complaints. A customer relationship management (CRM) system can provide that functionality.

- **Enhancements to OCPS** – The primary use of BCA's Online Certified Payroll System (OCPS) is to enable construction contractors to electronically submit their required certified payrolls to the Bureau. Over time, OCPS has also been tweaked to provide reports on local hiring and transitional and disadvantaged workers. However, because these features were not part of the original design of OCPS, their functionality is limited. The goal is to redesign and rebuild OCPS in order to better track these workers as well as apprentices.

- **Replace Payment System** – The Bureau has developed an application for processing payments. The current method for processing payments is that inspectors provide paper forms that state the amount of work done for a certain period of time. Those forms are then entered into the Bureau's system by staff. The system then calculates and generates an authorization for payment based on the amount of work performed. A new system would allow inspectors to use their smart phones at the job site to enter the amount of work performed and transmit that to our database. Payment staff could then have real-time data and the paper transfer process would be eliminated.

- **Prepare for IT staff retirements** – Half of BCA's IT personnel are eligible to retire within the next three years. Some of the staff, such as the application developers, are working with technology that is outdated, making it difficult to replace them and leaving the maintenance of our current applications at risk. Other personnel, such as the database architect, are working with complex systems and designs that will make knowledge transfer difficult. To address this issue the Bureau has begun cross training employees and moving towards more modern technologies that will be more easily adopted by new staff.

BCA expects to manage an increased demand for services through investment and improved use of technology. This will not only help our existing and growing workforce perform the work, but also will aid in tracking, monitoring, reporting and modifying for continuous improvement in all aspects of our work.

BCA's Strategic Plan identifies several steps that will reduce our reliance on paper and save the time consumed by redundant and antiquated recordkeeping, routing, and storage procedures. Creating a "virtual office" that keeps our Quality assurance inspectors in the field is another goal of this plan. Other process improvements include implementing electronic document submittals and management through the employment of mobile applications; monitoring and tracking tools for improved analytics; and expanded and accessible outreach through use of social media.

Investments in Project Delivery include:

- Speeding up the process to get contracts awarded. Pre-qualifying contractors to bid on City contracts allows the City to expedite the award process putting people to work faster.

- Use of electronic document management to speed up response to submittals. Electronic

submission of required submittals cuts out time wasted transferring paper.

- Paying and issuing refunds due back to our customers by using technology and improved management to improve work flows. Managing the payment process by departmental collaborations to ensure the timeline from "discussion to deposit" keeps people employed, contractors in business and money flowing through the Los Angeles economy.

CONCLUSION

BCA's greatest challenges will be in maintaining sufficient staff resources, infrastructure and requisite tools to ensure effective engagement and monitoring commensurate with the identified priorities, relying on the existing classifications only at a larger scale. The Personnel Department is currently working on implementing these best practices throughout the City. As the Personnel Department moves forward with Workforce Restoration Planning, it will ensure the coordination of many processes, as well as the development of milestones to monitor progress. However, a truly successful outcome will require the close collaboration between the Personnel Department and City Departments, as well as the continued support and participation from all levels of employees in the Department. BCA looks forward to participating in the process.

If you have any questions about the contents of this Workforce Restoration and information Technology Plan, please contact Angelica H. Samayoa, Chief Management Analyst, at (213) 847-2466 (Angelica.Samayoa@lacity.org) or BCA's Personnel Department liaison: Leticia Ortiz at (213) 847-2485 (Leticia.Ortiz@lacity.org).

AREAS OF CONCERN AND RECOMMENDATIONS FOR IMPROVEMENT
Public Works, Bureau of Contract Administration

Area No. 1	Recruitment/Retention
Concern No. 1	Increase the pool of qualified candidates to improve the chances of selecting and hiring qualified candidates.

Recommendations:

1. Continue college recruiting on a recurring basis (work with Departments who have an established college outreach program) to ensure the best and brightest are recruited into the City.
2. Continue employing hiring hall employees and look for ways to make the excellent (exempt) candidates regular City employees
3. Explore avenues for hiring veterans through various military organizations
4. Establish additional career paths within BCA to encourage retention by providing promotional opportunities in to and within the Construction Inspector series
5. Develop a cross-training program within BCA to assist in the growth and development of existing employees in the Construction Inspector series
6. Budget additional entry level Bureau trainee positions, such as Assistant Inspector
7. Use 12-month probation period to allow for full evaluation of probationary employees of entry level classifications
8. Personnel staff supporting BCA must proactively collaborate with Personnel Recruiting staff to bring best qualified candidates. The following list identifies the Recruitment Methods Used by the Personnel Department:
    - **Personnel Department's website, per.lacity.org –** The Personnel Department website is linked to Neogov's integrated online job board, Governmentjobs.com. Governmentjobs.com is an online government sector job board utilized by over 5,000 public sector employers nationwide. All the open job opportunities that are listed in the Personnel Department's website under "Exams Open to All" are automatically listed in Governmentjobs.com.
    - **Social Media Platforms** - The Personnel Department has recently started using social media channels to recruit for all the open job listings. The Personnel Department posts job opportunities on weekly basis in Facebook, Twitter, LinkedIn and Instagram. Personnel Department's social media followers are steadily increasing and we currently have over 2,400 likes in Facebook.
    - **City of LA website** – The City of Los Angeles website, lacity.org, is a gateway for job seekers that are looking for employment with the City. The City of LA website directs job seekers to per.lacity.org to find current job listings and to initiate the application process.
    - **Jobsla.org Website** – The Economic and Workforce Development Department (EWDD) manages the jobsla.org website where employment information can be found for the Los Angeles Region. City of LA job opportunities posted through Neogov and listed under Exempt Job Opportunities are also listed in the Jobsla.org website.
    - **College and Universities Career Center** – The Personnel Department utilizes the respective university career center job boards to advertise job opportunities to college students and graduates when the examination requires applicants to have a degree.
    - **Professional or Trade Associations** - Professional and trade organizations in a variety of fields are used to reach out to individuals with a specific skill set.
    - **Social Media for Associations** – The Personnel Department is able to connect with the social media platforms of associations, if they exist, to advertise job opportunities that require a specialized skill set.
    - **Career or Job Fairs** – The Personnel Department may also attend Job Fairs or Career Fairs in order to actively seek applicants with a particular skill set.

Anticipated Benefit: Through these improvements, departments can invest in their employees through training and professional development, with a focus on preparing the organization's future leaders. Also, by augmenting the qualified pool of candidates, we are able to select the bright and qualified candidates, even while competing with other interested departments.

Area No. 2	Consolidation of Promotional Exams for the Inspector Classification

Area of Concern: The examination process for Senior Construction Inspector is not necessary because both classifications reflect similar duties and can be consolidated into Construction Inspector I and II positions.

Recommendation:

9. Consolidate the classifications of Construction Inspector and Senior Construction Inspector to Construction Inspector I and II.

Anticipated Benefit: Most qualified candidates for the Senior level positions will be vetted through the examination, training and experience attaining as a Construction Inspector position. Reduces the turnaround time involved in the Personnel Department's recruitment and administration of the examination for two classes. In addition, reduces administrative delays involved in filling critical positions.

Area No. 3	Cyclical Nature and Duration of Examination Process

Area of Concern: The examination process takes too long. See Attachment 2.

Recommendations:

10. Keep the Construction Inspector exam "Open and Continuous" to allow for attrition and on-going hiring when needed.
11. Request Open candidates over Promotional candidates in Construction Inspector examination. Promotional candidates sometimes lack the needed experience.
12. Move away from formal testing process and toward increased campus recruitment hiring.
13. Seek ways to expedite the hiring process (emergency appointment process is taking too long).
14. Allow Bureau to take attrition into consideration and increase hiring.

Anticipated Benefit: Alleviates an administratively burdensome process while yielding an improved and motivated pool of eligible candidates.

Area No. 4	Training/Employee Development/Leadership Development

Area of Concern: Training future leaders in the midst of high rates of anticipated retirements.

Recommendations:

15. Encourage employees to access the Personnel Department's on-line supervisory and leadership training modules, including the new on-line training academy, Cornerstone Learning Management System.

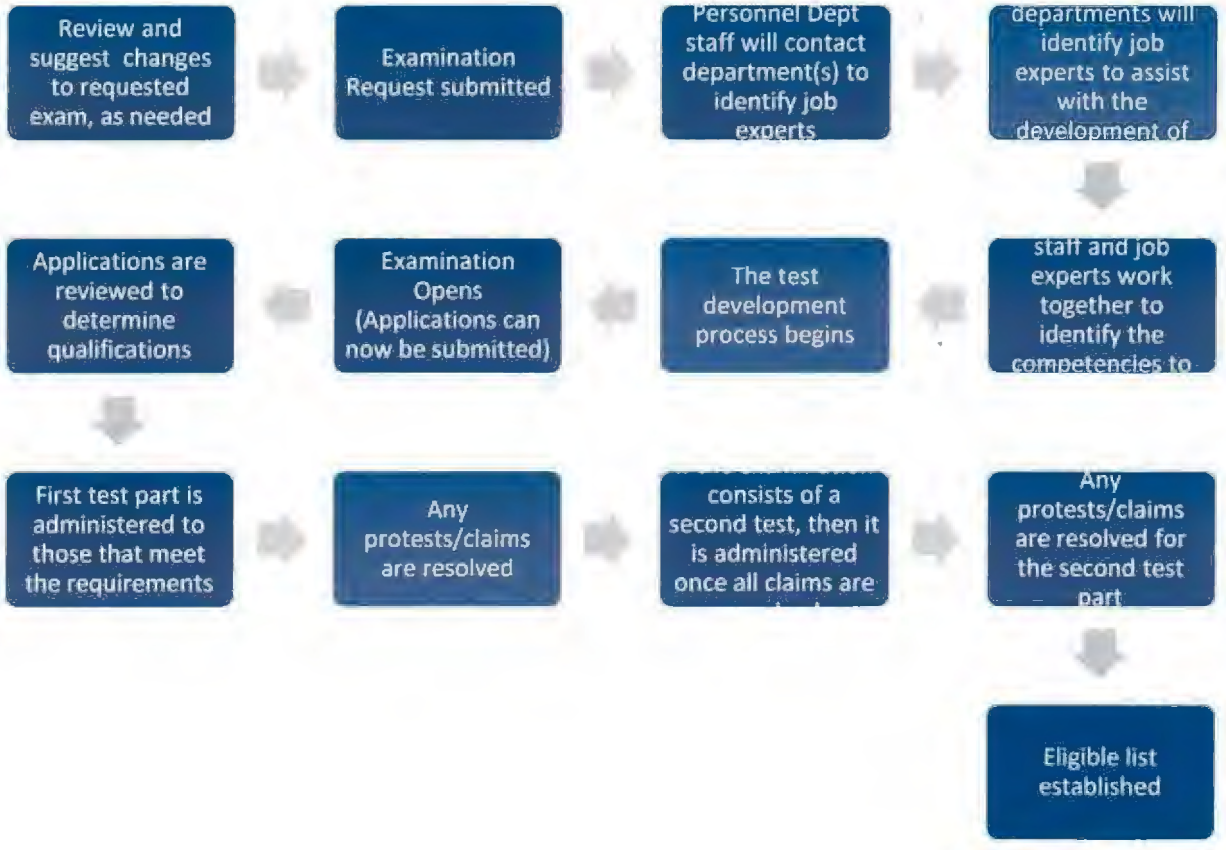
16. Develop supervisory training program, which includes HR basics (knowledge of pending and upcoming exams to promote proactive participation in hiring/promotional process).
17. Find creative, innovative ways to provide internal training (maybe one section trains another) or set aside time for weekly training such as cross-training and train-the-trainer models.
18. Develop a mentoring program for employees.
19. Develop a leadership program that teaches and promotes the following technical skills:
    - Project Management
    - Communication (oral presentations and business writing)
    - Budget/Personnel Knowledge
    - Supervision
    - Emotional Intelligence
20. Develop a voluntary reassignment (rotation) program among section managers for cross-training and career development

Anticipated Benefit: Management benefits from gaining a skilled workforce that can easily assume new projects. Over time, employees gain a stronger understanding of the entire department, roles and responsibilities.

Area No. 5.	Knowledge Capture and Knowledge Transfer
Area of Concern: There is no current system in place for knowledge capture and knowledge transfer as employees leave the department.	
Recommendations: 21. Prepare and update desk manuals for each assignment. 22. Establish a location where historical files can be stored and accessed electronically for easy access and update.	
Anticipated Benefit: The development and updating of desk manuals can help to clearly identify the business processes while filtering out past practices that are no longer required. In addition, these recommendations can help to avoid service disruption as new employees come in or where unplanned departures occur.	
Area No. 6	**Gender Disparity and Recruitment Efforts**
Area of Concern: Increase Gender Equity in City operations.	
Recommendation: 23. Share in the Mayor's goal to increase gender equity in the Construction Inspector classifications by employing recruitment strategies, such as outreach and campus recruitment efforts, to ensure classifications which have been historically underrepresented maintain gender equity through increased awareness.	
Anticipated Benefit: Proactive and face-to-face recruitment can help to dispel misconceptions about required qualifications and skill sets within positions that are not traditionally filled by either gender. Some prospective candidates may also become more easily discouraged by the City's lengthy and/or unfamiliar hiring process if they are not receiving active encouragement and guidance from those involved in the recruitment process.	

MAJOR STEPS IN THE PERSONNEL DEPARTMENT'S EXAMINATION PROCESS

The following chart illustrates the major steps involved by the Personnel Department and the examination process from the time an Examination Request is submitted to the time the eligible list for that job classification is established.



Although the duration of this process may vary, depending on the examination type, the goal is to achieve either up to 120 days from the day the bulletin opens to establish an eligible list for examinations with only one test (e.g., only written), or up to 150 days from the day the bulletin opens to establish the list for examinations with more than one test (e.g., written and interview).

CITY OF LOS ANGELES
DEPARTMENT OF PUBLIC WORKS
BUREAU OF ENGINEERING

WORKFORCE RESTORATION AND TECHNOLOGY PLAN

ENGINEERING
CITY OF LOS ANGELES

SEPTEMBER 30, 2016

I. EXECUTIVE SUMMARY

The Bureau of Engineering (Engineering) is the City's lead agency for the planning, design and construction management of public buildings, infrastructure and open space projects. Engineering's infrastructure projects include police and fire stations, recreational and cultural facilities, sidewalk repairs, bridges and street and transit projects. Engineering also manages construction and design of stormwater and wastewater systems projects. Open space projects include the development of parks, landslide repairs and the restoration of wetlands. Engineering also manages permitting for construction in the public right-of-way, as well as the City's state of the art online mapping system, NavigateLA, which was developed in-house. Engineering's projects are nationally recognized in the areas of environmental sustainability and design and our mission of delivering sustainable improvements in alignment with the City's goals of creating a prosperous, livable and safe city for all residents and businesses.

STRATEGIC WORKFORCE RESTORATION

Engineering's success requires our ability to recruit and retain the most skilled and diverse workforce, especially in technical and professional fields such as engineering, architecture, geology, land survey, and information technology. However, 44 percent or 339 of its 779 employees are eligible for early or regular retirement by June 30, 2018. To address the pending attrition of Engineering staff, Engineering is partnering with the Personnel Department to determine and implement appropriate succession planning strategies with the following goals:

- Continue and expand Engineering's On-Campus Recruitment program in support of the City's efforts to promote and attain gender equity and equitable workforce restoration in City operations and ensuring the best and brightest are recruited into Engineering.
- Continue and expand student worker and internship opportunities.
- Request on-going open application testing for Engineering Associate classifications.
- Expand training opportunities and develop standardized leadership development.

TECHNOLOGY PLAN

Engineering engages information technology to enable business. Ultimately, innovation, industry best practices, and operational resilience provide a foundation on which we build a thriving work environment. We believe strongly in our responsibility and our "response-ability" to our customers. We currently support over 130 in-house web applications that automate and facilitate our business processes. In an effort to encourage future technology professionals to consider working in the public sector, Engineering recently partnered with California State University, Los Angeles to host a senior technology project in our cloud environment.

Engineering is fortunate in that we have two, distinctly different, technology groups in our organization. The Land Development and GIS Division provides geographical data and creates applications that leverage GIS for use by City and public customers. This group also creates and maintains Engineering's online permit systems. The Systems Division provides many of the traditional technology services such as network and mobile communications support, business systems (desktops) support, applications development and computer aided design (CAD).

The following are Engineering's short-term technology goals:

- Provision of business access from anywhere to anything at anytime
- Migration of on-premise datacenters to the Microsoft Azure Cloud
- Implementation of electronic plan-check processing
- Implementation of Build LA (i.e., automated permit processing)
- Enterprise use of e2020 (a cloud-based workflow management and project document control system)
- Implementation of electronic document workflow
- Use mobile technologies at our construction sites and remote work locations
- Increase cyber security awareness

Long-term technology goals include, but are not limited to:

- Implementing the use of drones and robotics to enable remote video analysis of potentially dangerous project conditions and facilitate data reconnaissance
- Use immersive technologies such as Microsoft HoloLens and 3D GIS to promote new ways to visualize the City and change the way we design projects
- Implement Internet of Things (IOT) sensors in our capital improvement projects to provide data that can be used to address changing conditions (e.g., sensors embedded in bus pads that convey information about how much surface materials have worn away, sensors built into bridges that indicate how much movement has occurred after a seismic event, etc.)

Engineering moves beyond traditional technology challenges such as data storage limitations, finite server processing power, and customer growth by investing in cloud technologies that readily scale with changing needs. Engineering also gains new disaster recovery (DR) and business continuity (BC) services by moving to the cloud.

Microsoft, Equinix Professional Services, and the Information Technology Agency (ITA) have partnered to provision access to our cloud environment through redundant ExpressRoute (network) connections. This will provide Engineering with the necessary bandwidth, security and fault-tolerance to sustain a cloud-based operational infrastructure. Connectivity to the cloud also enables our use of Microsoft Office 365.

We are taking practical steps in automating some of our key business processes such as electronic plan processing, online permit requests, and collaborative construction management. Applying technology to facilitate these business processes promotes better engagement with the public.

Engineering has deployed several different models of tablet devices (e.g., Microsoft Surface Pro 4s, iPad Pros, etc.) in the field as part of a proof-of-concept project to gather field-use data. Analyzing field-use data will help us identify best use-cases for tablets and other mobile devices.

Engineering's executive team is committed to expanding the use of metrics to make our work performance as transparent as possible. We initiated the use of Tableau for business analytics and will soon implement the use of Microsoft Power BI to analyze more operational data.

We are exploring better ways to provide the City's Cyber Intrusion Command Center (CICC) with better security data. We remain committed to participating in the cyber security community.

Engineering has an established culture of project management based on a history of construction management. This same commitment to project management is expected of our IT professionals too. Project schedules, workflow identification and resource management are key aspects of our team's ability to execute technology solutions.

Engineering remains at the cutting edge for the City in implementing the latest operating systems, desktop solutions and communications solutions. We are a world class leader in planning, designing and managing the construction of public buildings, infrastructure and open space projects. Engineering continues to push the boundaries of information technology and maintains a culture of enabling business through innovation, proven success and resilience.

II. STRATEGIC WORKFORCE RESTORATION

BACKGROUND

According to the International Public Management Association (IPMA), "Workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives."[1]

Effective planning ensures the City of Los Angeles' workforce has a comprehensive vision for sustainability as we move into the future. A successful workforce planning program will anticipate the workforce gaps and needs to ensure the City's workforce is able to continue to provide exceptional service for the City of Los Angeles. The City's Civil Service process provides a system where Departments and Bureaus are able to draw from a pool of viable candidates who have the required experience, taken the necessary tests, and scored well enough to be placed on an eligible list.

However, Executive Directive No. 15, released on April 29, 2016, states that 46 percent of the City's workforce will be eligible to retire by 2018. If the City's retirement-eligible employees do leave in the next two years, along with their institutional knowledge, City operations will be significantly impacted. Therein lays the challenge for the City, and more specifically to recruit, hire, and train a new generation of engineering and professional employees to meet the demands of the 21st century.

In an effort to address the impending loss of our most valuable resources, our City employees, the Personnel Department has embarked on a Succession Planning project, in coordination with other City Departments and Bureaus, to address the large number of City employees who will be retirement-eligible within the next two years.

INTRODUCTION

The Personnel Department provided data to Engineering through August 2016 that indicates nearly 44 percent, or 339 of Engineering's 779 employees, will be eligible for early or regular retirement within the next two years. Table 1 includes the Engineering classifications with the percentage of employees eligible to retire as of June 30, 2018.

The purpose of this Strategic Workforce Restoration Plan developed for Engineering was to get ahead of the impending departures and determine appropriate strategies to

[1] International Public Management Association (IPMA), Workforce Planning Resource Guide for Public Sector Human Resources Professionals (2002)
http://www.publicpower.org/files/Member/IPMACPSWorkforcePlanningBooklet.pdf

proactively address them. These strategies, included below, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

ANALYSIS

Table 1 below contains a list of Engineering classifications and the percentage of employees eligible to retire within each classification, either through regular or early retirements, as of June 30, 2018. The classifications in red indicate classes where 75 percent or more of the Engineering employees are eligible to retire by June 30, 2018.

Table 1 - Bureau of Engineering % Eligible to Retire by Class as of June 30, 2018
(Data Capture Date: August 1, 2016)

	Filled Positions	Eligible to Retire	% Eligible to Retire	Regular	Early
Accounting Clerk II	3	2	67%	0	2
Administrative Clerk	17	9	53%	2	7
Administrative Intern II	5	0	0%	0	0
Architect	9	9	100%	6	3
Architect Draft Tech	2	0	0%	0	0
Architectural Assoc II, III, IV	17	5	29%	3	2
Building Electrical Eng	2	2	100%	2	0
Building Mechanical Engineer I	4	3	75%	3	0
Chief Management Analyst	1	0	0%	0	0
Chief Real Estate Officer II	1	1	100%	1	0
City Engineer	1	1	100%	1	0
Civil Eng Assoc II, III, IV	209	56	27%	40	16
Civil Eng Draft Tech	13	10	77%	9	1
Civil Engineer	61	22	36%	16	6
Community Affairs Officer	1	0	0%	0	0
Control Systems Assoc II, III, IV	4	4	100%	4	0
Control Systems Engineer	1	1	100%	1	0
Deputy City Engineer I	3	1	33%	1	0
Deputy City Engineer II	1	1	100%	1	0
Director of Systems	1	0	0%	0	0
Electrical Eng Assoc III, IV	4	2	50%	2	0
Eng Geologist Assoc II, III	4	1	25%	1	0
Eng Geologist I, II	4	3	75%	3	0
Engineer Designer I, II	11	6	55%	5	1

	Filled Positions	Eligible to Retire	% Eligible to Retire	Regular	Early
Engineer of Surveys	1	1	100%	1	0
Environmental Affairs Officer	3	1	33%	1	0
Environmental Eng Assoc II, III, IV	14	6	43%	4	2
Environmental Engineer	7	3	43%	2	1
Environmental Spec II	2	0	0%	0	0
Environmental Supvr I, II	7	4	57%	2	2
Executive Administrative Assistant II, III	3	0	0%	0	0
Field Engineering Aide	23	4	17%	3	1
Geog Info Systems Chief	1	1	100%	1	0
Geog Info Systems Supervisor I, II	12	6	50%	6	0
Geographic Info Specialist	12	5	42%	5	0
Geotechnical Eng I, II, III	5	3	60%	1	2
Land Surveying Assistant	18	12	67%	7	5
Landscape Arch Assoc II, III	4	1	25%	1	0
Landscape Arch I, II	2	1	50%	1	0
Management Analyst I, II	22	8	36%	6	2
Management Assistant	8	2	25%	1	1
Mechanical Construction Estimator	1	1	100%	0	1
Mechanical Engrg Assoc II, III, IV	7	4	57%	3	1
Office Eng Tech II, III	8	4	50%	2	2
Payroll Supervisor I	1	0	0%	0	0
Planning Assistant	1	0	0%	0	0
Pr Architect	1	1	100%	1	0
Pr Civil Eng Draft Tech	2	2	100%	2	0
Pr Civil Engineer	16	9	56%	7	2
Pr Clerk	4	4	100%	1	3
Programmer Analyst III, IV, V	5	0	0%	0	0
Real Estate Officer II	2	2	100%	1	1
Reprographic Operator I, II	5	5	100%	2	3
Safety Engineer	1	0	0%	0	0
Secretary	8	5	63%	4	1
Sr Administrative Clerk	41	21	51%	15	6
Sr Architect	3	3	100%	2	1

	Filled Positions	Eligible to Retire	% Eligible to Retire	Regular	Early
Sr Architectural Draft Tech	1	1	100%	0	1
Sr Civil Eng Draft Tech	4	4	100%	4	0
Sr Civil Engineer	19	12	63%	8	4
Sr Construction Engineers	4	2	50%	2	0
Sr Construction Estimator	3	3	100%	3	0
Sr Environmental Engineer	3	1	33%	1	0
Sr Management Analyst I, II	15	9	60%	5	4
Sr Real Estate Officer	3	3	100%	3	0
Sr Structural Engineer	3	3	100%	3	0
Sr Survey Supervisor	2	2	100%	2	0
Sr Systems Analyst I, II	5	3	60%	2	1
Sr Title Examiner	1	0	0%	0	0
Structural Eng Assoc II, III, IV	32	6	19%	5	1
Structural Engineer	6	5	83%	4	1
Student Architect	1	0	0%	0	0
Student Engineer	2	0	0%	0	0
Survey Party Chief I, II	28	18	64%	11	7
Survey Supervisor	4	3	75%	3	0
Systems Analyst II	12	6	50%	4	2
Title Examiner	2	0	0%	0	0
TOTALS	**779**	**339**	**44%**	**243**	**96**

In the following classes, all of the incumbents (100 percent) will be eligible for a regular retirement by June 30, 2018:

Building Electrical Eng
Chief Real Estate Officer II
City Engineer
Control Systems Assoc II, III, IV
Control Systems Engineer
Deputy City Engineer II
Engineer of Surveys
Geog Info Systems Chief

Pr Architect
Pr Civil Eng Draft Tech
Sr Civil Eng Draft Tech
Sr Construction Estimator
Sr Real Estate Officer
Sr Structural Engineer
Sr Survey Supervisor

A review of the data suggests a *significant* number of individuals (75 percent) in the following classes will be eligible for a regular retirement by June 30, 2018:

Building Mechanical Engineer I
Eng Geologist I, II
Survey Supervisor

MEETING

The Personnel Department held a meeting with Engineering Deputy City Engineers and Administration Division staff to review the data and discuss where the Workforce Planning Program should focus and to discuss areas where improvement could be made. The data indicated the most immediate concerns are on the class series that are most critical to Engineering's operations: the Engineering, Architectural/Technical, and Systems/IT/GIS series.

Table 2 – Engineering Series

Class	Positions	Eligible to retire	%
Building Electrical Engineer I, II	2	2	100%
Civil Engineering Associate II, III, IV	209	56	27%
Civil Engineer	61	22	36%
Control Systems Engineering Associate II, III, IV	4	4	100%
Control Systems Engineer	1	1	100%
Electrical Engineering Associate III, IV	4	2	50%
Engineer of Surveys	1	1	100%
Environmental Engineer	7	3	43%
Geotechnical Engineering I, II	5	3	60%
Principal Civil Engineer	16	9	56%
Senior Civil Engineer	19	12	63%
Senior Environmental Engineer	3	1	33%

Class	Positions	Eligible to retire	%
Senior Structural Engineer	3	3	100%
Structural Engineering Associate II, III, IV	32	6	19%
Structural Engineer	6	5	83%

Table 3 – Architectural/Technical Series

Class	Positions	Eligible to retire	%
Architect	9	9	100%
Architectural Associate III, IV	17	5	29%
Engineering Designer I, II	11	6	55%
Engineering Geologist I, II, III	4	3	75%
Environmental Affairs Officer	3	1	33%
Landscape Architectural Associate	4	1	25%
Landscape Architect	2	1	50%
Principal Civil Engineering Drafting Technician	2	2	100%
Senior Architect	3	3	100%
Senior Civil Engineering Drafting Technician	4	4	100%
Senior Real Estate Officer	3	3	100%
Survey Party Chief I, II	28	18	64%

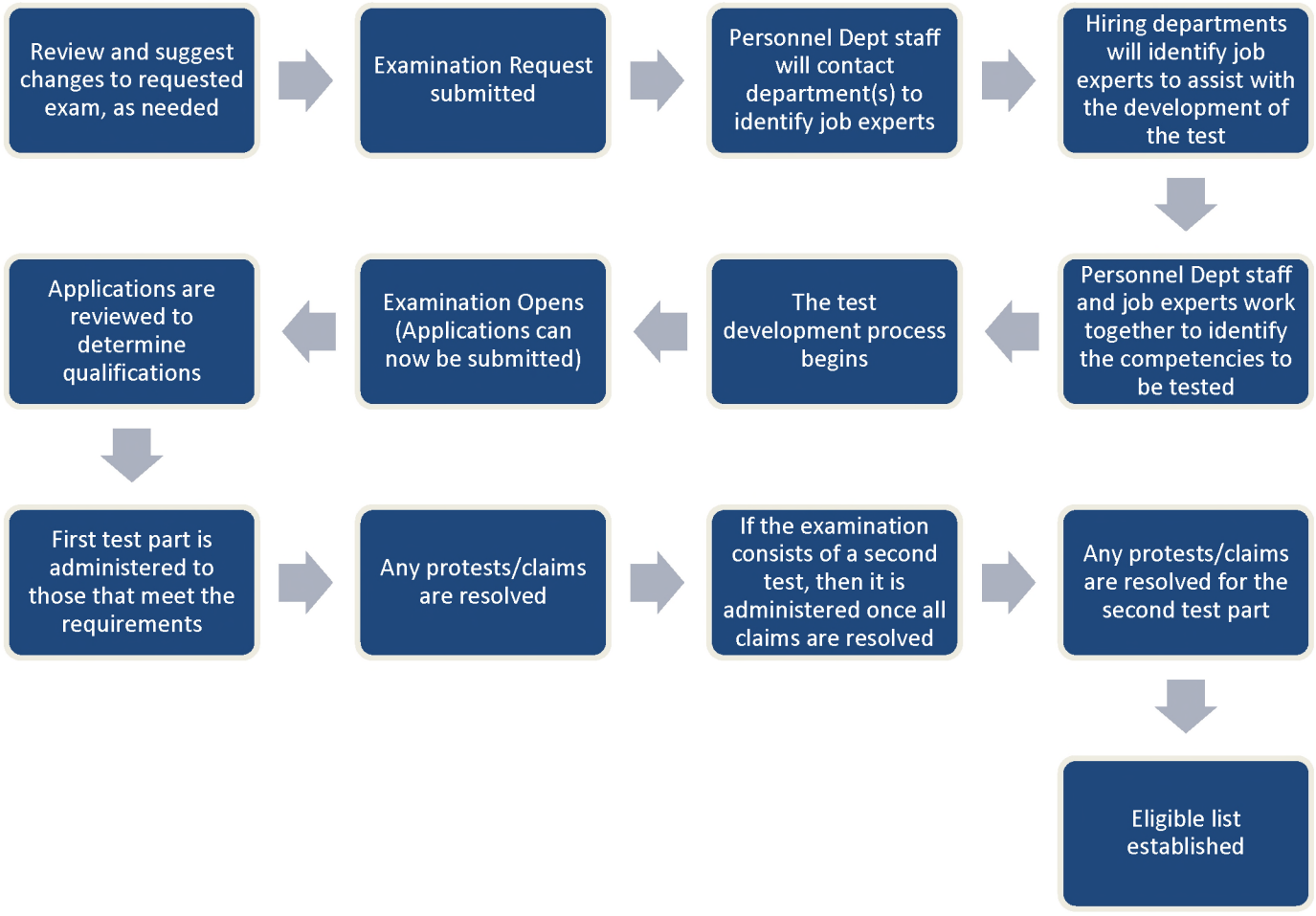
Table 4 – Systems/IT/GIS Series

Class	Positions	Eligible to retire	%
Geographic Information Systems Chief	1	1	100%
Geographic Information Systems Supervisor I, II	12	6	50%
Geographic Information Specialist	12	5	42%

FINDINGS

Engineering is facing some of the same loss of resource challenges that other City departments are facing. However, in contrast, Engineering is open and seeking ways to actively meet those challenges. Management is engaged and ready and the employees are receptive to the idea of changing their perception of the hiring process and succession planning in general. The staff in Engineering will work to ensure the plan is implemented in close collaboration with the Personnel Department, subject to funding availability on a fiscal year basis and unfreeze approval to fill our vacancies.

As an outcome of the conversations with Engineering managers, the following chart was developed to illustrate the major steps from the time an Examination Request is submitted to the time the eligible list for that job classification is established.



Although the timeline sometime varies, depending on the examination, the goal is 120 days from the day the bulletin opens to establish an eligible list for examinations with only one test (e.g., only written) to 150 days from the day the bulletin open to establish the list for examinations with more than one test (e.g., written and interview).

It is also important to note that several examinations for Engineering job classifications include selective certification, which can require specific licenses/certificates, experience, or knowledge. Candidates are tested to ensure they possess the specific skill set necessary to be considered for selective certification, in which case, this may add some time to testing all candidates. The best example of the types of selective certification can be found with the Civil Engineer job bulletin that requires a Professional Engineering license. In alignment with these proposals and activities, Engineering will fully support the Personnel Department in their efforts to achieve these goals. Achieving these cooperative goals will not only benefit Engineering, but will benefit the majority of City Departments.

DISCUSSION/RECOMMENDATIONS

The following specific concerns, issues and suggestions related to the hiring and succession planning process were raised by Engineering managers. The recommendations, indicated in *italics*, were made from the information gathered from meetings with Engineering employees, as well as conversations with the Personnel Department. The recommendations below are not all inclusive and will continue to be developed as succession planning moves forward.

Area	**Recruitment/Retention**
Concern	**Increase Gender Equity in City operations.**
Recommendations	1. *Share in the Mayor's goal to increase gender equity in City operations by employing recruitment strategies such as outreach and campus recruitment efforts.*
Concern	**The numbers of qualified candidates are low.**
Recommendations	2. *Continue and expand college recruiting on a recurring basis to ensure the best and brightest are recruited into the City.* 3. *Encourage recruitment for student workers through existing employees and other student workers which promotes quality and diversity.* 4. *Continue providing opportunities to consultants and hiring hall staff to become full-time regular City employees.* 5. *Explore avenues hiring veterans through various military organizations.* 6. *Develop a cross-training program within Engineering to assist in the growth and development of existing employees.* 7. *Budget additional entry level Engineering trainee positions.* 8. *Personnel staff supporting Engineering must proactively collaborate with Personnel Recruiting staff to bring the best qualified candidates in, as follows:* ***Recruitment Methods Used by the Personnel Department*** ***Personnel Department's website,*** *per.lacity.org – The Personnel Department website is linked to Neogov's integrated online job board, Governmentjobs.com. Governmentjobs.com is an online government sector job board utilized by over 5,000 public sector employers nationwide. All the open job opportunities that are listed in the Personnel Department's website*

	under "Exams Open to All" are automatically listed in Governmentjobs.com. ***Social Media Platforms*** *- The Personnel Department has recently started using social media channels to recruit for all the open job listings. The Personnel Department posts job opportunities on a weekly basis in Facebook, Twitter, LinkedIn and Instagram. The Personnel Department's social media followers are steadily increasing and we currently have over 2,400 likes in Facebook.* ***City of LA website*** *– The City of Los Angeles website lacity.org is a gateway for job seekers that are looking for employment with the City. The City of LA website directs job seekers to per.lacity.org to find current job listings and to initiate the application process.* ***Jobsla.org Website*** *– The Economic and Workforce Development Department (EWDD) manages the jobsla.org website where employment information can be found for the Los Angeles Region. City of LA job opportunities posted through Neogov and listed under Exempt Job Opportunities are also listed in the Jobsla.org website.* ***College and Universities Career Center*** *– The Personnel Department utilizes the respective university career center job boards to advertise job opportunities to college students and graduates when the examination requires applicants to have a degree.* ***Professional or Trade Associations -*** *Professional and trade organizations in a variety of fields are used to reach out to individuals with a specific skill set.* ***Social Media for Associations*** *– The Personnel Department is able to connect with the social media platforms of associations, if they exist, to advertise job opportunities that require a specialized skill set.* ***Career or Job Fairs –*** *The Personnel Department may also attend Job Fairs or Career Fairs in order to actively seek applicants with a particular skill set.*
Area	**Selection/Examining**
Concerns	• Examination process takes too long, no standardized approach by exam analyst. • Open candidates should be above promotional candidates for some of the technical classifications when open candidates score higher.
Recommendations	*9. Seek ways to expedite the hiring process (6-8 months is too long) and educate Engineering staff on process so they are partners in the process.*

	10. *Ensure staff is working closely with Personnel Department's Examining Division so the correct material is included on exams and the best candidates are being selected.* 11. *Request on-going open application and testing process for Engineering Associate classifications.*
Area	**Training/Employee Development/Leadership Development**
Concern	**Limited standardized employee and leadership development training.**
Recommendations	12. *Continue and expand professional development training including, but not limited to, certifications in construction management, Leadership in Environmental and Energy Design (LEED), and Envision.* 13. *Update and improve Engineering's Project Delivery Fundamentals class.* 14. *Develop training program that provides all employees with public speaking, presentation skills, and effective communication.* 15. *Continue and expand the mentoring program for employees.* 16. *Access the Personnel Department's online supervisory and leadership training modules.* 17. *Develop and implement standardized supervisory training program, which includes HR basics (knowledge of pending and upcoming exams to promote proactive participation in hiring/promotional process).* 18. *Develop a leadership program that teaches and promotes the following skills:* ➢ *Technical* ➢ *Project Management* ➢ *Communication (oral and written)* ➢ *Budget/Personnel Knowledge* ➢ *Supervision* ➢ *Emotional Intelligence* 19. *Find creative, innovative ways to provide internal training (maybe one section trains another) or set aside time for weekly training such as cross-training and train-the-trainer models.* 20. *Explore opportunities for voluntary reassignment (rotation) program among section managers for cross-training and career development.*

Area	Knowledge Capture and Knowledge Transfer
Concern	**Implement a centralized system for knowledge capture and knowledge transfer.**
Recommendations	21. *Establish a standardized central location where historical files can be stored and accessed.* 22. *Write desk manuals for major assignments.*

TARGETED LOCAL HIRING

Because Engineering is primarily composed of technical professional staff, Engineering has limited opportunities for targeted local hiring. However, Engineering will work with the Personnel Department to fill administrative clerk positions with trainees when operational needs permit.

III. TECHNOLOGY PLAN

BACKGROUND

In 2014, the Public Works Building at 1149 S. Broadway, experienced an unusual number of power outages. These outages convinced Engineering's systems staff that this building was no longer a suitable place to keep our datacenter. We determined that migrating our data center operations to a cloud environment would address the bulk of our long-term technology challenges, such as disaster recovery. We see the implementation of cloud technologies as an historic opportunity to pioneer a direction for many City departments who might consider "cloud" as an evolution of their current technology environments. We leverage innovation to inspire future solutions for the entire City.

We committed to moving to the Microsoft's Office 365 software suite to address operational challenges. For example, we needed to find a better way of sharing project documentation within our organization and with our private sector partners (outside of the City network). SharePoint meets all of our document management needs for collaborating on projects both inside and outside of the City's network. OneDrive for Business gives Engineering staff scalable cloud-based storage. Skype for Business gives our organization another means of communication. And, Yammer addresses Engineering's strategic goal to create an internal online community.

Engineering has a practical need to implement mobile technologies. A substantial percentage of our staff spends time outside of traditional office settings (e.g., project sites). As part of our Azure environment, we are implementing mobile device management to secure mobile devices and mobile application management to secure enterprise data.

The "anytime-anywhere" nature of today's business climate drives our technology environment to adapt and provision solutions in ways we've never considered until now. Consequently, we're constantly looking for new ways to enable business. Promoting a future-facing work environment will help attract the next generation of professionals.

TECHNOLOGY VISION STATEMENT

We enable business. Whether it's a well-planned project or an emergency reaction to a catastrophic event, our engineers shouldn't have to wait for technology solutions to facilitate their work. Our vision for technology is to have an IT environment that is ***always available*** to the business needs of our department and that we can provision whatever type of technology necessary to complete the job in the most timely and efficient manner.

GOALS

Engineering's goals for technology in the next 12 to 36 months are:

- Provision of access to business and technology resources from anywhere at anytime
- Access office environment and network resources using mobile technologies at our construction sites and remote locations
- The migration of on-premise datacenters to the Microsoft Azure Cloud
- Implement electronic plan-check processing
- Implement Build LA (i.e., automated permit processing)
- Organizational use of e2020 (a cloud-based construction management system)
- Implement electronic document workflow
- Increase cyber security awareness

New business requirements might augment this list of goals for our organization at any time.

OBJECTIVES

- Leverage the cloud to ensure business continuity
- Promote a new work culture that allows access to our work environment in non-traditional ways (i.e., access from anywhere to anything at any time)
- Automate the plan-check process for our customers
- Automate permit processing in Build LA
- Organizational use of cloud-based construction management
- Implement electronic document workflow
- Use mobile technologies in the field
- Increase cyber security awareness

DEPARTMENT CAPACITY AND SERVICES

Engineering is the City's lead agency for the planning, design and construction management of public buildings, infrastructure and open space projects. Engineering's infrastructure projects include police and fire stations, recreational and cultural facilities, sidewalk repairs, bridges and street and transit projects. Engineering also manages construction and design of stormwater and wastewater systems projects. Open space projects include the development of parks, landslide repairs and the restoration of wetlands. Engineering also manages permitting for construction in the public right-of-way, as well as the City's state of the art online mapping system, NavigateLA, which was developed in-house. Engineering's projects are nationally recognized in the areas of environmental sustainability and design and our mission fully supports the City's goals of creating a prosperous, livable and safe city for all residents and businesses.

PRESENT DEPARTMENT IT SERVICES

The Land Development and GIS Division:

- Creates and maintains GIS data
- Creates applications that leverage GIS data for use by City and public customers
- Creates and maintains Engineering's online permit systems

The Systems Division provides traditional technology services such as:

- Network and Mobile Communications Support
- Business Systems (Desktops/Peripherals) Support
- Applications Development (e.g., UPRS, PSCS, PCS, eTime, EPAS, etc.)
- Computer Aided Design (CAD) (i.e., AutoDesk, Microstation, etc.)

FUTURE DEPARTMENT IT SERVICES

In addition to traditional IT services, Engineering's future technology landscape includes, but is not limited to, the following areas:

- Implementation of drones or unmanned aerial vehicles (UAVs) for remote video footage and telemetry data; we would implement this technology to decrease, if not eliminate, the need for human intervention in dangerous situations: https://www.youtube.com/watch?v=hypidVK9Ge8 – drones were used at a sinkhole incident at the National Corvette Museum in Bowling Green, KY
- Amphibious robotics (https://www.youtube.com/watch?v=K926HAKRFvw) can be leveraged to assess the internal structure of sewer pipes without endangering humans. (Note: forward the video clip to about 8:00 minutes into the presentation to see what we mean)
- Microsoft HoloLens https://www.youtube.com/watch?v=4imTktsNtjU leverages the use of immersive technologies in the design and development of engineering structures as well as developing 3D applications

DEPARTMENT IT TRANSFORMATION

A combination of business methods and ideologies is used to actualize the transformation from where we are today to the technology environment of tomorrow:

- Nurture a project management culture among technology professionals to promote a methodical approach to achieving technology objectives; encourage and enforce accountability for scheduled work to achieve measurable progress

- Leverage software tools, like Microsoft's Power BI and Tableau, to quantify operational metrics that reveal the actual effectiveness of applied technologies. Our commitment to excellence drives our passion for transparency
- Promote an environment that leverages "failures" as a productive experience in the work process to encourage staff to think in non-traditional ways without the fear of negative repercussions
- Enforce a "safety first" work culture on which we build innovative solutions. We have a non-negotiable responsibility to always put the safety and wellbeing of the public and our employees before our passion for innovation

DEPARTMENT IT ROADMAP

Over the next several years, Engineering will exemplify how innovation, foresight, and resolve can deliver the "Workplace of the Future." We will continue to be cloud-centric in demonstrating our operational resilience and promote a work culture that maintains a greener technology landscape. Our use of immersive technologies will routinely enable more creative designs and applications. Engineering will consistently break stereotypes about traditional IT roles. Our technology initiatives must ultimately continue the mission to "enable business." Our commitment to innovation and creativity is a beacon of inspiration to the next generation of the workforce.

RECOMMENDATIONS

We must commit to enable a "work anytime, anywhere, anyhow" environment. Traditional constructs of "work" need to be re-imagined to attract, accommodate and actualize a new generation in the workforce. We, as a City, must consider non-classical methods of getting our work done. After all, every technology project begins and ends with people, not machines. We must prioritize the development of new policies that enable new solutions.

Lastly, there must be a profound shift in our commitment to innovation. In a very practical sense, innovation is not free. Funding innovative programs enforces and encourages fundamental changes in our thought processes. When we consistently force ourselves to "make do with what we have," then it stands to reason that we will continue to re-integrate obsolete components of hardware, software and ideas. Rather than asking ourselves, "Can we afford to do this?" we should ask ourselves, "Can we afford *not* to do this?" Accordingly, over the next several years, Engineering will submit budget requests through the City's budget process to obtain funding for our technology initiatives.

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LA Sanitation

Equitable Workforce and Service Restoration Plan

September 2016

INTRODUCTION

As the lead agency for the City's environmental programs and initiatives, LA Sanitation (LASAN) protects public health and the environment through the administration and management of three program areas: Clean Water (wastewater), Solid Resources (solid waste management) and Watershed Protection (stormwater).

These infrastructure programs collect, treat, recycle, and dispose the solid and liquid waste generated by the nation's second largest city of more than four million residents. Through these essential public service programs, LA Sanitation delivers a triple bottom line of economic, environmental, and social benefits that sustain the quality of life in Los Angeles.

By 2018, 45% of LASAN employees will be eligible to retire, with two-thirds eligible for normal retirement and one-third eligible for early retirement. 123 different classifications will be impacted, for a total of 1,072 potential retirements from a workforce of 3,008 authorized positions.

In response to Executive Directive 15 (ED 15), LASAN describes in this plan the strategies that will be utilized to recruit employees, develop additional paths to full-time employment, and utilize technology to improve productivity.

ANALYSIS

Table 1 lists the number and percentage of employees eligible for retirement by classification and indicates if it is through normal or early retirement.

Table 1
Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	EMPLOYEES	TOTAL ELIGIBLE TO RETIRE	% TOTAL ELIGIBLE TO RETIRE	NORMAL	% NORMAL RETIRE	EARLY	% EARLY RETIRE
Accountant/ I, II	1	1	100%	1	100%	0	0%
Accounting Clerk I, II	34	12	35%	4	12%	8	24%
Admin Clerk	52	26	50%	13	25%	13	25%
Agricul Land Developer	1	1	100%	1	100%	0	0%
Air Cond Mech	4	3	75%	1	25%	2	50%
Air Cond Mech Supvr/ I, II	1	1	100%	0	0%	1	100%
Asst Dir Bur Sanitation/ I, II	4	2	50%	2	50%	0	0%

Table 1 (continued)
Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	EMPLOYEES	TOTAL ELIGIBLE TO RETIRE	% TOTAL ELIGIBLE TO RETIRE	NORMAL	% NORMAL RETIRE	EARLY	% EARLY RETIRE
Boat Captain I,II	2	1	50%	1	50%	0	0%
Build Mech Engr I, II	2	2	100%	2	100%	0	0%
Build Operating Engr	3	1	33%	1	33%	0	0%
Build Repairer/ I, II	1	1	100%	1	100%	0	0%
Cabinet Maker	1	1	100%	1	100%	0	0%
Carpenter Supvr	1	1	100%	1	100%	0	0%
Ch Clerk	3	1	33%	1	33%	0	0%
Ch Env Comp Insp I, II	7	7	100%	6	86%	1	14%
Ch Mgmt Analyst	2	1	50%	1	50%	0	0%
Chemist I, II	33	15	45%	11	33%	4	12%
Civil Eng Assoc I-IV	21	14	67%	8	38%	6	29%
Civil Engineer	4	3	75%	2	50%	1	25%
Civil Engr Draft Tech	1	1	100%	0	0%	1	100%
Commun Electrician/ I	2	2	100%	1	50%	1	50%
Commun Info Rep I, II, III	37	10	27%	3	8%	7	19%
Contr Sys Eng Assoc I-IV	6	3	50%	1	17%	2	33%
Control Sys Engineer	1	1	100%	1	100%	0	0%
Custodian	15	11	73%	6	40%	5	33%
Data Base Architect	2	2	100%	0	0%	2	100%
Delivery Driver I, II	2	2	100%	1	50%	1	50%
Dir Bur Of Sanitation	1	1	100%	0	0%	1	100%
Dir Of Systems	2	1	50%	1	50%	0	0%
Electr Engr Assoc I-IV	3	1	33%	1	33%	0	0%
Electric Pump Plt Opr	2	1	50%	0	0%	1	50%
Electrical Craft Helpr	4	3	75%	3	75%	0	0%
Electrician	2	2	100%	1	100%	1	50%
Emerg Prepare Coord/ I, II	1	1	100%	1	100%	0	0%
Env Compliance Insp	83	36	43%	28	34%	8	10%
Environ Affairs Ofcr	2	1	50%	1	50%	0	0%
Environmental Engineer	36	22	61%	16	44%	6	17%
Environmental Spec I, II, III	9	6	67%	3	33%	3	33%
Environmental Supvr I, II	5	4	80%	1	20%	3	60%
Envr Engr Assoc I-IV	119	40	34%	25	21%	15	13%
Equip Operator	32	19	59%	10	31%	9	28%
Equip Supervisor	7	7	100%	6	86%	1	14%
Exec Admin Assistant I, II, III	2	2	100%	2	100%	0	0%

Table 1 (continued)
Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	EMPLOYEES	TOTAL ELIGIBLE TO RETIRE	% TOTAL ELIGIBLE TO RETIRE	NORMAL	% NORMAL RETIRE	EARLY	% EARLY RETIRE
Gardener Caretaker	17	10	59%	8	47%	2	12%
Graphics Designer I, II, III	3	1	33%	1	33%	0	0%
Graphics Supervisor I, II	1	1	100%	1	100%	0	0%
Heavy Duty Truck Oper	12	4	33%	3	25%	1	8%
Hyperion Treat Pln Mgr	1	1	100%	0	0%	1	100%
Instrument Mech	24	15	63%	14	58%	1	4%
Instrument Mech Supv/ I, II	4	4	100%	3	75%	1	25%
Intermed W/W Trmt Opr	1	1	100%	1	100%	0	0%
Labor Supervisor	1	1	100%	0	0%	1	100%
Laboratory Tech I, II	31	12	39%	9	29%	3	10%
Landscape Arch Assoc I-IV	2	2	100%	1	50%	1	50%
Landscape Arch I, II	1	1	100%	0	0%	1	100%
Machinist Supervisor	2	1	50%	0	0%	1	50%
Maint & Constr Helper	9	6	67%	4	44%	2	22%
Maint Laborer	192	62	32%	33	17%	29	15%
Management Analyst I, II	72	23	32%	14	19%	9	13%
Management Asst	1	1	100%	0	0%	1	100%
Mech Engr Assoc I-IV	1	1	100%	1	100%	0	0%
Mech Helper	21	4	19%	4	19%	0	0%
Mech Repairer I, II	4	3	75%	1	25%	2	50%
Off Engr Tech I, II, III	8	4	50%	4	50%	0	0%
Painter I/II	10	5	50%	4	40%	1	10%
Painter Supvr I, II	1	1	100%	1	100%	0	0%
Park Maintenance Supv	1	1	100%	1	100%	0	0%
Payroll Supervisor I, II	1	1	100%	1	100%	0	0%
Personnel Records Supv	2	1	50%	1	50%	0	0%
Pipefitter	10	4	40%	3	30%	1	10%
Plant Equip Trainee	1	1	100%	1	100%	0	0%
Plumber	12	8	67%	7	58%	1	8%
Plumber Supervisor	1	1	100%	1	100%	0	0%
Power Shovel Oper	3	1	33%	1	33%	0	0%
Pr Civil Engineer	1	1	100%	1	100%	0	0%
Pr Clerk	4	3	75%	1	25%	2	50%
Pr Envrmntl Engr	12	1	8%	1	8%	0	0%
Pr Public Rel Rep	2	2	100%	1	50%	1	50%
Project Assistant	2	1	50%	1	50%	0	0%

Table 1 (continued)
Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	EMPLOYEES	TOTAL ELIGIBLE TO RETIRE	% TOTAL ELIGIBLE TO RETIRE	NORMAL	% NORMAL RETIRE	EARLY	% EARLY RETIRE
Pub Info Dir/ I,II	1	1	100%	1	100%	0	0%
Pub Relations Spc I, II	3	1	33%	0	0%	1	33%
Ref Coll Truck Opr I, II	630	250	40%	142	23%	108	17%
Refuse Col Supvr	38	21	55%	14	37%	7	18%
Refuse Crew Field Instr	10	3	30%	1	10%	2	20%
Safety Engr Assoc I, II	4	4	100%	4	100%	0	0%
Sandblast Operator	1	1	100%	1	100%	0	0%
San Solid Resources Mgr I, II	10	9	90%	6	60%	3	30%
San Wastewater Mgr I, II, III	21	19	90%	15	71%	4	19%
Secretary	9	6	67%	3	33%	3	33%
Shift Supt W/W Trmt I, II	8	8	100%	6	75%	2	25%
Solid Resource Superintendent	10	8	80%	5	50%	3	30%
Solid Wast Disp Spt I, II	2	2	100%	2	100%	0	0%
Sr Carpenter	2	2	100%	2	100%	0	0%
Sr Chemist	11	8	73%	5	45%	3	27%
Sr Civil Engineer	3	3	100%	1	33%	2	67%
Sr Admin Clerk	69	36	52%	28	41%	8	12%
Sr Electr Pump Pl Opr	1	1	100%	1	100%	0	0%
Sr Envrmntl Engineer	12	9	75%	8	67%	1	8%
Sr Envtl Compliance Insp	18	13	72%	12	67%	1	6%
Sr Gardener	2	1	50%	0	0%	1	50%
Sr Mgmt Analyst I, II,	20	8	40%	3	15%	5	25%
Sr Personnel Analyst I, II	2	1	50%	1	50%	0	0%
Sr Photographer I, II	1	1	100%	1	100%	0	0%
Sr Plumber	5	3	60%	1	20%	2	40%
Sr Systems Analyst I, II	14	6	43%	2	14%	4	29%
Sr W/W Treatment Oper	10	7	70%	7	70%	0	0%
Sr Window Cleaner	1	1	100%	1	100%	0	0%
Systems Analyst I, II	11	3	27%	2	18%	1	9%
Systems Programmer I, II, III	7	3	43%	1	14%	2	29%
Transitional Worker	6	1	17%	0	0%	1	17%
Truck Operator/ One Man	1	1	100%	1	100%	0	0%
W/Wtr Coll Worker I, II	177	38	21%	25	14%	13	7%
W/Wtr Trmt Elec I, II	32	14	44%	13	41%	1	3%
W/Wtr Trmt Elec Supvr	2	2	100%	2	100%	0	0%
W/Wtr Trmt Lab Mgr I, II, III	6	6	100%	5	83%	1	17%

Table 1 (continued)
Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	EMPLOYEES	TOTAL ELIGIBLE TO RETIRE	% TOTAL ELIGIBLE TO RETIRE	NORMAL	% NORMAL RETIRE	EARLY	% EARLY RETIRE
W/Wtr Trmt Mech I, II	49	24	49%	21	43%	3	6%
W/Wtr Trmt Mech Supvr	4	2	50%	1	25%	1	25%
W/Wtr Trmt Oper I, II, III	136	66	49%	55	40%	11	8%
Wastewtr Col Supvr	16	10	63%	8	50%	2	13%
Water Biologist I, II, III	14	3	21%	3	21%	0	0%
Water Microbiologist I, II	4	1	25%	1	25%	0	0%
Welder	4	1	25%	1	25%	0	0%
Welder Supervisor/ I, II	1	1	100%	0	0%	1	100%
TOTALS	**2412**	**1072**	**44%**	**710**	**29%**	**362**	**15%**

data as of September 10, 2015

Note: % Total Eligible to Retire may not equal % Normal Retire plus % Early Retire due to rounding.

The next two tables focus on classifications with the following potential retirement characteristics:

- 50% or more eligible
- More than 25 employees eligible

Table 2
Classifications with ≥50% Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	% TOTAL ELIGIBLE TO RETIRE	% NORMAL RETIRE	% EARLY RETIRE
Accountant/ I, II	100%	100%	0%
Admin Clerk	50%	25%	25%
Agricultural Land Developer	100%	100%	0%
Air Cond Mechanic	75%	25%	50%
Air Cond Mech Supvr/ I, II	100%	0%	100%
Asst Dir Bur Sanitation/ I, II	50%	50%	0%
Boat Captain I,II	50%	50%	0%
Build Mech Engr I, II	100%	100%	0%
Build Repairer/ I, II	100%	100%	0%
Cabinet Maker	100%	100%	0%
Carpenter Supvr	100%	100%	0%
Ch Environmental Comp Insp I, II	100%	86%	14%
Ch Mgmt Analyst	50%	50%	0%

Table 2 (continued)
Classifications with ≥50% Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	% TOTAL ELIGIBLE TO RETIRE	% NORMAL RETIRE	% EARLY RETIRE
Civil Eng Assoc I, II, III, IV	67%	38%	29%
Civil Engineer	75%	50%	25%
Civil Engr Draft Tech	100%	0%	100%
Communications Electrician/ I	100%	50%	50%
Control Sys Eng Assoc I, II,III,IV	50%	17%	33%
Control Sys Engineer	100%	100%	0%
Custodian	73%	40%	33%
Data Base Architect	100%	0%	100%
Delivery Driver I, II	100%	50%	50%
Dir Bur Of Sanitation	100%	0%	100%
Dir Of Systems	50%	50%	0%
Electric Pump Plt Opr	50%	0%	50%
Electrical Craft Helper	75%	75%	0%
Electrician	150%	100%	50%
Emerg Prepare Coord/ I, II	100%	100%	0%
Environ Affairs Ofcr	50%	50%	0%
Environmental Engineer	61%	44%	17%
Environmental Spec I, II, III	67%	33%	33%
Environmental Supvr I, II	80%	20%	60%
Equip Operator	59%	31%	28%
Equip Supervisor	100%	86%	14%
Exec Admin Assistant I, II, III	100%	100%	0%
Gardener Caretaker	59%	47%	12%
Graphics Supervisor I, II	100%	100%	0%
Hyperion Treat Plant Mgr	100%	0%	100%
Instrument Mech	63%	58%	4%
Instrument Mech Supv/ I, II	100%	75%	25%
Intermed W/W Trmt Opr	100%	100%	0%
Labor Supervisor	100%	0%	100%
Landscape Arch Assoc I, II, III, IV	100%	50%	50%
Landscape Arch I, II	100%	0%	100%
Machinist Supervisor	50%	0%	50%
Maint & Constr Helper	67%	44%	22%
Management Asst	100%	0%	100%
Mech Engr Assoc I, II, III, IV	100%	100%	0%
Mech Repairer I, II	75%	25%	50%

Table 2 (continued)
Classifications with ≥50% Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	% TOTAL ELIGIBLE TO RETIRE	% NORMAL RETIRE	% EARLY RETIRE
Off Engr Tech I, II, III	50%	50%	0%
Painter I/II	50%	40%	10%
Painter Supvr I, II	100%	100%	0%
Park Maintenance Supv	100%	100%	0%
Payroll Supervisor I, II	100%	100%	0%
Personnel Records Supv	50%	50%	0%
Plant Equip Trainee	100%	100%	0%
Plumber	67%	58%	8%
Plumber Supervisor	100%	100%	0%
Pr Civil Engineer	100%	100%	0%
Pr Clerk	75%	25%	50%
Pr Public Rel Rep	100%	50%	50%
Project Assistant	50%	50%	0%
Pub Info Dir/ I,II	100%	100%	0%
Refuse Coll Supvr	55%	37%	18%
Safety Engr Assoc I, II	125%	125%	0%
Sandblast Operator	100%	100%	0%
Sanitation Solid Resources Manager I, II	90%	60%	30%
Sanitation Wastewater Mgr I, II, III	90%	71%	19%
Secretary	67%	33%	33%
Shift Supt W/W Trmt I, II	100%	75%	25%
Solid Resource Superintendent	80%	50%	30%
Solid Waste Disp Spt I, II	100%	100%	0%
Sr Carpenter	100%	100%	0%
Sr Chemist	73%	45%	27%
Sr Civil Engineer	100%	33%	67%
Sr Admin Clerk	52%	41%	12%
Sr Electr Pump Pl Opr	100%	100%	0%
Sr Environmental Engineer	75%	67%	8%
Sr Environmental Compliance Insp	72%	67%	6%
Sr Gardener	50%	0%	50%
Sr Personnel Analyst I, II	50%	50%	0%
Sr Photographer I, II	100%	100%	0%
Sr Plumber	60%	20%	40%
Sr W/W Treatment Oper	70%	70%	0%
Sr Window Cleaner	100%	100%	0%

Table 2 (continued)
Classifications with ≥50% Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	% TOTAL ELIGIBLE TO RETIRE	% NORMAL RETIRE	% EARLY RETIRE
Truck Operator/ One Man	100%	100%	0%
W/Wtr Trmt Elec Supvr	100%	100%	0%
W/Wtr Trmt Lab Mgr I, II, III	100%	83%	17%
W/Wtr Trmt Mech Supvr	50%	25%	25%
Wastewater Coll Supvr	63%	50%	13%
Welder Supervisor/ I, II	100%	0%	100%

data as of September 10, 2015

Note: % Total Eligible to Retire may not equal % Normal Retire plus % Early Retire due to rounding.

In these 90 classifications, there are 52% where all employees will be eligible to retire by June 30, 2018.

In addition, some classifications may have a smaller percentage of potential retirees, but due to the size of the classification, the number of new employees who may be needed is greater than 25.

Table 3
Classifications with >25 Employees Eligible for Retirement by June 30, 2018

CLASS TITLE	TOTAL ELIGIBLE TO RETIRE	NORMAL	EARLY
Admin Clerk	26	13	13
Env Compliance Insp	36	28	8
Envr Engr Assoc I, II, III, IV	40	25	15
Maint Laborer	62	33	29
Ref Coll Truck Opr I, II	250	142	108
Sr Admin Clerk	36	28	8
W/Wtr Coll Worker I, II	38	25	13
W/Wtr Trmt Oper I, II, III	66	55	11
TOTALS	**554**	**349**	**205**

data as of September 10, 2015

The positive aspect of this concentration is that if these eight classifications are addressed, it will take care of nearly half of LASAN's potential retirements; as a result, the remainder of this report will focus on LASAN's plans to address these classifications.

MISSION AND FUTURE OPERATION GOALS

LASAN's mission to protect public health and the environment has expanded beyond its three traditional programs. LASAN is a crucial component in supporting Mayor Garcetti's "Back to Basics" Priority Outcomes, particularly creating a more livable and sustainable city. LASAN is the lead agency for implementing Executive Directive No. 8 (ED 8), the Clean Streets Initiative. The work required to maintain the cleanliness of our streets, sidewalks, alleys, and other public spaces has been a shift from LASAN's mostly automated method of collecting curbside refuse to a significant amount of manual labor. The speed with which solutions to ED 8 needed to be implemented required the significant use of part-time as-needed positions to augment full-time staff.

LASAN also has a significant role in Operation Healthy Streets and the implementation of Executive Directive No. 16, Implementation of the Comprehensive Homeless Strategy. LASAN's Environmental Compliance Inspectors have a new role in protecting public health and the civil rights of people experiencing homelessness.

The changing role of LASAN, its employees, and the pending retirements have been discussed in a series of meetings at the executive level.

RECRUITING PLANS

Review of LASAN's Part-time Staff

LASAN is reviewing its current part-time staff to evaluate the potential to transition these employees to full-time employment. Based on preliminary analysis, 103 (26%) of LASAN's part-time employees over the past three years have successfully transitioned to full-time employment in LASAN or at other City departments. Part-time employment can be an excellent opportunity for an employee to learn skills and for LASAN to evaluate the employee's potential. However, the ability to transition employees from part-time to full-time positions is limited by the number of authorized positions available and the frequency of examinations. LASAN is working with the Personnel Department on the ability to transition high-performing part-time employees to full-time positions based on the employee's evaluations and the possession of an appropriate degree or certification, which is already occurring with certain classifications as discussed later in this report. In addition, LASAN needs to perform workload evaluations that include an allowance for training and mentoring new employees and cross-training existing employees. In some areas, position cuts during the economic downturn have left us with the minimum level of staff needed to perform the work without the ability to bring in new employees a few months before scheduled retirements so they can be trained and knowledge transfer can occur.

Partnership with the Los Angeles Trade Technical College

LASAN believes that a well-educated workforce is a workforce that is more agile and better able to adapt to changing conditions. LASAN is working with the Los Angeles

Trade Technical College (LATTC) to develop a pathway for LATTC students and graduates to attain part-time and full-time positions with LASAN. Initial steps include hiring four LATTC students for part-time positions in the Administrative Clerk, Project Assistant, and Maintenance Laborer classifications. These students will assist LASAN in reviewing LATTC curriculum to identify areas where the curriculum can be more closely aligned with City class specifications. LASAN is interested in working with the Personnel Department to create a streamlined path for LATTC graduates to qualify for certain City classifications if they have completed an approved degree program.

Outreach to the Veteran Community

LASAN has met with the Mayor's Office Manager for Veteran Affairs to discuss opportunities to recruit from veterans organizations. Many veterans have acquired useful skills during their years of military service, but lack certifications to qualify them for job opportunities. LASAN will work with these groups and with the Personnel Department to revise class specifications and job notices to recognize military service and remove any artificial barriers included in the language. Working with veterans organizations will also provide LASAN an opportunity to recruit more women to compete for blue-collar positions.

In addition to these strategies that impact multiple classifications, LASAN has specific plans and suggestions for the following classifications:

Environmental Compliance Inspector Series

Currently, LASAN does not have the authority to hire Environmental Compliance Inspectors (ECI) on a part-time basis. LATTC has several technology paths (chemical, solid waste, and wastewater) that can qualify students for this classification. It will be beneficial to have the ability to hire students on a part-time basis with a plan to transition to full-time employment upon their graduation.

Environmental Engineering Associate Series

LASAN has a successful on-campus recruiting effort: Project Green Leadership. LASAN has been able to recruit a diverse pool of candidates for both part-time Student Engineer positions and full-time Environmental Engineering Associate positions. LASAN is interested in expanding this type of recruiting to other classifications.

Maintenance Laborer, Refuse Collection Truck Operator, Wastewater Collection Worker

Maintenance Laborer is a primary feeder classification for both the Refuse Collection Truck Operator and Wastewater Collection Worker (WCW) classifications, as well as being an essential classification itself. Since there is no exam process for Maintenance Laborer (ML), full-time positions are filled by transitioning qualified part-time MLs. During the recessionary years, LASAN was able to successfully use this process since

many people were having difficulty getting full-time work and were more willing to accept part-time positions. With the improving economy and construction boom, it has become increasingly difficult for LASAN to recruit qualified personnel into the part-time ML positions because people can find full-time work instead. LASAN has attended recruiting fairs hosted by Council Offices and will continue working with veterans organizations and LATTC as previously described to maintain a pool of qualified part-time ML candidates; however, this could be an area where a direct transition to full-time employment for LATTC graduates could be beneficial.

LASAN is currently able to transition part time MLs to full-time Wastewater Collection Worker. Presently, to qualify for the WCW examination candidates must have 12 months of full-time paid experience (or 24 months of part-time experience) in the Wastewater Collection Services Division. Once the candidates successfully pass the civil service multiple choice examination they are placed on an Eligible List. Candidates are appointed from the Eligible list to the trainee classification of WCWI for up to three years. As a Trainee they are to obtain their Class B Driver License and a Grade I California Water Environment Association certificate to complete the training program. After completion of the training program, trainees will advance to WCWII and begin a six month probationary period. LASAN would like to explore a similar transition path to Refuse Collection Truck Operator upon completion of LASAN's Refuse Collection Truck Operator Driver Training Program.

Wastewater Treatment Operator Series

LASAN has a very successful Plant Equipment Trainee (PET) program. Upon satisfactory completion of a one-year training program and obtaining a Grade I license, employees are transitioned to the Wastewater Treatment Operator classification. This has been a successful program for eight years and LASAN is considering expanding the number of PET positions from 20 to 40. LASAN would also like to work with the Personnel Department to develop a similar transition program for other classifications, such as Refuse Truck Operator and Environmental Compliance Inspector.

TARGETED LOCAL HIRING PROGRAM

LASAN has met with the Targeted Local Hiring (TLH) Program working group to discuss opportunities for LASAN to support this program. LASAN has identified certain classifications that could utilize this program:

LASAN Classification	Vocational Worker Classification
Gardener Caretaker	Assistant Gardener
Maintenance Laborer	Maintenance Assistant
Administrative Clerk	Office Trainee/Office Services Asst

The use of these classes is dependent on vacancies being available. LASAN will continue to monitor the progress of this program and identify specific positions to be filled when the program is ready to proceed. LASAN will also identify positions in its Fiscal Year 2017-18 budget proposal that can be filled using the TLH Program.

LASAN will balance the filling of positions using TLH with the conversion of existing part-time employees to full-time employment as directed in ED 15.

TECHNOLOGY

LASAN is a strong proponent of using technology to improve efficiency. LASAN is in the midst of a multi-year project to convert the control systems for its four water recycling facilities and wastewater collection system to a common platform. This project will result in many benefits, including commonality of spare parts and the ability for staff to easily move between facilities without having to learn how to operate a new control system.

LASAN also makes use of mobile computing and applications to improve productivity. LASAN hosts the servers for MyLA311 and uses that application to track our service requests. LASAN developed the SANStar application to improve the fulfillment process for service requests and provide feedback into the MyLA311 app to show the closeout of requests. SANStar received the first Mayor's Civic Innovation award and also was selected as a 2016 Outstanding IT Project Award at the L.A. Digital Government Summit.

LASAN will continue to identify and implement technologies to make our workforce more productive and to improve knowledge transfer as experienced employees retire.

CONCLUSION

LASAN has had success in utilizing part-time employees, on-campus recruiting, and internal training programs such as the PET. LASAN would like to expand these programs to additional classifications in order to maintain our mission of protecting the public health and the environment, even during times of high attrition. LASAN is also interested in the Targeted Local Hiring Program as an additional pathway to full-time employment.

For more information on LASAN you may visit our website at www.lacitysan.org. If you have questions about the contents of this workforce plan, you may contact Lisa B. Mowery, Chief Financial Officer at lisa.mowery@lacity.org or 213-485-2210.

ECZ:LBM:lm

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September 30, 2016

Honorable Mayor Eric Garcetti
200 N. Spring St., Room 303
Los Angeles, CA 90012

ATTN: Matt Szabo, Deputy Mayor for Budget & Innovation

EQUITABLE WORKFORCE AND SERVICE RESTORATION PLAN

To Mayor Garcetti:

In response to your Executive Directive 15, Equitable Workforce and Service Restoration, the Bureau of Street Lighting proposes in our hiring plan to address the concerns and challenges contained in your directive.

BUREAU CORE MISSION & FRONT LINE SERVICES

The Bureau's mission is to provide efficient lighting and promote community safety and identity. The City of Los Angeles has over 215,000 street lights, comprising the second largest municipal system in the Country.

The Bureau of Street Lighting's purpose, as defined by the City Charter/Municipal Code is to design, construct, operate, and maintain street lighting systems within the City, as well as monitoring and assessing the Street Lighting Maintenance Assessment Fund as mandated by the City Charter and State Constitution.

The street lighting system is an integral part of the City, providing many different functions during the day and night. It not only provides lighting for Angelenos and visitors at night, makes streets safer for drivers, pedestrians and cyclists, but also provides a sense of community and security. It contributes toward the creation of a more livable and sustainable city by lighting and promoting regional public spaces that enhance streetscape and walkability and attract visitors.

In recent (and future) years, the Bureau has implemented innovative new programs that foster technological advancements to enhance the City, and make changes to support sustainability, environmental progressiveness and efficiency. Staying in step with (or ahead of) changes in technology is essential to allow the Bureau to continue to be at the forefront of the street lighting industry, and provide the best service possible to the citizens of Los Angeles.

BUREAU EMPLOYMENT & SUCCESSION PLANNING

The Bureau of Street Lighting (BSL) has 272 positions, ranging in three major categories of classifications: engineering & technical, trade/craft/labor, and administrative/technological.

Recent data obtained from LACERS indicates that approximately 31% of the Bureau's workforce are eligible to retire by June 30, 2019. The table below illustrates the number of employees per classification eligible to retire, and differentiates between regular and early retirement.

Classification	Auth. # Of Pos.	Vacant	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Director Bureau of Street Lighting	**1**	**0**	**1**	**1**	**100%**	**1**	**0**
Assistant Director Bureau of Street Lighting	**2**	**0**	**2**	**1**	**50%**	**0**	**1**
Senior Street Lighting Engineer	**3**	**0**	**3**	**3**	**100%**	**1**	**2**
Street Lighting Engineer	**10**	**0**	**10**	**4**	**50%**	**4**	**0**
Street Lighting Engineering Associate I, II, III, IV	65	12	53	17	26%	13	4
Street Lighting Const & Maint Superintendent I, II	**3**	**0**	**3**	**3**	**100%**	**3**	**0**
Street Lighting Electrician Supervisor	**9**	**0**	**9**	**3**	**33%**	**2**	**1**
Street Lighting Electrician	**39**	**8**	**31**	**16**	**41%**	**6**	**10**
Assistant Street Lighting Electrician	25	9	16	5	20%	4	1
Electrical Craft Helper	42	10	32	3	7%	2	1
Chief Management Analyst	**1**	**0**	**1**	**1**	**100%**	**0**	**1**
Senior Management Analyst I, II	**3**	**0**	**3**	**1**	**33%**	**1**	**1**
Management Analyst II	4	0	4	0	0%	0	0
Management Assistant	4	1	3	0	0%	0	0
Executive Administrative Assistant I, II, II	2	0	2	1	50%	1	0
Payroll Supv	1	0	1	1	100%	1	0
Accounting Clerk I, II	4	0	4	1	50%	1	1
Senior Administrative Clerk	3	0	3	1	33%	1	0
Administrative Clerk	3	0	3	3	100%	2	1
Student Worker	1	0	9	0	0%	0	0
Senior Systems Analyst I, II	**4**	**0**	**4**	**2**	**50%**	**1**	**1**
Systems Analyst I, II	3	0	3	1	33%	1	0
Geographic Information Specialist Supv	1	0	1	0	0%	0	0
Geographic Information Specialist	4	0	4	2	50%	2	0
Improvement Assessor Supv I, II	3	0	3	3	100%	2	1
Improvement Assessor	2	1	1	1	50%	1	0
Senior Civil Engineering Drafting Technician	2	1	1	1	50	1	0
Civil Engineering Drafting Technician	10	5	5	3	30%	2	1
Office Engineering Tech	2	1	1	0	0%	0	0
Sr Storekeeper I,II	1	0	1	1	100%	1	0
Warehouse & Toolroom Worker I, II	1	0	1	1	100%	1	0
Maintenance & Construction Helper	5	1	4	0	0%	0	0
Mechanical Helper	1	0	1	0	0%	0	0
Welder	2	0	2	2	100%	2	0
Cement Finisher	2	0	2	0	0%	0	0
Cement Finisher Worker	2	0	2	0	0%	0	0
Electrical Craft Helper -HH			20	0	0%	0	0
St Ltng Electrician-HH			11	0	0%	0	0

In the graphs below, 34% of the downtown employees have over 25 years of service, and an additional 15% have 20-25 years of service. This demonstrates the crucial need to be able to fill, train, and promote employees who can learn and benefit from the knowledge of the more experienced employees.

Conversely, the 2nd graph shows that 44% of the Field Operations staff has less than 6 years of service, and data shows that most have only 1-2 years. The Bureau provides on-the-job training to these employees, but it can take years for new employees to move up the ranks and be qualified electrical workers, and employees ready for supervisory roles.





All job classifications that the bureau is comprised of are invaluable components to providing high-level services to the City and maintaining the programs that we run. However, the following classifications are those that are designated critical to basic operations, and are those that need to be backfilled in the event of high attrition levels due to retirement or other circumstances:

- Director, Bureau of Street Lighting (1 of 1 eligible to retire)
- Assistant Director, Bureau of Street Lighting (1 of 2 eligible to retire)
- Chief Management Analyst (1 of 1 eligible to retire)
- Senior Street Lighting Engineer (3 of 3 eligible to retire)
- Street Lighting Engineer (4 of 10 eligible to retire)
- Senior Systems Analyst II (1 of 1 eligible to retire)
- Street Lighting Construction & Maintenance Superintendent (3 of 3 eligible to retire)
- Street Lighting Electrician Supervisor (3 of 9 eligible to retire)
- Street Lighting Electrician (16 or 39 eligible to retire)

The classifications listed above could maintain minimal bureau services (design, construction, and maintenance of street lights, as well as collecting assessments that fund our operations), in the event that the Bureau is unable to staff at levels needed to facilitate all programs within the Bureau.

RECRUITMENT, RETENTION & DEVELOPMENT

The Bureau would like to make the following recommendations for change in the areas included below, to help prepare for higher levels of attrition and implement our succession and workforce restoration plan:

Recruitment

- Consider doing campus recruitment for entry-level information technology positions, in a similar fashion to what is done for Engineering Associates. The Bureau has continuous problems finding IT staff within the City that have experience/knowledge on current and newer technology and programs, which many of our positions require.

- Allow for hiring specified information technology positions on an exempt basis. This will ensure the City/Bureau is able to hire/retain talent that stays up to date on latest technology and is high caliber.

- Make more eligible lists on a continuous basis. In the Bureau's experience, eligible lists are often depleted within one year of being established, or contain candidates that only want to work at DWP. It requires the Bureau to cert and request additional names over and over again to fill a minimal number of positions. Suggested classifications with continuous lists are – Civil Engineering Drafting Tech, Assistant Street Lighting Electrician, and Maintenance & Construction Helper.

Training and Development

- BSL is interested in basic Supervisory Training for the whole bureau, instead of waiting for slots in on-going classes for existing supervisors only. We have a very young/new workforce who would benefit from the training early in their careers, and help the bureau prepare our workforce to be ready for promotional and supervisory opportunities.

- Add more courses to Cornerstone Training, such as Business Writing.

Budget/Vacancy Needs

- Eliminate mandatory vacancy factor. The departmental vacancy factor is determined with the CAO in advance and imposed in order to maintain expenses within budgetary constraints. This was a necessary tool during the economic recession. However, in light of the City's economic stabilization and the City's push to restore service levels, the Bureau finds the vacancy factor an obstacle to achieving its goals.

Classification

- Consider changes to the requirements specified in the Street Lighting Engineering Associate classification, in terms of time needed to be eligible for advancement to higher pay grade levels. The Bureau has a very young/inexperienced workforce in this classification, and the current requirement of needing a minimum of 2 years at the pay grade I level and an additional 2 years minimum at the pay grade II level will create a situation where there will be no one to promote to or qualify for the supervisory level (pay grade III).

IMPLEMENTATION OF SUCCESSION PLAN

At this time, the Bureau is working to fill many entry-level vacancies in order to meet the City's succession planning goals. In fiscal year 2015-16, the Bureau hired or promoted 61 employees. In fiscal year 2014-15, the Bureau hired or promoted 43 employees, and will continue to fully staff through 2018.

The Bureau intends to maximize staffing levels to train and pass on institutional knowledge to fill areas where retirement will affect critical and key positions. The Bureau continually offers training and encourages employees to develop their career. The first step is to bolster managerial skills for mid-level supervisors. Progressively, journey-level staff is trained on supervisory skills, and entry-level classifications receive on-the-job training.

The BSL's employment practices are in compliance to the City's Equal Employment Opportunity policies. The Bureau currently does not review the conviction history nor credit consumer reports as a pre-qualifying measure of employment.

The Bureau proactively reviews staffing levels to ensure that the most critical areas of services are covered. In the past, during staff shortages with limited hiring availability due to no eligible lists, the Bureau worked with IBEW Local 11 to fill the electrical crew with hiring hall electricians and technicians. In areas where administrative and clerical support is necessary, the Bureau utilizes exempt Student Workers.

This proves to be beneficial as temporary employees gain valuable City experience and qualify for Civil Service examinations to become regular full-time employees, while the Bureau is able to effectively address immediate staffing needs.

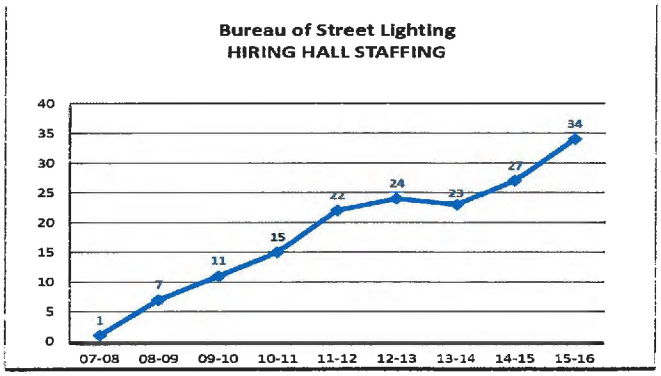
BSL has utilized exempt, part-time employees as an Administrative Clerk to fill short-term purposes. The Student Worker is an internship opportunity for students at local colleges and universities. The long-term goal is to recruit potential entry-level employees with on-the-job training and prepare for transition to regular, permanent classifications upon graduation at the four-year college degree level. The experiences for students may vary, ranging from general administration (Management Assistant classification), accounting, finance, personnel, to technical areas such as computers, drafting, and engineering.

In fiscal year 2015-16, ten (10) hiring hall employees and seven (7) Student Workers were hired to fill employment gaps. Of the seventeen (17) temporary employees, three (3) have been appointed to regular and permanent positions.

The following chart represents the number of temporary staff that have transitioned to regular and permanent City employment.

FY	Temp to Hire
2015/16	3
2014/15	0
2013/14	0
2012/13	3

The graph below represents the Bureau's use of Hiring Hall staffing levels in the past ten years.



The Bureau is open to continued use of temporary to regular employment in which a local hire agency may prove to be beneficial for some of the positions.

TARGETED LOCAL HIRING

The BSL would be interested in using the Targeted Local Hiring program to fill entry level vacancies, providing employment opportunities to under-represented Angelenos. However, out of the current list of targeted classifications in the program, the bureau only employs Administrative Clerks (and currently has no vacancies in this classification). If the list of classifications used is expanded by the Personnel Department to other entry level classifications, we would be willing to hire through the program. It is noted that the BSL has continuous problems hiring and retaining employees in the classification of Maintenance and Construction Helper, due to the physical nature of the job, and would be interested in hiring from the Targeted Local Hiring program to fill help fill these positions, possibly utilizing the in-lieu process, or if other classifications become a part of the program.

TECHNOLOGY NEEDS

Advancements in technology are enabling the Bureau to implement innovative initiatives that have a direct impact on the citizens and businesses of Los Angeles, and the services that we provide to them. The following programs, which support your Sustainability and Smart City programs, are progressing and utilizing ever-changing technology:

Electric Vehicle Charging Stations on Street Lights

- The Bureau installed 30 Electric Vehicle Charging Stations attached to streetlights in the City in FY 15-16, and plan to install an additional 50 EV Charging Stations in FY 16-17.

- As the City continues to purchase units, vendors will provide enhanced technology, which may include full integration to the streetlight, seamless charging and possibly just single outlets in the poles.

Smart Poles/Co-Location Small Cell Attachments

- Co-location poles house antennas and telecommunication equipment internal in street lighting poles, providing an alternative path for communication companies and improving the robustness of the City's communication system.

- The Bureau installed 100 co-location poles in FY 15-16, and will install another 200 in FY 16-17.

Remote Monitoring Sensors/Information Beacons

- The Bureau is installing remote monitoring devices to street light poles, which are GPS enabled, and have meter grade accuracy with individual cellular capacity.

- The devices report streetlight outages instantaneously and/or vandalism.

- New pilot project to have sensors and software that acquire data, analyze the information, and share insights for more transparent city operations (environmental noise monitoring sensors may be used to increase emergency response time and detecting the sound of a motor vehicle collision and provide timely information directly to the city's communications dispatch system for police, fire and EMS)

The Bureau utilizes technology in an ongoing effort for efficiency, and also looks forward to continuously improve delivery methods. Examples of other existing technology use are:

- Proprietary Asset Management System (AMS) that tracks repairs, equipment use, and other resources in relation to work orders, project management, and construction & maintenance activities, along with connectivity to the City's 311 System.

- Geographic Information Systems (GIS) Mapping – visual representation of the data on a City map for immediate reference to the progress and completion of the Bureau's projects.

- Electronic Plan (e-Plan) Check – Implementation of e-Plan Check significantly improves delivery time for private developers. Private developers required to install street lights as part of their planning conditions need to go through the B Permit process. Typically, developers have three plan reviews completed, each requiring a trip to the Public Works Building for drop-offs and pick-ups of each of these plans. The Bureau has created the ability to submit the plans electronically, and any comments or corrections needed are added electronically to be sent back to the developer. Clients do not have to physically come into the office and documents are exchanged electronically, reducing the need for numerous trips to the downtown area, and improves efficiency for the developers. In FY 2015-16 69% of our private development plans were completed electronically and we continue to encourage our developers and engineers to use this process.

More recent developments include:

- Handheld devices for the field crew to make service delivery easier. In FY 2015-16, the Bureau rolled out a pilot program, issuing smartphones and laptops in trucks to determine work assignments quickly, dispatch crew, and track information in real time. Next year, we are moving toward tablets for greater ease of use.

- Development of the "Lights Out" application for Android and Apple mobile devices, allowing citizens to report lights out quickly on their mobile devices. Both the public and the Bureau benefit from the quicker turnaround time from reporting a light out to fixing the light.

- Implementation of the SCOUT topShelf inventory management system for the utilization of barcoding in the warehouse to increase visibility and accuracy in the

tracking of materials and supplies while streamlining the interactive process between GSD and Bureau staff.

Areas of concerns in regards to Information Technology:

- The Bureau has had difficulties hiring IT staff with the right skill sets needed. Being able to hire certain positions Exempt, would enable us to find candidates with skills required for our positions.

- ITA should provide centralized disaster recovery services for all critical citywide applications. As of now, every department needs to analyze and solve this issue for themselves.

- The GIS component of the Bureau of Street Lighting's AMS system is using older technology that needs to be updated. Plans are to develop this new version in-house.

- The Bureau foresees the need for Cloud-based computing – both for disaster recovery/business continuity and applications running in the cloud. This will allow for integration of data from streetlight mounted sensors.

- The amount of data transferred between apps will likely increase requiring higher capacity data lines with faster speeds. Mobile/remote data access will also likely increase.

The Bureau of Street Lighting, in its employment practices, is in alignment with the Executive Directive for an Equitable Workforce and the effort to restore City services. The Bureau will continue to address front line services, succession planning, technology needs, and evaluate critical services and gaps in service delivery, in light of the Mayor's Back to Basics Priority Outcomes and the City's commitment for everyone to have a fair chance to be employed, earn an honest living, and achieve self-reliance.

If you have any questions, please contact me at (213) 847-2020.

Sincerely,

Ed Ebrahimian, Director
Bureau of Street Lighting
Department of Public Works

EE:MH:CM:LK
H:FEXEEX1/EGE/MayorGarcetti/Equitable Workforce & Services Restoration Plan

BUREAU OF STREET SERVICES
EQUITABLE WORKFORCE AND SERVICE RESTORATION PLAN

INTRODUCTION

Data provided by the Los Angeles City Employees Retirement System (LACERS) indicates that 413 employees within the Bureau of Street Services will be eligible for retirement (270 regular, 143 early) as of June 30, 2018. This represents 46 percent of the 896 positions authorized in the FY 2016-17 Department Personnel Ordinance (DPO). Table 1 contains a list of Bureau classifications and the percentage of employees eligible to retire.

The Equitable Workforce and Service Restoration Plan anticipates the impending departures from retirements and identifies strategies to proactively mitigate the impacts. These strategies include suggestions for recruitment, examining, employee development, and institutional knowledge transfer.

Table 1 – Bureau of Street Services - % Eligible to Retire by Class

CLASSIFICATION	TOTAL # OF EMPLOYEES	# ELIGIBLE TO RETIRE	% ELIGIBLE TO RETIRE	REGULAR	EARLY
Accounting Clerk I, II	***10***	***6***	***60%***	***4***	***2***
Admin Clerk	***12***	***3***	***25%***	***1***	***2***
Asphalt Plant Supvr	***2***	***2***	***100%***	***2***	
Asst Dir Bur Of St Servs	3	1	33%	1	
Carpenter/ I	***11***	***6***	***55%***	***5***	***1***
Cement Finisher	***56***	***18***	***32%***	***12***	***6***
Cement Finisher Worker	***16***	***2***	***13%***	***1***	***1***
Ch Mgmt Analyst	1	1	100%		1
Ch Street Services Investigator I, II	***2***	***2***	***100%***	***1***	***1***
Civil Eng Associate I, II, III, IV	19	3	16%	3	
Civil Engineer	4	2	50%	2	
Commun Info Rep I, II, III	***6***	***3***	***50%***	***3***	
Contract Administrator	1	1	100%	1	
Dir Bur Of St Servs	1	1	100%		1
Electrician	2	1	50%		1
Equip Operator	***105***	***56***	***53%***	***34***	***22***
Equip Specialist I, II	***1***	***1***	***100%***	***1***	
Field Engr Aide	***13***	***4***	***31%***	***3***	***1***
Fiscal Systems Spec I, II	***2***	***1***	***50%***		***1***

Gardener Caretaker	***9***	***5***	***56%***	***3***	***2***
Heavy Duty Truck Oper	***76***	***29***	***38%***	***19***	***10***
Irrigation Specialist	***1***	***1***	***100%***	***1***	
Landscape Arch Assoc I, II, III, IV	8	3	38%	1	2
Landscape Arch I, II	3	1	33%		1
Light Equip Operator	***3***	***2***	***67%***	***1***	***1***
Maint & Constr Helper	***43***	***11***	***26%***	***10***	***1***
Maint Laborer	***44***	***16***	***36%***	***10***	***6***
Management Analyst I, II	***15***	***6***	***40%***	***3***	***3***
Masonry Worker	***1***	***1***	***100%***	***1***	
Mech Repairer I, II	***1***	***1***	***100%***		***1***
Motor Sweeper Operator	***87***	***50***	***57%***	***35***	***15***
Payroll Supervisor I, II	***1***	***1***	***100%***	***1***	
Plumber	***8***	***6***	***75%***	***3***	***3***
Power Shovel Oper	***2***	***1***	***50%***	***1***	
Pr Civil Engineer	1	1	100%	1	
Pr Clerk	***3***	***1***	***33%***	***1***	
Risk Manager I, II, III	1	1	100%		1
Sr Admin Clerk	***11***	***5***	***45%***	***4***	***1***
Sr Carpenter	***2***	***2***	***100%***	***1***	***1***
Sr Civil Engineer	1	1	100%	1	
Sr Civil Engr Draft Tec	1	1	100%		1
Sr Gardener	1	1	100%		1
Sr Mgmt Analyst I, II,	***7***	***1***	***14%***	***1***	
Sr Park Maint Supvr	***1***	***1***	***100%***	***1***	
Sr Street Services Investigator I, II II	***7***	***5***	***71%***	***3***	***2***
Sr Systems Analyst I, II	***4***	***4***	***100%***	***4***	
Street Services Investigator	***32***	***16***	***50%***	***11***	***5***
Street Svcs Gn Supt I, II	***3***	***3***	***100%***	***2***	***1***
Street Svcs Supt I, II	***13***	***7***	***54%***	***4***	***3***
Street Svcs Supv I, II	***60***	***43***	***72%***	***31***	***12***
Street Svcs Wrker I, II, III	***46***	***21***	***46%***	***14***	***7***
Street Tree Supt I, II	***4***	***3***	***75%***	***1***	***2***
Systems Analyst I, II	***4***	***1***	***25%***		***1***
Tree Surgeon	***30***	***6***	***20%***	***3***	***3***
Tree Surgeon Asst	***11***	***4***	***36%***	***1***	***3***
Tree Surgeon Supvsr I, II, III, IV	***26***	***14***	***54%***	***9***	***5***
Truck Operator/ One Man	***54***	***19***	***35%***	***11***	***8***
Warehouse & T/R Wkr I, II	5	4	80%	3	1
	Total	413		270	143

BACKGROUND

The mission of the Bureau of Street Services is to provide quality street services in a timely and efficient manner through the maintenance and rehabilitation of public right-of-way infrastructure. The Bureau has developed four core programs to achieve these goals:

1. Pavement Preservation includes resurfacing, slurry seal, small asphalt repairs, and the Pavement Management System that maintains a comprehensive database of road surface conditions throughout the City.

2. Urban Forestry concentrates on the management and care of approximately 700,000 street trees and 300 acres of landscaped median islands as well as the issuance of permits relating to trees on both public and private property.

3. Street Cleaning is predominantly focused on posted routes swept on a weekly basis and non-posted routes swept as time and resources allow.

4. Enforcement consists of the issuance of a variety of permits for construction and non-construction activities (for example, special events) taking place within the public right-of-way and responding to complaints regarding violation of city codes, including illegal dumping, vending, and water discharge.

Vacant positions within the core programs and initiatives of high importance identified by the elected officials of the City (eg, Sidewalk Repair Program and Clean Streets Initiative) are the highest priority for hiring. Additionally, hiring of support staff to perform administrative and fiscal duties to achieve the goals of the core programs is of equal importance. Classifications associated with these programs are identified in bold, italic within Table 1.

The Bureau examined several areas that are essential to maintaining a workforce that will continue and enhance the work of the Bureau, including recruitment, examining, employee development and institutional knowledge transfer.

Recruitment

The primary nature of the work in the Bureau is construction oriented and labor intensive. While picks, shovels, and handsaws are still important "tools of the trade", the construction industry has evolved and created equipment that make the work more efficient and productive. Excavators have replaced picks and shovels that can move tons of earth in a matter of minutes, while chainsaws cut through large tree limbs in a matter of seconds.

Many more examples of equipment innovations that have enhanced the construction industry exist today. Aside from the benefits associated with efficiency and productivity improvements, current equipment technologies have reduced the physical demands of

construction work that make it possible for females to become better represented in the industry.

Traditionally, the class specifications for positions associated with the construction industry have reflected the physical demands of the work. This is most readily apparent in the lifting requirements associated with construction work, typically above 90 pounds. Class specifications that reflect the physical demands of the historic construction industry should be adjusted to reflect equipment technologies that mitigate the physical demands.

The Bureau uses a design-build construction methodology that facilitates project construction and completion on a shortened schedule in comparison to the traditional design-bid-build approach. As a result, the Bureau is much sought after to deliver projects funded by state and federal monies that now require aggressive project completion timelines.

Currently, there is greater long-term funding availability than resources to construct projects and the Bureau is confident that future City budgets will allocate resources to leverage the available funding. The opportunities for the Bureau to grow should be reflected and emphasized in recruitment efforts to lure the private industry construction workforce to City jobs.

Examining

As referenced previously, the Bureau is projected to have 46 percent of the current staffing levels identified in the DPO eligible for retirement prior to June 30, 2018. The ability to move nimbly to backfill vacancies as they occur is critical to maintaining adequate personnel for delivery of services. Coordination with the Personnel Department is essential to ensuring candidate eligibility lists exist for critical classifications, particularly in the core services provided by the Bureau.

As candidate eligibility lists are within six months of expiration, the Bureau and the Personnel Department should work cooperatively to identify subject matter experts to assist with exam preparation. Additionally, exam bulletins should be reviewed and modified accordingly to facilitate selection of the best qualified candidates to fill current and projected vacancies.

In some instances, the number of candidates available on existing eligibility lists is not sufficient to fill current and projected vacancies. Advertisement of exam bulletins with trade organizations specific to Public Works construction activities, including the American Public Works Association (APWA) and the Foundation for Pavement Preservation (FP2) could enhance both the number and quality of applicants for City jobs.

Employee Development

The Bureau delivers a diversity of services that extend beyond the four core programs identified, including but not limited to design and construction of streetscape projects, sidewalk and access ramp repairs, as well as bus pad and landing construction. The Bureau's workforce must be equally diverse to address the workload demands and allow reassignment of staff to address changing priorities.

To ensure the quality in delivery of services and enhance the potential for workload reassignment, training efforts must be given a high priority. Rotational assignments should be formalized providing new and existing staff with a breadth of knowledge that is beneficial to both the employee and the Bureau for career development and management of peak workload, respectively. Employee requests for reassignment should be supported where operationally feasible.

Mitigate Loss of Institutional Knowledge

As a consequence of trial-and-error, on-the-job training or repetition, employees approaching retirement have a multitude of experiences enhancing the decision making process in daily activities that facilitates workload completion. They have "seen and done it all" and as inevitable retirements occur there is a potential loss of institutional knowledge and best management practices for workload completion.

Extracting the institutional knowledge from retirement eligible employees is essential to ensuring that the day-to-day business of delivering services is performed with continuity. Creation of a mentoring program would facilitate a transfer of institutional knowledge. Concurrently, institutional knowledge and best management practices could be documented via creation, review and revision of training manuals as necessary.

Equitable Workforce and Service Restoration Actions

1. Enhance recruitment efforts, particularly female representation in male dominated construction work, through adjustment of traditional class specifications that reflect the physical demands of the work that are now mitigated with equipment technologies.
2. Emphasize career growth opportunities in recruitment documents resulting from long-term funding availability of state and federal monies that are awarded to the City and allocated in the City budget process.
3. Coordinate with the Personnel Department to ensure that candidate eligibility lists are readily available for current and projected vacancies.
4. Develop an early warning notification system of candidate eligibility lists that are approaching expiration and begin the process of exam preparation, including identification of subject matter experts and modification of exam bulletins.
5. Advertise exam bulletins with trade organizations to enhance both the number and quality of candidates applying for City jobs.

6. Emphasize training as a high priority, encouraging rotational assignments for employee career development as well as management of peak workload.
7. Create a mentoring program to partner retirement eligible employees with staff that would document institutional knowledge and best management practices within training manuals as necessary.

TARGETED LOCAL HIRING

The Bureau established a partnership with the Los Angeles Trade Technical College (LATTC) in the 1980's and created a Street Maintenance Technology Program that still exists today. The goal of the program is to enhance the career development of Bureau staff. Students completing the coursework of the program receive a Certificate of Completion.

The existing Street Maintenance Technology Program partnership between the Bureau and LATTC is a natural fit for the goals related to Targeted Local Hiring. As a certified educational institution of construction trades, LATTC has a pool of qualified applicants to fill entry-level construction jobs that are vacant within the Bureau. Investigation of certified training centers and additional certified educational institutions would potentially increase the candidate pool.

Through Targeted Local Hiring and the partnership with LATTC, 37 individuals have been selected for employment with the Bureau since March 2016. Seventeen (17) of the new hires are currently working as Vocational Workers; fourteen (14) will start working as Vocational Workers effective October 2, 2016; and, six (6) are pending completion of their background clearances. Nine (9) of the new hires are female. Additionally, several applicants with past criminal records, young adults at-risk, and a homeless individual have been selected for employment under the mandate of Targeted Local Hiring.

Following successful completion of the Vocational Worker training period, the Bureau will place the participants in classifications such as Tree Surgeon Assistant, Maintenance and Construction Helper, and Maintenance Laborer. Targeted Local Hiring efforts will continue and expand moving forward to facilitate restoration of the Bureau workforce.

Targeted Local Hiring Actions

1. Investigate the potential of certified training centers and additional certified educational institutions to enlarge the pool of qualified applicants for current and future vacancies.
2. Continue and expand Targeted Local Hiring to facilitate the restoration of the Bureau workforce.

TECHNOLOGY

With recent advancements, the Bureau will develop and implement technologies that enhance the quality, timeliness, and efficiency in delivering street services. The enhancements will focus on three primary areas: data analytics, mobile data capture, and infrastructure. Appropriate staff resources to support the growing technology needs for the Bureau is necessary.

Data Analytics

The Bureau has an internal performance management process with which to monitor operational performance. Performance data is captured in several functions performed by the Bureau and is analyzed to make data-driven resource allocations. Expansion and use of performance data in all facets of Bureau operations will transform data into actionable business insights that enhance service delivery.

The Bureau has seen success in implementing data analytics. Small asphalt repairs (ie, pothole repairs) had traditionally taken more than three days for service delivery from receipt of a request. Analysis of data associated with small asphalt repairs identified opportunities to use technology for the quick distribution of information to operations crews that yielded an improvement in service delivery within two days.

Currently, a similar effort is in progress to analyze data of motor sweeping routes captured via global positioning system (gps) technologies to enhance service delivery. The data captured would be used to develop efficient motor sweeping routes that maximize resources. Additionally, the data would facilitate coordination of enforcement efforts that minimize the financial impacts to constituents related to parking citations.

Mobile Data Capture

Given the approximately 500 square miles encompassed by the City, the need to gather and transmit data to and from approximately 1,000 BSS field personnel distributed throughout the City is essential to the efficient delivery of services. Following the implementation of the City's Customer Relationship Management (CRM) system in August 2016, the Bureau deployed tablet technology to field personnel purchased through the Innovation Fund. The tablets allowed real-time access to CRM data relating to constituent service requests.

The benefit of having real-time data access by field personnel facilitates response potentially within minutes of a service request submittal. The disposition of the request can also be immediately captured for notification to the requestor. Furthermore, service requests that are co-located and resolved provide economies of scale through reduction

in mobilization costs. Expansion of mobile data capture devices in all aspects of Bureau operations would provide similar results in customer service delivery and cost reductions.

Infrastructure

The Bureau seeks to engage constituents through the digital landscape available today resulting from new technologies. The anticipated storage and infrastructure needs to accommodate the growing demands of data-driven technologies are significant. Increased bandwidth and network response times will be key to the successful implementation of advanced technologies.

Cloud technologies are being investigated to mitigate potential data storage limitations at on-site facilities. Cloud technologies may also enhance access and reliability as well as improve data restoration efforts in a catastrophic failure of local network infrastructure.

Funding for technology enhancements was difficult during the economic downturn and could only be funded through internally generated savings. As funding becomes more readily available as a result of the strengthening economy, the City budget process and special funding sources such as the Innovation Fund are facilitating modernization of network servers and communications infrastructure.

Staff Resources

Deployment of technology initiatives throughout the Bureau is directly impacted by the limited staff resources available for project planning, development, implementation and support. Currently, the Bureau has a ratio of approximately 1:150 technology support staff to device users, excluding one Senior Systems Analyst II performing a managerial role. This is disproportionately low in comparison to other City agencies of similar size and complexity.

As the Bureau continues to grow in size and modernization of technology continues, a well-trained support staff is required to address potential network outages and minimize impacts of data-driven operations. Increased staffing will allow an adequate knowledge base to be developed and facilitate continuity of operations that might otherwise experience negative impacts resulting from unavailable technology support staff.

Technology Actions

1. Expand use of data analytics and performance measurement to facilitate actionable business insights that are data-driven and enhance service delivery.

2. Expand use of mobile data capture devices to enhance customer service delivery through real-time reporting and response as well as achieve cost reductions by minimizing repetitive mobilization.
3. Modernize network servers and communications infrastructure to augment access and reliability of data as well as minimize impacts of outages, particularly from catastrophic failures of the infrastructure.
4. Reduce the ratio of technology support staff to device users by increasing staffing thus allowing for adequate resources to be assigned as the number of Bureau personnel grows and use of technology expands.

Department of Transportation
Strategic Workforce Plan
September 2016

INTRODUCTION

By 2018, projections indicate that approximately 36% of the Department of Transportation's employees will be eligible for retirement. Specifically, 551 of the Department's 1552 employees will be eligible for early or regular retirement. Table 1 contains a list of Department classes and the percentage of employees eligible to retire within each one.

The purpose of this report was to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies, included below, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

BACKGROUND

With the rapid rise of technology in transportation, the City of Los Angeles Department of Transportation (LADOT) will need to deploy and support an ecosystem of advance technologies to meet policy objectives and create truly great streets for all Angelenos. LADOT must evolve into a platform for transportation innovation that focuses on three core customer services: Data; Mobility; and Infrastructure.

By looking forward and preparing now for future changes, the City can better leverage technology to make transportation more accessible, convenient, affordable, safer and better connected. LADOT must accelerate its role in planning for the impacts and benefits of shared mobility, automated vehicles and other transportation technologies.

In addition to the Transportation Technology Strategy – Urban Mobility in a Digital Age, LADOT has established several transportation policy goals: increasing mobility (Mobility Plan); keeping pedestrians, bicyclists, and motorists safe (Vision Zero); and, improving air quality by decreasing congestion (Sustainability pLAn).

To successfully meet its goals, LADOT has partnered with the Personnel Department to seek candidates for employment with strong technical, management and leadership skills. While implementing a succession plan for nearly 46% of the City of Los Angeles' civilian workforce who will be eligible for retirement as of June 30, 2018, LADOT is also seeking the designation of new classifications to advance LADOT in its transportation technology strategy.

Table 1 – Department of Transportation % Eligible to Retire by Class as of June 30, 2018

(Data Capture Date from LACERS: August 2, 2016)

	TOTAL	ELIGIBLE TO RETIRE	%	REGULAR RETIREMENT	EARLY RETIREMENT
Accounting Clerk	13	6	46%	6	0
Payroll Supervisor	1	1	100%	1	0
Accountant II	9	3	33%	2	1
Sr Accountant I, II	6	2	33%	2	0
Principal Accountant II	2	1	50%	1	0
Administrative Clerk	24	7	29%	5	2
Sr Administrative Clerk	27	13	48%	5	8
Principal Clerk	2	1	50%	0	1
Admin Hearing Examiner	6	2	33%	1	1
Electrical Craft Helper	6	2	33%	2	0
Asst Signal Systems Electrician	10	2	20%	1	1
Signal Systems Electrician	62	35	56%	24	11
Signal Systems Supervisor I,II	10	10	100%	7	3
Auditor I,II	2	2	100%	2	0
Internal Auditor III	1	1	100%	1	0
Sr Auditor	1	1	100%	1	0
Management Analyst I,II	21	10	48%	5	5
Sr Management Analyst I,II	15	9	60%	8	1
Chief Management Analyst	3	1	33%	1	0
Civil Engineering Drafting Tech	10	9	90%	6	3
Sr Civil Eng Draft Tech	2	1	50%	0	1
Comm Information Rep III	24	5	21%	1	4
Sr Comm Operator II	4	2	50%	2	0
Crossing Guards	247	121	49%	102	19
Equipment Repair Supervisor	1	1	100%	0	1
Equipment Specialist I,II	5	1	20%	0	1
Executive Admin Assistant I,II,III	2	1	50%	1	0
Fiscal Systems Specialist II	2	2	100%	2	0
Graphics Designer II	2	2	100%	2	0
Systems Analyst II	6	1	17%	0	1

Sr Systems Analyst I, II	6	3	50%	2	1
Information Systems Mgr I,II	1	1	100%	1	0
Maintenance Laborer	27	6	22%	4	2
Mechanical Helper	2	1	50%	1	0
Mechanical Repairer	2	1	50%	1	0
Parking Meter Technician	24	6	25%	5	1
Parking Meter TechSup I,II	6	2	33%	0	2
Project Assistant	3	1	33%	0	1
Public Information Director II	1	1	100%	1	0
Sign Painter	2	1	50%	1	0
Sign Shop Supervisor	1	1	100%	1	0
Transp Planning Assoc II	19	5	26%	2	3
Supv Transp Planner I, II	10	6	60%	5	1
Chief of Transit Programs	1	1	100%	0	1
Traffic Paint & Sign Post I,II,III	51	22	43%	15	7
Traffic Mark & Sign Supt I,II,III	9	4	44%	3	1
Traffic Officer I, II	613	131	21%	62	69
Sr Traffic Supervisor I, II, III	84	38	45%	28	10
Transportation Eng Aide I,II	13	9	69%	5	4
Transp Eng Assoc II,III,IV	91	28	31%	9	19
Transportation Engineer	26	12	46%	8	4
Sr Transportation Engineer	11	7	64%	3	4
Principal Transp Engineer	6	2	33%	1	1
Transportation Investigator	9	2	22%	0	2
Sr Transportation Investigator	5	3	60%	3	0
Warehouse & Toolroom Work I	1	1	100%	0	1
Storekeeper II	2	1	50%	0	1
	1552	551	36%	352	199

Note: Only LADOT job classes with employees eligible to retire as of June 30, 2018 are listed on this report.

ANALYSIS

Table 1 above contains a list of Department classes and the percentage of employees eligible to retire within each one, either through regular or early retirements, as of June 30, 2018. The classifications shaded in red indicate classes with 100% eligible to retire. The classifications shaded in green indicate classes identified as critical to the department.

MEETINGS

Meetings were held with the Assistant General Managers and Division Managers of LADOT to review the data and discuss where the Workforce Planning Program should focus and to discuss areas where improvement could be made. The data indicated the most immediate concerns are in the Administrative and Clerical support class series and the Field and Technical class series.

Table 2 – Administrative and Clerical Support Series

Class	Positions	Eligible to retire	%
Accountant II	9	3	33%
Accounting Clerk	13	6	46%
Admin Hearing Examiner	6	2	33%
Communication Information Rep	24	5	21%
Principal Clerk	2	1	50%
Sr. Accountant I, II	6	2	33%
Sr. Admin Clerk	27	13	48%
Sr. Mgmt Analyst I, II	15	9	60%

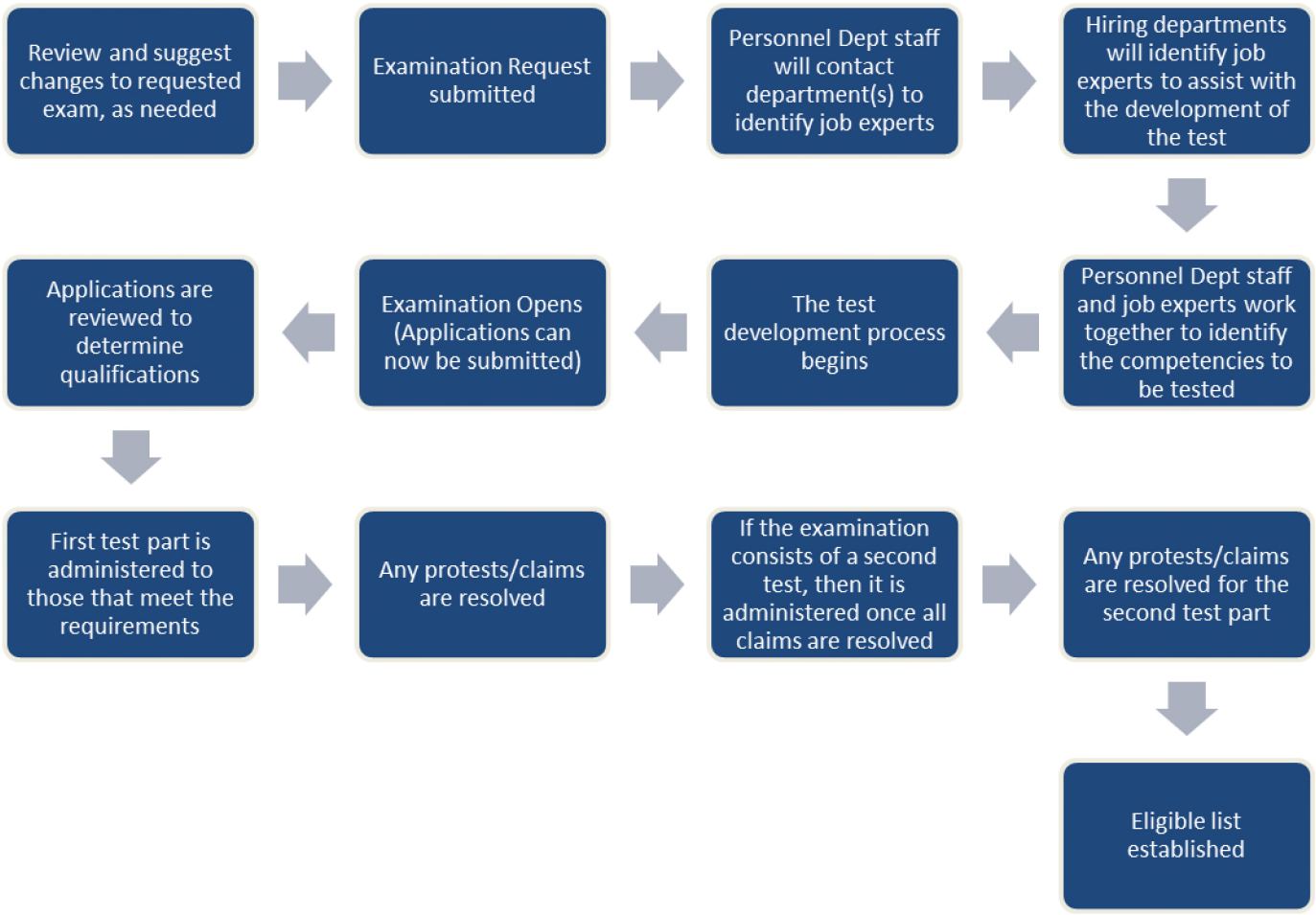
Table 3 – Field and Technical Series

Class	Positions	Eligible to retire	%
Crossing Guard	247	121	49%
Signal Sys Electrician	62	35	56%
St. Transportation Investigator	5	3	60%
Traffic Officer	613	131	21%
Traffic Paint and Sign Post I, II, III	51	22	43%

FINDINGS

The Department of Transportation is facing some of the same loss of resource challenges that other City departments are facing. The Department of Transportation is committed to seeking ways to actively meet these challenges. Management is engaged and receptive to the idea of changing the hiring process and succession planning in general. The staff in the Department will work to ensure the plan is implemented in close collaboration with the Personnel Department.

As an outcome of conversations with Personnel Department, the following chart was developed to illustrate the major steps from the time an Examination Request is submitted to the time the eligible list for that job classification is established.



Although the timeline sometime varies, depending on the examination, the goal is 120 days from the day the bulletin opens to establish an eligible list for examinations with only one test (e.g., only written) to 150 days from the day the bulletin open to establish the list for examinations with more than one test (e.g., written and interview).

As of September 2016, LADOT has as vacancy rate of approximately 12%. These vacancies are based largely on a combination of issues, including natural attrition that occurs with routine promotions, retirements and inter-departmental transfers. To meet the goals and expectations for administering its programs and services, LADOT will continue to work with Personnel

Department staff and the CAO to seek filling its vacancies in a timely manner with the most qualified candidates. In addition to working with Personnel to find new efficiencies in the current civil service process, LADOT will continue to seek new innovative ideas to recruit, retain and develop talented employees for the City of Los Angeles. This effort will continue to require a partnership and cooperative effort in order to succeed.

TARGETED LOCAL HIRING

In response to Executive Directive No. 15, LADOT has reviewed its current positions and vacancies in comparison with the list of job classes identified, to determine which classifications, if any, are employed by LADOT and could be considered for participation in the Targeted Local Hire Work Program managed by the Personnel Department. LADOT has identified areas in which to utilize the Office Trainee, in-lieu of Administrative Clerk and Maintenance Assistant, in-lieu of Maintenance Laborer. As LADOT is in the process of filling vacancies in these two classes, the department will use the criteria outlined in ED-15 for recruitment and selection purposes.

TECHNOLOGY

LADOT is responsible for planning, design and operation of the transportation system in the City of Los Angeles. LADOT relies on technology for a number of key functions including: communicating with internal and external stakeholders, processing requests for services, analyzing conditions, monitoring performance and enforcing regulations. Existing data network upgrades are needed to ensure that there is sufficient bandwith for online collaboration and data analysis. Currently, our remote offices suffer from lack of adequate bandwith to support additional capabilities. The continued development of several technologies will directly impact how the department manages activities and provides services.

The department has developed a technology strategic initiative called “Urban Mobility in the Digital Age,” which focuses on three areas to meet future technologic challenges, these areas are: data, mobility and infrastructure. The Urban Mobility in the Digital Age document provides a road map to meet future technological challenges and will enable the department to move forward toward its “future state” in accordance with ED-15.

The technology plan consists of the following goals:

- Build a solid data foundation which allows for the sharing of information across agencies and external partners.
- Improve the transportation experience by leveraging and integrating technology for a better experience.
- Prepare for an automated future by creating better access to real time data.
- Provide a technology platform which allows for better communications and collaboration.
- Invest in professional training for data analysis.

The technology plan will enable the department to:

- Establish the necessary data repositories for sharing and integration within the department and outside of the department.

- Allow for online collaboration which reduces staff travel and a wider audience.
- Improve department staff data analytics capabilities.
- Fully utilize the Cloud for provision server and data storage.

To meet these goals, the following milestones are envisioned:

- By the end of 2017, a plan for inventorying traffic assets will be completed.
- In 2018, the department will have a data repository with API's for several key systems.
- By 2020, the department will have upgraded the network infrastructure for all remote offices.

This plan will require continued budgetary support to procure the required contractors, equipment and software to realize the goals. Additionally, this plan includes developing a staff that is well trained in the use of information technology tools, which can be applied to the effective performance their duties.

RECOMMENDATIONS

The following specific issues, concerns and recommendations related to recruiting, retaining and developing talented employees were identified in meeting with LADOT Management, and will continue to be discussed with the Personnel Department. The recommendations are not all inclusive and will continue to be developed as succession planning moves forward.

Area	**Recruitment/Retention**
Concern	Increase Gender Equity in City operations.
Recommendation	1. *Share in the Mayor's goal to increase gender equity in City operations by employing recruitment strategies such as outreach and campus recruitment efforts to ensure that women are provided a full range of opportunities to acquire positions in our field trades classes.*
Concern	Difficulty in attracting highly qualified candidates.
Recommendations	1. *Continue and expand recruiting through colleges, online resources and websites, professional affiliations, and related organizations and continue on a recurring basis to ensure the best and brightest are recruited into the City.* 2. *Encourage recruitment for student workers through existing employees and other student workers which promotes quality and diversity.* 3. *Entertain college recruiting and look for ways to make the excellent (exempt) candidates regular City employees.*

4. *Share the Mayor's goal to hire veterans by exploring avenues of hiring veterans through community partners, Community and State colleges, and various military organizations.*

5. *Establish additional career paths within the Department of Transportation to encourage retention while seeking methods and strategies for creating a positive and productive work environment.*

6. *Continue to encourage job sharing, cross-training and rotation programs within the Department to assist in the growth and development of existing employees.*

7. *Creation of new classifications and/or expanding the specifications of current classifications to meet to attract candidates with the knowledge and skills reflective of new methodologies and technology.*

8. *Pursue ways to streamline the advanced step hire process to offer comparable compensation to attract well qualified and experienced candidates.*

9. *Use 12 month probation period to allow for full evaluation of probationary employees, and track probationary evaluation rating periods to ensure that employees receive timely performance appraisals that identify areas for improvement and provide positive feedback and expectations for performance during probation.*

10. *Personnel staff supporting the Department must proactively collaborate with LADOT Management on the hiring priorities and with Personnel Department to advertise opportunities and bring best qualified candidates in, as follows:*

Recruitment Methods Used by the Personnel Department

Personnel Department's website, *per.lacity.org – The Personnel Department website is linked to Neogov's integrated online job board, Governmentjobs.com. Governmentjobs.com is an online government sector job board utilized by over 5,000 public sector employers nationwide. All the open job opportunities that are listed in the Personnel Department's website under "Exams Open to All" are automatically listed in Governmentjobs.com.*

Social Media Platforms *- The Personnel Department has recently started using social media channels to recruit for all the open job listings. The Personnel Department posts job opportunities on weekly basis in Facebook, Twitter, LinkedIn and Instagram. The Personnel Department's social media followers are steadily increasing and we currently have over 2,400 likes in Facebook.*

City of LA website *– The City of Los Angeles website lacity.org is a gateway*

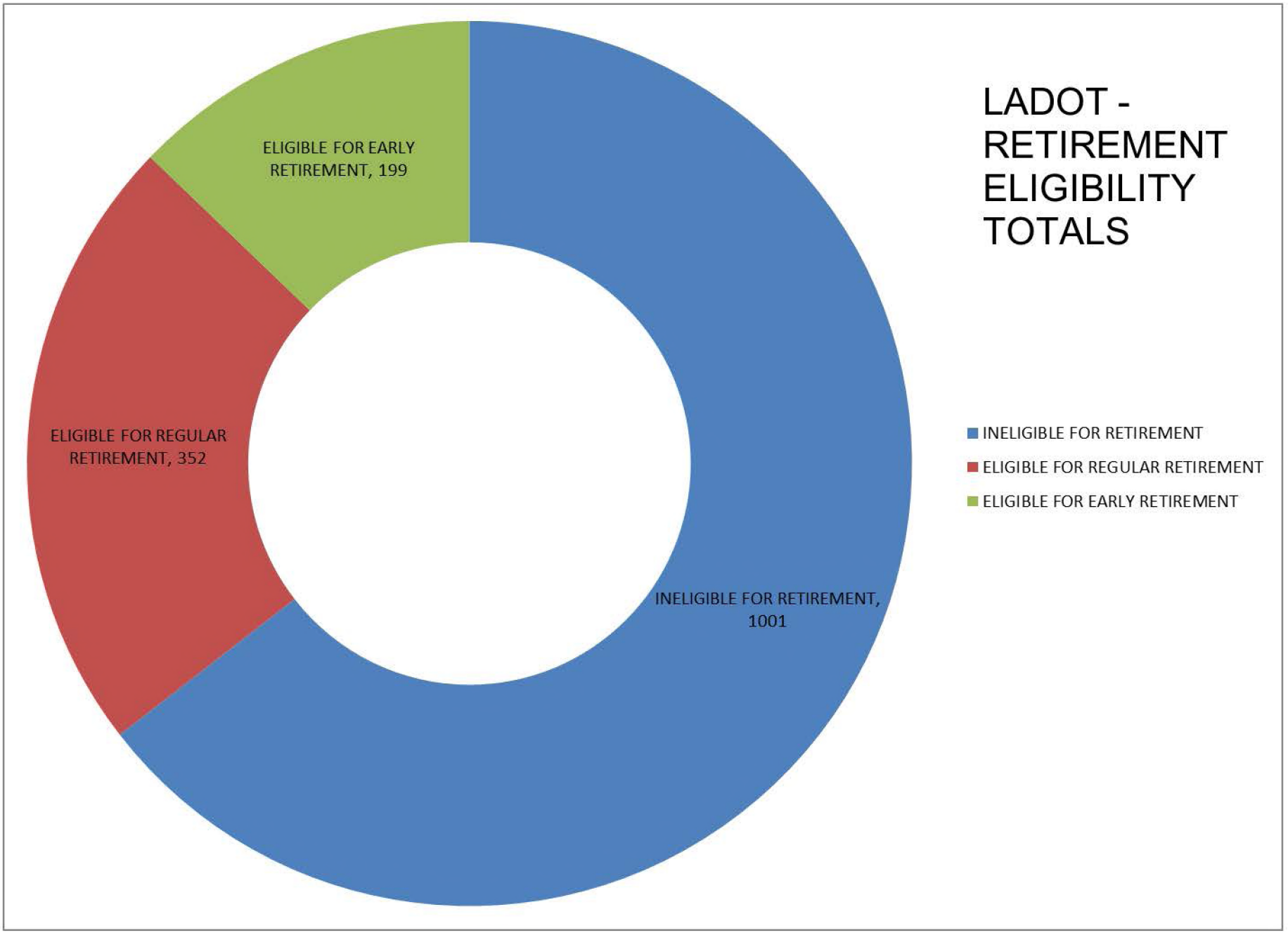
	for job seekers that are looking for employment with the City. The City of LA website directs job seekers to per.lacity.org to find current job listings and to initiate the application process. ***Jobsla.org Website*** *– The Economic and Workforce Development Department (EWDD) manages the jobsla.org website where employment information can be found for the Los Angeles Region. City of LA job opportunities posted through Neogov and listed under Exempt Job Opportunities are also listed in the Jobsla.org website.* ***College and Universities Career Center*** *– The Personnel Department utilizes the respective university career center job boards to advertise job opportunities to college students and graduates when the examination requires applicants to have a degree.* ***Professional or Trade Associations -*** *Professional and trade organizations in a variety of fields are used to reach out to individuals with a specific skill set.* ***Social Media for Associations*** *– The Personnel Department is able to connect with the social media platforms of associations, if they exist, to advertise job opportunities that require a specialized skill set.* ***Career or Job Fairs*** *– The Personnel Department may also attend Job Fairs or Career Fairs in order to actively seek applicants with a particular skill set.*
Area	**Training/Employee Development/Leadership Development**
Concern	Limited training resources available and lack of existing leadership development program.
Recommendations	1. *Utilize the Personnel Department's classroom and on-line supervisory, leadership, and customer service training modules.* 2. *Ensure supervisors receive online and classroom training through Core Supervisory Training and Cornerstone learning modules to learn skills and techniques for providing support to assist with employee development and growth.* 3. *Seek training and development opportunities through professional associations, Workforce Development Board resources and partners.* 4. *Pursue a Rotation/Job Share Program to assist entry level associates to gain knowledge and experience in the core programs of LADOT and prepare themselves for promotional opportunities.* 5. *Continuously seek training resources with outside vendors who provide specialized and/or technical training necessary to gain and sustain knowledge of growth and changing technology in the transportation industry.*

	6. *Develop a pilot leadership training program designed for middle level supervisors that teaches and promotes the following skills:* • *Technical* • *Project Management* • *Communication (oral and written)* • *Supervision* • *Emotional Intelligence*
	Knowledge Capture and Knowledge Transfer
Concern	No current system in place for knowledge capture and knowledge transfer.
Recommendations	1. *Request substitute authority positions for critical classifications to allow for some overlap so that the existing employees can train incoming employees for the transfer of knowledge.* 2. *Establish a location where historical files can be stored and accessed.* 3. *Write desk manuals for each assignment and utilize Cornerstone as a training portal to store and share for knowledge transfer.*

It is the department's goal to work closely with the Personnel department to take advantage of the many programs they have available for our needs. The new online training portal, Cornerstone OnDemand, will be a great start to capture knowledge from retiring employees and transfer to new employees coming into the organization. Additionally, we will look into developing and launching a mentorship program that increases employee engagement throughout our department. Lastly, we look forward to partnering with the Personnel and ITA departments to develop the ideas and utilize the resources discussed during our meeting with the General Manager of Personnel and ITA. The Department of Transportation embraces this need for change and looks forward to being an advocate for it.

For more information about the Transportation Technology Strategy for Los Angeles, please visit http://www.urbanmobilityla.com/ or follow us on Twitter @ladottransit, on Facebook at www.facebook.com/ladotofficial/, and on YouTube at www.youtube.com/user/LADOT2012. Information about LADOT's functions and roles, as well as guides and ways to take advantage of the many opportunities we have available can be found on our website at www.ladot.lacity.org.

Prepared by Tammy Watson, Personnel Director II


LADOT - RETIREMENT ELIGIBILITY TOTALS
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ELIGIBLE FOR REGULAR RETIREMENT
ELIGIBLE FOR EARLY RETIREMENT

ZOO DEPARTMENT
WORKFORCE SUCCESSION PLAN
SEPTEMBER 2016

EXECUTIVE SUMMARY

The purpose of this workforce succession plan is to provide a road map that will enable the Zoo to pro-actively identify and address any staffing issues in advance and to provide recommendations on mitigating any potential operational impacts. These issues may be in the areas of recruitment, retention, classification, examining, and training needs/challenges, as well as organizational inefficiencies.

The mission of the Zoo Department is to serve the community by creating an environment for recreation and discovery; inspiring an appreciation of wildlife through exhibitry and education; ensuring the highest level of animal welfare; and supporting programs that preserve biodiversity and conserve natural habitat. The Zoo is home to more than 1,100 mammals, birds, amphibians and reptiles representing more than 250 different species, of which 29 are endangered. In addition, the Zoo's botanical collection comprises several planted gardens and over 800 different plant species. The Zoo is open seven days a week, 364 days a year and serves over 1.8 million visitors annually. As a safe venue for family recreation, the Los Angeles Zoo offers educational exhibits, programs, and events, and participates in local, national and worldwide conservation programs that protect wildlife and wild places.

ZOO VISION STATEMENT

The Zoo will leverage the diverse resources of Los Angeles to be an innovator for the global Zoo community, creating dynamic experiences to connect visitors and animals.

STRATEGIC PLAN (2016-2021)

"The Los Angeles Zoo - A Zoo without Borders"

The goals in the Zoo's Strategic Plan are as follows:

1. Campus: The Los Angeles Zoo will utilize an innovative and modernized Zoo campus to create uniquely memorable experiences and connections between guests and the animals.

2. Community: The Los Angeles Zoo will grow and sustain an engaged community, expanding our reach and positively influencing public participation in our mission.

3. Organizational Culture: The Los Angeles Zoo will foster an organizational culture that embraces forward thinking, cohesive partnerships and promotes mutual respect to create a positive work environment in support of the Zoo's mission.

4. Conservation and Care: The Los Angeles Zoo, as an animal care leader, will develop and implement strategies that sustain animal populations and contribute to our understanding and preservation of wildlife.

ORGANIZATIONAL CULTURE

The Strategic Plan emphasizes the importance of organizational culture in order to achieve the Zoo's vision and mission, as well as the strategic goals and initiatives contained in the Plan. The organizational culture key initiatives are as follows:

Strengthen Employee Ownership of the Mission: To ensure all employees and volunteers embrace the Zoo's mission.

Enable Employee Success: Training efforts for Zoo employees will be maximized across all divisions, ensuring that they all receive the information, training and guidance to assist the Zoo in realizing its vision.

Strengthen Employee Communication: Internal communication within the Zoo will be strengthened to increase efficiency and operations to improve morale among all divisions.

ANTICIPATED BUSINESS, ORGANIZATION OR STAFF CHANGES

The Zoo's vision, mission, goals, and objectives are outlined in the Zoo's Vision Statement and Strategic Plan (2016-2021). The Zoo's business goals and objectives are outlined in the Strategic Business and Marketing Plan (2014-2017). The Zoo expects to continue utilizing all current classifications in the Zoo's Fiscal Year 2016-17 Departmental Personnel Ordinance, with the exception of the Zoo Curator of Birds. The Zoo is considering the following organizational/staffing changes:

- The Zoo has been unable to fill its Zoo Nutritionist position that was adopted in the budget two years ago. Although the new classification was approved by the Civil Service Commission, the salary ordinance is in the process of being drafted by the City Attorney's Office. Once the Ordinance is approved by the City Council, the Zoo will be able to recruit candidates to fill this position, and the Zoo's Commissary operations will be transferred from the Animal Care Division to the Animal Health Division, with the goal of improving the assessment of the nutritional needs of the animals in the Zoo's collection.
- The Zoo is also considering changes to the Zoo Curator of Education

classification, and requests that the Personnel Department consider an updated job analysis. Currently, the Zoo utilizes part-time Recreation Assistants and Recreation Instructors to assist with the implementation of formal and informal education programs. There is significant turnover among these part-time employees; therefore, the Zoo is considering converting some of these part-time hours and utilizing the funds to hire some full-time staff to deliver these educational programs. Currently, the Zoo Curator of Education classification has three pay grades. By adding a lower pay grade, it would help to stabilize the staffing in the Education Division. The Zoo's formal education programs, (e.g. Zoo Camp and overnight programs), are a significant source of revenue for the Zoo. Hiring additional full-time staff would enable the Zoo to add or expand its revenue-generating programs.

- The Zoo proposes that the Personnel Department consider consolidating the Zoo's Zoo Curator, Zoo Curator of Birds, and Zoo Curator of Reptiles classifications into one single classification. It is not expedient to have one-person classifications when the salary and minimum requirements are exactly the same, and duties are sufficiently similar. A single class that allows for a selective certification process is a more efficient approach to filling these positions.

- The Zoo has long desired to diversify the employees in the classification of Animal Keeper. One consideration that the Zoo will explore is a "trainee" classification similar to Vocational Worker. This may be accomplished through the creation of a new classification such as Keeper Assistant.

ANTICIPATED SHIFT IN SKILLSETS AND/OR FUNCTIONS

The Zoo does not anticipate any significant shifts in skill sets and/or functions. The Zoo does anticipate a growing need for its workforce to continue to work in a team environment and to develop partnerships and effective working relationships with a diverse group of organizations and stakeholders in order to meets its strategic goals.

ZOO WORKFORCE

The Zoo is comprised of eight divisions with 237 authorized regular and resolution positions, and an additional 100 seasonal and part-time employees. These employees are in diverse classifications and a variety of functional areas, including: Animal Care; Veterinary Care; Education; Administrative Services; Admissions and Guest Relations; Accounting; Systems; Graphics; Construction; Grounds Maintenance and Custodial Services; Public Relations; and Human Resources. The Zoo looks to hire individuals who have a passion for animals, wildlife, conservation, and environmental education, as well as the ability to effectively interact with the public.

By July 2018, 55 of the Zoo's regular full-time and half-time employees will be eligible to retire. This is approximately 23.2% of the Zoo's workforce. Of these 55 employees, 60.7% are eligible for a normal retirement and 37.5% are eligible for an early retirement.

Classification	No. of Authorized Positions	No. of Current Vacancies	No. of Employees Eligible to Retire	No. of Employees Eligible for a Normal Retirement	No. of Employees Eligible for an Early Retirement
Administrative Clerk	5	0	1	1	0
Animal Keeper	84	3	13	9	4
Audio Visual Technician	2	1	1	0	1
Carpenter	2	0	1	0	1
Custodian	15	4	4	3	1
Executive Administrative Assistant	2	0	1	0	1
Gardener Caretaker	14	1	6	3	3
General Manager Zoo	1	0	1	1	0
Graphics Designer	2	0	1	1	0
Head Custodian Supervisor	1	0	1	1	0
Irrigation Specialist	2	0	2	2	
Landscape Architect	1	0	1	0	1
Light Equipment Operator	2	0	1	0	1
Mechanical Repairer	2	0	2	1	1
Painter	2	0	2	0	2
Park Services Attendant	11	0	1	0	1
Photographer	1	0	1	1	0
Plumber	2	0	1	1	0
Principal Park Services Attendant	1	0	1	1	0
Senior Administrative Clerk	9	0	3	0	3
Senior Animal Keeper	8	1	3	1	2
Senior Gardener	2	0	1	1	0

Senior Personnel Analyst	1	0	1	0	1
Senior Plumber	1	0	1	1	0
Truck Operator	2	1	1	1	0
Veterinary Technician	4	0	1	1	0
Zoo Research Director	1	0	1	1	0

SAFETY SENSITIVE CLASSIFICATIONS

On the Personnel Department's list of Safety-Sensitive classifications dated August 26, 2010, 15 of the Zoo's classifications appear on this list, including: Air Conditioning Mechanic; Animal Keeper; Carpenter; Cement Finisher; Electrician; Equipment Operator; Gardener Caretaker; Light Equipment Operator; Maintenance and Construction Helper; Painter; Truck Operator; Veterinarian; Veterinary Technician; Vocational Worker; and Welder. Of these classifications, 15% of the Zoo's Animal Keepers are eligible to retire, and 42% of the Zoo's Gardener Caretakers are eligible to retire. In addition, the Zoo faces the prospect of having no Truck Operators on staff, if the current Truck Operator retires and the Zoo continues to be unable to fill its current vacant position.

CRITICAL CLASSIFICATIONS

The above classifications are critical because they are needed to ensure the health and welfare of the animals in the Zoo's collection, and also to ensure that the Zoo's facilities are well-maintained and free from safety hazards. In addition to the above classifications, the Zoo's Aquarists and Irrigation Specialists are essential. In fact, on Saturdays and Sundays, employees in these classifications are on call, in the event of an emergency or critical incident.

The Aquarists are responsible for operating, maintaining, and performing routine repairs to the life support systems for multiple exhibits at the Zoo, including Sea Lion Cliffs, gorilla, orangutan, pelican, elephant, tiger, LAIR, and Rainforest (tapir pool, otter pool, and fish aquarium).

The Irrigation Specialists perform skilled irrigation work by installing and repairing irrigation systems including sprinkler heads, fittings, valves, water lines, and irrigation control wiring. Incumbents may also perform routine ground maintenance and landscaping work and may act as a lead worker over employees engaged in irrigation and/or grounds maintenance. This position is critical because the Zoo has botanical collections and landscaping throughout the 113-acre site. The Zoo faces the prospects of having no Irrigation Specialists on staff if both incumbents retire.

MANAGERS AND EXECUTIVE STAFF INTERVIEWED

The following executive staff and managers were interviewed and consulted in the development of the Zoo's Workforce Succession Plan:

- John Lewis, General Manager
- Denise Verret, Assistant General Manager
- Beth Schaefer, Animal Collection Curator
- Lisa Naples, Chief Veterinarian
- Mei Kwan, Director of Administration and Operations
- Tom LoVullo, Construction and Maintenance Supervisor II

In these various meetings, the managers discussed potential impacts and operational challenges of impending retirements and priorities for filling critical positions. In addition, there were discussions about cross training and knowledge transfer among our employees.

RECRUITMENT

The Zoo does not anticipate any changes to its recruitment program. The Zoo recruits for all civil service exempt, part-time, intermittent, and seasonal positions. The Zoo posts positions on the Zoo web site, as well as local community colleges, and four-year colleges and universities. In addition, the Zoo advertises positions on the Association of Zoos and Aquariums web site, and with the American Association of Zoo Veterinarians. For part-time positions in the Custodial Services Section, the Zoo recruits candidates from various training centers affiliated with the Los Angeles Unified School District Division of Adult and Career Education program which offer the Building and Grounds Worker Fundamentals Certificate, including Los Angeles Trade Technical College and East Los Angeles Occupational and Skills Center.

The Zoo is not often considered to be a department of choice for those City employees in the common classes, due to the Zoo's location away from downtown Los Angeles and the Civic Center; the department's small size; and limited promotional opportunities. Hence, the Zoo must pay special attention to recruitment and retention issues.

SELECTION

For the commons classes, the Zoo intends to continue using civil service eligible lists and the Personnel Department's transfer bulletin to fill current and future vacancies. For the specialized classifications, the Zoo will use civil service eligible lists.

One position that the Zoo has experienced difficulty in filling is Truck Operator. This is a critical position for the Zoo. Currently, one position is vacant, and the other Truck Operator is eligible to retire, and has also missed significant amounts of time from work in the last two years.

The Truck Operator civil service eligible list was established in August 25, 2015 with 22 candidates. The Zoo was able to make one appointment from that list,

but that individual promoted to a position at the Harbor Department a few months later. When the Zoo requested certification of the list in April 2016, only two candidates reported. One of the candidates turned the position down, and the other candidate was not offered the position due to performance issues in her current department. There have been no interested transfer candidates. As a result, the position has remained vacant since March 2016, and the Zoo has been required to contract with the Bureau of Sanitation for trash collection, at a significantly higher cost than having its own Truck Operator on staff.

During the last administration of the Animal Keeper examination in 2015, the Zoo experienced difficulty in providing a sufficient number of Special Examining Assistants and Subject Matter Experts, given the high number of emergency appointments at the time. **As a result, the Zoo requests that the Personnel Department explore changing the Animal Keeper examination to a continuous examination, similar to Veterinary Technician**. Animal Keeper is one of the most critical classifications at the Zoo. This is the position that is responsible for the care of the animals, 7 days a week, 365 days a year. It is imperative that these positions be filled as expeditiously as possible whenever there is a vacancy. A continuous examination would eliminate the need to make emergency appointments.

TRAINING AND WORKFORCE DEVELOPMENT

The Zoo's goal is to develop a training and workforce development program to give employees the knowledge and skills to effectively perform their current duties, and to promote to higher level positions at the Zoo or in other City departments.

The National Association of Colleges and Employers (NACE) conducted a survey of 260 employers, to ask hiring managers what skills they would prioritize when they recruited from the class of 2015 at colleges and graduate skills. Below are the 10 skills that employers stated that they would seek, in order of importance.

1. Ability to work in a team structure.
2. Ability to make decisions and solve problems.
3. Ability to communicate verbally with people inside and outside an organization.
4. Ability to plan, organize and prioritize work.
5. Ability to obtain and process information.
6. Ability to analyze quantitative data.
7. Technical knowledge related to the job.
8. Proficiency with computer software programs.
9. Ability to create and/or edit written reports.
10. Ability to sell and influence others.

In Fiscal Year 2015-16, the Zoo had over 1.8 million visitors. The 2015-16 fiscal year operating budget was $19.6 million. The Zoo's budget for staff training and development, including in-house training programs and materials, outside

training programs, workshops, and association conferences was $95,095. This means that less than 1% of the department's annual budget was committed to training and staff development.

Clearly, the "soft skills" identified above are valued and required by today's employers. At the Zoo, employees must have the ability to interact effectively with supervisors, co-workers and patrons, and to identify and resolve problems. Staff must also be able to work effectively with staff from other organizations, including the Greater Los Angeles Zoo Association (GLAZA) and other City departments; the Association of Zoos and Aquariums and other governmental agencies such as the United States Department of Agriculture and United States Fish and Wildlife Service.

In order to make strides in the areas of training and workforce development, the Zoo recommends the following:

1. Provide in-person training to staff on customer service, team-building, and performance management.

2. Provide training and on-going coaching to supervisory staff, including lead employees, on effective supervision and performance management.

3. Provide training to existing staff to obtain Class B Driver's license, to expand the pool of candidates for classifications like Truck Operator, and enhance the promotional opportunities for the current Zoo employees.
4. Encourage staff participation in professional organizations.

5. For Animal Care staff, encourage participation on AZA Species Survival Plans (SSP) and Taxon Advisory Groups (TAG).

6. For all staff, encourage and fund attendance at one-day conferences and seminars that enhance job-related skills and professional attributes.

7. Partner with the Personnel Department's Employee Benefits Division to schedule training courses with the City's Employee Assistance provider, Managed Health Network (MHN) for Zoo staff, including: Creating a Positive Work Environment; Resolving Conflict in the Workplace; Delivering Excellent Customer Service; Managing Challenging Workplace Behavior; Essential Skills for Effective Management; and Leadership and Leading.

8. Provide on-the-job training to employees in lower level classifications to prepare employees for promotional opportunities. This would be beneficial for critical classifications in which both incumbents are retirement-eligible, such as Irrigation Specialist.

KNOWLEDGE CAPTURE/TRANSFER

Knowledge capture/transfer is accomplished through in-service training; on-the-job training; review and discussion of the Zoo's Policies and Procedures manual, and on-going tailgate meetings with staff. The below is a brief description of the training provided to Zoo staff to enhance knowledge capture/transfer and to maximize employee performance.

Animal Care

Animal Keeper Training Class

A twelve week course designed to train potential Animal Keepers for paid employment with the Los Angeles Zoo. This class is offered every two to three years, prior to the City opening the civil service exam for Animal Keeper. In order to qualify for the civil service exam, trainees must pass this training class with a score of 80 or above. The course work is taught by Curators and Animal Care supervisors. The Field work component of the program is taught by Animal Keepers.

Orientation

This training is mandatory for all new Animal Care staff, and is taught by Animal Care supervisors.

Animal Keeper Training on New Strings

This is mandatory training for Animal Keepers, whenever they are assigned to work areas of the Zoo that are new to them. There is a review of procedures and safety concerns on the string. This is taught by Animal Care supervisors.

Nutrition

This is mandatory training that is provided annually to all Animal Keepers on the basic principles of nutrition, feeds, and nutrition-related health issues. This course is taught by the Zoo's contracted Nutritionist.

World of Birds Show Training

This is mandatory training for all new Animal Keepers assigned to the Bird Show. The training is provided by the Zoo Curator overseeing the Bird Show supervisor. The training is done in stages to develop the staff's ability to work with and train birds for the show, and to become competent presenters on stage.

Elephants of Asia Training

This is mandatory training for all new Animal Keepers assigned to the Elephants of Asia string. The training is provided by the Elephant Manager and the Zoo Curator of Mammals who oversees the Elephant string. The training done in

stages to develop staff's ability to work with and train elephants, and complete all husbandry tasks associated with the care of the elephants.

Venomous Reptile Training

This is mandatory training for all Reptile Keepers to instruct staff on proper and safe techniques for handling venomous reptiles. This training is provided by the Zoo Curator of Reptiles and the Senior Animal Keeper who oversees the Reptile Section.

Wild Rattlesnake Training

Animal Care staff is trained on the proper capture and handling of wild rattlesnakes on Zoo grounds. This training is provided by the Zoo Curator of Reptiles and the Senior Animal Keeper who oversees the Reptile Section.

Tailgate Safety Meetings

These are mandatory meetings where Animal Care supervisors discuss various safety concerns and ways to avoid injuries.

Aviary Hatchery training

This training is for Animal Keepers who work in the Aviary section to familiarize staff with the procedures for running the egg incubators and other equipment in the hatchery area. This training is provided by the Zoo Curator who oversees the Aviary section of the Zoo.

Egg Incubation Workshop

This training is for Aviary keepers to learn the principles of egg incubation for birds. This training is provided by the Zoo Curator of Birds.

Capture and Restraint

This is informal training for Animal Care staff on the techniques for capturing and restraining various species of animals. This training is provided by Animal Care supervisors during actual capture scenarios so that new Animal Keeper may get hands-on experience.

Animal Health Division

Zoonosis

This is annual mandatory class for all Animal Care staff. This class is taught by Zoo Veterinarians.

Education Division

The Education Division holds regular meetings with part time staff to provide training on a variety of topics. These training sessions usually last from 30 minutes to one hour. Examples of past topics include: dealing with difficult guests, didactic reading, and how to engage with guests.

For all new full and part time staff, the Education Division offers training in hospitality, interpretation, cognitive and affective development, and learning styles. This training is provided on an as-needed basis.

Education staff conducts a week-long training for all Zoo Camp staff. This training covers hospitality, interpretation, cognitive and affective development, learning styles, safety, camp logistics, policies and procedures and team-building. This training occurs annually, the week before the beginning of summer camp.

Education staff conducts a California Condor Rescue Zone (CCRZ) training/re-training every six months for all full and part time staff. In addition, every four to five years, training is conducted by an outside facilitator. The topic of the most recent training was CCRZ Play work Training. This two-day training was designed to familiarize Education staff with the concept of play work. It focused on the history of play work and provided concrete play experiences for staff both in the CCRZ and in general. Education worked specifically on generating new play concepts and activities for use in the CCRZ.

Any time the Zoo opens a new exhibit, or stages a new education experience, training is provided.

All trainings are conducted by full time Education Division staff, which includes staff in the following classifications: Zoo Curator of Education I, Zoo Curator of Education II, Zoo Curator of Education III, Graphics Designer II, and Graphics Designer II. Staff from other Divisions may be utilized, as appropriate.

Human Resources Division

The Human Resources Division coordinates training programs for employees and supervisors on a variety of subjects. Between 2011 and 2016, the following in-service training courses were provided to staff:

- CPR and AED Training (every two years)
- Confined Space Entry Training (every two years)
- Forklift Operator Training (as needed)
- Workplace Violence Prevention Training (periodic)
- Americans with Disabilities Act Training (periodic)

- Drug Test Policy Training (periodic)
- Incident Command System Training (periodic)
- Creating a Respectful Work Environment (as needed)

The division also oversees a $2,000 fund for Zoo Employee Training and Development. These funds are available to all Zoo employees. The objective of this fund is to provide funds to cover the cost of various business-related local conferences, workshops, seminars, and training programs for Zoo employees. These funds may also be used by employees who seek training for management positions in the Zoo.

In addition, through the City of Los Angeles Personnel Department, Zoo employees have access to an on-line training academy. This provides employees with an opportunity to access training on a variety of subjects, including Leadership and Supervision; Sexual Harassment Prevention Training; Customer Service; and Fraud Awareness.

BUDGET/VACANCY NEEDS

The Zoo intends to address the need for new positions to meet future staffing needs through the budget process. At this time, no new classifications are anticipated or required.

Over the last five years, the City budget has provided the Zoo with additional part-time hours, rather than approving new full-time, regular positions. While part-staff staffing can be beneficial, allowing the City to deploy additional resources during peak hours and busy days, most part-time employees seek full-time work, so retention is a critical problem among part-time staff. Turnover is costly because staff time must be directed to recruitment, selection and employee training. Further, given the increased number of night-time events, such as *Family Jam*, *Roaring Nights*, *Zoo Lights*, which only the full-time staff can work on an overtime basis, it has been extremely taxing for such a limited number of staff to work evenings and overtime for an extended period of time. As a result, the Department will look to the budget process to reduce part-time hiring and increase full-time staffing to meet workload demands.

TARGETED LOCAL HIRING

The Zoo supports all efforts to create alternate pathways to civil service employment with the City of Los Angeles. The Zoo will consider filling positions with trainees in the following classifications: Administrative Clerk, Custodian and Gardener Caretaker. However, the Zoo is also committed to promoting as many of its part-time employees to full-time, civil service positions within the Zoo, many who are residents of the City of Los Angeles.

Once additional information is provided regarding the specifics of the program and when it becomes fully operational, the Zoo will be able to identify the number of vacancies it can fill through the Targeted Local Hiring Program.

IMPLEMENTATION OF THE ZOO'S SUCCESSION PLAN

The Zoo's Human Resources Division will serve as the lead for the implementation of this Plan with the full support of the Zoo's Executive Management and Senior Staff.

The Zoo's Workforce Succession Plan was prepared by Mae Huey, Human Resources Director, and approved by Zoo General Manager John Lewis and Zoo Assistant General Manager Denise Verret.

CONTACT INFORMATION FOR ZOO DEPARTMENT

Information about this Workforce Succession Plan may be directed to Mae Huey, Zoo Human Resources Director, at 323-644-6095, or via email at Mae.Huey@lacity.org. The Zoo's web site is www.lazoo.org.

LOS ANGELES WORLD AIRPORTS (LAWA) STRATEGIC WORKFORCE PLANNING

July 2016



INTRODUCTION

Reports provided by LACERS and the Office of the Controller that have been presented to City Council all indicate that approximately 42% of LAWA employees will be eligible for early or regular retirement by the year 2018. Specifically, that percentage amounts to over *1,412 of the Department's 3,362* full-time employees.

About Los Angeles International Airport (LAX)

LAX is the fifth busiest airport in the world and second in the United States. LAX served more than 74.9 million passengers in 2015. LAX offers 692 daily nonstop flights to 85 cities in the U.S. and 928 weekly nonstop flights to 67 cities in 34 countries on 59 commercial air carriers. LAX ranks 14th in the world and fifth in the U.S. in air cargo tonnage processed, with more than 2.1 million tons of air cargo valued at over $86.9 billion. An economic study based on 2014 operations reported LAX generated 620,610 jobs in Southern California with labor income of $37.3 billion and economic output (business revenues) of more than $126.6 billion. This activity added $6.2 billion to local and state revenues and $8.7 billion in federal tax revenues. The study also reported that LAX's ongoing capital-improvement program (referred to as LAX Modernization Program) creates an additional 121,640 annual jobs with labor income of $7.6 billion and economic output of $20.3 billion, $966 million in state and local taxes, and $1.6 billion in federal tax revenues.

LAX is part of a system of three Southern California airports – along with LA/Ontario[1] International and Van Nuys general aviation – that are owned and operated by *Los Angeles World Airports* (LAWA) a proprietary department of the City of Los Angeles that receives no funding from the City's general fund.

LAWA is a constantly growing and changing business, and we must consistently strive to meet the changes in order to stay ahead. Our traveling public expects high quality amenities, and we want them to consider our airports to be pleasurable and efficient experiences. LAWA is currently undergoing a $14 billion Capital Improvement Program at LAX, considered to be the largest public works program in the history of the City of Los Angeles. The following pages will provide you with an overview of our LAX Modernization Program.

1] Ontario International Airport is currently being transferred to the Ontario International Airport Authority, upon which 205 employees will be redeployed to LAX. The redeployment process will conclude on or before March 2018.

LAX is undergoing its *largest improvement project ever* and the best is yet to come. Other projects that are currently in progress include:

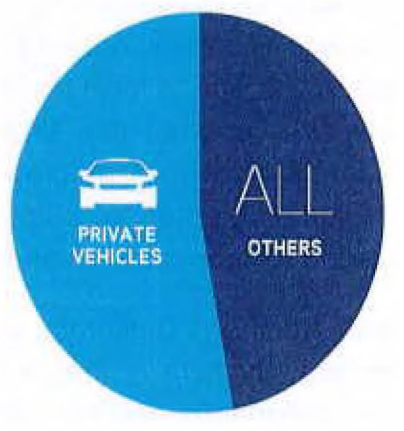
- Runway Construction;
- More charging stations;
- New luxury lounges;
- Modern gates and waiting areas; and
- State-of-the-art baggage screening.

Some of the challenges LAX is experiencing today include:

- Insufficient aircraft gates;
- Heavy traffic congestion during peak hours;
- Buses, shuttles and cars competing for limited space;
- Passengers stuck in crowded and uncomfortable conditions along the curb; and
- Inadequate baggage system capacity.

Some important numbers to know:

- Over 50% of departing air passengers drive to LAX.
- During peak periods, over 6,000 vehicles enter the airport in one hour.



In 2015, more than 74.9 million air passengers flew through LAX. And this number continues to grow.

That's greater than the populations of California and Texas combined.

The Solution

Relieve traffic congestion with a new convenient, reliable and sustainable system for everyone.

LAWA will need to proactively manage the Central Terminal Area congestion during and after the construction of our $5 billion Second Modernization Program to improve land access to LAX, including a 2.2 mile Automated People Mover that will link a Consolidated Rent-A-Car Center with a new LA Metro Crenshaw/LAX station and the LAX terminals.

These projects seek to accomplish the following:

- Relieve traffic congestion within the Central Terminal Area and the surrounding street network;
- Create new convenient locations for passenger pick-up, drop-off and parking outside of the Central Terminal Area;
- Give passengers a fast and reliable way to get to their flights, and;
- Reduce vehicle emissions and improve air quality.

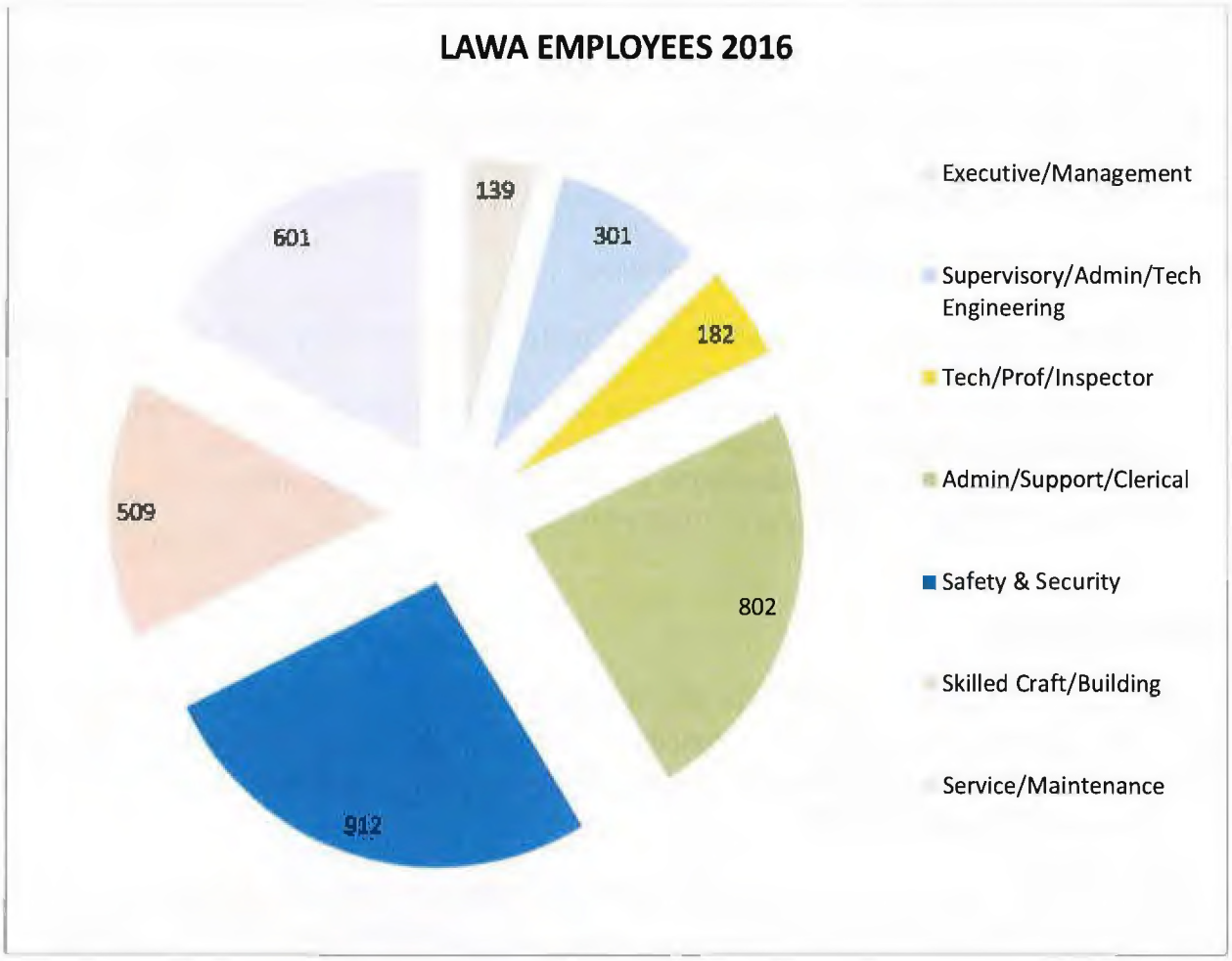
STAFFING NEEDS

The purpose of this report is to plan ahead of our impending employee departures and determine appropriate strategies to proactively address them. These strategies, described in this report, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

In 2014, LAWA Human Resources Division (HR) began studying workforce trends and providing professional HR guidance and support to our divisions with the objective of adding value to our business. A survey was distributed to Division managers to provide them with an opportunity to report staffing needs related to their own staff. LAWA HR has also recently restructured its own staff in preparation for significant changes that will continue for many years to come.

To help you visualize LAWA's department size and complexity, a pie chart display of LAWA staff numbers is shown by job category. The seven job categories are:

1. Executive and Management Positions
2. Supervisory – All Administrative, Technical, Engineering, Building Trades, and Blue Collar
3. Technical, Professional and Inspectors
4. Administrative, Support, and Clerical;
5. Safety and Security;
6. Skilled Craft, Building Trades, Equipment Operation, Plant Operation and Repair; and
7. Service, Craft, and Maintenance.



By observing LAWA staff numerical data as a pie chart it can be clearly seen that LAWA relies heavily on its safety, security, service and maintenance employees as part of our core services, as well as our skilled crafts and administrative support. Large numbers of employees in each category will be eligible to retire, the hardest hit being within our Service and Maintenance category at 63%. Additionally, more than half of our management employees will be eligible, along with half of all supervisory employees. These numbers are shown on a bar chart in Succession Planning.

LAWA faces several challenges in ensuring that it recruits, develops, and retains the best staff to position itself to address its challenges today and into the future. Recruitment and retention issues have plagued LAWA for a number of years, generally due to its location in relationship to the demographics of those who seek civil service employment, many consistently choose to work at the downtown location.

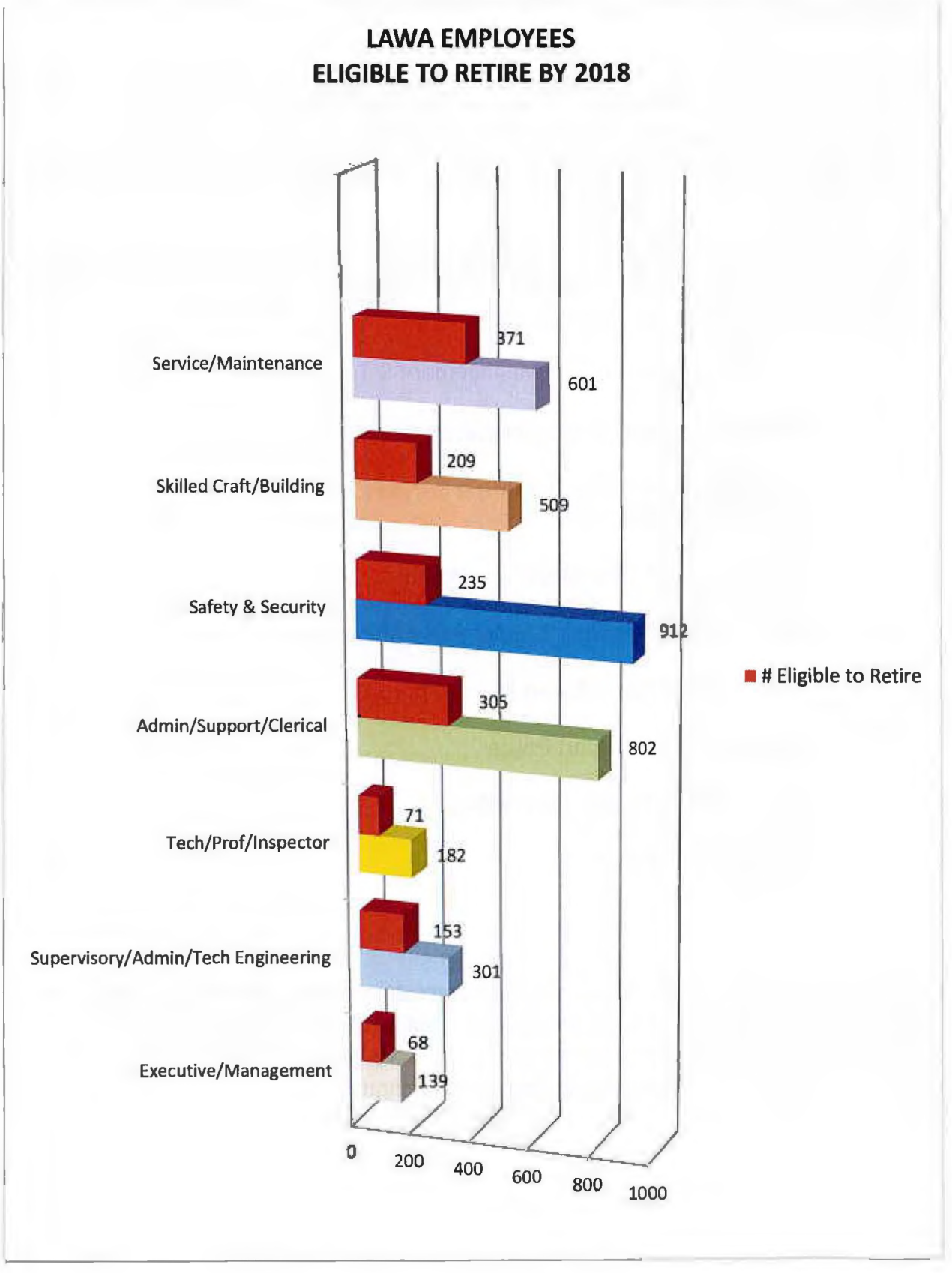
Succession Planning

There are disproportionate numbers of LAWA employees who will be eligible to retire in the next two years. Human Resources Division staff held meetings with all Division Managers to discuss staffing issues as they relate to retirement and also how they will change due to the expansion of LAWA because of the aforementioned capital programs that have already begun launching.

A meeting was held with all of the Deputy Executive Directors and Division Managers to review the data and discuss areas of concern for their respective divisions that the Workforce Planning Program should focus.

- Aura Moore, Information Management & Technology Group
- Debbie Bowers, Commercial Development Group
- Dave Shuter, Facilities/Technical Services and Maintenance Services
- Cynthia Guidry, Planning & Development Group
- Jackie Yaft, Operations & Emergency Management
- Jess Romo, Ontario & Van Nuys Airports
- Patrick Gannon, Airport Police
- Ryan Yakubik, Finance & Budget
- Wei Chi, Comptroller

The following pages provide more detailed information about LAWA employees. The bar chart represents the numbers of employees eligible to retire by the year 2018, by job category. Following the bar chart is a comprehensive list of LAWA employees using the same job categories as previously displayed in the charts.


LAWA EMPLOYEES
ELIGIBLE TO RETIRE BY 2018
Service/Maintenance
371
601
Skilled Craft/Building
209
509
Safety & Security
235
912
Admin/Support/Clerical
305
802
Tech/Prof/Inspector
71
182
Supervisory/Admin/Tech Engineering
153
301
Executive/Management
68
139
0
200
400
600
800
1000
Eligible to Retire

Los Angeles World Airports # and % Employees Eligible to Retire by Job Classification and Job Category

TABLE #1 ❖ EXECUTIVE/MANAGEMENT	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Airport Assistant Police Chief	3	1	33%	1	0
Airport Environmental Manager	2	1	50%	0	1
Airport Manager	9	7	78%	4	3
Airport Maintenance Superintendent	9	6	67%	3	3
Airport Public/ Comm Relations Director	3	1	33%	1	0
Assistant General Manager, Airports	2	2	100%	2	0
Chief Airport Engineer	5	3	60%	3	0
Chief Airport Planner	3	0	0%	N/A	N/A
Chief Airport Safety Officer	1	0	0%	N/A	N/A
Chief of Aviation Technology	1	1	100%	1	0
Chief Construction Inspector	1	0	0%	N/A	N/A
Chief Executive Officer (General Manager)	1	0	0%	N/A	N/A
Chief Information Security Officer	1	0	0%	N/A	N/A
Chief Financial Officer	1	0	0%	N/A	N/A
Chief Management Analyst	6	3	50%	2	1
Chief of Operations	14	3	21%	3	0
Departmental Audit Manager	1	0	0%	N/A	N/A
Departmental Chief Accountant	3	2	67%	1	1
Deputy General Manager Airports	18	6	38%	4	2
Director of Airport Operations	2	1	50%	1	0
Director of Airport Safety	1	0	0%	N/A	N/A
Director of Maintenance Airports	4	4	100%	4	0
Executive Assistant Airports	10	4	40%	2	2
Financial Manager	3	1	33%	1	0
Information Systems Manager	14	10	71%	6	4
Personnel Director	1	1	100%	0	1
Property Manager	10	4	40%	3	1
Public Information Director	1	0	0%	N/A	N/A
Risk Manager	5	4	80%	4	0
Telecommunications Planning & Util. Officer	4	3	75%	1	2
Total:	**139**	**68**	**49%**	**47**	**21**

TABLE #2 - SUPERVISORY: • ADMINISTRATIVE • TECHNICAL • ENGINEERING • BUILDING TRADES • BLUE COLLAR	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Air Conditioning Mechanic Supervisor	4	1	25%	0	1
Airport Maintenance Supervisor	32	14	44%	10	4
Arts Manager	2	0	0%	N/A	N/A
Bus Operator Supervisor	6	1	17%	0	1
Carpenter Supervisor	1	1	100%	1	0
Chief Communications Operator	1	0	0%	N/A	N/A
City Planner	2	0	0%	N/A	N/A
Civil Engineer	8	6	75%	4	2
Communications Electrician Supervisor	1	0	0%	N/A	N/A
Community Program Director	1	0	0%	N/A	N/A
Construction & Maintenance Supervisor	5	3	60%	3	0
Custodian Supervisor	37	24	65%	17	7
Electrician Supervisor	2	1	50%	1	0
Elevator Repair Supervisor	3	2	67%	2	0
Emergency Management Coordinator	3	1	33%	1	0
Environmental Affairs Officer	3	1	33%	0	1
Environmental Supervisor	6	2	33%	1	1
Financial Analyst	2	1	50%	1	0
Fiscal Systems Specialist	7	3	43%	2	1
Geographic Info. Systems Supervisor	3	1	33%	1	0
Graphics Supervisor	2	1	50%	1	0
Head Custodian Supervisor	1	1	100%	1	0
Industrial Hygienist	1	0	0%	N/A	N/A
Information Systems Operations Manager	1	0	0%	N/A	N/A
Labor Supervisor	1	1	100%	1	0
Parking Manager	3	0	0%	N/A	N/A
Park Maintenance Supervisor	1	1	100%	1	0
Payroll Supervisor	1	1	100%	1	0
Personnel Records Supervisor	1	0	0%	N/A	N/A
Plumber Supervisor	3	2	67%	2	0
Principal Accountant	4	3	75%	3	0
Principal Clerk	4	2	50%	1	1
Principal Communications Operator	3	3	100%	0	3
Principal Construction Inspector	5	4	80%	3	1
Principal Public Relations Rep	3	2	67%	2	0

TABLE #2 - SUPERVISORY: • ADMINISTRATIVE • TECHNICAL • ENGINEERING • BUILDING TRADES • BLUE COLLAR	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Procurement Supervisor	3	2	67%	1	1
Senior Airport Engineer	8	4	50%	2	2
Senior Accountant	11	9	82%	7	2
Senior Auditor	2	2	100%	2	0
Senior Automotive Supervisor	1	1	100%	1	0
Senior Civil Engineer	1	0	0%	N/A	N/A
Senior Communications Engineer	3	0	0%	N/A	N/A
Senior Communications Operator	9	3	33%	2	1
Senior Construction Estimator	3	3	100%	1	2
Senior Management Analyst	47	24	51%	12	12
Senior Personnel Analyst	18	7	39%	3	4
Senior Real Estate Officer	6	3	50%	3	0
Senior Storekeeper	1	1	100%	0	1
Senior Systems Analyst	13	6	46%	5	1
Sign Shop Supervisor	1	0	0%	N/A	N/A
Storekeeper	9	5	56%	4	1
Welder Supervisor	1	0	0%	N/A	N/A
Window Cleaner Supervisor	1	0	0%	N/A	N/A
TOTAL:	301	153	51%	103	50

TABLE #3 • TECHNICAL • PROFESSIONAL • INSPECTORS	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Architectural Associate	3	2	67%	2	0
City Planning Associate	1	0	0%	N/A	N/A
Civil Engineering Associate	26	4	15%	2	2
Civil Engineering Drafting Technician	2	1	50%	0	1
Communications Engineering Associate	13	2	15%	0	2
Computer Operator	2	2	100%	1	1
Construction Inspector	27	19	70%	14	5
Database Architect	4	2	50%	2	0
Electrical Engineering Associate	3	0	0%	N/A	N/A
Engineering Designer	4	4	100%	3	1
Environmental Specialist	20	7	35%	4	3
Equipment Specialist	1	1	100%	1	0
Finance Specialist	2	1	50%	1	0
Geographic Information Specialist	5	0	0%	N/A	N/A
Graphics Designer	4	1	25%	1	0
Land Surveying Assistant	1	1	100%	0	1
Mechanical Engineering Associate	4	2	50%	2	0
Occupational Health Nurse	1	0	0%	N/A	N/A
Office Engineering Technician	2	0	0%	N/A	N/A
Photographer	1	1	100%	1	0
Planning Assistant	1	0	0%	N/A	N/A
Programmer Analyst	11	3	27%	1	2
Real Estate Associate	2	0	0%	N/A	N/A
Real Estate Officer	5	4	80%	2	2
Structural Engineering Associate	5	0	0%	N/A	N/A
Survey Party Chief	2	1	50%	1	0
Systems Programmer	24	9	38%	3	6
Telecommunications Planner	3	3	100%	3	0
Transportation Engineering Associate	2	0	0%	N/A	N/A
Transportation Planning Associate	1	1	100%	0	1
TOTAL:	182	71	39%	44	27

TABLE #4 • ADMINISTRATIVE • SUPPORT • CLERICAL	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accountant	12	3	25%	3	0
Accounting Clerk	58	27	47%	17	10
Administrative Clerk	84	27	32%	14	13
Airport Aide	3	0	0%	N/A	N/A
Airport Guide	163	75	46%	9	66
Airport Information Specialist	6	3	50%	3	0
Airport Superintendent of Operations	114	38	33%	22	16
Auditor	6	2	33%	2	0
Commission Executive Assistant	2	1	50%	1	0
Communication Information Representative	49	7	14%	2	5
Delivery Driver	4	0	0%	N/A	N/A
Executive Administrative Assistant	7	5	71%	4	1
Internal Auditor	5	1	20%	1	0
Management Analyst	121	54	45%	30	24
Management Assistant	22	4	18%	3	1
Personnel Analyst	7	4	57%	0	4
Procurement Analyst	5	4	80%	3	1
Public Relations Specialist	3	0	0%	N/A	N/A
Safety Engineer Associate	2	0	0%	N/A	N/A
Secretary	23	10	43%	7	3
Risk & Insurance Assistant	3	1	33%	0	1
Senior Administrative Clerk	85	30	35%	13	17
Systems Analyst	12	6	50%	5	1
Volunteer Coordinator	1	0	0%	N/A	N/A
Workers' Compensation Analyst	4	3	75%	3	0
Workers' Compensation Claims Assistant	1	0	0%	N/A	N/A
TOTAL:	802	305	38%	142	163

TABLE #5 • SAFETY & SECURITY	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Airport Police Captain	6	3	50%	2	1
Airport Police Lieutenant	17	9	53%	7	2
Airport Police Officer	384	53	14%	28	25
Airport Police Sergeant	66	23	35%	19	4
Airport Safety Officer	44	16	36%	8	8
Principal Security Officer	6	1	17%	0	1
Security Aide	2	0	0%	N/A	N/A
Security Officer	346	110	32%	65	45
Senior Airport Safety Officer	6	5	83%	4	1
Senior Security Officer	35	15	43%	10	5
TOTAL:	912	235	26%	143	92

TABLE #6 • SKILLED CRAFT • BUILDING TRADES • EQUIPMENT OPERATION • PLANT OPERATION & REPAIR	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Air Conditioning Mechanic	18	8	44%	6	2
Building Operating Engineer	18	7	39%	6	1
Bus Operator	27	13	48%	7	6
Carpenter	13	3	23%	1	2
Carpet Layer	2	1	50%	1	0
Cement Finisher	1	0	0%	N/A	N/A
Chief Building Operating Engineer	1	1	100%	1	0
Communications Electrician	11	4	36%	3	1
Electrical Craft Helper	7	1	14%	1	0
Electrician	39	11	28%	9	2
Elevator Mechanic	14	6	43%	3	3
Elevator Mechanic Helper	15	2	13%	2	0
Equipment Operator	11	7	64%	3	4
Gardener Caretaker	46	30	65%	20	10
Heavy Duty Truck Operator	10	5	50%	2	3
Instrument Mechanic	13	10	77%	7	3
Instrument Mechanic Supervisor	1	1	100%	1	0
Irrigation Specialist	2	1	50%	1	0
Light Equipment Operator	1	1	100%	1	0
Locksmith	5	0	0%	N/A	N/A
Maintenance & Construction Helper	26	12	46%	7	5
Maintenance Laborer	55	28	51%	20	8
Maintenance Assistant	10	2	20%	1	1
Mechanical Repairer	10	3	30%	2	1
Motor Sweeper Operator	4	3	75%	1	2
Painter	13	12	92%	7	5
Pipefitter	2	1	50%	0	1
Plasterer	2	0	0%	N/A	N/A
Plumber	20	7	35%	5	2
Roofer	2	0	0%	N/A	N/A
Senior Building Operating Engineer	7	7	100%	6	1
Senior Carpenter	4	3	75%	2	1
Senior Communications Electrician	2	1	50%	0	1
Senior Electrician	4	2	50%	1	1

TABLE #6 (CONTINUED) • SKILLED CRAFT • BUILDING TRADES • EQUIPMENT OPERATION • PLANT OPERATION & REPAIR	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Senior Gardener	3	2	67%	1	1
Senior Painter	2	1	50%	0	1
Senior Plumber	1	1	100%	0	1
Sign Painter	3	2	67%	1	1
Street Services Worker	3	2	67%	2	0
Tile Setter	3	2	67%	2	0
Traffic Painter & Sign Poster	10	2	20%	2	0
Upholsterer	2	1	50%	1	0
Vocational Worker	66	3	5%	2	1
TOTAL:	**509**	**209**	**41%**	**138**	**71**

TABLE #7 • SERVICE • CRAFT • MAINTENANCE	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Building Repairer	9	6	67%	5	1
Cement Finisher Worker	2	2	100%	1	1
Communications Cable Worker	1	1	100%	0	1
Communications Engineer	5	3	60%	2	1
Construction Equipment Service Wkr	6	4	67%	3	1
Custodial Services Assistant	1	1	100%	1	0
Custodian	455	301	66%	195	106
Equipment Mechanic	11	7	64%	7	0
Garage Attendant	4	3	75%	1	2
Heavy Duty Equipment Mechanic	13	5	38%	5	0
Mechanical Helper	17	4	24%	1	3
Senior Construction Inspector	8	8	100%	6	2
Senior Custodian	35	12	34%	8	4
Senior Equipment Mechanic	1	0	0%	N/A	N/A
Senior Heavy Duty Equipment Mech	2	1	50%	1	0
Senior Transportation Engineer	1	1	100%	1	0
Senior Window Cleaner	2	0	0%	N/A	N/A
Warehouse & Toolroom Worker	12	4	33%	2	2
Welder	1	1	100%	1	0
Window Cleaner	15	7	47%	2	5
TOTAL:	601	371	62%	242	129
OTHER:					
Transitional Worker	3	3	100%	1	2

WORKFORCE NEEDS ASSESSMENT

The data shown in the charts displayed on the following pages represent the classifications identified as crucial within each division of LAWA. Below each chart is a brief summary of the discussions held which contains observations and recommendations based on the interviews conducted. We have also included the crucial classes for our Human Resources Division.

Overall, the focus for LAWA succession planning is to recruit and retain the best talent, which may require:

a. Requesting additional exams to be administered as open to the public as well as promotional;
b. Technical staff participating in current seasonal recruitment activities;
c. Recruitment for service and maintenance positions at local colleges while promoting tuition reimbursement;
d. An Employee word-of-mouth campaign.

It will also be important to continue to facilitate training, help employees and potential employees to understand LAWA's career opportunities and career ladders, and what is required to develop with greater application of the competency bank in all facets of LAWA. Topics should include: the function of various divisions within LAWA; budget, contracts and purchasing; City Attorney functions, and Mayor's goals. Also, we can focus on providing more opportunities for supervisory and leadership training, participation in a Mentor Program for increased knowledge capture and transfer, and the use of desk manuals.

The following pages will provide you with needs assessment tables for each division, which will assist in further defining recruitment and retention issues and other concerns ongoing with our Department's critical classes.

NOTE: Please be aware that our needs assessment is always a work in progress.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: HUMAN RESOURCES			
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**
Personnel Director	Recruitment	Yes	Additional position is required. HR has restructured to address future workforce planning and support for divisions
Senior Personnel Analyst	Crucial for HR functions	No	Ensure eligible list is available
Personnel Analyst	Crucial for HR functions	No	Ensure eligible list is available

- LAWA HR has restructured in order to focus on and support the new and changing needs in the area of staffing. A new and improved staffing focus needs to be implemented due to LAX capital programs and upcoming retirements

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: INFORMATION MANAGEMENT & TECHNOLOGY GROUP				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Communications Engineer	Recruitment	No	Propose a plan to begin recruitment	A skillset is needed that involves outside contractor experience
Systems Analyst	Additional skillset needed	Reviewing/updating class spec	Possible LAWA specific class. Current class spec too general. Recruitment needed.	In the next 5 years anticipate new emerging technologies to enhance passenger experience.
System Programmers & Programmer Analysts	Needed for Innovation and development-recruitment	No	Selective Cert/ career path or other incentive	Usually promote and/or transfer to DWP
Database Architect	Retention	No	Career path or other incentive	Usually promote and/or transfer to DWP

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: COMMERCIAL DEVELOPMENT GROUP				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Property Manager IV or higher	Recruitment	No	Propose a plan to begin recruitment	A skillset is needed that involves outside contractor experience
Senior Management Analyst	Timely Examinations	No	None	Necessary for support with acquiring property needed projects
Executive Assistant Airports	Succession Planning	No	None	Necessary for program management

- Up-to-date, accurate class specifications are necessary. Emphasize opportunities for growth.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: FACILITIES/MAINTENANCE /TECHNICAL SERVICES				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
A/C Mechanic Supervisor	Timely Examinations	No	No	
Air Conditioning Mechanic	Timely Examinations	No	No	
Gardener Caretaker	Timely Examinations	No	No	Vocational Workers are normally used for this class
Heavy Duty Equipment Mechanic	Succession Planning	No	No	
Sr. Heavy Duty Equipment Mechanic	Focus on adequate staffing levels	Timely examinations	No	
Maintenance & Construction Helper	Timely Examinations	Timely examinations	No	
Cement Finisher Worker	Focus on adequate staffing levels	Hiring Hall for short term projects	No	
Traffic Painter & Sign Poster	Focus on adequate staffing levels	Timely examinations	No	

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: FACILITIES/MAINTENANCE /TECHNICAL SERVICES CONTINUED				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Electricians	Retention	No	Propose a plan to begin recruitment –attract more candidates	Possible new class. Lose to DWP after hundreds of training hours
Senior Electricians	Timely Examinations	No	No	50% eligible to retire by 2018
Elevator Mechanics	Need additional skillset	Possible new class	Use of Contractors	Need employees who have exp. or separate class to maintain escalators and moving walkways
Plumbers	Succession Planning	No	No	35% eligible to retire by 2018
Mechanical Repairer	Succession Planning	No	No	30% eligible to retire by 2018
Senior Electricians	Succession Planning	Ensure timely eligible list	No	50% eligible for retirement in 2018
Traffic Painter & Sign Poster	Timely Examinations	No	No	

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: PLANNING AND DEVELOPMENT				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Airport Engineer	Timely examinations	No	No	
Chief Airport Engineer	Timely Examinations	No	No	60% eligible to retire by 2018
City Planner	Additional skillset needed	Possible Airport class	Review class spec/submit proposed spec to Personnel	Understanding of Airport is highly needed/need to plan for que space/gate space etc.
Civil Engineer	Recruitment/ Retention	No	Need incentive	Class is lost to DWP and Harbor
Construction Inspector	Recruitment/ Retention	No	Incentives	Lost by transfer or promotion
Sr. Construction Inspector	Retention	No	Work on appropriate staffing levels	Lost by transfer or promotion
Principal Construction Inspector	Need adequate staffing	No	Work on appropriate staffing levels	

- Hiring is crucial for this Division due to the multi-billion dollar capital improvement program. Positions will need to be allocated.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: OPERATIONS AND EMERGENCY MANAGEMENT				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Airport Superintendent of Operations	Recruitment/Timely exams/Always short employees	No	Need to review class spec,	One year is needed to certify employees. ASO III duties are very different than I & II.
Chief of Operations	Timely Examinations	No	Exploring the use of one paygrade	
Airport Manager	Succession Planning	No	Reviewing class spec for possible changes	
Director of Airport Operations	Direct/management	No	No	
Safety Engineer	Airfield	Reviewing class spec for Safety Engineer		Possible new class of Airport Safety Engineer

- Human Resources Director Paula Adams is on a Talent Management Focus Group with California Airports Council where the team is studying strategies to offer consistent aviation programs at all airports in the State of California, but to attract the top Airport talent will require incentives for out of state.
- There are daily safety concerns for the airfield. Safety Engineer or Safety Manager class is needed.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: ONTARIO AND VAN NUYS AIRPORTS				
Class	**Workforce Planning Needs**	**Current plan In development?**	**Current or proposed action plan**	**Comments**
Currently the responsibility of OIAA for Ontario	Sustain operations	Operational Readiness to transition	Propose a plan to transfer employees (future date)	
Airport Superintendent of Operations (Van Nuys)	Timely Examinations	No	No	
Heavy Duty Equipment Mechanic	Recruitment	No	Difficult to fill -	

- Ontario International Airport is currently being transferred to the Ontario International Airport Authority, upon which 205 employees will be redeployed to LAX. The redeployment process will conclude on or before March 2018.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: AIRPORT POLICE				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Security Officer	Recruitment	Proposed plan to modify examination to open & continuous	Propose a plan to begin recruitment	Below
Communication Information Representative	Additional skillset is needed	No	Possible new LAWA class	Retention

- Five hundred or more Security Officers will be needed soon. Controller report identified APD as lacking in future plans for traffic issues due to the upcoming renovation projects. APD has fewer security personnel than in 2008. Much time is taken to hire train and become experienced (at least 5 years). Attrition rate is high, about 20 employees per year.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: LANDSIDE ACCESS MODERNIZATION PROGRAM (LAMP)				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Airport Engineer	Recruitment	No	No	
Senior Airport Engineer	Timely Examinations	No	No	
Civil Engineer	Succession Planning	No	NO	

- Due to LAWA organizational changes, a plan will be developed for the near future. Select resources will be shared with Planning Division.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: FINANCE AND BUDGET				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Management Analyst	Project control/Contracts	Timely Examinations	No	
Senior Management Analyst	Section Heads	Timely Examinations		
Financial Manager		Recruitment	No	
Fiscal Systems Specialist	Need adequate staffing	Recruitment	Need to review and update class spec	Primarily used the Rates and Charges but are very technical in nature – difficult to backfill
Financial Analyst	Debt Management	No	Propose college recruitment plan	Skillset is needed that can be obtained outside mostly, but best candidates are selected downtown

- Difficult to fill Financial Analysts with recent experience in advanced technology. College campuses may be the best way to recruit. Needed for debt management functions.

WORKFORCE PLAN
NEEDS ASSESSMENT MATRIX

DIVISION: COMPTROLLER				
Class	**Workforce Planning Needs**	**Current plan in development?**	**Current or proposed action plan**	**Comments**
Chief Management Analyst	Crucial for division management	No	None	None
Departmental Chief Accountant	Crucial for division management	Timely Examinations	None	None
Fiscal Systems Specialist	Systems support	Timely Examinations	None	Propose a plan to clarify/develop promotional ladder
Systems Analyst	Systems support	Succession Planning	None	Necessary for program management
Systems Programmer	System support/innovation	Retention	None	Employees transfer downtown after training is completed
Senior Accountant	Division support	Retention	None	Employees transfer downtown after training is completed
Accountant	Division support	Retention	None	Employees transfer downtown after training is completed
Accounting Clerk	Division support	Retention	None	Employees transfer downtown after training is completed

- Retention problems exist with the financial systems group. Career ladder needed.

Short-Term Needs Analysis

LAWA will need a full complement of capable staff to implement its aggressive capital program. The ability of LAWA managers to implement the capital program is impaired with the long lead-time to promote, obtain authorized positions, hire, and train new employees.

LAWA Human Resources is working on improving its internal processes to meet the demands for staff for the next cycle of capital programs and impending retirements. The Human Resources Division has been recently restructured to emphasize streamlining and focus to the hiring process and the on-boarding of new employees

Hiring and retaining qualified employees and implementing appropriate discipline are all key steps to ensuring that staff members directly involved in the capital plan implementation, as well as all the support functions, can operate effectively. In some cases, LAWA will be requesting to establish new classifications that are specific to the department. This is necessary to decrease training time and to bridge the knowledge gap between department specific needs and the general requirements of the specific job. Of the 200 or more classifications used by LAWA the following 31 classifications are specific to the department:

Airport Aide	Architectural Associate III
Airport Chief Information Security Officer	Arts Manager II, III
Airport Engineer I, II	Assistant Airport Manager
Airport Environmental Manager	Assistant Airport Police Chief
Airport Guide	Assistant General Manager Airports
Airport Information Specialist I, II	Chief Airports Engineer I, II
Airport Manager I, II, III	Chief of Airport Planning I, II
Airport Police Captain I,II	Chief of Operations I, II
Airport Police Chief	Director of Airports Administration
Airport Police Lt.	Director of Airport Operations
Airport Police Officer	Deputy General Manager Airports I, II
Airport Police Sgt.	Director of Airport Safety Services
Airport Safety Officer II	Director of Maintenance Airports
Airport Superintendent of Operations I, II, III	Executive Assistant Airports
Airports Maintenance Superintendent	Senior Airport Engineer I, II
Airports Maintenance Supervisor I, II, III	Senior Airport Safety Officer
Airports Pub. and Community Relations Director	**TOTAL = 32**

Additional Airport specific classes will be proposed during FY 2016-2017. LAWA's Information Technology Group is in need of Systems Analysts that have a better understanding of airport business needs, so they can form an analysis of that need and apply it to improving systems technology. This same concept applies to some classifications assigned to Operations, Maintenance, Engineering, and Construction/Construction inspection. Our Quality Assurance & Construction Inspection

Division has reported an annual staffing shortage of 28 full-time employees. Many Construction Inspectors either promote or transfer to the Department of Water and Power. Also, LAWA's Commercial Development Group has reported a missing skillset with newly appointed Property Managers in the area of property acquisition. Properties are needed for CONRAC and the Automated People Mover. The Property Managers act as program managers, therefore experience negotiating and interacting with the private sector and construction development skills are needed in these areas.

LAWA has historically struggled with retention problems with the use of some City-wide classifications. In an attempt to help mitigate this attrition, LAWA HR is developing a defined career ladder to help attract and retain employees. There currently exists a high turnover for classes that take up to two years to build the required combination of airport business knowledge and LAWA policies and procedures; however many desire to promote and/or transfer downtown and tend to do so after they have been trained. Airport operations are 24/7; many employees express the desire to work day shifts without the possibility of being moved to another shift. Currently our Maintenance Division has a graveyard shift that is without needed mechanics.

Additional classes that LAWA may have a need to create include Airport Electrician; Escalator Mechanic (that can also maintain and repair moving walkways); and Airport Planner, specifically for LAWA's Planning & Development Group.

Short-Term Needs Analysis Chart

NOTE: PLEASE BE AWARE THAT THIS IS A FLUID CHART, AND THE VACANCY NUMBERS WILL CHANGE.

CRITICAL CLASS	Status of eligible list	Current # of vacant positions that are able to be filled	Anticipated # of vacant positions that can be filled in the next year	Need to make changes to class specs and/or bulletin?	Need a specialized recruitment plan?
Accountant	Expires 12/22/2017	2	2	No	No
Accounting Clerk	Test Date 7/9/2016	2	3	No	No
Air Conditioning Mechanic	Expires 11/19/2016	1	3	No	No
Airport Engineer	Expires 7/19/2017	14	14	No	No
Airport Manager	No List	1	3	Possibly	Yes
Airport Police Officer	No List	6	4	No	No
Airport Superintendent of Operations	List Expires 6/22/2018	12	12	Reviewing class spec for possible modification	Possibly
Assistant Airport Manager	No List/New Class	None allocated yet	8	New class	N/A
Cement Finisher Worker	List Expires 2/15/2018	2	2	No	No
Chief Airport Engineer	List Expires 8/16/2017	0	2	No	No
Chief Management	List Expires 12/2/2016	1	1	No	No
Chief of Operations	List Expires 7/9/2017	2	2	Reviewing class spec	Possibly
City Planner	List Expires 1/11/2018	0	1	Reviewing for possible new Airport class	Yes - Retention Issues

CRITICAL CLASS	Status of eligible list	Current # of vacant positions that are able to be filled	Anticipated # of vacant positions that can be filled in the next year	Need to make changes to class specs and/or bulletin?	Need a specialized recruitment plan?
Civil Engineer	List Expires 12/30/2017	4	4	No	Yes
Communication Information Representative	Four Lists Expire 2017	4	4	Yes	Yes
Communications Engineer	List Expires 3/23/2017	2	2	No	No
Construction Inspector	List Expires 10/30/2016	5	5	Possible	Yes
Custodian	Vocational Worker	1	1	No	No
Database Architect	List Expires 4/11/2018	1	2	Possible	Retention
Departmental Chief Accountant	List Expires 3/23/2017	0	1	No	No
Director of Airport	No LIst	1	1	No	No
Electrician	List Expires 12/28/2016	11	11	No	No
Elevator Mechanic (2	List Expires 9/22/2016	5	5	No	Yes
Executive Assistant Airports	No List	0	2	No	No
Financial Analyst	List Expires 7/2/2016	1	1	Yes	Yes - Special skillset is needed
Financial Manager	List Expires 1/1/2017	0	1	No	
Fiscal Systems Specialist	List Expires 12/9/2017	0	1	Possibly	Clarify/Develop promotional ladder
Gardener Caretaker	List Expires 3/10/2017	18	15	No	No

CRITICAL CLASS	Status of eligible list	Current # of vacant positions that are able to be filled	Anticipated # of vacant positions that can be filled in the next year	Need to make changes to class specs and/or bulletin?	Need a specialized recruitment plan?
Heavy Duty Equipment Mechanic	14 Lists Expire 2017	2	5	No	No
Maintenance & Construction Helper	List Expires 10/27/2017	10	10	No	Retention
Management Analyst	No List	9	9	No	No
Mechanical Repairer	Pending/Currently scoring written test	2	2	No	No
Personnel Director	List Expires 2/17/2018	0	1	No	No
Plumbers	List Expires 1/7/2018	1	2	No	No
Programmer Analyst	List Expires 1/18/2018	1	1	Possibly adding selective cert criteria	Yes
Property Manager	List Expires 6/26/2016;apps being accepted	1	2	Possibly	May need candidates w/outside exp.
Security Officer	List Expires 11/6/2016	20	88	Yes/Requesting exam to be continuous	Yes/Requirements being reviewed for modification.
Senior Accountant	List Expires 5/18/2017	1	1	No	Retention
Senior Airport Engineer	No List	1	2	No	Retention – long term need
Senior Construction Inspector	List Expires 5/5/2017	3	3	Possibly	Retention
Senior Electrician	No List	1	1	No	No

CRITICAL CLASS	Status of eligible list	Current # of vacant positions that are able to be filled	Anticipated # of vacant positions that can be filled in the next year	Need to make changes to class specs and/or bulletin?	Need a specialized recruitment plan?
Senior Management Analyst	List Expires 11/12/2017	2	2	No	No
Senior Personnel Analyst	List Expires 5/18/2017	1	2	No	No
Sr. Heavy Duty Equipment Mechanic	List Expires 8/5/2016	2	4	No	Retention
Systems Analyst	List Expires 6/17/2017	7	3	Yes	Yes, the class is too general
Systems Programmer	No List; Exam requested by DWP	10	5	No	No
Traffic Painter & Sign Poster	No List	0	5	No	No

SUMMARY OF RECOMMENDATIONS:

1. Become more active with outreach/recruitment and continue on a recurring basis to ensure the best and brightest are recruited;
2. FOCUS on encouraging divisions to hold regular staff meetings and share knowledge with their employees;
3. Continue review of City wide classifications and develop possibilities for additional requests for LAWA classes;
4. Explore additional college recruiting;
5. Develop a mentoring program for employees;
6. Explore avenues hiring veterans through various military organizations;
7. Establish additional career paths within LAWA to encourage retention. Assign Airport bonuses to City-wide classifications that are trained for airport specific duties;
8. Develop a cross-training program within the Department to assist in the growth and development of existing employees;
9. Explore the possibility of requesting 12-month probationary periods to allow for full evaluation of employees for some classes;
10. Look into adding selective certifications for classes needing a specific skillset;
11. Social Media Platforms – Explore the use of increasing social media for outreach/recruitment purposes;
12. College and Universities Career Center – Explore the possibility of the use of university career center job boards to advertise job opportunities to college students and graduates when the examination requires applicants to have a degree. Personnel Department currently uses college career centers as a platform for advertising, however LAWA should look into posting jobs to ensure job-seekers are aware that testing for the City of Los Angeles includes job opportunities at LAWA.

For more information about LAX, please visit www.lawa.aero/lax or follow on Twitter @flyLAXAirport, on Facebook at www.facebook.com/LAInternationalAirport, and on YouTube at www.YouTube.com/laxairport1. Information about LAX's ongoing multi-billion-dollar LAX Modernization Program as well as tips and shortcuts to help navigate LAX during construction, are available at www.LAXisHappening.com.

Los Angeles World Airports

TARGETED LOCAL HIRING

Los Angeles World Airports (LAWA) is committed to Targeted Local Hiring. We believe hiring individuals from within the community is the best way to economically support the community while augmenting an aging workforce. We currently operate several programs that support a path to full-time employment, including an already established Vocational Worker program (VW). As we engage the next generation of civil servants our focus will center on veterans, individuals residing in City zip codes with high unemployment rates, and individuals from under-served populations including youth and females. LAWA will participate specifically by hiring Vocational Workers and veterans and expanding our outreach and recruitment efforts.

Vocational Workers (VW)

LAWA has an established Vocational Worker program transitioning underserved populations into full time employment and civil service careers. We will expand hiring with an additional 40 VW positions. Eighty percent of these new hires will come through WorkSource Centers (WSCs), the LAUSD Division of Adult and Career Education/LACCD, or Community-Based Organizations (CBOs). Our partnership with a local branch of the YWCA Job Corp has identified 20 VW candidates for entry into the Custodial Services Assistant (CSA) career ladder. An additional 20 VW positions will be targeted for entry into the Office Services Assistant and or CSA career ladder. LAWA anticipates assigning **40 funded full-time vacant positions to Local Targeted Hiring.**

Veteran's Outreach

Our veteran training and hiring program will commence within the next few months. We have already made a concerted effort to attend one or two job fairs each month and we held our own Jobs@ LAX Job Fair for Veterans in mid-September. The cornerstone of our veteran hiring effort will be our partnership with Edge4Vets.

Edge4Vets was founded at Fordham University and the Massachusetts Department of Veterans' Services after 9/11 to "get America flying again." One of the key program components is to "helps veterans do what businesses say they must do to succeed in their transition home; and that, is learn how to translate their military strengths, including core values and skills, into "tools" for civilian success." Southern California has the

largest population of unemployed and homeless veterans in the country and LAWA is eager to be the first airport on the west coast to collaborate with this remarkable group. The program will begin with a series of workshops to identify leadership, academic, and vocational skills. The next steps include:

(1) Pair veterans with management and executive mentors to get one-on-one coaching and encouragement.
(2) Identify available civil service and private sector positions at LAWA and match veterans with opportunities based on their skills and abilities.
(3) Assist veterans with completing and submitting applications and other required documentation.
(4) Assist with the interview phase.
(5) Facilitate adjustment to the culture in the new position.

LAWA HR and the LAX Business and Job Resource Center (BJRC) will be 'hands-on' throughout the program to ensure success.

Recruitment

The largest public works project in the history of the City of Los Angeles has commenced and will generate an estimated 40,000 additional positions at LAWA. These opportunities are for skilled and non-skilled labor, for college graduates, and for those who want to transition from high school to full-time employment. We look to fill a variety of civil service and private sector positions with a diverse workforce. Since we are competing with employers all over the Southland for the best talent and the brightest students we are working with the Personnel Department to begin recruitment for college seniors majoring in engineering and aviation related disciplines. LAWA employs numerous graduates from California State University, Los Angeles so this is where we will start. LAWA staff has been trained to review applications, test, and conduct same-day interviews. Top talent moves quickly so it will be imperative to speed up the hiring process and market LAWA as an innovative employer offering a living wage, health benefits, and a culturally sensitive workplace for those who are serious about a challenging career.

Implementation

LAWA Targeted Local Hiring has already launched several phases of our plan. Staff attended Recruitment training provided by the Personnel department and plans for on-campus testing at the end of the semester are on schedule. The Edge4Vets component is moving forward as is the Vocational Worker program. We are excited about the partnerships we have with community organizations and look forward to the mutual benefits of local hiring. It is important for our workforce to resemble our community and we are eager to be a part of this hiring effort. Our future operations will benefit by the spark of energy and enthusiasm generated by capable local employees.

LACERS
LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM
Securing Your Tomorrows

Date: September 29, 2016

To: Wendy Macy, General Manager
Personnel Department
Attention: Vincent Cordero

From: Thomas Moutes, General Manager

SUBJECT: ADDENDUM TO SUCCESSION PLANNING AT LACERS MEMORANDA DATED MARCH 1, 2016

Since 2010, LACERS has been actively involved in developing and implementing a workforce continuation plan (succession planning) and replacing our current Pension Administration System (PAS). We are now in our sixth year of our technology plan and in our fourth year of our personnel replacement plan. Therefore, it is challenging to respond to Personnel Department's "Equitable Workforce & Service Restoration Plan – ED 15 Checklist, in the format requested.

As a result of a review of LACERS plan by your staff and pursuant to the instructions received from your department regarding the checklist, we submit the following information to fulfill the supplemental requests made by Management Assistant Brandie Harris:

- The percentage of our employees who are eligible to retire is relatively low. Only 15 of 139 employees, or about 11%, will be eligible for full retirement benefits in 2017. If these eligible employees were to not select to retire and remain employed with LACERS, in 2018 the percentage increases to 15%, and to 17% in 2019, still relatively low. If all retirement eligible employees were to retire each year and be replaced with the current substitute authorities in our budget since FY14-15, the percentage rates are even lower; 4% in 2018 and 6% in 2019.

- Additionally, the majority of the classifications eligible for retirement, other than the Assistant General Manager and General Manager positions, are either Benefits Specialists or Accounting Clerks. We currently do not have nor do we expect to have recruitment or retention issues in regard to our ability to replace subject matter experts in these classifications quickly to full our mission of "Establishing a trustworthy lifelong relationship with our members through reliable and efficient delivery of benefits funded through prudent investment of plan assets". Our personnel replacement plan and substitute authorities were initiated to assist full implementation of the new PAS while

keeping up with our day-to-day work and based on potential staff replacement over the next three years. We expect that our future personnel needs may be reduced if all the expected efficiencies from our new PAS are realized.

- As was noted at our meeting, LACERS requires very little technology support from ITA.

- Our personnel-related request to you and your staff at our meeting was the consideration of establishing a Benefits Analyst and Senior Benefits Analyst classifications. These classifications would add to our other efforts to maintain historical knowledge and afford employees more promotional opportunities within our department. Many of the employees who would ultimately be eligible for these positions started at LACERS in clerical positions.

- We look forward to participating in the Targeted Local Hiring Program. We have a very limited number of entry-level Administrative Clerk positions, but would be glad to consider appropriate candidates.

If you have any questions, please contact Ruth Perry, our Human Resources Director at (213) 473-7175.

TM:RP

c: Matt Szabo, Deputy Mayor

LOS ANGELES FIRE AND POLICE PENSIONS
EQUITABLE WORKFORCE & SERVICE RESTORATION PLAN
SEPTEMBER 30, 2016

WORKFORCE/SUCCESSION PLAN

Introduction

LAFPP provides pension and retiree health benefits to sworn members of the Fire, Police, and Harbor Departments of the City of Los Angeles. These benefits are funded from investment returns and by contributions from the City and our members. Overall, the System administers seven pension tiers, a health subsidy program, a Deferred Retirement Option Plan (DROP), and a disability pension program. As of June 30, 2016, we have 12,680 active members, including DROP members, and 12,887 retired members and beneficiaries. Per the City Charter, LAFPP is considered to be a department having control of our own funds and is under the control and management of the LAFPP Board of Commissioners (Board).

Based on the 122 authorized LAFPP positions as authorized in the 2016-17 Budget:

- 37 staff (30%) are eligible to retire by June 30, 2017
- 44 staff (36%) are eligible to retire by June 30, 2018 (Increase of 7 staff from 2017)
- 49 staff (40%) are eligible to retire by June 30, 2019 (Increase of 5 staff from 2018)

LAFPP Strategic Plan

Since 2009-10, LAFPP has developed and adopted a multi-year Strategic Plan. The Strategic Plan has been our guide in providing high quality customer service, managing risk, enhancing our communications and stakeholder relations, and developing our staff. In February 2015, the Board and Staff engaged in a collaborative Strategic Plan process which led to the Board adopting a new Strategic Plan that included a new vision statement, revised mission statement and five new/revised goals as provided below. Also, the Board and Staff now develop a separate annual Business Plan with the goal of fulfilling our mission, vision, and goals.

> ***Vision:*** *To be a leader and innovator in the public pension industry through an uncompromising dedication to excellence, customer service, transparency, and education;*

Mission: *To advance the health and retirement security of those who dedicate their careers and risk their lives to protect the people of Los Angeles;*

Goals:

1. *Ensure a financially sound retirement system*
2. *Manage risk throughout the organization*
3. *Enhance customer service to our members*
4. *Pursue operational efficiencies*
5. *Enhance communication efforts and outreach*

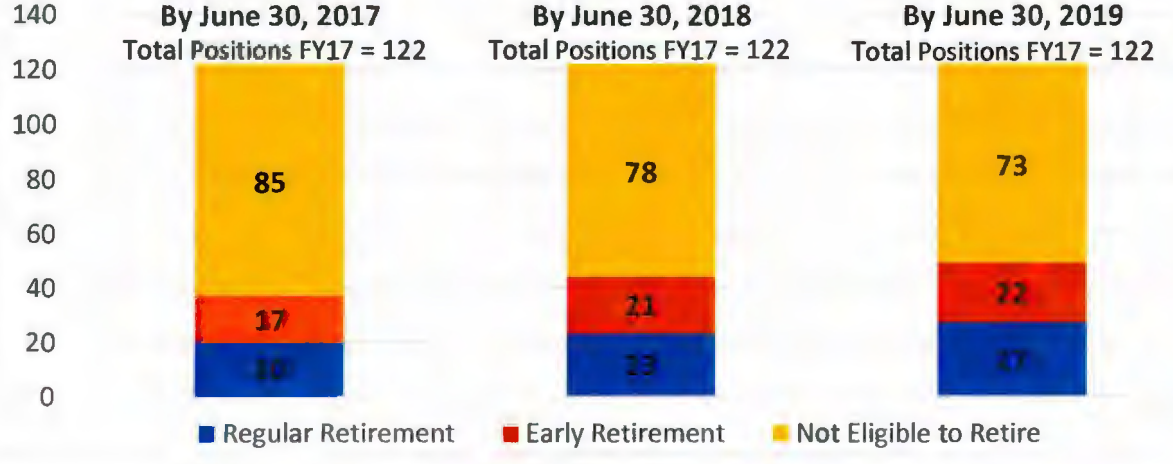
Workforce (Succession) Planning will continue to be a top priority for our Department. Succession Planning is a specific component of the 2015-2018 Strategic Plan and the 2016-17 Annual Business Plan. As part of Goal 4 – *Pursue Operational Efficiencies*, one of the strategic initiatives listed in the Strategic Plan and relating specifically to succession planning is to:

Develop and implement a comprehensive strategy that includes employee development, recruitment, retention, and succession planning.

In support of these efforts, the LAFPP 2016-17 Business Plan includes an 'Employee Development and Training' Project which requires all staff to engage in a minimum number of professional training and development courses. LAFPP also supports an active tuition reimbursement program reimbursing all interested staff at the Cal State rates and permits staff to attend industry conferences as necessary.

LACERS' Data - LAFPP Staff Eligible to Retire

Based on the most recent LACERS' data as of August 2016, a significant number of staff are eligible to retire over the upcoming years as identified in the graphs below:



To address the substantial number of staff eligible to retire, succession planning meetings have been held regularly over the last few years with key executive staff including but not limited to the General Manager (Raymond Ciranna), Executive Officer (William Raggio), Assistant General Manager (Joseph Salazar), Chief Investments Officer (Tom Lopez), Chief Benefits Analysts (Robyn Wilder/Gregory Mack), Department Personnel Officer (Stephanie Clements), Director of Systems (Bob Yan), and various Section Managers. On a regular basis, these staff review the data provided by LACERS and discuss strategies to recruit, develop and retain staff in order to address attrition. LAFPP hopes that the recommendations below will benefit the department by addressing key vacancies to ensure continuity of operations and to adequately prepare for the future.

Pension Administration System Replacement Project

As part of the annual 2016-17 Business Plan, the Department is engaged in a department-wide *Pension Administration System* replacement project that will greatly impact how benefits are administered in the near future. Once the new system is implemented, staffing levels and classifications may be adjusted based on automation, change of business processes, or customer service requirements. During this transitional period prior to the new *System* implementation, the Department has focused mostly on succession efforts outside of retirement benefits administration as discussed below.

However, LAFPP is currently working with LACERS' and the Personnel Department to establish a benefits-specific promotional path to support succession efforts and to assist some employees in non-professional classifications to promote into professional classifications. Currently, our 19 Benefits Specialists (about 1/3 of all LAFPP staff administering retirement benefits) do not have a natural promotional path within the Department. LAFPP is pursuing the eventual creation of Benefits Analyst and Senior Benefits Analyst classifications to allow for Benefits Specialists to promote within the Department. Also, LAFPP successfully requested that the Chief Benefits Analyst exam be open and promotional to ensure we can find well-qualified candidates for this very specialized position.

Workforce/Succession Plan Recommendations & Implementation

LAFPP's main succession concern focuses on identifying and developing internal and external candidates for key positions in the LAFPP Investments Division. Based on the LACERS data, four out of eight Investment Officer staff will be eligible to retire by 2019, including the Chief Investments Officer (CIO) and the Investment Officer III (2nd in Command) positions. While the LAFPP Accounting and Systems groups also have a significant number of employees eligible to retire, the Department is satisfied with City-

wide promotional lists to fill these future vacancies. Workforce Plan recommendations and initial implementation steps are listed as follows:

1. **Recruitment, Selection & Retention**
    a. Retirement Benefits Administration
        i. Establishment of Benefits Analyst/Sr. Benefits Analyst Positions; and,
        ii. Chief Benefits Analyst – Allow for both open and promotional candidates to expand the pool of candidates.
    b. Investments Division
        i. Continued training and development of existing Investments staff;
        ii. Utilize sub-authority positions to hire additional staff for knowledge capture and transfer (funding derived from salary savings); and
        iii. Consider exempting the Chief Investment Officer position to allow for open and promotional candidates and greater hiring flexibility for the General Manager.
    c. Accounting/Systems
        i. Fill key positions through City-wide promotional lists.

2. **Training and Development & Knowledge Capture/Transfer**
    a. Continued Support of Training and Development Program
        i. Training program as mandated in the Business Plan;
        ii. Brown bag lunches (Customer Service Training, etc.);
        iii. Active tuition reimbursement program; and
        iv. Pension industry conferences and management/leadership training.
    b. Knowledge Transfer
        i. Continued preparation of LAFPP Annual Reports;
        ii. Update summary plan descriptions for all tiers;
        iii. Update all Governance and Investment Policies;
        iv. As part of Business Plan, update other administrative manuals (Administrative policies, desk manuals, emergency procedures, building operations manuals, etc.); and
        v. As part of *New Pension Administration System*, all operational manuals will be updated.
3. **Budget/Vacancy Needs**
    a. The LAFPP Board controls the annual Budget, including the staffing plan. Staff will continue to recommend to the Board strong support succession efforts through the annual Budget and Business Plan; and

b. Sub-authority positions will be used to provide greater flexibility in the Investments Division. Funding will derive from salary savings.

4. Implementation

a. Retirement Benefits Administration
   i. Continued training and development of existing staff;
   ii. Establishment of a Benefits Analyst/Sr. Benefits Analyst classifications to retain and recruit staff in this specialized classification; and,
   iii. Chief Benefits Analyst – Advocate for an open and promotional examination to provide for both internal and external candidates.

b. Investments Division
   i. Continue training and development of existing staff through knowledge transfer from senior staff and industry conferences; and,
   ii. Hire additional positions through sub-authorities;

c. Pension Administration System
   i. Continue implementing the new system with participation from a large group of staff.

TARGETED LOCAL HIRING

LAFPP is supportive of efforts to participate in the Targeted Local Hire Work Program with trainees where appropriate. LAFPP does employ on average three to five part-time as-needed workers for peak seasons and projects (Relief Retire Worker – Classification No. 1133/ Administrative Intern Classification No. 1535). These positions could be considered for the targeted local hiring initiative. LAFPP employs five Administrative Clerk positions and may consider utilizing this initiative to fill a small number of these positions once vacant. LAFPP staff handle complicated transactions, payroll, and other confidential information, therefore, any trainees would have to meet essential job and security requirements.

TECHNOLOGY

LAFPP is an independent Department and provides its own technology services without the assistance of ITA. In the past, LAFPP's retiree payroll function was administered utilizing City IT systems. At that time, the City's IT systems were not able to accommodate all of our needs and a mutually agreed upon decision was made to separate LAFPP IT services from citywide IT infrastructure. Consequently, LAFPP now manages its retiree

payroll function through a custodial bank and a web-based pension administration system.

Currently, LAFPP Systems staff directly provide all aspects of IT support, including telephone system administration, server infrastructure and user support, application development and support, network infrastructure and security, and pension administration system support.

As mentioned previously, LAFPP is in the process of replacing its *Pension Administration System* with a new system with increased automation, workflow capability, enhanced document imaging integration and responsive design for mobile access for our members to enhance customer service and improve efficiencies. The Department will be assessing its staffing requirements after the new *System* is implemented.

In addition, LAFPP is completing work on its Business Continuity Plan (BCP)/Disaster Recovery (DR) solutions to ensure continual non-disruptive service levels in case of an emergency. Finally, LAFPP is further expanding its use of social media, multimedia online training to further improve communication, collaboration, transparency, and member education.

Other areas of IT focus include an enhanced document management imaging system as LAFPP converts to as many paperless processes as possible. LAFPP recently implemented the Office 365 system which is a secure, cloud-based service that provides access to all Office applications, in addition to email and document collaboration. Other projects LAFPP is working on include tablet deployment for senior managers, Voice over Internet Protocol (VoIP) System to enhance customer service, and a continual focus on security systems (firewalls, intrusion prevention/detection systems, badge access control system, etc.) to protect operations and confidential LAFPP member data.

Since the Department is in control of its own funds and is under the control and management of the Board (Charter Section 500), budgeting and the prioritization of various systems-related projects are handled at the Staff and Board levels. High priority projects are developed in the annual Business Plans and Budgets are approved by the Board. In support of City-wide efforts, LAFPP Systems staff will submit a Department Technology Plan to ITA as required by November 2016 that documents our three-year road map to ensure our IT efforts improve the availability, the quality, and usefulness of City services.

For questions, please contact our Equitable Workforce and Service Restoration Plan Liaison, Lindi Willhite, at (213) 279-3091.

Harbor Department Strategic Workforce Plan

INTRODUCTION

By July 1, 2019, projections indicate that approximately 40% of Harbor Department employees will be eligible for retirement. Specifically, 360 of the department's 898 current fulltime employees will be eligible for early or regular retirement. Attachment A contains a subset list of Harbor Department classifications where employees are eligible to retire by July 1, 2019.

The purpose of this report is to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies, included below, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

HARBOR DEPARTMENT – VISION, MISSION, AND OBJECTIVES

Vision: We are America's Port – the nation's #1 container port and the global model for sustainability, security, and social responsibility.

We are committed to our Mission, which guides day-to-day activities: "We deliver value to our customers by providing superior infrastructure and promoting efficient operations that grow our port as North America's preferred gateway."

While our 2012-2017 Strategic Plan focuses on four objectives, the last objective provides the framework for our Strategic Workforce efforts:

- World-Class infrastructure that promotes growth – including developing a Capital Improvement Program that improves the Port's operational strength and financial sustainability, as well as delivering terminal and infrastructure projects on time and one budget.
- An efficient, secure, and environmentally sustainable supply chain – including facilitating supply chain efficiencies; implementing security and safety strategies that support goods movement and mitigate risk; and continuing the Port's environmental stewardship.
- Improved financial performance of Port assets – including increasing cargo revenue by attracting new volumes; establishing long-term commitments; and increasing utilization of Port facilities.
- Strong relationships with stakeholders – including enhancing world-class customer service; attracting LA Waterfront visitors; and making the Port the employer of choice.

The implementation of the workforce plan will support the Department's initiative to make the Harbor Department the employer of choice by providing opportunities for promotional development, training, and retention.

Fiscal Year 2015/16 represented a year of recovery throughout the Port's terminals. After experiencing severe congestion in late 2014 and early 2015, the Port has facilitated the development of various supply chain efficiency initiatives and has continued its involvement in domestic and international supply chain optimization efforts all aimed at increasing terminal velocity. Our expanding role highlights the need to expand our training efforts. To that end, the goal of the newly introduced Supervisory Workshop Courses will be to provide a stable foundation and strengthen the core skills of staff so they are prepared to step into higher level positions as they become vacant.

A meeting was held with all of the Harbor Department Deputy Executive Directors to review the data and discuss where the Workforce Planning Program should focus.

ANALYSIS OF DATA

In order to ensure that the analysis of this data includes the perspective of the entire department, meetings were held with 7 Division Directors and 3 Assistant Division Directors from divisions where the estimated attrition rate was 20% or higher:

• Accounting	Frank Liu
• Construction	Shaun Shahrestani
• Construction and Maintenance	Joe Maldonado, Tim Clark
• Engineering	Dave Walsh
• Information Technology	Lance Kaneshiro
• Port Pilots	Bent Christensen
• Wharfingers	Diane Boskovich, Linda Vigil, Jennifer Mosher

A review of the data suggests the following:

- 28 of 133 classes with 100% of the incumbents eligible to retire
    - Of those, 19 are one-position classes
        - Air Cond Mech Supvr/ I, II
        - Ch Clerk
        - Crime & Intelligence Analyst I, II
        - Delivery Driver I, II
        - Dept Chief Acct I, II, III, IV

- Dir Of Port Operations
- Fiscal Systems Spec I, II
- Machinist Supervisor
- Personnel Director I, II, III
- Pr Public Rel Rep
- Real Estate Assoc I, II
- Roofer Supvr
- Sr Commun Engineer
- Sr Electrical Inspector
- Sr Electrl Engr Drf Tc
- Sr Painter/ II
- Telcom Plan & Util Ofc
- Traf Paint Sign Post I, II, III
- Tree Surgeon Supv

- 116 out of 133 classes suggest 50% or more of the incumbents eligible for retirement;

- The most immediate concern is for the following class series that are critical to the department's functions (no new positions will be requested, but vacancies will be backfilled as they occur):

    - Accountant Series – Accountant, Sr. Accountant, Pr. Accountant

    - Boat Captain

    - Communication Engineer Series – Comm Engineer, Sr. Comm Engineer

    - Harbor Engineer Series – Harbor Engineer I and II, Ch. Harbor Engineer

    - Management Analyst Series – Management Analyst, Sr. Management Analyst

    - Port Electrical Mechanic (PEM) Series – PEM, Sr. PEM. PEM Supervisor

    - Port Pilot Series – Port Pilot, Ch. Port Pilot

    - Wharfinger Series – Wharfinger I and II, Ch. Wharfinger

- Staff identified several classes where specialized recruitment will be necessary to identify qualified candidates. These positions typically require specialized skills, experience, or certifications that are not common to other City departments.

    - Information Systems Manager

- Port Electrical Mechanic
- Senior Clerk Typist - Harbor
- Wharfinger

- Staff identified several classifications that the Department may seek to use in the future that are not currently being used
  - C&M Superintendent
  - Chief Information Security Officer
  - Fiscal Systems Specialist
  - Geotechnical Engineer
  - Light Equipment Operator
- Staff also expressed interest in pursuing the creation of new classifications that would require knowledge, skills, and abilities currently not required for existing City classes
  - Marine Engineer
- Staff identified positions that may be eliminated as their functions may be eliminated or absorbed (as these positions become vacant, they will not be backfilled, nor will new positions be requested to perform these duties)
  - Archivist
  - Computer Operator
  - Sheet Metal Worker
  - Tree Surgeon

OBSERVATIONS AND RECOMMENDATIONS

The summary below contains observations and recommendations based on the interviews conducted. We have formed a cross-divisional working group led by members of the Port's senior management team. This "destination employer" working group will support the review process of these recommendations, and identify first steps in implementation. All recommendations for action are preceded by an arrow ➢ .

Recruitment

- Bring in employees early who are interested in a career at the Port
    - Administrative Interns who have expressed an interest in Port operations can become Management Assistants.
    - Local hires result in a higher retention rate
    - Participate in career fairs at local Universities with a Goods Movement, Supply Chain Management, or Public Policy curriculum
        - Examples: Cal State University (Dominguez, Maritime Academy, Long Beach)
    - Partner with apprenticeship programs to attract skilled craftsmen particularly minorities and women
- Directors expressed a desire to allow for overlap in filling positions to provide time for training and transfer of knowledge
    - Example: Using 120-day contracts to retain retired employees to facilitate knowledge transfer
- Ensuring employees stay in the Harbor Department requires several efforts

➢ Employees need to be developed (see Training Section)

➢ Describe the positions more strategically

- ➢ Up-to-date, accurate job descriptions – include positives and challenges
- ➢ Emphasize opportunities for growth, provide career ladders

➢ Utilize Targeted Local Hiring to fill entry level positions (no new positions will be requested, but vacancies will be backfilled as they occur):

- ➢ Administrative Clerk → Office Services Assistant = 2 current vacancies
- ➢ Tree Surgeon → Assistant Tree Surgeon = 0 vacancies
- ➢ Gardener Caretaker → Assistant Gardener = 5 current vacancies
- ➢ Garage Attendant → Garage Assistant = 0 vacancies
- ➢ Custodian →Custodial Services Assistant = 1 vacancy
- ➢ Maintenance Laborer → Maintenance Assistant = 0 vacancies

In addition, since the issuance of Executive Directive No. 15, we have transitioned 12 part-time employees to full-time positions as follows:

	Transition Date	Part-Time Position	Full-Time Position	Division
1	05-29-16	Student Worker	Administrative Clerk	Engineering
2	07-10-16	Student Worker	Administrative Clerk	Engineering
3	07-10-16	Student Engineer	Civil Engineering Associate	Engineering
4	08-07-16	Deck Hand – Harbor	Deck Hand – Harbor	Port Pilots
5	09-04-16	Special Program Assistant II	Vocational Worker I	Constr. & Maint.
6	09-04-16	Special Program Assistant II	Vocational Worker I	Constr. & Maint.
7	09-04-16	Special Program Assistant II	Vocational Worker I	Constr. & Maint.
8	09-04-16	Special Program Assistant II	Vocational Worker I	Constr. & Maint.
9	09-04-16	Special Program Assistant II	Vocational Worker I	Constr. & Maint.
10	09-04-16	Special Program Assistant II	Vocational Worker I	Constr. & Maint.
11	09-04-16	Special Program Assistant II	Vocational Worker I	Constr. & Maint.
12	09-19-16	Special Program Assistant II	Vocational Worker I	Constr. & Maint.

- Utilize Targeted Local Hiring programs to recruit and retain Student Workers and Part Time workers into Civil Service positions
- Make this a more attractive place to work
  - Ensure supervisors receive the training and support they need – encourage online courses like Supervisory Skills
  - Continue communication with and from all facets of the organization to promote employee engagement
  - Continue Harbor events designed to encourage employee involvement, health and wellness, and esprit de corps
  - Continued funding of the Harbor's Tuition Reimbursement Program
  - Continued funding of the Harbor's Vanpool Program

Classification

- Update position descriptions and class specifications to reflect changes in the duties and responsibilities of Port specific classifications.

Examining

- Division Directors are generally satisfied with the quality of candidates on Citywide eligible lists
- Some concern regarding the necessity to test for Harbor related skills

- Import/Export procedures
- International Business
- Maritime/Shipping terminology
- Maritime Communication
- Cyber Security
- GAAP Accounting/Governmental Accounting

- Of the positions identified as critical, the following currently do not have eligible lists
  - Boat Captain
  - Harbor Engineer
  - PEM Series
  - Chief Wharfinger

- Staff should coordinate with Personnel Department to schedule exams in anticipation of vacancies thereby minimizing the use of acting or emergency appointments
- Where possible utilize score banding to reach more candidates
- Identify areas where the effective use of selective certification would enable the department to reach candidates with specific skill sets or certifications that are unique to the Harbor
- Consider allowing open candidates to qualify for higher level vacancies particularly those that may apply from Local Terminal Management with a background in Supply Chain Management and Port Operations
- Staff should participate as Subject Matter Experts on City exams to ensure that exam include competencies necessary for Harbor positions.

Training

- Few division heads provide any kind of systematic training or development for new staff
- Exam preparation and Mock Interviewing has proven to help improve the performance of Harbor employees on City exams

- Preparation of Student Professional Workers resulted in a large number of students passing the Administrative Clerk and Management Assistant exams

➢ Staff should identify high-performing employees that may be in feeder positions for training and development

➢ Rotations should be considered – well established rotation programs like that at the Office of the CAO have been utilized to cross train and strengthen the knowledge and skills of employees

  ➢ Implement Administrative Training over 2-3 days to Management Assistants and other entry level staff.

    ➢ Topics to include: Function of various divisions within Harbor Department, Budget, Purchasing, City Attorney functions, City Clerk functions, Mayor's goals

  ➢ Provide more opportunities for supervisory and leadership training

Knowledge Capture and Transfer

- Currently, sporadic use of desk manuals
- Challenges with keeping job information materials updated

➢ Division Management should create desk manuals for core functions to ensure knowledge capture and transfer

➢ Division Management should utilize job rotation and cross training for positions with the highest estimated rates of attrition

➢ Utilize 120 day appointments to provide for overlap of personnel for training and transfer of knowledge if necessary for continuity of services

OTHER AREAS OF CONCERN

- Information Systems Manager
  - Need to identify candidates with strong background and experience in Cyber Security
- Port Electrical Mechanic
  - Requires unique skill set: High Voltage experience on marine terminal equipment

- Port Pilot Dispatcher
    - Requires knowledge of ship, shipping, navigational terms, and maritime communications
- Wharfinger
    - Requires knowledge of import/export procedures and shipping terminology

ATTACHMENT A

TABLE 1- HARBOR DEPARTMENT % OF ELIGIBLE TO RETIRE BY CLASS

	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
Accountant/ I, II	2	1	50%	1	0
Accounting Clerk I, II	11	6	55%	2	4
Accounting Rec Supvr I, II	3	1	33%	1	0
Administrative Clerk	23	2	9%	2	0
Air Cond Mech	4	2	50%	1	1
Air Cond Mech Supvr/ I, II	1	1	100%	0	1
Architectural Assoc I, II, III, IV	4	3	75%	3	0
Boat Captain I,II	7	4	57%	4	0
Build Elec Engr I,II	2	1	50%	1	0
Build Operating Engr	4	1	25%	1	0
Buyer I, II	2	2	100%	2	0
Carpenter Supvr	1	1	50%	1	0
Carpenter/ I	7	4	57%	2	2
Ch Clerk	1	1	100%	1	0
Ch Constr Inspector	1	1	50%	1	0
Ch Harbor Engr	2	2	100%	2	0
Ch Port Pilot I, II	2	1	50%	1	0
Ch Wharfinger I, II	3	3	100%	3	0
Civil Eng Associate I, II, III, IV	32	8	50%	6	2
Civil Engineer	16	1	6%	1	0
Civil Engr Draft Tech	4	3	50%	3	0
Commun Engr Assoc I, II, III, IV	2	1	50%	1	0
Constr Inspector	6	5	50%	3	2
Crime & Intelligence Analyst I, II	1	1	100%	0	1
Custodian	14	7	50%	2	5
Data Base Architect	2	1	50%	1	0
Deck Hand/ Harbor	7	3	50%	3	0
Delivery Driver I, II	1	1	100%	1	0
Dept Audit Manager	1	1	50%	0	1
Dept Chief Acct I, II, III, IV	1	1	100%	1	0
Dir Of Port Mrktng I, II	3	3	50%	3	0
Dir Of Port Operations	1	1	100%	0	1
Electr Engr Assoc I, II, III, IV	3	1	50%	1	0
Electrical Craft Helpr	2	1	50%	1	0
Electrician	3	1	50%	0	1

Emerg Prepare Coord/ I, II	2	2	100%	1	1
Environ Affairs Ofcr	1	1	50%	1	0
Environmental Spec I, II, III	12	3	25%	2	1
Equip Mechanic	5	3	50%	3	0
Equip Operator	3	3	100%	3	0
Equip Supervisor	1	1	50%	0	1
Exec Admin Assistant I, II, III	6	5	83%	2	3
Field Engr Aide	4	3	75%	1	2
Financial Analyst I, II	4	1	50%	1	0
Financial Mgr I, II	6	3	50%	3	0
First Dep G M Harbor	4	4	50%	2	2
Fiscal Systems Spec I, II	1	1	100%	1	0
Garage Attendant	3	1	50%	0	1
Gardener Caretaker	31	12	39%	9	3
Graphics Designer I, II, III	2	1	50%	1	0
Harbor Engineer I, II	13	8	62%	5	3
Harbor Public & Comm Rel Dir	2	1	50%	0	1
Heavy Duty Equip Mech	8	3	38%	3	0
Infor Syst Mgr I, II	2	2	50%	2	0
Land Surveying Asst	5	2	40%	2	0
Locksmith	2	1	50%	1	0
Machinist Supervisor	1	1	100%	0	1
Maint & Constr Helper	6	3	50%	3	0
Maint Laborer	24	7	29%	5	2
Management Analyst I, II	30	10	50%	6	4
Management Asst	10	1	10%	0	1
Marine Envir Supv	5	2	50%	2	0
Material Tst Tech I, II	4	1	25%	1	0
Mech Engr Assoc I, II, III, IV	1	1	50%	1	0
Mech Helper	2	1	50%	1	0
Mech Repair Gen Supvr	2	2	50%	1	1
Painter I/II	5	5	100%	4	1
Painter Supvr I, II	1	1	50%	1	0
Payroll Supervisor I, II	2	2	100%	2	0
Pers Records Supv	1	1	50%	1	0
Personnel Director I, II, III	1	1	100%	1	0
Pile Driver Worker I, II	4	3	50%	2	1
Plumber	7	5	71%	2	3
Plumber Supervisor	1	1	50%	0	1
Port Electrical Mechanic	23	19	83%	10	9
Port Marketing Manager	2	1	50%	0	1
Port Pilot I, II	12	9	75%	7	2
Port Police Officer I, II	94	2	50%	1	1
Port Police Sergeant	19	1	5%	0	1

Port Warden	3	1	50%	1	0
Pr Accountant I, II	3	2	67%	2	0
Pr Civil Engr Draf Tec	1	1	50%	1	0
Pr Clerk	6	4	67%	2	2
Pr Constr Inspector	5	3	50%	3	0
Pr Public Rel Rep	1	1	100%	0	1
Pr Security Officer	2	1	50%	1	0
Procurement Supv	2	2	100%	0	2
Programmer/Analyst I, II, III, IV, V	7	5	50%	3	2
Property Manager I, II, III, IV	7	2	29%	2	0
Pub Info Dir/ I,II - Harbor	2	1	50%	0	1
Real Estate Assoc I, II	1	1	100%	1	0
Real Estate Officer/ I, II	4	2	50%	1	1
Risk Manager I, II, III	2	1	50%	1	0
Roofer	12	7	50%	1	6
Roofer Supvr	1	1	100%	1	0
Secretary	6	2	50%	2	0
Security Officer	31	8	26%	8	0
Ship Carpenter	3	2	50%	1	1
Sr Accountant I, II	6	4	67%	4	0
Sr Admin Clerk	42	16	50%	8	8
Sr Carpenter	2	1	50%	1	0
Sr Civil Engineer	8	5	63%	3	2
Sr Commun Engineer	1	1	100%	1	0
Sr Computer Operator I, II	3	1	50%	0	1
Sr Constr Inspector	6	5	83%	3	2
Sr Dup Mach Opr	1	1	50%	1	0
Sr Electrical Inspector	1	1	100%	1	0
Sr Electrician	1	1	50%	1	0
Sr Electrl Engr Drf Tc	1	1	100%	1	0
Sr Mgmt Analyst I, II,	23	14	50%	10	4
Sr Painter/ II	1	1	100%	1	0
Sr Personnel Analyst I, II	7	4	50%	3	1
Sr Plumber	2	1	50%	0	1
Sr Roofer	2	1	50%	1	0
Sr Security Officer	6	3	50%	1	2
Sr Storekeeper I, II	1	1	50%	1	0
Sr Structural Engineer	2	1	50%	1	0
Sr Survey Supervisor	1	1	50%	0	1
Sr Systems Analyst I, II	4	1	25%	0	1
Storekeeper I, II	3	3	50%	2	1
Struct Engr Assoc I, II, III, IV	3	1	33%	1	0
Survey Party Chief I, II	5	4	50%	3	1
Systems Analyst I, II	4	2	50%	1	1

Systems Programmer I, II, III	10	5	50%	4	1
Telcom Plan & Util Ofc	1	1	100%	0	1
Traf Manager	5	3	60%	1	2
Traf Paint Sign Post I, II, III	1	1	100%	1	0
Tree Surgeon	2	1	50%	0	1
Tree Surgeon Supv	1	1	100%	0	1
Warehouse & T/R Wkr I, II	1	1	50%	1	0
Welder	3	3	100%	3	0
Wharfinger I, II	13	3	50%	2	1
	825	360		242	118

LIBRARY DEPARTMENT
Strategic Workforce Plan
September 2016

INTRODUCTION

By 2019, projections indicate that approximately 34% of Library Department employees will be eligible for retirement. Specifically, 384 of the department's 1120 employees will be eligible for early or regular retirement. Table 1 contains a list of department classes and the percentage of employees eligible to retire within each one.

The purpose of this report is to get ahead of these impending departures and determine appropriate strategies to proactively address them. These strategies, included below, include suggestions for recruitment, examining, employee development, and knowledge capture and transfer.

Table 1 – Library Department % Eligible to Retire by Class as of June 30, 2019 (Note: The classifications in red have been identified as critical to the Department.)

Classification	Employees	Eligible to Retire	% Eligible to Retire	Regular	Early
City Librarian	1	0	0%	0	0
Assistant City Librarian	1	1	100%	1	0
Librarian I, II, III	265	104	39%	77	27
Senior Librarian	86	45	52%	31	14
Principal Librarian I, II	10	5	50%	4	1
Division Librarian	4	2	50%	1	1
Accounting Clerk	5	2	40%	1	1
Payroll Supervisor II	1	1	100%	1	0
Accountant II	1	1	100%	1	0
Senior Accountant II	2	2	100%	2	0
Principal Accountant II	1	0	0%	0	0
Messenger Clerk	302	36	12%	25	11
Library Clerical Assistant I, II	5	3	60%	3	0
Administrative Clerk	334	134	40%	92	42
Library Assistant I, II	40	22	55%	17	5
Secretary	1	1	100%	1	0
Commission Executive Assistant II	1	0	0%	0	0
Principal Clerk	1	1	100%	1	0
Personnel Records Supervisor	1	0	0%	0	0
Executive Administrative Assistant III	1	1	100%	1	0
Management Assistant	3	0	0%	0	0
Management Analyst II	5	4	80%	4	0

Senior Management Analyst II	2	2	100%	1	1
Chief Management Analyst	1	1	100%	1	0
Personnel Analyst II	1	1	100%	1	0
Senior Personnel Analyst I, II	2	2	100%	1	1
Personnel Director III	1	0	0%	0	0
Systems Analyst II	9	2	22%	2	0
Systems Programmer I, II	3	0	0%	0	0
Programmer/Analyst III	2	0	0%	0	0
Senior Systems Analyst I, II	4	4	100%	3	1
Public Relations Specialist II	1	0	0%	0	0
Principal Public Relations Rep	1	1	100%	0	1
Public Information Director I	1	0	0%	0	0
Development & Marketing Director	1	1	100%	1	0
Delivery Driver II, III	10	4	40%	1	3
Event Attendant	7	0	0%	0	0
Senior Event Attendant	1	0	0%	0	0
Warehouse & Tool Room Worker II	1	1	100%	1	0
Storekeeper II	1	0	0%	0	0
TOTAL	1120	384	34%	275	109

A review of the data suggests a significant number of individuals in the following classes will be eligible to retire:

1 of 1 Assistant City Librarian
5 of 10 Principal Librarians
45 of 86 Senior Librarians
104 of 265 Librarians
22 of 40 Library Assistants
134 of 334 Administrative Clerks

In a few one-position classes, the incumbents will be eligible to retire:

Accountant II
Chief Management Analyst
Development & Marketing Director
Executive Administrative Assistant
Principal Public Relations Representative
Warehouse & Tool Room Worker II

A series of discussions with the City Librarian, Assistant General Manager, and Division Librarians were held to review the data and discuss the focus of the Workforce Planning Program.

It was decided that the most immediate concern is on the four classes/class series that are most central to the department's function: Assistant City Librarian class, Librarian series, Library Assistant class, and the Administrative Clerk class.

FINDINGS

The Library Department is facing the same loss of resource challenges that other City departments are facing. The Library Department is open and actively seeking ways to meet those challenges. Staff in the department will work in close collaboration with the Personnel Department to ensure the plan is implemented.

DISCUSSION/RECOMMENDATIONS

After discussions with members of the executive team, the following are the concerns that were discussed and the recommend course(s) of action. (Note: These recommendations will continue to be developed and evaluated as the Department begins to implement their Workforce Plan and as changes in the workplace occur.)

Recruitment and Hiring of Librarian Series

In order to achieve the mission statement of the Library Department, which is "The Los Angeles Public Library provides free and easy access to information, ideas, books and technology that enrich, educate and empower every individual in our city's diverse communities," it is critical that viable eligible lists for the librarian series be available to the department as this will have a detrimental impact to public services (i.e. potential library closures) as well as reduced oversight of staff in the 72 branches and Central Library.

The Library Department will work closely with the Personnel Department to recruit individuals interested in a Librarian career. This could entail hiring Library Interns/Students, establishing new classifications, and/or developing and providing training to existing employees who are interested in Librarian work. To bring in the best talent there may be a need for the Librarian exam to be given on an open and continuous basis. This would allow recent library school graduates to apply for the job sooner and not have to wait the required two years for the list to expire. The current practice has resulted in the Library losing qualified candidates to other municipalities/agencies. The Department has discussed this proposal with the Librarians' Guild and they are supportive of a continuous exam.

Hiring and Retention of Administrative Clerks

The Department has experienced increasing difficulty in recruiting and maintaining a sufficient number of Administrative Clerks, which provide much of the clerical support in public service areas. Few eligible candidates respond to our certifications because of the Library's unusual work schedules (including weekends and evenings) and outlying work locations. The Library Department will work with the Personnel Department to change the existing bulletin requirements of the Administrative Clerk, create a new classification or restore the Library Clerical Assistant classification.

The Library Department will also work on creating a culture that will keep people interested and engaged by encouraging clerical employees to take advantage of training opportunities, such as supervision and leadership, which are offered through the Online Training Academy or through LAPL's on-line training resources.

Transfer of Knowledge

Allow for some overlap of employees for those classification (i.e. Assistant General Manager and Chief Management Analyst) deemed critical for the transfer of knowledge from one incumbent to the next. This may include writing and maintaining Desk Reference Manuals; or utilizing temporary substitute authority to train a new employee who is replacing an incumbent in a position identified as critical to the Department.

New Classifications and/or Paygrades for the Department

As the services provided to patrons as well as the functions of the Library Department continue to evolve, so does the knowledge and skill set of Library employees. The Department's Adult Literacy Coordinators recruit, interview, train and mentor volunteer tutors and teachers in adult literacy methods. Additionally, they identify, interview, assess and match adult learners and tutor qualifying Limited English Proficiency students, among other duties. Currently, these individuals are employed by the Library Foundation of Los Angeles. The Department has begun reviewing alternative means of bringing the Coordinators on-staff either by creating a new City job classification or by using an existing City job class, which at the present time the Community Program Assistant appears to be somewhat of a fit. The Department will work its Classification analyst to determine the most appropriate means to achieve our goal of bringing the Literacy Coordinators on-board as Library employees.

Senior Librarians are tasked with the responsibility of dealing with a wide variety of administrative, fiscal, personnel and managerial duties. Unfortunately, because these areas are not taught in Library school, Senior Librarians have limited practical experience and do not always effectively or efficiently manage their broad managerial responsibilities. As a possible solution, the Department has begun reviewing alternative means of increasing the level of administrative support in branch libraries. Discussions included adding Management Analysts or Senior Management Analysts to Branch Library Services (Area Offices); and creating a new higher-level pay grade for Library Assistant that will expand administrative duties.

Discussions have also included improving promotional opportunities for Messenger Clerks, and providing a new level of administrative support within the Department by moving the existing Messenger Clerks into a new job class of Library Page. This new class would then feed into the following promotional ladder: Library Clerical Assistant, Library Assistant, Management Aide and Management Assistant.

Targeted Hiring

On April 29, 2016, the Mayor issued Executive Directive 15. In the plan, the Mayor's Office asked Departments to address how they would participate in the targeted local hire program, which identified specific classifications within the City.

The Library Department recently received City Council approval to hire up to 150 exempt part-time Administrative Clerks. The Department will recruit and hire from communities served by our 73 libraries. As the Targeted Hiring initiative evolves, the Department will work with the Personnel Department and its partner agencies to determine the best approach to transition these exempt part-time Administrative Clerks to civil service jobs either at the Library or other city department.

Technology

During a recent meeting with the Personnel Department and ITA, the Library Department discussed its IT Plan and technology strategies. The Library will continue to work closely with ITA in the development of the IT Plan and when complete, will submit the Plan under a separate cover.

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CITY OF LOS ANGELES

DEPARTMENT OF RECREATION AND PARKS

EQUITABLE WORKFORCE AND SERVICE RESTORATION PLAN

SEPTEMBER 19, 2016



INTRODUCTION

In response to Mayor Garcetti's Executive Directive No. 15, please find the Department of Recreation and Parks' (RAP) Equitable Workforce and Service Restoration Plan that addresses our front-line services, succession planning, and technology needs, and bolsters critical City services by filling in gaps in service delivery. This plan aligns with the Mayor's "Back to Basics" Priority Outcomes and with RAP's newly created, five-year Strategic Plan (to be released in November 2016).

RAP's main goal is to enhance the quality of life in Los Angeles by providing a clean, safe, equitable, and well-programmed park system with diverse recreational opportunities to serve and enrich our community. RAP has a vast park system that includes 444 parks, 184 recreation centers, and over 16,000 acres of land, with world-class destinations such as the Greek Theatre, the Griffith Observatory, the Cabrillo Marine Aquarium, and Venice Beach.

Operating a park system of this scale and complexity requires extraordinary care, planning, and dedicated personnel. Prior to the recession, RAP had 2,117 full-time positions in regular authority. Today, RAP has 1,421 full-time positions in regular authority. Of those, 1,151 positions are filled and 318 incumbents are eligible for normal retirement this fiscal year. The 318 incumbents eligible for normal retirement this fiscal year represent about 25% of all our current full-time employees. (See Attachment A for detail information on how the 318 employees break down by classification.)

RAP has focused budget submissions on program and service restorations over the past few years and we are just finishing up the development of a five-year Strategic Plan that will place a high priority on restoring dedicated staff in both recreation and maintenance operations, particularly around our community parks. While we do not have expectations of returning to the pre-recession staffing levels, it is important to clearly note our never-ending resolve to reach optimal service to the public. Community parks are generally the hub of most neighborhoods and where the mass majority of recreation and family activities occur. Therefore, it is critical for a community that its parks have familiar staff that are trusted and known. Accordingly, much of our plan focuses on assigning staff to particular community parks to not only help restore previous service levels, but to also increase responsibility for the neighborhoods served by our staff. As an example, it is common for youth and young adults to be mentored by RAP staff as they are uniquely positioned to guide many of them on life lessons and advise them on career opportunities in the park system. The plan presented in the following pages provides many important benefits including empowering the community; improving community communication; improving maintenance and recreational programming; reducing risk and liability; and reducing crime and violence in local park communities.

The plan's goals will be further enhanced by our commitment to rebuild our City-wide Park Ranger program – a critical component to improving general quality of life issues and park safety in our parks and facilities – as discussed in more detail later in the report.

Lastly, our planning and administrative support staff are vital components to providing the required tools and oversight of day-to-day business for successful implementation and will also be described more thoroughly later in the report.

IDENTIFICATION OF TEN (10) CLASSIFICATIONS CRITICAL TO RAP's WORKFORCE PLANNING

In an effort to manage an equitable workforce and service restoration plan, RAP has identified 10 classifications critical to its workforce plan and which must be maintained as a critical component to carry out RAP's responsibilities. The regular authority positions, allocated to the 10 classifications, represent two-thirds (or 66%) of the 1,421 regular authority positions approved in RAP's current department personnel resolution. RAP has requested the Personnel Department to ensure there are always eligible lists for all 10 classifications. (See Attachment B for the current status of eligible lists for the 10 classes.) RAP is committed to assisting the Personnel Department with administering exams that produce good candidate pools by supplying Subject Matter Experts and Special Exam Assistants whenever possible and by supplementing the Personnel Department's recruitment efforts for classifications that are proprietary to RAP.

RAP identified the following areas needed to implement successful workforce planning:

- Administration of examinations to establish eligible lists to fill civil service positions
- Establishment of core competencies that reflect the skillset and abilities needed for individuals to succeed and compete at higher levels within RAP
- Evaluation of current attrition rates with past rates to identify recurring vacancies
- Establishment of knowledge capture or transfer to mitigate the loss of institutional knowledge due to attrition
- Training and professional development of RAP staff to minimize operational disruption due to attrition

In April 2016, RAP met with Personnel Department staff and discussed how RAP's part-time employees might become full-time civil service employees and RAP's degree of

interest in using funding allocated to pay part-time employees (Salary Account 1070) to create full-time, funded positions. At that time, RAP expressed an interest in exploring the latter issue in terms of creating additional Gardener Caretaker positions providing it will not result in RAP having to pay more in the form of General Fund Reimbursement for "indirect costs" (the current cost to RAP for these indirect costs now approaches $60M).

Although RAP's regular authority positions declined from its peak of 2,117 positions less than a decade ago to the current 1,421 regular authority positions, management understands that the goal of its plan cannot be to restore positions to prior levels but must be the restoration of service and programming levels consistent with its overarching strategic plan that is currently being finalized.

SERVICE RESTORATION

RAP's branches and divisions have developed the following proposals for restoring services to levels expected of RAP and to meet its strategic goals which are consistent with the Mayor's goals:

1. Maintenance – Service Restoration

Providing clean and safe parks is critical to protecting park infrastructure, increasing patron enjoyment, and mitigating the City's risk exposure. Litter removal, mowing, and maintenance of playgrounds, restrooms, grounds, and sports fields contribute to the overall livability of the neighborhoods and communities surrounding RAP's parks and enhance the quality of life for residents and visitors. The impact of the City's Early Retirement Incentive Program (ERIP) and regular attrition, coupled with past hiring freezes, resulted in management taking Gardener Caretakers and other grounds maintenance staff previously assigned to individual parks and reassigning them to crews to be routed from park to park performing limited grounds maintenance tasks. While that may have helped RAP survive the economic downturn, it is far from ideal and nothing can replace the value of having consistent staffing at our busiest parks. Staff, whether full-time or part-time, who are assigned exclusively to a park become intimately familiar with the grounds and facility.

In the next five years, RAP intends to reduce routes and reestablish "resident" staff at large and mid-size parks, increase restroom cleanings at most facilities to twice (2x) a day, and increase other services such as litter removal, irrigation efficiency, and maintenance of ball diamonds, sports courts, bike paths, and picnic areas, which will result in better community relations and greater contact with our primary stakeholders

(patrons and visitors). RAP also will improve its stewardship of the 327,000 trees in its community parks through pest control and increased pruning and identification and removal of dead or hazardous trees.

To carry out the Maintenance service restoration, RAP will require an additional 92 positions in the following classifications/pay grades:

Equipment Operator, Code 3525 *(2 positions)*
Gardener Caretaker, Code 3141 *(50 positions)*
Irrigation Specialist, Code 3913 *(6 positions)*
Light Equipment Operator, Code 3523 *(4 positions)*
Mechanical Helper, Code 3771
Park Maintenance Supervisor, Code 3145
Senior Administrative Clerk, Code 1368
Senior Gardener, Code 3143 *(16 positions)*
Tree Surgeon, Code 3114 *(4 positions)*
Tree Surgeon Assistant, Code 3151 *(6 positions)*
Tree Surgeon Supervisor I, Code 3117-1

2. Recreation – Service Restoration

RAP's recreation facilities include hundreds of athletic fields, 422 playgrounds, 321 tennis courts, 184 recreation centers, 72 fitness areas, 62 swimming pools and aquatic centers, 30 senior centers, 26 skate parks, 13 golf courses, 12 museums, and 9 dog parks. RAP also operates 187 youth camps each summer and supports the Summer Night Lights (SNL) gang reduction and community intervention program.

Elimination of Clustering

The Early Retirement Incentive Program (ERIP), layoffs, hiring freeze, and reductions in general fund allocation impacted recreational staffing to the point RAP was forced to establish a clustered approach to service by grouping together pooled resources to serve a larger geographic area. "Clustering" of recreation centers has resulted in a:

- Reduction of public operating hours
- Reduction of programs and activities available to the community
- Reduction of direct community involvement
- Reduced level of supervision and control necessary for patron safety and risk management

- Reduction of onsite leadership and community involvement leading to an increase in community sovereignty issues involving traffic, noise, litter, graffiti, and criminal activity
- Reduced level of full-time staff available for a proper level of Shelter Management

Currently there are 23 Clustered Facilities, of which 18 are Senior Citizen Centers and five (5) are recreation facilities. RAP's goal is to restore recreational programs and services by eliminating Clustered Facilities over the next three (3) years.

Senior Citizen Programming

Currently, RAP's Senior Section is responsible for oversight of the "Federation of Senior Clubs" which includes over 100 senior clubs across the City. These senior clubs meet at a variety of facilities, some of which are located at recreation centers that do not have direct Senior Section oversight. Seniors participate in the clubs by taking advantage of the services offered by organizations that are partners with the Department of Aging in providing meals, transportation vouchers, food banks, and health care/wellness programs for seniors.

It is projected that the senior population in the City will increase by 50% and the Mayor has recognized this reality via his upcoming *"Initiative on Purposeful Aging LA."* To support the Mayor's initiative and expand senior services and programs at its facilities, RAP requires additional staff.

SNL

Summer Night Lights (SNL) is a collaboration between the Mayor's Office of Gang Reduction & Youth Development (GRYD), the GRYD Foundation, and RAP. It is SNL's goal to reduce gang violence in 12 designated GRYD zones by providing recreational and educational opportunities for at-risk youth. SNL currently operates at 32 sites, 29 of which are RAP sites, from 7:00 p.m. to 11:00 p.m. during the summer months. In 2014, the 32 SNL communities realized a 15.4% reduction in gang-related crime compared to the prior year. This reduction validates the positive outcomes to be derived from providing additional human capital in the form of full-time RAP staff at our SNL sites.

Girls Play Los Angeles

Girls Play Los Angeles (GPLA) is a program designed to promote and maintain the involvement of girls in sports, particularly in underserved communities where barriers to participation exist based on a belief that there are specific family gender roles or that any discretionary income should be spent on supporting the interests of male family members. GPLA is financially subsidized so that all girls can participate regardless of economic inequalities or cultural barriers. Gender equity financial subsidization is provided by the Natasha Watley and LA84 Foundations. To reach the full potential of RAP's outreach, recreation centers need to replace full-time authorities that were lost to budget reductions.

In order to carry out the Recreation component of its plan, which includes eliminating clustering and supporting the Senior Citizen, SNL, and GPLA programs, RAP will require an additional 67 positions in the following classifications/pay grades:

Recreation Coordinator, Code 2469 *(41 positions)*
Recreation Facility Director, Code 2434 *(24 positions)*
Recreation Supervisor, Code 2460
Senior Recreation Director, Code I, Code 2446-1

3. Park Ranger Program – Service Restoration

Law enforcement that uniquely protects RAP's regional park resources, such as stopping illegal camping or preventing plant theft, falls to our Park Rangers. RAP's Ranger Division has been a POST-certified agency since 2002. (POST is the State of California Commission on Police Officer Standards and Training). While Park Rangers work with park patrons to gain voluntary cooperation in observing Municipal Code regulations, they are peace officers who can cite and/or arrest individuals to ensure the safety of all patrons and deter unwanted behavior such as drinking alcohol, graffiti, vandalism, loitering after hours, leash law violations, damage to park property, littering, drug use, and other undesirable or criminal behavior. As experts in the operation and physical layout of our parks, Park Rangers are crucial to monitoring trends impacting our parks and coordinating multi-agency efforts.

Park Rangers are not only critical for law enforcement but are also vital to RAP's fire/rescue services and its nature and environmental interpretive programs. Further, they play an indispensable role in building and maintaining the communication bridges between park patrons and law enforcement that promote the general well-being and health of the park system. RAP has successfully increased its ranger position authority over the past few years and is well on its way to implementing a citywide program. It is

envisioned there will be six (6) park ranger districts consisting of Valley, Metro, Griffith, Venice/West, South Los Angeles, and Pacific. Having well-distributed citywide districts will allow a greater visual and interactive presence at more parks as well as provide a better response to the daily demands of our heavily visited regional parks.

We also expect the Ranger Division to be well staffed and equipped to provide critical interaction with the City park homeless population. This interaction will allow us to provide health and wellness checks to ensure they are receiving proper medical attention as well as key exposure to service providers.

To carry out the Park Ranger Program component of its plan, RAP will require an additional 52 positions in the following classifications/pay grades:

Administrative Clerk, Code 1358
Communications Information Representative II, Code 1461-1
Management Analyst II, Code 9184-2
Park Ranger, Code 1966 *(41 positions)*
Senior Administrative Clerk, Code 1368
Senior Park Ranger I, Code 1967-1 *(seven positions)*

4. Construction – Service Restoration

Staff who support RAP's construction and building maintenance operations are charged with ensuring park buildings, facilities, and amenities are safe from hazards and meet aesthetic, functional, and legal standards. These staff are critical to RAP's ongoing need to repair and maintain over 1,000 buildings (e.g., administrative office buildings, camp cabins and lodges, child care centers, community centers, field offices, multi-purpose centers, museums, pools and pool facilities, recreation centers, senior centers, and sports facilities); maintain, repair, and inspect 445 children's playgrounds; maintain and repair approximately 2,800 toilets, 800 urinal stalls, and 2,000 sinks; maintain and operate 60 seasonal and year-round pools; maintain and repair over 2,000 HVAC systems; monitor and abate graffiti for approximately 20 million square feet of surface area; maintain and repair lighting and electrical infrastructure for approximately 450 sports courts and fields; and maintain and repair approximately four (4) million square feet of roof.

RAP's construction workforce has declined in recent years, while the number of new and renovated facilities and service backlogs has increased.

To carry out the Construction service restoration, RAP will require an additional 51 positions in the following classifications/pay grades:

Air Conditioning Mechanic, Code 3774 *(4 positions)*
Administrative Clerk, Code 1358 *(3 positions)*
Carpenter, Code 3344 *(5 positions)*
Cement Finisher, Code 3353 *(4 positions)*
Cement Finisher Worker, Code 3351 *(5 positions)*
Electrical Craft Helper, Code 3799 *(3 positions)*
Electrician, Code 3863 *(3 positions)*
Electrician Supervisor, Code 3865
Locksmith, Code 3393 *(2 positions)*
Maintenance and Construction Helper, Code 3115 *(3 positions)*
Mechanical Helper, Code 3771
Mechanical Repairer, Code 3773 *(3 positions)*
Painter, Code 3423 *(4 positions)*
Plumber, Code 3443 *(2 positions)*
Roofer, Code 3476 *(4 positions)*
Senior Administrative Clerk, Code 1368
Senior Plumber, Code 3444 *(2 positions)*
Upholsterer, Code 3723

5. Advance Planning – Service Restoration

RAP's Advance Planning Division (APD) provides long-range planning for park facilities, improvements, and programs; conducts public outreach and research; coordinates with federal, State, and local agencies, regulatory organizations, and other City departments; sets department design standards; reviews and approves the design of park capital improvement projects; provides project/construction management of RAP park acquisition and capital improvement projects; provides technical, permitting, grant, and construction support services; and coordinates activities with other City departments (including Planning, Building and Safety, and Public Works) related to enviromental, Quimby, Health and Safety, and ADA compliance issues.

As is normal for a department of our size and history, RAP is exposed to litigation due to its aging facilities. We require additional staff to evaluate existing facilities for disabled access and building code compliance, and to restore architectural, civil, and electrical engineering expertise and resources within APD that were lost over time.

To carry out the Advance Planning component of its plan, RAP will require an additional 12 positions in the following classifications/pay grades:

Architectural Associate II, Code 7926-2 *(two positions)*
Civil Engineering Associate I, Code 7246-1 *(two positions)*
Electrical Engineer, Code 7539

Electrical Engineering Associate I, Code 7525-1
Environmental Specialist III, Code 7310-3 *(two positions)*
Management Analyst II, Code 9184-2 *(two positions)*
Senior Management Analyst I, Code 9171-1
Senior Management Analyst II, Code 9171-2

6. Information and Technology – Service Restoration

The Information Technology Division (ITD) maintains RAP's many operation and management systems while meeting the IT needs of roughly 1,400 full-time and 3,500 part-time employees. At the same time, ITD is critical to RAP's goal of modernizing its IT systems for timely community outreach and engagement; enabling better decision support through data-driven business intelligence; facilitating access to recreational activities and parks; and mitigating the digital divide by providing free Wi-Fi in City parks and facilities. Mobile apps and social media have raised the expectations of the public for instant access to relevant information and feedback anytime/anywhere using connected mobile devices. With the necessary resources, ITD will be able to modernize RAP's systems so it can be a data-driven, effective, and efficient enterprise for patrons and citizens, and increase LA's efforts to modernize and streamline technology in these three (3) key areas:

1. Automation

ITD systematically performs business, data, and workflow analysis to learn, discover, and document the work of RAP's four (4) branches: Finance; Operations; Partnerships and Revenue; and Planning, Construction, and Maintenance. Such analysis reveals and refines opportunities to minimize errors, eliminate redundant work, and use IT automation to achieve better business results.

2. Communications

ITD focuses on continuing to improve RAP's most prominent web asset, laparks.org, to equip our patrons with easy to find, timely, and relevant information; enable easily discoverable information that facilitates participation in RAP's many recreational activities; and thrill patrons with refreshing and amazing photos of our parks and patrons in action. RAP's goal is to ensure all IT systems are ubiquitously accessible, whether via mobile apps or responsive web user interface, anywhere a computer device is securely connected to the internet. ITD is also working to make sure all systems contain functions that empower RAP staff to perform timely community outreach (emails, automatic generated e-flyers, links to various social media networks, text messages, and more).

3. Decision Support

ITD works to make sure that our IT systems have the built-in capability to consolidate and crunch data in real time that is needed to deliver business intelligence for executive decision support, and to capture all relevant data from the operations that each system supports.

RAP's goals with respect to the three (3) key areas will be to:

- Improve patron/customer experience through our interactive laparks.org website
- Enhance decision support, increase community participation, and deliver better business results for the Operations Branch by deploying the new online registration system – Vermont Systems Inc., RecTrac – for all Operations Branch program activities, facility rentals, permits, museums, the Observatory, the Expo Center, and the Golf Academy, while capturing all relevant business data
- Modernize Golf Division operations for better efficiency and effectiveness by deploying a state-of-the-art Golf Reservation and Management System that delivers outstanding 24/7 customer service, electronic and social media marketing capabilities, and timely communications
- Expand the GIS systems with additional data layers for visual decision support, RAP operations data, RAP service requests date, LAPD CompStat, and more
- Invigorate RAP GIS systems, iMapRAP, and Equitable Parks Access and Decision Support System (E-PADSS) by establishing these systems as the RAP authority for all geocoded parks, facilities, and amenities.
- Retire or modernize critical legacy IT systems
- Recommend an IT system automation solution that resolves at least one critical area of business efficiency in each of RAP's branches
- Deploy "Internet-of-Things" technologies, corporate collaboration platforms such as Atlassian HipChat or Slack, and big data analysis such as Splunk, in order to address emerging short-term and long-term strategic priorities

To carry out the IT component of its plan, RAP will require an additional nine (9) positions in the following classifications/pay grades:

Applications Programmer, Code 1429
Communications Electrician, Code 3686
Communications Engineer, Code 7610

Geographic Information Systems Specialist, Code 7213
Senior Systems Analyst II, Code 1597-2
Systems Aide, Code 1599 *(two positions)*
Systems Analyst II, Code 1596-2
Systems Programmer I, Code 1455-1

The implementation of this plan over time will result in establishing a total of 283 additional regular authority positions in RAP's department personnel resolution. (See Attachment A for summary information on these 283 positions by classification.)

TARGETED LOCAL HIRING PROGRAM

RAP is committed to aligning its workforce and service restoration plans to create a more equitable workforce and restore City services as per Executive Directive 15. We are uniquely positioned in every City community to target individuals from under-served populations, which include formerly incarcerated (where legally permissible), formerly homeless, at-risk youth, veterans, older workers, LGBTQ individuals, and individuals residing in City zip codes with high unemployment rates or poverty levels. RAP is proud to continue and expand employment opportunities around our local parks as it considers this to be an important component to enhancing the quality of life in those communities. By hiring local community members to maintain and work in our parks, RAP effectively brings the communities into the parks and invites greater participation by communities in its parks.

Through RAP's hiring, candidates will be provided an opportunity to be considered for employment by RAP. Once hired, candidates will have an opportunity to obtain civil service status upon successfully completing a training and probation period. Program candidates will also be connected to on-going, comprehensive training and supportive services via a coordinated network of WorkSource Centers, community-based organizations (CBOs), and local educational institutions.

The logical classification for RAP to consider in terms of participating in the Targeted Local Hiring Program is Gardener Caretaker (GC) since this is an entry-level classification; RAP has 355 GC positions in regular authority (which accounts for roughly 25% of RAP's total regular authority positions today but is 200 less GC positions than existed prior to 2010); and the civil service requirements for GC are relatively low. There are issues that need to be considered in order to specify how many GC vacancies RAP might fill via the Targeted Local Hiring Program:

RAP employs nearly 800 Special Program Assistants (SPAs) who provide part-time support to grounds maintenance operations. Many of our SPAs were hired from the

same communities that are the focus of the Targeted Local Hiring Program and about 60% of RAP's SPAs are half-time employees today. SPAs comprise a large part of the candidate pool from which RAP fills GC vacancies; nine (9) out of 10 GCs hired by RAP since July 2015 were SPAs before becoming GCs. The SPAs are represented by Service Employees International Union Local 721 (SEIU). Any hiring of participants from the Targeted Local Hiring Program cannot conflict with the provisions of *Memorandum of Understanding No. 4 – Equipment Operation and Labor Employees Representation Unit* (MOU No. 4), which is an SEIU contract and applicable to our SPAs. One possibility for addressing this situation would involve allowing our SPAs to register with the WorkSource Centers and have the WorkSource Centers refer them to RAP whenever RAP fills GC vacancies. RAP would then select from SPAs referred by the WorkSource Centers and bring them on as GCs at the first step of the 12-step salary structure recently established for that classification in MOU No. 4.

CONCLUSION

RAP is excited about the City's positive outlook and direction and is fully prepared to implement this plan following the goals and objectives of our Strategic Plan. There is no questioning the role our parks play in the quality of life of our residents. The social, environmental, and health of this City is largely tied to the vitality and condition of our parks. Through phased implementation of this plan, we have an opportunity at this very moment to make all Angelenos "Park Proud."

Attachment A shows RAP's current regular authority positions and the required positions necessary to fulfill this plan.

This report was compiled and edited by Harold T. Fujita, Personnel Director III.

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cc: WA No. 14600

ATTACHMENT A

Reg. Auth.	Classification Title/Pay Grade	Vacant	Retirement Eligible	Service Request
4	Accountant II		5	
13	Accounting Clerk	7	4	
24	Administrative Clerk	3	7	4
6	Air Conditioning Mechanic		1	4
1	Air Conditioning Mechanic Supervisor			
1	Applications Programmer	1		1
4	Aquarist I			
1	Aquarist II		1	
3	Aquarium Educator I			
2	Aquarium Educator II			
2	Aquatic Director		1	
18	Aquatic Facility Manager I			
13	Aquatic Facility Manager II		2	
1	Aquatic Facility Manager III			
1	Architect			
1	Architectural Associate II			2
1	Archivist I	1		
4	Assistant General Manager Rec & Parks		2	
1	Astronomical Lecturer			
1	Astronomical Observer		1	
1	Auditor I	1		
1	Banning Residence Museum Director			
2	Building Operating Engineer	1	1	
11	Building Repairer I	7	3	
1	Building Repairer II	1		
1	Camp Manager		1	
14	Carpenter	1	6	5
1	Carpenter Supervisor	1		
5	Cement Finisher		3	4
1	Cement Finisher Supervisor			
4	Cement Finisher Worker		1	5
1	Chief Clerk			
1	Chief Financial Officer			
2	Chief Management Analyst	1		
1	Chief Park Ranger	1		
9	Child Care Associate II	1	3	
2	Child Care Center Director II		2	
1	City Planner	1		
1	City Planning Associate			
1	Civil Engineer			
0	Civil Engineering Associate I			2
1	Commission Executive Assistant I		1	

ATTACHMENT A

Reg. Auth.	Classification/Pay Grade	Vacant	Retirement Eligible	Service Request
1	Commission Executive Assistant II			
2	Communications Electrician	1	1	1
0	Communications Engineer			1
2	Communications Info. Representative II	2		1
1	Community Program Director			
3	Construction & Maintenance Supervisor II	1		
1	Cook I		1	
1	Cook II		1	
1	Curator of Griffith Observatory			
1	Departmental Chief Accountant IV			
1	Director of Systems			
1	Electrical Craft Helper			3
0	Electrical Engineer			1
0	Electrical Engineering Associate I			1
1	Electrical Engineering Associate IV			
17	Electrician	3	4	3
1	Electrician Supervisor		1	1
2	Emergency Management Coordinator I			
1	Environmental Specialist II			
1	Environmental Specialist III	1		2
1	Environmental Supervisor II		1	
13	Equipment Operator	3	2	2
1	Equipment Specialist I			
1	Equipment Specialist II		1	
2	Executive Administrative Assistant II		1	
1	Executive Administrative Assistant III			
1	Executive Director Expo Center		1	
1	Fiscal Systems Specialist I			
1	Floor Finisher I		1	
355	Gardener Caretaker	77	91	50
1	General Manager Rec and Parks			
1	Geographic Info. Systems Specialist			1
2	Graphics Designer I		1	
1	Graphics Designer III		1	
6	Heavy Duty Truck Operator	6		
3	Historic Site Curator			
25	Irrigation Specialist	1	8	6
1	Landscape Architect I		1	
1	Landscape Architect II		1	
4	Landscape Architectural Associate III			
37	Light Equipment Operator	8	5	4
0	Locksmith			2

ATTACHMENT A

Reg. Auth.	Classification/Pay Grade	Vacant	Retirement Eligible	Service Request
1	Machinist			
14	Maintenance and Construction Helper	5	3	3
7	Maintenance Laborer	2	2	
6	Management Analyst I			
15	Management Analyst II	4	6	3
1	Management Assistant			
1	Marine Aquarium Administrator		1	
3	Marine Aquarium Curator II			
1	Marine Aquarium Exhibits Director		1	
1	Marine Aquarium Program Director		1	
1	Maritime Museum Curator	1		
1	Maritime Museum Director			
3	Masonry Worker		1	
3	Mechanical Helper	3	1	2
1	Mechanical Repair Supervisor	1		
13	Mechanical Repairer	1	5	3
2	Motor Sweeper Operator	2		
1	Observatory Director I			
1	Observatory Director II		1	
1	Observatory Program Supervisor			
1	Observatory Technical Supervisor			
17	Painter		6	4
2	Painter Supervisor			
26	Park Maintenance Supervisor	1	5	1
35	Park Ranger	23	4	41
2	Park Services Attendant I			
7	Park Services Attendant II	1		
1	Park Services Supervisor			
1	Payroll Supervisor I			
1	Payroll Supervisor II		1	
1	Personnel Director III		1	
1	Personnel Records Supervisor			
2	Photographer I		1	
1	Playground Equipment Supervisor			
20	Plumber	5	4	2
3	Plumber Supervisor	1	2	
1	Power Shovel Operator			
2	Principal Accountant II		1	
5	Principal Grounds Mtce. Supervisor II		1	
2	Principal Park Services Attendant		1	
1	Principal Project Coordinator	1		
4	Principal Recreation Supervisor I		2	

ATTACHMENT A

Reg. Auth.	Classification/Pay Grade	Vacant	Retirement Eligible	Service Request
3	Principal Recreation Supervisor II		1	
3	Programmer Analyst III	1		
1	Project Assistant			
1	Public Information Director I			
1	Public Relations Specialist I			
136	Recreation Coordinator	13	5	41
89	Recreation Facility Director	8	12	24
13	Recreation Supervisor		6	1
4	Roofer	3		4
1	Safety Engineer		1	
1	Safety Engineering Associate II			
1	Sandblast Operator		1	
6	Secretary	1	3	
1	Senior Accountant I			
3	Senior Accountant II	1	1	
1	Senior Auditor	1		
24	Senior Administrative Clerk	4	6	3
2	Senior Carpenter	1		
1	Senior Civil Engineer/Project Manager III			
1	Senior Electrician			
91	Senior Gardener	33	27	16
3	Senior Management Analyst I	1		1
6	Senior Management Analyst II	1		1
2	Senior Painter	2		
8	Senior Park Maintenance Supervisor		4	
8	Senior Park Ranger I	3		7
2	Senior Park Ranger II		1	
3	Senior Park Services Attendant			
5	Senior Personnel Analyst I			
1	Senior Personnel Analyst II			
1	Senior Plumber	1		2
32	Senior Recreation Director I	1	7	1
28	Senior Recreation Director II	1	9	
2	Senior Roofer		1	
2	Senior Systems Analyst I		1	
1	Senior Systems Analyst II		1	1
1	Sheet Metal Worker		1	
2	Sign Painter		2	
1	Street Services Worker II			
1	Structural Engineering Associate IV	1		
6	Superintendent of Rec. and Parks Ops.		3	
0	Systems Aide			2

ATTACHMENT A

Reg. Auth.	Classification/Pay Grade	Vacant	Retirement Eligible	Service Request
4	Systems Analyst II	1		1
1	Systems Programmer I			1
1	Systems Programmer II			
16	Tree Surgeon		4	4
6	Tree Surgeon Assistant	3		6
5	Tree Surgeon Supervisor I		1	1
1	Tree Surgeon Supervisor II	1		
9	Truck Operator	5		
1	Upholsterer		1	1
1	Video Production Coordinator			
1	Volunteer Coordinator			
2	Welder	1		
1,421		**270**	**318**	**283**

ATTACHMENT B

TEN (10) CRITICAL CLASSIFICATIONS

Classification Title	list	expires on	exam activity
Aquatic Facility Manager	yes	08/31/17	
Gardener Caretaker	yes	03/10/17	
Irrigation Specialist	yes	06/02/17	
Light Equipment Operator	no		opens for filing on 10/04/16
Park Maintenance Supervisor	yes	05/01/18	
Park Ranger	yes	10/11/16– 02/09/17	
Recreation Coordinator	yes	03/30/17	
Recreation Facility Director	no		
Senior Gardener	yes	01/19/17	
Senior Recreation Director	no		

Los Angeles Department of Water & Power

ERIC GARCETTI
Mayor

Commission
MEL LEVINE, *President*
WILLIAM W. FUNDERBURK JR., *Vice President*
JILL BANKS BARAD
MICHAEL F. FLEMING
CHRISTINA E. NOONAN
BARBARA E. MOSCHOS, *Secretary*

DAVID H. WRIGHT
General Manager

September 29, 2016

The Honorable Eric Garcetti
Mayor of the City of Los Angeles
Room 303, City Hall
Mail Stop 370

Attention: Mr. Matt Szabo, Deputy Mayor for Budget and Innovation

Dear Mayor Garcetti:

Subject: Los Angeles Department of Water and Power's Equitable Workforce and Service Restoration Plan

As one of the largest departments in the City of Los Angeles and the largest municipally-owned utility in the country, the Los Angeles Department of Water and Power (LADWP) provides reliable, safe, and environmentally sound electricity and water service to an area covering 465 square miles and a population of about 4 million. While LADWP has long been proud of its celebrated 100-year history of delivering water from the Eastern Sierras to the second largest metropolitan area in the United States and empowering the City of Angels, it is also dedicated to current efforts and programs to meet and exceed today's environmental and sustainable goals. With 10,000 employees in hundreds of different job classifications spanning three Systems (Power, Water, and Joint), LADWP is well positioned to assist and play an important role in Mayor Garcetti's Executive Directive No.15.

In response to that Directive, and in an effort to rededicate resources toward employment equity and innovative workforce development strategies, LADWP reports below on the following:

- Critical Hiring Plans
- Workforce / Succession Planning
- Targeted Local Hiring
- Procedure for Disclosure of Arrest History

- Prohibition of Credit Consumer Reporting for Employment Purposes
- Information Technology

Critical Hiring Plans

LADWP Human Resources polled all divisions across three Systems to compile our best estimate of anticipated hiring by major division, and by classification, for the remainder of 2016 and the entirety of 2017. Please see Attachment 1.

Workforce / Succession Planning

LADWP has proactively pursued workforce and succession planning since 2007. Attachment 2 is LADWP's Strategic Workforce Plan, which includes information on employee retirement eligibility, workforce planning efforts, and a comprehensive succession planning process.

Targeted Local Hire Work Program

LADWP and the International Brotherhood of Electrical Workers (IBEW), Local 18, created the Utility Pre-craft Trainee (UPCT) classification in 2010 (with Civil Service Commission approval) to provide outreach into disadvantaged communities and fundamental training in a variety of areas. The intent was to create a stream of candidates with the practical skills and experience to perform well on relevant Civil Service exams and matriculate into one of LADWP's numerous critical craft classifications. Since that time, LADWP has hired approximately 200 UPCTs and created a training program with six-month rotation intervals that offer hands-on experience and study in several Power and Water System divisions. Approximately 40 percent of UPCTs have succeeded in being appointed to a regular Civil Service position either at LADWP or another City department.

IBEW coordinates recruitment of UPCTs in various Los Angeles communities in concert with local service organizations and sends an appropriate number of candidates from maintained lists to participating Work Source Centers in Los Angeles for basic skills training and an orientation about LADWP history, services, and types of work.

LADWP will continue to utilize UPCT as an important vehicle for enhanced hiring across Los Angeles' diverse communities. In addition to the craft classifications currently staffed in part with candidates matriculating through the UPCT program, LADWP will explore with the Personnel Department how best to expand the program to feed non-craft entry-level classes in the Joint System.

Procedure for Disclosure of Arrest History

In compliance with Executive Directive No. 15, LADWP has worked closely with the Personnel Department to restructure its certification process so that disclosure of arrest/conviction information is only asked of a candidate after a tentative job offer has been made. This new procedure will commence with certifications for all Civil Service eligible lists established by September 12, 2016.

Prohibition of Credit Consumer Reporting for Employment Purposes

LADWP does not request, review, or utilize employee or applicant credit reports for hiring, promotion, or any other employment purpose.

Information Technology

Please find in Attachment 3 LADWP's technology plans for the next two years and corresponding staffing needs with justifications.

If you have any questions regarding this request, please feel free to contact me at (213) 367-1338.

Sincerely,

David H. Wright
General Manager

SCP:ig
Enclosure

DWP 2016-17 Hiring Plan

Classifications That Have Current Lists and/or Exams Requested					
No.	Class Title	Approx. No. of Anticipated Hires for the Remainder of 2016	Approx. No. of Anticipated Hires in 2017	Current List (Y/N)	List Expiration
1	Administrative Clerk	9	9	Y	2/10/2018
2	Air Conditioning Mechanic	0	3	Y	11/19/2016
3	Apprentice Machinist^	0	10	N	N/A
4	Apprentice Metal Trades^	0	10	N	N/A
5	Architectural Associate	0	1	Y	10/25/2017
6	Asst Ret Plan Manager^	1	0	N	N/A
7	Asst. Utility Buyer^**	7	7	N	N/A
8	Benefits Specialist	2	0	Y	12/16/2017
9	Building Repairer	0	5	Y	4/9/2017
10	Building Repairer Supervisor	0	1	Y	3/23/2017
11	Carpenter	0	9	Y	10/4/2017
12	Cement Finisher	0	3	Y	6/3/2017
13	Chemist	4	13	Y	1/7/2017
14	Chief Comm Operator	0	1	Y	6/17/2017
15	Chief Electric Plant Operator	6	7	Y	7/14/2018
16	Chief Safety Eng Press Vess^	1	0	N	N/A
17	Civil Engineer	0	1	Y	12/30/2017
18	Civil Engineering Associate	10	70	Y	12/15/2016
19	Civil Engineering Drafting Technician	1	16	Y	6/5/2018
20	Comm Cbl Worker^	0	2	N	N/A
21	Comm Electrician	2	2	Y	5/19/2018
22	Commercial Field Representative**	40	35	Y	11/18/2016
23	Commercial Field Supervisor**	9	4	Y	3/11/2017
24	Commercial Service Supervisor**	6	5	Y	2/17/2017
25	Const & Maint Supt^	1	2	N	N/A
26	Const & Maint. Supervisor^	2	7	N	N/A
27	Construction Estimator^	0	3	N	N/A
28	Custodial Service Attendant	5	5	Y	7/17/2018
29	Custodial Supervisor	0	4	Y	4/20/2018
30	Customer Service Representative**	101	205	Y	5/13/2017
31	Duplicating Machine Operator	0	1	Y	6/28/2017
32	EDMS^**	0	5	N	N/A
33	Electric Craft Helper	0	43	Y	11/15/2017
34	Electric Distribution Mech (EDM)**	0	39	Y	6/9/2018
35	Electric Trouble Dispatcher	0	1	Y	4/30/2017
36	Electrical Engineer^**	9	10	N	N/A
37	Electrical Engineering Associate	64	96	Y	8/26/2017
38	Electrical Engineering Drafting Tech**	2	1	Y	1/7/2018
39	Electrical Mechanic^**	0	122	N	N/A

DWP 2016-17 Hiring Plan

No.	Class Title	Approx. No. of Anticipated Hires for the Remainder of 2016	Approx. No. of Anticipated Hires in 2017	Current List (Y/N)	List Expiration
40	Electrical Mechanic Supervisor^**	0	25	N	N/A
41	Electrical Repairer Supv	2	4	Y	10/16/2016
42	Electrical Service Manager^**	4	7	N	N/A
43	Electrical Tester^**	25	50	N	N/A
44	Elevator Mechanic	0	1	Y	9/22/2016
45	Engineering Designer	0	4	Y	4/16/2017
46	Engineering Geologist Associate	1	2	Y	9/16/2016
47	Environmental Engineering Associate	5	5	Y	2/28/2018
48	Environmental Specialist	3	3	Y	7/5/2018
49	Environmental Supervisor	3	0	Y	12/9/2017
50	Equipment Operator	0	5	Y	11/19/2016
51	Field Engineering Aide^	0	5	N	N/A
52	Gardener Caretaker	5	4	Y	3/10/2017
53	Graphic Designer	1	0	Y	1/16/2017
54	Heavy Duty Truck Operator	0	5	Y	8/14/2016
55	Info Sys Manager	2	3	Y	1/12/2017
56	Instrument Mechanic	9	3	Y	2/2/2017
57	Instrument Mechanic Supervisor	0	2	Y	2/26/2017
58	Labor Supervisor	0	4	Y	6/1/2018
59	Laboratory Technician	0	9	Y	7/7/2018
60	Land Surveying Assistant	0	2	Y	3/12/2017
61	Line Maintenance Asst	0	2	Y	10/18/2017
62	Load Dispatcher**	4	8	Y	5/19/2017
63	Locksmith	0	1	Y	11/17/2017
64	Machinist^	0	12	N	N/A
65	Machinist Supervisor	5	5	Y	3/23/2018
66	Maint. Construction Helper	1	34	Y	10/27/2017
67	Maintenance Laborer	0	1	Y	2/2/2017
68	Management Analyst^	7	17	N	N/A
69	Management Assistant	1	0	Y	9/30/2017
70	Materials Testing Engineering Associate	0	2	Y	1/28/2018
71	Materials Testing Technician	0	7	Y	4/11/2018
72	Mech Engr Drafting Tech	1	2	Y	5/19/2018
73	Mechanical Engineer	4	1	Y	4/22/2017
74	Mechanical Engineering Associate	10	26	Y	12/23/2017
75	Mechanical Helper	1	5	Y	12/13/2016
76	Meter Reader**	15	30	Y	1/25/2017
77	Office Engineering Technician	3	5	Y	2/22/2018
78	Oprns and Statl Research Analyst	2	3	Y	6/28/2017
79	Painter	2	8	Y	5/5/2018
80	Painter Supervisor	0	3	Y	5/6/2017
81	Park Maintenance Supervisor	1	1	Y	5/1/2018
82	Photographer^	1	0	N	N/A

DWP 2016-17 Hiring Plan

No.	Class Title	Approx. No. of Anticipated Hires for the Remainder of 2016	Approx. No. of Anticipated Hires in 2017	Current List (Y/N)	List Expiration
83	Pipefitter	0	3	Y	1/15/2017
84	Pipefitter Supervisor^	0	2	N	N/A
85	Pl Civil Engr Drafting Tech^	2	2	N	N/A
86	Pl Electr Engr Drafting Tech^	1	1	N	N/A
87	PL Mech Engr Drafting Tech	1	0	Y	10/7/2017
88	Plumber	1	4	Y	1/7/2018
89	Power Engineering Manager	7	10	Y	10/14/2017
90	Power Shovel Operator^	0	1	N	N/A
91	Principal Clerk Utility	3	2	Y	2/3/2018
92	Principal Storekeeper	0	4	Y	6/9/2018
93	Programmer Analyst	1	11	Y	1/18/2018
94	Protective Coating Worker	0	1	Y	11/8/2017
95	Public Relations Specialist	0	2	Y	10/8/2016
96	Reprographics Operator	1	1	Y	3/22/2018
97	Roofer	0	5	Y	3/23/2017
98	Safety Administrator	0	3	Y	2/7/2018
99	Safety Engineering Assoc	0	3	Y	12/10/2017
100	Safety Engr Press Vess**	0	2	Y	8/25/2017
101	Security Officer	12	0	Y	11/6/2016
102	Senior Administrative Clerk	49	45	Y	8/9/2018
103	Senior Civil Engr Drafting Tech	2	3	Y	3/24/2018
104	Senior Comm Cbl Worker^	1	1	N	N/A
105	Senior Commercial Field Rep**	10	5	Y	12/3/2016
106	Senior Custodial Service Attendant	0	1	Y	8/2/2017
107	Senior Electr Engr Drafting Tech	4	1	Y	12/17/2017
108	Senior Electric Service Rep	3	1	Y	3/2/2017
109	Senior Electrical Mechanic Supervisor	0	5	Y	12/2/2016
110	Senior Gardener	2	1	Y	1/19/2017
111	Senior Industrial Hygienist	0	3	Y	12/29/2017
112	Senior Load Dispatcher	2	3	Y	5/8/2018
113	Senior Mech Engr Drafting Tech^	1	0	N	N/A
114	Senior Painter	0	3	Y	4/6/2017
115	Senior Plumber	0	1	Y	5/1/2018
116	Senior Safety Engr Press Vess	2	0	Y	4/6/2017
117	Senior Security Officer^	7	0	N	N/A
118	Senior Storekeeper	5	15	Y	5/5/2018
119	Senior Systems Analyst^	5	3	N	N/A
120	Senior Utility Accountant**	6	4	Y	9/22/2016
121	Senior Utility Buyer	5	5	Y	4/25/2018
122	Senior Utility Services Specialist**	7	3	Y	7/24/2018
123	Shops Superintendent	1	0	Y	3/21/2018
124	Sign Painter	0	1	Y	4/26/2017
125	Staff Assistant to General Manager	0	1	Y	6/28/2017

DWP 2016-17 Hiring Plan

No.	Class Title	Approx. No. of Anticipated Hires for the Remainder of 2016	Approx. No. of Anticipated Hires in 2017	Current List (Y/N)	List Expiration
126	Steam Plan Operating Supervisor	3	9	Y	5/10/2018
127	Steam Plant Assistant**	60	90	Y	4/4/2018
128	Steam Plant Maintenance Mechanic^**	1	7	N	N/A
129	Steam Plant Maintenance Supervisor	1	5	Y	1/6/2017
130	Steam Plant Operator**	5	19	Y	3/12/2017
131	Storekeeper	10	22	Y	5/10/2018
132	Stores Supervisor	0	3	Y	2/28/2018
133	Strl Stl Fabricator^	0	7	N	N/A
134	Supply Services Manager^	2	5	N	N/A
135	Survey Party Chief^	0	4	N	N/A
136	Systems Aide^	14	0	N	N/A
137	Systems Programmer^	6	2	N	N/A
138	Tree Surgeon	0	4	Y	2/23/2017
139	UG Dis Const Mech**	0	5	Y	1/19/2017
140	Utility Accountant	7	4	Y	2/17/2017
141	Utility Administrator	2	3	Y	11/19/2016
142	Utility Buyer	10	10	Y	10/8/2016
143	Utility Executive Secretary	1	1	Y	9/4/2016
144	Utility Services Manager**	5	11	Y	11/12/2016
145	Utility Services Specialist**	18	23	Y	3/10/2017
146	Warehouse & Toolroom Wkr	45	44	Y	8/7/2018
147	Water Microbiologist	0	2	Y	12/9/2016
148	Water Service Representative**	0	1	Y	4/29/2017
149	Water Service Specialist	0	5	Y	6/26/2018
150	Water Service Supervisor^	0	1	N	N/A
151	Water Utility Superintendent^	0	1	N	N/A
152	Water Utility Supervisor	0	10	Y	2/28/2018
153	Water Utility Worker**	0	24	Y	9/1/2017
154	Waterworks Engineer^	0	3	N	N/A
155	Welder	4	5	Y	9/22/2016
	Classifications That Have Current Lists and/or Exams Have Been Requested	735	1566		

Notes: ^No list but exams have been requested
**Critical Class

DWP 2016-17 Hiring Plan

Classifications with No Lists					
No.	Class Title	Approx. No. of Anticipated Hires for the Remainder of 2016	Approx. No. of Anticipated Hires in 2017	Current List (Y/N)	List Expiration
1	Architectural Drafting Technician	0	1	N	N/A
2	Battery Technician	0	11	N	N/A
3	Battery Technician Supervisor	0	1	N	N/A
4	Bindery Worker	0	2	N	N/A
5	Blacksmith	0	1	N	N/A
6	Cabinet Maker	0	1	N	N/A
7	Carpenter Supervisor	0	6	N	N/A
8	Comm Cbl Supervisor	0	1	N	N/A
9	Computer Operator	1	1	N	N/A
10	Electric Meter Setter**	29	0	N	N/A
11	Electric Service Rep**	21	2	N	N/A
12	Electrical Repairer Trainee	0	20	N	N/A
13	Electrician	0	3	N	N/A
14	Industrial Graphics Supervisor	0	1	N	N/A
15	Managing Water Utility Engineer	0	1	N	N/A
16	Printing Services Supervisor	0	1	N	N/A
17	Safety Engineer	0	3	N	N/A
18	Senior Claims Reps	0	4	N	N/A
19	Senior Duplicating Machine Operator	0	2	N	N/A
20	Senior Electrical Mechanic	0	26	N	N/A
21	Senior Electrical Tester	4	30	N	N/A
22	Strl Stl Fabricator Supv	0	1	N	N/A
23	Waterworks Mechanic	0	3	N	N/A
24	Welder Supv	0	1	N	N/A
	Classifications That Have No Current Lists and Exams Have Not Been Requested	55	123		

Notes: **Critical Class

SUMMARY		
Classifications That Have Current Lists and/or Exams Have Been Requested Subtotal	735	1566
Classifications That Have No Current Lists and Exams Have Not Been Requested Subtotal	55	123
GRAND TOTAL	790	1689

Attachment 2

LOS ANGELES DEPARTMENT OF WATER AND POWER

Strategic Workforce Plan



LOS ANGELES
DEPARTMENT OF WATER AND POWER

Strategic Workforce Plan
September 2016

INTRODUCTION

The Los Angeles Department of Water and Power (LADWP), the largest municipal water and power utility in the nation, was established more than 100 years ago to deliver reliable, safe water and electricity to 3.8 million residents and businesses in Los Angeles.

LADWP provides its 666,000 water customers and 1.4 million electric customers with quality service at competitive prices.

As a revenue-producing proprietary department, the LADWP transfers a portion of its annual estimated electric revenues to the City of Los Angeles general fund. LADWP's operations are financed solely by the sale of water and electric services. Capital funds are raised through the sale of bonds. No tax support is received.

LADWP consists of three Systems: the Water System, the Power System, and the Joint System.

The Water System's mission is to deliver a dependable supply of safe, quality water to our customers in an efficient and publicly responsible manner. It is composed of six Divisions: Water Distribution, Water Quality, Water Operations, Water Engineering and Technical Services, Water Resources, and Water System Safety.

The Power System has met the electrical needs of Los Angeles since it was created early in the century, and this supply of electricity has played an important role in the development of Los Angeles and has helped it to become the metropolis it is today. We are coming to a crossroads in charting the course for the 21st century, and are preparing to make far-reaching decisions that will determine the sources of electric power for the decades ahead.

The Power Systems is composed of seven Divisions: Power Planning and Development, Power Engineering, Power and Fuel Purchase Division, Power Construction and Maintenance, Power Transmission and Distribution, Power Safety and Training, and Power Supply Operations.

The Joint System provides centralized services to the Water and Power Systems, and is composed of the Executive Offices, Office of Sustainability and Economic Development, the Office of the Chief Operating Officer, and Financial Services Organization.

In 2010, approximately 40% of LADWP's workforce was 50 years of age or older, and approximately 20% of our workforce was eligible to retire within five years. At that time, the Human Resources Division (HR) created a dedicated Workforce Planning Group to proactively address the anticipated loss of LADWP's most important resource, our employees.

By 2019, approximately 43% of our workforce will be eligible to retire. Specifically, 4,231 of our 9,812 employees will meet the retirement eligibility of the Water and Power Employees' Retirement Plan: Water System – 793 of 1,903 (42%); Power System – 1,663 of 3,999 (42%); Joint System – 1,775 of 3,910 (45%).

ANALYSIS

Table 1 below contains a list of LADWP Civil Service classifications, in each of LADWP's three Systems, and the percentage of employees eligible to retire in 2016 and 2019.

Table 1 – LADWP Employees Eligible to Retire by Classification and System

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
	JOINT SYSTEM					
3774	AIR CONDITIONING MECHANIC	22	6	27%	6	27%
3781	AIR CONDTG MCHC SUPV	4	3	75%	3	75%
1429	APPLICATIONS PROGRAMMER	3	0	0%	0	0%
7925	ARCHITECT	1	0	0%	0	0%
7926	ARCHITECTURAL ASSOCIATE	2	0	0%	0	0%
1860	ASSISTANT UTILITY BUYER	11	0	0%	0	0%
3808	ASST COMMUNIC CBL WKR	9	1	11%	2	22%
9377	ASST DIR INFO SYS	5	4	80%	5	100%
0151	ASST GNL MGR WP	10	6	60%	8	80%
9415	ASST RET PLN MGR	2	0	0%	0	0%
6147	AUDIO VISUAL TECHNICIAN	2	0	0%	0	0%
3704	AUTO BODY BUILDER AND REPAIRER	6	0	0%	4	67%
3706	AUTO BODY REPAIR SUPERVISOR	1	1	100%	1	100%
3707	AUTO ELECTRICIAN	5	2	40%	3	60%
3721	AUTO PAINTER	2	1	50%	2	100%
3595	AUTOMOTIVE DISPATCHER	3	0	0%	1	33%
3714	AUTOMOTIVE SUPERVISOR	2	2	100%	2	100%
1203	BENEFITS SPECIALIST	6	2	33%	4	67%
1497	BINDERY WORKER	2	1	50%	2	100%
3338	BUILDING REPAIR SUPERVISOR	2	1	50%	1	50%
3333	BUILDING REPAIRER	14	5	36%	8	57%
3343	CABINET MAKER	2	2	100%	2	100%
1466	CHIEF COMMUNICATIONS OPERATOR	1	1	100%	1	100%

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
3562	CHIEF HELICOPTER PILOT	2	1	50%	1	50%
9147	CHIEF INVESTMENT OFFICER	1	0	0%	0	0%
1949	CHIEF REAL ESTATE OFFICER	1	1	100%	1	100%
3187	CHIEF SECURITY OFFICER	1	0	0%	0	0%
7237	CIVIL ENGINEER	1	0	0%	1	100%
7246	CIVIL ENGINEERING ASSOCIATE	5	0	0%	0	0%
1767	CLAIMS AGENT	1	1	100%	1	100%
1141	CLERK	7	0	0%	0	0%
1358	CLERK TYPIST	52	21	40%	29	56%
1600	COML FLD REPTV	111	32	29%	50	45%
1603	COMMERCIAL FIELD SUPERVISOR	15	11	73%	13	87%
1213	COMMERCIAL SERVICE SUPERVISOR	64	29	45%	38	59%
3800	COMMUNIC CBL SUPV	3	2	67%	3	100%
3689	COMMUNIC ELTN SUPV	7	7	100%	7	100%
3802	COMMUNICATIONS CABLE WORKER	23	8	35%	15	65%
3686	COMMUNICATIONS ELECTRICIAN	36	16	44%	21	58%
1461	COMMUNICATIONS INFORMATION REP	10	7	70%	7	70%
1427	COMPUTER OPERATOR	4	4	100%	4	100%
3129	CONSTR & MTNC SUPT	4	4	100%	4	100%
3127	CONSTR & MTNC SUPV	3	1	33%	1	33%
3543	CONSTR EQPT SRVC SUPV	1	1	100%	1	100%
3541	CONSTR EQPT SRVC WKR	19	2	11%	5	26%
1230	CUST SRVC REPTV	801	166	21%	239	30%
3156	CUSTODIAL SERVICES ATTENDANT	125	57	46%	72	58%
3176	CUSTODIAN SUPERVISOR	10	5	50%	6	60%
7232	CVL ENGG DRFTG TCHN	1	1	100%	1	100%
1470	DATA BASE ARCHITECT	14	4	29%	11	79%
1136	DATA PROCESSING TECHNICIAN	5	3	60%	4	80%
1121	DELIVERY DRIVER	3	1	33%	2	67%
9558	DIRECTOR OF HUMAN RESOURCES	3	1	33%	1	33%
3208	DIRECTOR OF SECURITY SERVICES	2	1	50%	2	100%
1135	DOCUMENTATION TECHNICIAN	1	1	100%	1	100%
3415	DUPL & MAILG EQPT RPRR	1	1	100%	1	100%
1493	DUPLICATING MACHINE OPERATOR	3	2	67%	3	100%
7539	ELECTRICAL ENGINEER	10	3	30%	5	50%
7525	ELECTRICAL ENGRG ASSOCIATE	63	16	25%	20	32%
3841	ELECTRICAL MECHANIC	3	3	100%	3	100%
5265	ELECTRICAL SERVICE MANAGER	2	1	50%	2	100%
7532	ELTL ENGG DRFTG TCHN	3	1	33%	1	33%
1702	EMERG PREPRDNSS COORD	4	0	0%	2	50%
7320	ENVIRONMENTAL AFFAIRS OFFICER	5	4	80%	5	100%
7871	ENVIRONMENTAL ENGNRG ASSOC	5	1	20%	1	20%
7310	ENVIRONMENTAL SPECIALIST	12	4	33%	5	42%
7304	ENVIRONMENTAL SUPERVISOR	6	0	0%	1	17%
3711	EQUIPMENT MECHANIC	55	23	42%	29	53%

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
3525	EQUIPMENT OPERATOR	16	7	44%	9	56%
3746	EQUIPMENT REPAIR SUPERVISOR	17	8	47%	12	71%
3734	EQUIPMENT SPECIALIST	2	1	50%	2	100%
0360	EXEC ASST TO THE GM	4	1	25%	1	25%
9103	FLEET SERVICES MANAGER	6	2	33%	6	100%
3531	GARAGE ATTENDANT	6	1	17%	4	67%
3141	GARDENER CARETAKER	36	15	42%	18	50%
9601	GENERAL SERVICES MANAGER	1	1	100%	1	100%
9998	GNL MGR & CHF ENGR WP	1	0	0%	0	0%
1670	GRAPHICS DESIGNER	3	2	67%	2	67%
7935	GRAPHICS SUPERVISOR	2	0	0%	0	0%
3743	HEAVY DUTY EQUIPMENT MECHANIC	99	46	46%	60	61%
3584	HEAVY DUTY TRUCK OPERATOR	53	13	25%	20	38%
3560	HELICOPTER PILOT	6	0	0%	0	0%
1490	INDUSTRIAL GRAPHICS SUPERVISOR	1	1	100%	1	100%
2330	INDUSTRIAL HYGIENIST	7	0	0%	2	29%
1456	INFO SRVCS SPLST	5	3	60%	3	60%
1411	INFO SYS OPRNS MGR	1	0	0%	1	100%
1409	INFORMATION SYSTEMS MANAGER	7	4	57%	6	86%
9146	INVESTMENT OFFICER	7	1	14%	1	14%
9482	LEGISLATIVE REPRESENTATIVE	1	0	0%	0	0%
3393	LOCKSMITH	3	1	33%	1	33%
3112	MAINTENANCE LABORER	4	2	50%	2	50%
9184	MANAGEMENT ANALYST	86	24	28%	31	36%
1539	MANAGEMENT ASSISTANT	5	2	40%	2	40%
7558	MECHANICAL ENGINEER	6	2	33%	2	33%
7554	MECHANICAL ENGRG ASSOCIATE	28	6	21%	8	29%
3771	MECHANICAL HELPER	5	3	60%	4	80%
3773	MECHANICAL REPAIRER	3	1	33%	1	33%
2334	MEDICAL DIRECTOR	1	0	0%	1	100%
1111	MESSENGER CLERK	2	1	50%	1	50%
1611	METER READER	205	35	17%	58	28%
3115	MTNC CONSTR HLPR	11	4	36%	6	55%
2314	OCCUPATIONAL HEALTH NURSE	3	2	67%	2	67%
7212	OFFICE ENGINEERING TECHNICIAN	4	1	25%	2	50%
1779	OPRNS & STATL RES ANLST	17	3	18%	6	35%
3423	PAINTER	3	1	33%	2	67%
3145	PARK MAINTENANCE SUPERVISOR	8	4	50%	5	63%
1793	PHOTOGRAPHER	1	1	100%	1	100%
0655	PHYSICIAN II	1	0	0%	0	0%
1458	PL COMMUNIC OPR	1	0	0%	0	0%
1786	PL PUB RELS REPTV	5	2	40%	2	40%
1777	PL WKR CMPNSTN ANLST	3	1	33%	1	33%
3443	PLUMBER	3	0	0%	1	33%
9453	POWER ENGINEERING MANAGER	2	2	100%	2	100%

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
3558	POWER SHOVEL OPERATOR	10	3	30%	4	40%
1171	PRINCIPAL CLERK PERSONNEL	2	1	50%	2	100%
1202	PRINCIPAL CLERK UTILITY	36	20	56%	23	64%
3200	PRINCIPAL SECURITY OFFICER	6	2	33%	3	50%
1839	PRINCIPAL STOREKEEPER	6	4	67%	5	83%
1589	PRINCIPAL UTILITY ACCOUNTANT	12	3	25%	8	67%
1483	PRINTING SERVICES SUPERVISOR	1	1	100%	1	100%
1431	PROGRAMMER ANALYST	83	33	40%	44	53%
1964	PROPERTY MANAGER	3	2	67%	2	67%
1785	PUBLIC RELATIONS SPECIALIST	10	2	20%	2	20%
5601	RATES MANAGER	2	0	0%	2	100%
1941	REAL ESTATE ASSOCIATE	1	0	0%	0	0%
1960	REAL ESTATE OFFICER	5	0	0%	1	20%
1937	REAL ESTATE TRAINEE	1	0	0%	0	0%
3162	REPROGRAPHICS OPERATOR	2	2	100%	2	100%
9149	RETIREMENT PLAN MANAGER	1	0	0%	0	0%
1530	RISK MANAGER	4	2	50%	3	75%
1728	SAFETY ADMINISTRATOR	1	0	0%	1	100%
1727	SAFETY ENGINEER	2	1	50%	1	50%
1726	SAFETY ENGINEERING ASSOCIATE	2	0	0%	0	0%
1924	SECRETARY LEGAL	24	7	29%	12	50%
3181	SECURITY OFFICER	229	78	34%	101	44%
9739	SECY WP COMM	1	1	100%	1	100%
7927	SENIOR ARCHITECT	1	1	100%	1	100%
1770	SENIOR CLAIMS REPRESENTATIVE	6	3	50%	5	83%
1323	SENIOR CLERK STENOGRAPHER	1	0	0%	1	100%
1368	SENIOR CLERK TYPIST	175	61	35%	87	50%
1467	SENIOR COMMUNICATIONS OPERATOR	4	4	100%	4	100%
1428	SENIOR COMPUTER OPERATOR	6	5	83%	5	83%
3712	SENIOR EQUIPMENT MECHANIC	3	3	100%	3	100%
3143	SENIOR GARDENER	14	2	14%	7	50%
2331	SENIOR INDUSTRIAL HYGIENIST	2	0	0%	1	50%
5235	SENIOR LOAD DISPATCHER	5	1	20%	1	20%
1961	SENIOR REAL ESTATE OFFICER	4	0	0%	2	50%
3184	SENIOR SECURITY OFFICER	18	3	17%	9	50%
1837	SENIOR STOREKEEPER	42	26	62%	33	79%
1597	SENIOR SYSTEMS ANALYST	13	3	23%	10	77%
1521	SENIOR UTILITY ACCOUNTANT	48	14	29%	19	40%
1862	SENIOR UTILITY BUYER	13	4	31%	6	46%
3428	SIGN PAINTER	1	1	100%	1	100%
7208	SR ARCHL DRFTG TCHN	1	1	100%	1	100%
1602	SR COML FLD REPTV	64	35	55%	43	67%
3801	SR COMMUNIC CBL WKR	6	4	67%	5	83%
3638	SR COMMUNIC ELTN	19	11	58%	14	74%
3691	SR COMMUNIC ELTN SUPV	2	1	50%	2	100%

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
3157	SR CUSTODIAL SRVCS ATDT	3	3	100%	3	100%
7207	SR CVL ENGG DRFTG TCHN	2	1	50%	1	50%
1139	SR DATA PROCSG TCHN	3	2	67%	3	100%
1500	SR DUPL MCHN OPR	2	2	100%	2	100%
7209	SR ELTL ENGG DRFTG TCHN	1	0	0%	1	100%
3745	SR HVY DTY EQPT MCHC	15	12	80%	13	87%
3146	SR PK MTNC SUPV	2	1	50%	1	50%
3753	SR UTILITY SERVICES SPECIALIST	15	5	33%	10	67%
1769	SR WKR CMPNSTN ANLST	5	1	20%	3	60%
9185	STAFF ASSISTANT TO GENERAL W&P	3	1	33%	1	33%
1835	STOREKEEPER	79	36	46%	48	61%
1866	STORES SUPERVISOR	5	2	40%	5	100%
7957	STRUCTURAL ENGRG ASSOCIATE	1	0	0%	0	0%
7203	STUDENT ENGINEER	8	0	0%	0	0%
1501	STUDENT WORKER X	27	0	0%	0	0%
1865	SUPPLY SERVICES MANAGER	6	4	67%	4	67%
2315	SUPVG OCPTNL HLTH NURSE	1	1	100%	1	100%
1599	SYSTEMS AIDE	9	0	0%	0	0%
1596	SYSTEMS ANALYST	42	7	17%	15	36%
1455	SYSTEMS PROGRAMMER	54	12	22%	18	33%
3732	TIRE REPAIR SUPERVISOR	1	0	0%	1	100%
3727	TIRE REPAIRER	7	5	71%	5	71%
1943	TITLE EXAMINER	2	2	100%	2	100%
3586	TRUCK AND EQUIPMENT DISPATCHER	13	6	46%	11	85%
3723	UPHOLSTERER	1	1	100%	1	100%
1631	UTILITIES SERVICE INVESTIGATOR	5	4	80%	4	80%
1511	UTILITY ACCOUNTANT	49	5	10%	8	16%
9105	UTILITY ADMINISTRATOR	47	19	40%	30	64%
1861	UTILITY BUYER	23	7	30%	11	48%
1336	UTILITY EXECUTIVE SECRETARY	18	9	50%	11	61%
9106	UTILITY SERVICES MANAGER	34	19	56%	24	71%
3755	UTILITY SERVICES SPECIALIST	91	25	27%	36	40%
1832	WAREHOUSE & TOOLROOM WORKER	110	41	37%	51	46%
3796	WELDER	2	0	0%	2	100%
1775	WORKERS COMPENSATION AIDE	3	1	33%	1	33%
1774	WORKERS COMPENSATION ANALYST	12	4	33%	6	50%
2358	X-RAY & LABORATORY TECHNICIAN	1	0	0%	0	0%
	System Totals:	3,910	1,272	33%	1,775	45%
	POWER SYSTEM					
3764	APPRENTICE MACHINIST	1	0	0%	0	0%
7925	ARCHITECT	1	0	0%	1	100%
7926	ARCHITECTURAL ASSOCIATE	5	2	40%	3	60%
7922	ARCHL DRFTG TCHN	1	0	0%	0	0%
3440	ASBESTOS SUPERVISOR	3	0	0%	3	100%

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3435	ASBESTOS WORKER	12	5	42%	7	58%
3725	BATTERY TECHNICIAN	1	1	100%	1	100%
3735	BOILERMAKER	4	1	25%	2	50%
3737	BOILERMAKER SUPERVISOR	1	0	0%	0	0%
3338	BUILDING REPAIR SUPERVISOR	5	3	60%	5	100%
3333	BUILDING REPAIRER	8	6	75%	6	75%
3343	CABINET MAKER	1	0	0%	0	0%
3344	CARPENTER	59	16	27%	23	39%
3339	CARPENTER SHOP SUPERVISOR	1	0	0%	1	100%
3346	CARPENTER SUPERVISOR	19	9	47%	14	74%
3353	CEMENT FINISHER	2	1	50%	2	100%
7833	CHEMIST	16	7	44%	9	56%
4260	CHF SFTY ENGR PRSR VSLS	1	0	0%	0	0%
5237	CHIEF ELECTRIC PLANT OPERATOR	17	11	65%	13	76%
7271	CHIEF OF DRAFTING OPERATIONS	1	0	0%	1	100%
7237	CIVIL ENGINEER	8	4	50%	6	75%
7246	CIVIL ENGINEERING ASSOCIATE	44	4	9%	8	18%
1358	CLERK TYPIST	8	5	63%	6	75%
3129	CONSTR & MTNC SUPT	2	2	100%	2	100%
3127	CONSTR & MTNC SUPV	14	11	79%	12	86%
3341	CONSTRUCTION ESTIMATOR	1	0	0%	0	0%
7232	CVL ENGG DRFTG TCHN	35	14	40%	17	49%
1121	DELIVERY DRIVER	3	3	100%	3	100%
3873	ELEC DISTR MECH SUPV	88	43	49%	62	70%
3879	ELECTRIC DISTRIBUTION MECHANIC	494	80	16%	129	26%
3822	ELECTRIC METER SETTER	32	7	22%	14	44%
5224	ELECTRIC STATION OPERATOR	253	64	25%	82	32%
3828	ELECTRIC TROUBLE DISPATCHER	20	8	40%	11	55%
3799	ELECTRICAL CRAFT HELPER	239	57	24%	81	34%
7539	ELECTRICAL ENGINEER	56	26	46%	32	57%
7525	ELECTRICAL ENGRG ASSOCIATE	321	56	17%	79	25%
3841	ELECTRICAL MECHANIC	257	76	30%	102	40%
3835	ELECTRICAL MECHANIC SUPERVISOR	65	27	42%	41	63%
3855	ELECTRICAL REPAIR SUPERVISOR	9	5	56%	7	78%
3853	ELECTRICAL REPAIRER	52	19	37%	24	46%
5265	ELECTRICAL SERVICE MANAGER	40	32	80%	38	95%
3825	ELECTRICAL SERVICE WORKER	9	3	33%	5	56%
7512	ELECTRICAL TESTER	98	34	35%	48	49%
3863	ELECTRICIAN	3	3	100%	3	100%
3866	ELEVATOR MECHANIC	5	1	20%	1	20%
7520	ELTC SRVC REPTV	62	29	47%	37	60%
7532	ELTL ENGG DRFTG TCHN	8	2	25%	2	25%
7253	ENGRG GEOLOGIST ASSOCIATE	1	0	0%	0	0%
7310	ENVIRONMENTAL SPECIALIST	3	0	0%	0	0%
7304	ENVIRONMENTAL SUPERVISOR	1	0	0%	0	0%

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3525	EQUIPMENT OPERATOR	14	4	29%	5	36%
9601	GENERAL SERVICES MANAGER	2	2	100%	2	100%
3584	HEAVY DUTY TRUCK OPERATOR	4	1	25%	2	50%
7834	INDUSTRIAL CHEMIST	1	0	0%	1	100%
3843	INSTRUMENT MECHANIC	31	8	26%	10	32%
3844	INSTRUMENT MECHANIC SUPERVISOR	7	5	71%	5	71%
3842	INSTRUMENT REPAIRER	2	2	100%	2	100%
3126	LABOR SUPERVISOR	4	2	50%	3	75%
7854	LABORATORY TECHNICIAN	13	5	38%	7	54%
3882	LINE MAINTENANCE ASSISTANT	26	12	46%	15	58%
5233	LOAD DISPATCHER	32	6	19%	9	28%
3763	MACHINIST	37	20	54%	26	70%
3766	MACHINIST SUPERVISOR	9	5	56%	6	67%
3112	MAINTENANCE LABORER	7	4	57%	7	100%
9184	MANAGEMENT ANALYST	25	8	32%	9	36%
1539	MANAGEMENT ASSISTANT	5	1	20%	1	20%
7551	MCHL ENGG DRFTG TCHN	4	1	25%	1	25%
7558	MECHANICAL ENGINEER	14	6	43%	8	57%
7554	MECHANICAL ENGRG ASSOCIATE	53	7	13%	11	21%
3771	MECHANICAL HELPER	11	4	36%	5	45%
3760	MILLWRIGHT	2	2	100%	2	100%
3115	MTNC CONSTR HLPR	46	23	50%	28	61%
7212	OFFICE ENGINEERING TECHNICIAN	6	4	67%	5	83%
1779	OPRNS & STATL RES ANLST	1	0	0%	1	100%
3423	PAINTER	24	14	58%	18	75%
3426	PAINTER SUPERVISOR	2	0	0%	1	50%
3433	PIPEFITTER	8	1	13%	1	13%
3438	PIPEFITTER SUPERVISOR	4	2	50%	3	75%
7219	PL CVL ENGG DRFTG TCHN	7	5	71%	6	86%
3830	PL ELTC TRBL DSPR	1	0	0%	1	100%
7531	PL ELTL ENGG DRFTG TCHN	2	2	100%	2	100%
7550	PL MCHL ENGG DRFTG TCHN	1	1	100%	1	100%
3443	PLUMBER	18	7	39%	13	72%
3446	PLUMBER SUPERVISOR	2	1	50%	1	50%
9453	POWER ENGINEERING MANAGER	24	17	71%	21	88%
3558	POWER SHOVEL OPERATOR	6	4	67%	4	67%
1202	PRINCIPAL CLERK UTILITY	32	15	47%	19	59%
3476	ROOFER	9	1	11%	3	33%
1368	SENIOR CLERK TYPIST	125	36	29%	53	42%
3834	SENIOR ELECTRICAL MECHANIC	60	26	43%	36	60%
7515	SENIOR ELECTRICAL TESTER	43	29	67%	34	79%
5235	SENIOR LOAD DISPATCHER	16	8	50%	9	56%
3768	SENIOR MACHINIST SUPERVISOR	2	1	50%	1	50%
3424	SENIOR PAINTER	3	0	0%	3	100%
3444	SENIOR PLUMBER	3	1	33%	2	67%

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3477	SENIOR ROOFER	1	1	100%	1	100%
4261	SFTY ENGR PRSR VSLS	5	1	20%	1	20%
3777	SHEET METAL SUPERVISOR	1	1	100%	1	100%
3775	SHEET METAL WORKER	6	0	0%	0	0%
3780	SHOPS SUPERINTENDENT	2	2	100%	2	100%
7208	SR ARCHL DRFTG TCHN	3	1	33%	3	100%
7207	SR CVL ENGG DRFTG TCHN	24	10	42%	12	50%
7521	SR ELTC SRVC REPTV	5	4	80%	4	80%
3829	SR ELTC TRBL DSPR	7	7	100%	7	100%
7209	SR ELTL ENGG DRFTG TCHN	11	7	64%	9	82%
3836	SR ELTL MCHC SUPV	17	10	59%	14	82%
3856	SR ELTL RPR SUPV	2	2	100%	2	100%
7210	SR MCHL ENGG DRFTG TCHN	2	1	50%	2	100%
4262	SR SFTY ENGR PRSR VSLS	1	1	100%	1	100%
3815	SR UG DISTRBN CONSTR SUPV	6	4	67%	6	100%
5622	STEAM PLANT ASSISTANT	153	12	8%	18	12%
5624	STEAM PLANT OPERATOR	84	25	30%	32	38%
5630	STM PLT MTNC MCHC	54	12	22%	17	31%
3786	STM PLT MTNC SUPV	15	12	80%	14	93%
5625	STM PLT OPRG SUPV	24	13	54%	13	54%
1835	STOREKEEPER	2	0	0%	1	50%
3160	STREET TREE SUPERINTENDENT	2	2	100%	2	100%
3794	STRL STL FABRICATR SUPV	1	1	100%	1	100%
7956	STRUCTURAL ENGINEER	1	0	0%	0	0%
7957	STRUCTURAL ENGRG ASSOCIATE	6	1	17%	1	17%
3793	STRUCTURAL STEEL FABRICATOR	15	3	20%	7	47%
7203	STUDENT ENGINEER	29	0	0%	0	0%
3875	TRANS & DISTR DIST SUPV	34	23	68%	30	88%
3114	TREE SURGEON	33	4	12%	8	24%
3151	TREE SURGEON ASSISTANT	13	3	23%	3	23%
3117	TREE SURGEON SUPERVISOR	21	9	43%	12	57%
3814	UG DISTR CONSTR SUPV	27	11	41%	18	67%
3812	UG DISTRBN CONSTR MCHC	86	33	38%	45	52%
9105	UTILITY ADMINISTRATOR	15	4	27%	8	53%
1336	UTILITY EXECUTIVE SECRETARY	8	3	38%	3	38%
1110	UTILITY PRE-CRAFT TRAINEE	118	1	1%	3	3%
3755	UTILITY SERVICES SPECIALIST	1	0	0%	0	0%
1832	WAREHOUSE & TOOLROOM WORKER	7	4	57%	4	57%
3796	WELDER	17	8	47%	11	65%
3798	WELDER SUPERVISOR	2	1	50%	1	50%
	System Totals:	3,999	1,217	30%	1,663	42%
	WATER SYSTEM					
5816	AQ & RESV SUPV	3	2	67%	2	67%
5813	AQUEDUCT AND RESERVOIR KEEPER	30	9	30%	14	47%

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
7926	ARCHITECTURAL ASSOCIATE	2	0	0%	1	50%
7922	ARCHL DRFTG TCHN	1	1	100%	1	100%
0151	ASST GNL MGR WP	1	1	100%	1	100%
3333	BUILDING REPAIRER	15	7	47%	10	67%
3344	CARPENTER	1	1	100%	1	100%
3353	CEMENT FINISHER	8	3	38%	5	63%
3354	CEMENT FINISHER SUPERVISOR	1	1	100%	1	100%
7833	CHEMIST	22	4	18%	5	23%
7246	CIVIL ENGINEERING ASSOCIATE	262	27	10%	52	20%
1321	CLERK STENOGRAPHER	1	1	100%	1	100%
1358	CLERK TYPIST	6	1	17%	2	33%
3127	CONSTR & MTNC SUPV	7	4	57%	4	57%
3156	CUSTODIAL SERVICES ATTENDANT	1	1	100%	1	100%
7232	CVL ENGG DRFTG TCHN	35	11	31%	19	54%
7229	DRAFTING AIDE	1	0	0%	0	0%
3799	ELECTRICAL CRAFT HELPER	2	1	50%	1	50%
7525	ELECTRICAL ENGRG ASSOCIATE	37	4	11%	9	24%
3841	ELECTRICAL MECHANIC	30	13	43%	16	53%
3835	ELECTRICAL MECHANIC SUPERVISOR	4	2	50%	2	50%
7532	ELTL ENGG DRFTG TCHN	4	1	25%	2	50%
7217	ENGINEERING DESIGNER	17	12	71%	14	82%
7255	ENGINEERING GEOLOGIST	1	1	100%	1	100%
7253	ENGRG GEOLOGIST ASSOCIATE	4	0	0%	1	25%
7320	ENVIRONMENTAL AFFAIRS OFFICER	2	1	50%	2	100%
7871	ENVIRONMENTAL ENGNRG ASSOC	6	4	67%	4	67%
7310	ENVIRONMENTAL SPECIALIST	7	0	0%	2	29%
7304	ENVIRONMENTAL SUPERVISOR	3	1	33%	3	100%
3525	EQUIPMENT OPERATOR	61	20	33%	33	54%
7228	FIELD ENGINEERING AIDE	17	2	12%	4	24%
3743	HEAVY DUTY EQUIPMENT MECHANIC	1	1	100%	1	100%
3584	HEAVY DUTY TRUCK OPERATOR	25	6	24%	9	36%
7263	HYDROGRAPHER	14	2	14%	2	14%
2330	INDUSTRIAL HYGIENIST	1	0	0%	0	0%
3843	INSTRUMENT MECHANIC	12	2	17%	3	25%
3844	INSTRUMENT MECHANIC SUPERVISOR	2	2	100%	2	100%
3126	LABOR SUPERVISOR	16	8	50%	11	69%
7854	LABORATORY TECHNICIAN	26	12	46%	14	54%
7283	LAND SURVEYING ASSISTANT	12	1	8%	2	17%
3763	MACHINIST	2	0	0%	0	0%
3112	MAINTENANCE LABORER	3	2	67%	3	100%
9184	MANAGEMENT ANALYST	24	4	17%	8	33%
1539	MANAGEMENT ASSISTANT	8	1	13%	2	25%
7967	MATERIALS TESTING ENGRG ASSOC	3	1	33%	1	33%
7968	MATERIALS TESTING TECHNICIAN	19	8	42%	10	53%
7551	MCHL ENGG DRFTG TCHN	3	3	100%	3	100%

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
7554	MECHANICAL ENGRG ASSOCIATE	47	11	23%	14	30%
3771	MECHANICAL HELPER	1	0	0%	0	0%
3773	MECHANICAL REPAIRER	2	2	100%	2	100%
9406	MNGG WTR UTLTY ENGR	25	15	60%	20	80%
3115	MTNC CONSTR HLPR	177	33	19%	48	27%
7212	OFFICE ENGINEERING TECHNICIAN	1	1	100%	1	100%
3423	PAINTER	5	2	40%	3	60%
7219	PL CVL ENGG DRFTG TCHN	2	0	0%	0	0%
3443	PLUMBER	1	0	0%	0	0%
3558	POWER SHOVEL OPERATOR	9	2	22%	4	44%
1202	PRINCIPAL CLERK UTILITY	11	4	36%	5	45%
3465	PROTECTIVE COATING SUPERVISOR	1	0	0%	0	0%
3463	PROTECTIVE COATING WORKER	10	4	40%	6	60%
1960	REAL ESTATE OFFICER	3	1	33%	1	33%
3483	REINFORCING STEEL WORKER	1	0	0%	0	0%
1726	SAFETY ENGINEERING ASSOCIATE	1	0	0%	0	0%
1368	SENIOR CLERK TYPIST	79	33	42%	42	53%
3834	SENIOR ELECTRICAL MECHANIC	6	2	33%	5	83%
3143	SENIOR GARDENER	3	2	67%	3	100%
7264	SENIOR HYDROGRAPHER	7	1	14%	2	29%
3424	SENIOR PAINTER	2	0	0%	0	0%
1961	SENIOR REAL ESTATE OFFICER	2	1	50%	1	50%
7288	SENIOR SURVEY SUPERVISOR	1	0	0%	1	100%
7207	SR CVL ENGG DRFTG TCHN	5	1	20%	2	40%
7209	SR ELTL ENGG DRFTG TCHN	1	0	0%	0	0%
3836	SR ELTL MCHC SUPV	1	0	0%	0	0%
7210	SR MCHL ENGG DRFTG TCHN	1	0	0%	0	0%
3753	SR UTILITY SERVICES SPECIALIST	1	1	100%	1	100%
7203	STUDENT ENGINEER	17	0	0%	0	0%
1501	STUDENT WORKER X	15	0	0%	0	0%
1697	SUPVG WTR SRVC REPTV	3	3	100%	3	100%
7286	SURVEY PARTY CHIEF	16	8	50%	11	69%
7287	SURVEY SUPERVISOR	4	1	25%	3	75%
3583	TRUCK OPERATOR	12	5	42%	7	58%
9105	UTILITY ADMINISTRATOR	10	2	20%	6	60%
1336	UTILITY EXECUTIVE SECRETARY	6	2	33%	4	67%
9106	UTILITY SERVICES MANAGER	1	0	0%	1	100%
3755	UTILITY SERVICES SPECIALIST	5	2	40%	3	60%
7856	WATER BIOLOGIST	5	2	40%	2	40%
7857	WATER MICROBIOLOGIST	10	0	0%	3	30%
1693	WATER SERVICE REPRESENTATIVE	12	5	42%	6	50%
3930	WATER SERVICE SUPERVISOR	8	3	38%	6	75%
3931	WATER SERVICE WORKER	51	16	31%	23	45%
9602	WATER SERVICES MANAGER	2	2	100%	2	100%
5885	WATER TREATMENT OPERATOR	39	6	15%	10	26%

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
5887	WATER TREATMENT SUPERVISOR	9	3	33%	5	56%
5854	WATER UTILITY OPERATOR	30	8	27%	11	37%
3980	WATER UTILITY SUPERINTENDENT	19	14	74%	17	89%
3976	WATER UTILITY SUPERVISOR	60	26	43%	36	60%
3912	WATER UTILITY WORKER	267	86	32%	119	45%
7862	WATERSHED RESOURCES SPECIALIST	18	1	6%	2	11%
7248	WATERWORKS ENGINEER	36	8	22%	21	58%
3984	WATERWORKS MECHANIC	37	17	46%	23	62%
3987	WATERWORKS MECHANIC SUPERVISOR	6	5	83%	5	83%
3796	WELDER	21	6	29%	8	38%
3798	WELDER SUPERVISOR	2	2	100%	2	100%
7835	WTR QLTY LABY MGR	2	2	100%	2	100%
5857	WTR UTLTY OPR SUPV	11	2	18%	6	55%
	System Totals:	1,903	542	28%	793	42%
	Grand Totals:	9,812	3,031	31%	4,231	43%
	Retirement Eligibility: Age 60 with at least 5 years of service, or Age 55 with at least 5 years of service, or Any age with at least 30 years of service					

LADWP considers 42 classifications as critical to the operations of the Department. Table 2 below contains a list of LADWP critical classifications and the percentage of employees eligible to retire in 2016 and 2019.

Table 2 – LADWP Critical Classifications and the Percentage of Employees Eligible to Retire

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
5265	ELECTRICAL SERVICE MANAGER	42	33	79%	40	95%
1603	COMMERCIAL FIELD SUPERVISOR	15	11	73%	13	87%
9453	POWER ENGINEERING MANAGER	26	19	73%	23	88%
3875	TRANS & DISTR DIST SUPV	34	23	68%	30	88%
1602	SR COML FLD REPTV	64	35	55%	43	67%
9106	UTILITY SERVICES MANAGER	35	19	54%	25	71%
3873	ELEC DISTR MECH SUPV	88	43	49%	62	70%
7520	ELTC SRVC REPTV	62	29	47%	37	60%
1213	COMMERCIAL SERVICE SUPERVISOR	64	29	45%	38	59%
7539	ELECTRICAL ENGINEER	66	29	44%	37	56%

Class Code	Class Title	Currently Occupied	Eligible to Retire 2016	2016 % Eligible to Retire	Eligible to Retire 2019	2019 % Eligible to Retire
3835	ELECTRICAL MECHANIC SUPERVISOR	69	29	42%	43	62%
1693	WATER SERVICE REPRESENTATIVE	12	5	42%	6	50%
3828	ELECTRIC TROUBLE DISPATCHER	20	8	40%	11	55%
3812	UG DISTRBN CONSTR MCHC	86	33	38%	45	52%
3753	SR UTILITY SERVICES SPECIALIST	16	6	38%	11	69%
3853	ELECTRICAL REPAIRER	52	19	37%	24	46%
7512	ELECTRICAL TESTER	98	34	35%	48	49%
3912	WATER UTILITY WORKER	267	86	32%	119	45%
3841	ELECTRICAL MECHANIC	290	92	32%	121	42%
5813	AQUEDUCT AND RESERVOIR KEEPER	30	9	30%	14	47%
5624	STEAM PLANT OPERATOR	84	25	30%	32	38%
1521	SENIOR UTILITY ACCOUNTANT	48	14	29%	19	40%
1600	COML FLD REPTV	111	32	29%	50	45%
3755	UTILITY SERVICES SPECIALIST	97	27	28%	39	40%
5854	WATER UTILITY OPERATOR	30	8	27%	11	37%
7532	ELTL ENGG DRFTG TCHN	15	4	27%	5	33%
5224	ELECTRIC STATION OPERATOR	253	64	25%	82	32%
5630	STM PLT MTNC MCHC	54	12	22%	17	31%
3822	ELECTRIC METER SETTER	32	7	22%	14	44%
1230	CUST SRVC REPTV	801	166	21%	239	30%
4261	SFTY ENGR PRSR VSLS	5	1	20%	1	20%
5233	LOAD DISPATCHER	32	6	19%	9	28%
7554	MECHANICAL ENGRG ASSOCIATE	128	24	19%	33	26%
7525	ELECTRICAL ENGRG ASSOCIATE	421	76	18%	108	26%
1611	METER READER	205	35	17%	58	28%
3879	ELECTRIC DISTRIBUTION MECHANIC	494	80	16%	129	26%
5885	WATER TREATMENT OPERATOR	39	6	15%	10	26%
7263	HYDROGRAPHER	14	2	14%	2	14%
3808	ASST COMMUNIC CBL WKR	9	1	11%	2	22%
7246	CIVIL ENGINEERING ASSOCIATE	311	31	10%	60	19%
5622	STEAM PLANT ASSISTANT	153	12	8%	18	12%
1860	ASSISTANT UTILITY BUYER	11	0	0%	0	0%
	Retirement Eligibility: Age 60 with at least 5 years of service, or Age 55 with at least 5 years of service, or Any age with at least 30 years of service					

WORKFORCE and SUCCESSION PLANNING

LADWP has several on-going programs regarding Workforce Planning. A Joint Labor Management Committee on Hiring meets regularly, with current and future issues being discussed.

When it was established in 2010, the Workforce Planning Group (WPG) conducted a Needs Assessment in order to create Strategic Workforce Operational Plans (SWOPs) for critical classifications within LADWP. A Workforce Planning Survey and SWOP Needs Assessment Matrix was completed by System/Division managers. As a result, SWOPs were developed for some of the critical classes. A sample SWOP (for Electric Distribution Mechanic Trainee) follows as Attachment A.

The WPG also focused on Succession Planning for critical positions to prevent the critical information and unique institutional knowledge of the incumbent in those positions from being lost as attrition occurs. A Succession Planning Guide was developed, and Succession Plans were developed as needed. A sample Succession Plan (for Director of Human Resources, a position in the Labor Relations Division) follows as Attachment B.

In 2012, the development of Succession Plans was decentralized and the Succession Planning Guide (Attachment C) was distributed to LADWP Managers in the Water, Power, and Joint Systems. Since that time, varying degrees of succession planning have been utilized by the Systems and Divisions. HR continues to be a resource to assist the Divisions in this effort.

In 2013, the Power System worked through a contractor to develop an Integrated Human Resources Plan. Activities continue through 2016.

Going forward, LADWP plans to create Workforce and/or Succession Plans for the following classifications: Electrical Service Manager (95% eligible to retire in 2019), Power Engineering Manager (88% eligible to retire in 2019), Water Utility Supervisor (89% eligible to retire in 2019), Equipment Repair Supervisor (71% eligible to retire in 2019), Heavy Duty Equipment Mechanic (61% eligible to retire in 2019), Truck and Equipment Dispatcher (85% eligible to retire in 2019), among others.

RECRUITMENT

LADWP has a small Recruitment Section within HR. Its current focus is the on-campus recruitment of Electrical, Civil, Mechanical, and Environmental Engineering Associates. It also coordinates the on-campus efforts for Utility Accountant. However, as LADWP's need for a more qualified and knowledgeable workforce increases, the Recruitment Section must grow and its focus must expand to include other classifications and recruitment venues.

As a first step, LADWP and the Personnel Department will partner in a Military Recruitment effort. In October of this year, the first on-base interviews will take place. Initially for Engineering Associates, the Department plans to expand the examining process for on-base efforts for other classifications for which the Military provides unparalleled training and experience.

LADWP's commitment to its Engineering Associate recruitment is strong. A Joint Labor Management Committee meets on a monthly basis to discuss all issues related to Engineer Recruitment, including on-campus recruitment, on-base recruitment, and on-campus interviews for Engineering Associates.

LADWP is continuing to work with the Personnel Department to identify other recruitment opportunities, as well as utilizing the Personnel Department's City website, and other career websites available to the Personnel Department as necessary.

EXAMINATION and SELECTION

There are 305 job classifications that are used to fill positions at LADWP, 121 of which are unique to LADWP and 184 of which are common classes also used by other City departments.

LADWP and the Personnel Department meet regularly to discuss Examining and Classification issues, and to identify issues that negatively impact LADWP's ability to expeditiously hire qualified staff. The following solutions were identified:

1. Personnel Department to evaluate and implement, where practicable, per City Charter Provisions, LADWP's request to administer examinations currently listed as "promotional" or "open and promotional" as "open only," in order to allow access to the most qualified candidates. This will allow LADWP to hire the best qualified candidates for a variety of critical classes, as well as those candidates most likely to complete LADWP's numerous temporary training periods.
2. Personnel Department to evaluate exam methodologies for LADWP's critical classifications and make changes, when practicable and beneficial, to expedite the hiring process and to better meet changing operational needs.
3. Personnel Department to expand recruitment and hiring for critical classifications (i.e., military bases, on-campus, and trade school interviews, and online testing).
4. Personnel Department to develop standards and processes for the use of same-day job offers for various job classes. This process can also be utilized in coordination with focused recruitment and exam administration in the Owens Valley.

LADWP identified 39 job classifications that are critical to their operations, all of which are unique to LADWP. For these 39 critical classifications, an eligible list must be established at all times with viable candidates available for immediate appointment. For the remaining 266 classifications, 90% of the eligible lists must be established within

180 days of LADWP's request for examination. Eligible lists for the remaining 10% of examinations must be established within 240 days of LADWP's request.

To meet these service levels, LADWP currently funds five positions at the Personnel Department – 3 Senior Personnel Analysts I, 1 Personnel Analyst II, and 1 Senior Administrative Clerk, as well as $200,000 in as-needed costs. To meet the demands of the expanded efforts, LADWP proposes to fund one additional Personnel Analyst II and $50,000 of as-needed funds. Additional resources are also being considered to assist in the examination process, such as providing the Personnel Department with $20,000 towards the purchase of new equipment necessary to administer the various examination methodologies.

In addition to discussion of examining issues, LADWP is also working with the Personnel Department on classification issues to better address LADWP's operational needs. Two new classifications are currently being developed: Utility Microbiologist and Utility Drafting Technician. Research and analysis is continuing at LADWP to identify additional opportunities for classification changes necessary to meet LADWP's needs.

TRAINING and DEVELOPMENT

LADWP has a dedicated Training and Development Section (T&D) within HR. T&D is committed to developing all employees to provide the essential supervisory skills necessary to lead the Department to fulfill our goals. Internal staff provides supervisory and leadership training.

Executive Leadership Development Program

LADWP needed a sustainable program of executive level training to both put into position a highly-trained workforce, and to prepare a pool of candidates for leadership succession. This program began in 2009 when the consultant, Kumamoto Associates, was awarded the contract to deliver this program. The Executive Leadership Development Program (ELDP) was designed and launched in July 2011. Curriculum was designed based on a needs analysis and competency map produced by surveys and interviews.

The target audience was members of the Management Employees Association (MEA) and the Association of Confidential Employees (ACE), representing approximately 360 managers. Students are nominated by managers and program alumni.

The program is a series of 10 modules spread over a period of approximately three to four months:

Module 1:	Selection of a Team Project Topic and Team Building Quick Start Technique
Module 2:	Directed Decision Making and Situational Leadership
Module 3:	Getting the Most Out of Others through Effective Coaching

Module 4: Organizational Culture and Savvy
Module 5: Performance Management and Discipline
Module 6: Strategic Budgeting Principles
Module 7: Building Successful Coalitions and Partnerships
Module 8: Putting Strategy into Action
Module 9: Dynamic Presentation Skills for Managers
Module 10: Team Project Presentations and Graduation

Students are assigned to teams, and these student teams remain together over the course of the entire series. This gives the students a chance to meet other managers from outside their own organization, and it also gives a simulation of dealing with high-level team dynamics. Each team is assigned a research project. Topics are suggested by executive managers throughout the department both as formal recommendations, and as an outgrowth of discussions and comments made at graduation and presentation delivery of prior series.

A total of 220 managers have gone through this program since it began. There have been nine full series completed and 47 team projects have been presented to the executive managers at LADWP at graduation ceremonies. Alumni activities include special invitations to local seminars, a dedicated internal website, a weekly electronic newsletter, and facilitated roundtable luncheons and discussions.

The staff of T&D completed a Train-the-Trainer program provided under the terms of the contract. T&D Trainers will be delivering the ELDP program in-house starting 2017.

Supervisory Development Program

Level 1 – Personal Leadership

Module 1: Leadership and Goal Setting-SUP101
Module 2: Two Way Communication & Customer Service-SUP102
Module 3: Intro to Interpersonal Styles-IPS101
Module 4: Decision Making-SUP104

Level 2 – Frontline Focus

Module 1: Supervisory Expectations-SUP 291
Module 2: Drug & Alcohol Awareness +DOT-SUP292
Module 3: Grievances & Discipline-SUP293
Module 4; Work Place Violence Prevention & Workers Comp-SUP294

Level 3 – Advanced Strategies

Module 1: Team Building & Synergy-SUP391
Module 2: Generations, Morale-SUP392
Module 3: Delegation-SUP395
Module 4: Employee Development-SUP394

KNOWLEDGE CAPTURE and TRANSFER

Since 2011, efforts for knowledge capture and transfer strategies have been considered and discussed. Four presentations of the ELDP teams have been on succession planning and/or knowledge capture and transfer.

In the past year, the Water System has implemented videotaping for knowledge capture and succession purposes, with questions prepared and the videotaping equipment available. They have captured some video and/or audio for various classifications, but full utilization is forthcoming.

The Power System and the Customer Service Division are using Microsoft SharePoint, while the Water System is looking into Google Glasses to capture specialized knowledge, as well as exploring options with various contractors and vendors. LADWP is working toward a uniform program for the capture and transfer of Department knowledge.

CONCLUSION

LADWP has been involved in Workforce and Succession Planning for many years. In approximately 2007, an Ad Hoc committee of the Board of Water and Power Commissioners looked into addressing the needs due to the impending retirement of LADWP staff. The Personnel Department attended the Committee meetings to report on examination and classifications issues.

To date, LADWP continues its commitment to Workforce and Succession Planning for a qualified workforce in the future. This will ensure that LADWP continues to provide our customers and the communities we serve safe, reliable, and cost-effective water and power in a customer-focused and environmentally responsible manner.

Two Year Strategic Plan

1. Ensure staffing and contracting resources meet Dept. needs, including succession planning
2. Develop a long-range (10 years) IT strategic plan
3. Improve the executive-level governance effort
4. Extend project management practices
5. Improve the disaster recovery plan
6. Complete the mobile application for employees to access MYDWP information

Two Year Strategic Plan cont'd

7. Replace legacy systems and consolidate applications
8. Evolve Maximo for consistent use across the Department
9. Create implementation plan for major enterprise resource planning (ERP) system conversion
10. Migrate to Data Center Co-location Facility

Two Year Strategic Plan Cont'd

12. Comply with Payment Card Industry (PCI) Requirements
13. Use "Smart Meter" pilot program to generate bills
14. Create Monthly Billing pilot program
15. Continue to increase cybersecurity
16. Support physical facilities and office relocations
17. Improve the Customer Service experience

ITSD List of New (Unfunded) Position Requests

Class Title	Class Code	No. of Positions	Position Nos.	GOALS	% FTE Allocation Against Goal/s	FI	Job	FY	Justifications	Manager
Information System Operations Manager I	1411	1	535	1.5, 10, 15	100%	16402	Z4200	FY16/17 and out	The ISOM I position will oversee the physical management of the datacenter space allocation	AC
Management Analyst II	9184	1	TBD	1	100%	7016306	Z1003	FY 16/17 and out	ITSD was approved to increase staffing by 65 positions for FY 16/17. With a more recent decision to increase staffing by another 100 positions, this new position will allow Admin Svcs Ofc to meet the division's growing administrative support needs. The position will assist in performing budget coordination activities which include but are not limited to coordinating and developing ITSD's annual budget including assisting organizational managers in budget formulation and section budget preparation; entering budget estimates; reviewing monthly cost reports to monitor expenditures and address budget variances; maintaining the chargeback process; developing and maintaining organizational charts and the Division's Annual Personnel Resolution; researching and analyzing budget related problems and making recommendations for solutions; conducting historical trend and cost analysis; preparing various budget-related reports and documentation; creating and tracking work orders and maintaining the work order hierarchy; preparation, monitoring and processing of specifications, contracts, legal agreements, personal services contracts, Board letters and resolutions, Requests for Proposal (RFPs) and other contract related documents; interact with the City Attorney's Office, Purchasing, Risk Management and Accounting to address complex invoices and contract service issues; establish processes to support contract administration. Additionally, general administration activities will include but are not limited to functioning as an Assistant Equal Employment Opportunity Coordinator and Reasonable Accommodation Coordinator; researching, gathering data and preparing various personnel documents; reviewing and approving selection packages; participating in the interactive and reasonable accommodation processes; assisting in the preparation of disciplinary actions; assisting with space coordination; performing other related administrative tasks and special projects as directed by management that may entail research, interpretation and preparation of reports and correspondence; and interacting with staff at various levels within ITSD and LADWP.	AK
Senior Administrative Clerk	1368	1	TBD	1	100%	7016306	Z1003	FY 16/17 and out	ITSD was approved to increase staffing by 65 positions for FY 16/17. With a more recent decision to increase staffing by another 100 positions, this new position will allow Admin Svcs Ofc to meet the division's growing clerical support needs. The position will perform timekeeping and personnel duties including but not limited to the validation and transmittal of time, processing of Personnel Action Notices (for numerous 1-5 special emergency appointments and temporary upgrades), Time Roll Corrections, leaves of absence and other associated payroll and personnel forms. Additionally, this position will perform training and travel coordination. As in all other clerical positions within ASO, this position will also be cross-trained and will serve as backup support/relief for the timekeeping, Purchasing Card administration, and invoice certification desks and perform other related clerical duties based on operational needs.	AK
Senior Systems Analyst I	1597	2	38282, 38283	15				FY16/17 and out	These positions will support the Enterprise Information Technology Security by providing audit coordination and facilitation for Security Group. Compliance activities will include regulatory and industry compliance activities related to data gathering, analysis, and reporting. Activities also include providing coordination efforts with internal and external stakeholders, during audit events. The positions will support the IT Security Program with emphasis on the development and maintenance of policy, standards, and guidelines. The positions also will perform activities related to planning, facilitating, and maintaining liaison work with critical LADWP divisions in the form of the IT Security Committee. The administrative duties will include writing and administering of RFPs, bids, and contracts for new equipment and professional services required to design, implement, test, repair, and document the LADWP's Cyber Security Systems and other related IT-related systems. IT Security Training programs will be facilitated by these positions, an area that is not engaged to a desired level within the compliance group. These programs will concentrate on both regulatory and operational training requirements.	DA
Information Services Specialist	1456	2	37993, 54892	15				FY 16/17 and out	These positions will provide first line cyber security defensive functions including review, analysis, and triage of security events. This is critical since the SIEM tool has been deployed and is currently monitored as time permits since existing personnel are also handling other critical functions and are unable to dedicate to performing the analytics and triage required for an effective incident response posture	DA
Information Systems Manager I	1409	1	670	17				FY 16/17 and out	This position is responsible for managing the rates implementation for Customer Information System; responsible for rates ordinance interpretation, rates implementation, and managing queries and reports related to CIS.	FC
Information Systems Manager I	1409	1	46733	17				FY16/17 and out	The duties are currently performed by the Assistant Director II and another Information Systems Manager II on overtime, outside of normal business hours. The ITS/CIS group has taken on additional responsibilities. There are currently close to 700 pending work items. Both the Assistant Director and the other Information Systems Manager II work overtime to manage the workload. Not filling the position will result in work that is unmanageable and that receives inadequate attention. The quality of CIS support may be compromised and will adversely affect our ability to support the department's meter-to-cash operation and major projects. With the technical staff size of 91, an additional Information Systems Manager I is needed to manage the workload and to facilitate staff development.	FC
Programmer Analyst V	1431	2	TBD	17				FY16/17 and out	CIS is a complex system which consists of Customer Care and Billing System, Mobile Workforce Management System, Meter Data Management System, and 50+ interfaces. It is important for the code fixes and enhancements to be deployed correctly and consistently to safeguard the integrity of the system. Additionally, CIS is a major financial system in which information security is of critical importance. Therefore, proper segregation of duties needs to be built into application security for check and balance to comply to audit requirements.	FC
Programmer Analyst V	1431	1	TBD	13				FY 16/17 and out	Supervise the work of the MDM, CBB0MDM-MWM SGRDP Team members.	FC

ITSD List of New (Unfunded) Position Requests

Class Title	Class Code	No. of Positions	Position Nos.	GOALS	% FTE Allocation Against Goal/s	FI	Job	FY	Justifications	Manager
Programmer Analyst III	1431	2	TBD	13				FY 16/17 and out	These positions will support MDM batch jobs including but not limited to scheduled reads and any catchups for backfill of reads; will also support CCB-MDM integration batch jobs and realted exceptions.	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support the VEE and VEE exceptions process.	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support MDM configuration as related to device event, measuring components and other needed configuration.	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support MDM XAI services and Remote Commands initiated from MDM	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will develop conversion programs for meters in CCB to provide 13-month reads to MDM.	FC
Programmer Analyst IV	1431	1	TBD	13				FY 16/17 and out	This position will supervise the CCB and MWM work for Smart Meters.	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will supervise the work of the CCB for Smart Meters.	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support emeter configuration, meter invetnory and meter maintenance (meter test modules etc.).	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support the batch jobs for CCB-MDM Sync and related data exceptions.	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support any additional customization related to Smart Meters	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support the Itron SGG and MV90 adapter and the interface between SOA/MDM/Headend	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support the CCB-MDM Sync Integration.	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will develop and support the Opt Out interface for customers that would like to opt out of Smart Meter deployment.	FC
Programmer Analyst III	1431	2	TBD	13				FY 16/17 and out	These positions will support the existing Meter Install interface (CCB-EWMIS) and smart meter full deployment.	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position will support the PIPs and any customization related to Smart Meters	FC
Programmer Analyst III	1431	1	TBD	13				FY 16/17 and out	This position wil support the Meter Inventory and Meter Test interface	FC
Programmer Analyst V	1431	1	TBD	17				FY 16/17 and out	This position will supervise the work of the Corporate Financial Reports and CIS (CCB-MDM-MWM) Operational Reports.	FC
Programmer Analyst IV	1431	1	TBD	17				FY 16/17 and out	This position will supervise the work of CIS (CCB-MDM-MWM) Operational Reports	FC
Programmer Analyst III	1431	2	TBD	17				FY 16/17 and out	This position will support the CIS (CCB-MDM-MWM) Operational Reports. Including additional reporting needs for SGIP.	FC
Sr Systems Analyst I	1597	1	TBD	4				FY 16/17 and out	This position will lead the project planning needs for SGIP for the CIS team.	FC
Systems Analyst II	1596	1	TBD	4				FY 16/17 and out	This position will support the Settlement and day-to-day CIS operations, including on boarding of consultants, collect the project plan updates, log contract expenditures, and support daily logistics.	FC
Systems Analyst II	1596	2	TBD	4				FY 16/17 and out	This position will support the SGIP project, including on boarding of consultants, collect the project plan updates, log contract expenditures, and support daily logistics.	FC

ITSD List of New (Unfunded) Position Requests

Class Title	Class Code	No. of Positions	Position Nos.	GOALS	% FTE Allocation Against Goal/s	FI	Job	FY	Justifications	Manager
Management Analyst	9184	1	31963	1, 17				FY16/17 and out	Service Desk contract support (copier contract).	GA
Systems Aides	1599	4	TBD	1, 16, 17		711-9625	Z4226	3	This function is critical for the Service Desk Section to meet the physical inventory requirements of the Internal Control Certification Program (IPCC), to meet urgent PC deployment needs for new employees and employees who have non-functional PCs, and to deploy numerous computer equipment for the PC refresh. IPCC requires a periodic inventory of computers and printers which has not been performed for a number of years. The Department has a PC refresh policy to upgrade/replace all PCs every 5 years and all laptops every 4 years to avoid major system failures due to hardware age and avoiding work interruptions due to PC problems. Computers must also be periodically upgradad to meet hardware requirements for upgraded software applications enabling the upgraded software to operate as designed.	GA
Systems Analyst II	1596	3	38269, 38341, 38342	1, 15, 17		711-9625	Z4226	FY16/17 and out	This function is critical to secure our IT environment. Personal computers are required to be patched in a timely manner to meet the security compliance requirements. DMTG implemented Network Access Control (NAC) to disallow personal computers from logging on to our network through our Virtual Private Network (VPN) if the personal computers don't have the requisite antivirus or OS patches installed. However, we have not implemented NAC on our internal network because there are still too many LADWP-owned computers without the required patches. To properly secure our entire IT environment, we need to implement NAC on our internal network and upgrade PowerBroker software. These positions will investigate approximately 2,000 personal computers that have not been patched, and they will resolve the issue. They will ensure that SCCM agents are active and healthy on LADWP personal computers. Currently, DMTG has one Sr. Systems Analyst and two employees on a part-time basis, who are on loan from the Service Desk. This is insufficient to meet a 100% success rate in patching all the personal computers and perform all the responsibilities outlined above. DMTG needs these positions because installing security patches and updates are labor intensive. Some personal computers have to be patched manually or, on occasion, reimaged when the automated patch fails. Furthermore, when the Water System and the Power System add 350 employees for FY16/17, the two employees, who are on loan from the Service Desk, will need to return to the Service Desk.	GA
Sr. Systems Analyst II	1597	1	TBD	1, 6, 16, 17				FY 16/17 and out	This position will supervise one Senior Systems Analyst I responsible for the Deployment Group which creates and manages PC images, manage laptop encryption, and installs computers, laptops, monitors, printers and other peripherals and handle computer salvage equipment for the entire Department. This position will also supervise one Senior Systems Analyst I in charge of the Procurement Group of the Service Desk. The group manages and administers three multi-year, multi-million dollar contracts that provide most of the computer hardware and software for the Department as well as a multi-year, multi-million dollar photocopier contract that provides over 400 networked copiers for the entire Department. The group also oversees the computer hardware and software standards committee and is actively involved in reviewing new technology and coordinating the establishment of new standards that affect the entire Department. This position will also provide project management of IT service desk programs, projects and initiatives; assess and evaluate IT service desk hardware and software solutions; interfaces with vendors, consultants, and departmental user representatives from all divisions to coordinate IT service requests for products and services; coordinate the section's training and safety programs; and participates in the Information Technology Infrastructure Library change management, release management and continuous service improvement programs to provide effective and efficient IT services throughout the department.	GA
Information Systems Manager I	1409	3	671, 47046, 47047	1, 2, 3, 4, 5, 7, 9, 10, 12, 13, 15, 16, 17				FY16/17 and out	The positions are responsible for planning, directing, and overseeing the various functions and staff of the newly established teams to meet LADWP's growing infrastructure needs and Payment Card Industry (PCI) compliance requirements. (1) Distributed Infrastructure Services Team - The hardware infrastructures support the Department's critical systems for customer information, email messaging, and directory. (2) Distributed Software Infrastructure & Services Support Team - The software infrastructures support the Department's critical systems for customer information, email messaging, and directory. (3) Distributed Application Systems Support Team - The distributed application systems support the Department's critical systems for customer information, email messaging, and directory.	HL

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Class Title	Class Code	No. of Positions	Position Nos.	GOALS	% FTE Allocation Against Goal/s	FI	Job	FY	Justifications	Manager
Systems Programmer I	1455	9	51100	1, 5, 6, 8, 10, 12, 13, 15, 16, 17				FY16/17 and out	These positions are required to provide support to the newly established teams. (1) Distributed Infrastructure Services Team - One SP I position will be responsible for supporting the server and ESX environments to keep current frontline applications operational. One SP I will be providing support to the enterprise storage environment, reviewing PCI logs to ensure compliance, managing Geographic Information System infrastructure data and performing storage capacity review to ensure sufficient storage capacity for layer, images, etc. One SP I will be assigned to support data center operations at LADWP's co-location facility to develop and maintain service maps to properly prepare and respond to outages, and to ensure monitoring equipment is configured and functioning properly to maximize equipment uptime. (2) Distributed Software Infrastructure & Services Support Team - One SP I is required for provisioning/de-provisioning, troubleshooting iPad and other mobile tablets, configuring mobile integration with enterprise applications, installing software and applying security patches and system upgrades on mobile devices. One SP I is responsible for the configuration and support of LADWP's enterprise email and messaging infrastructure, providing day-to-day support to the email and messaging environment and email archival solution. Two SP Is will be implementing computer infrastructure necessary for meeting PCI compliance requirements and providing support and daily maintenance to this computer infrastructure. (3) Distributed Application Systems Support Team - One SP I will be providing day-to-day technical support to critical application systems such as Maximo, Interactive Voice Recognition (IVR), Internet Protocol Call Center (IPCC), Enterprise Content Management (ECM), etc. to ensure proper and uninterrupted functioning of these systems. One SP I will be responsible for the technical support of Oracle Enterprise Monitoring and ServerAlive system to monitor mission critical applications such as Customer Information System, Customer Relations Management, Maximo, IVR, IPCC, ECM, etc. to ensure that applications problems are detected and troubleshooting efforts are made promptly.	HL
Systems Programmer II	1455	3	TBD	1, 5, 6, 7, 8, 12, 13, 15, 17				FY16/17 and out	These positions are required to provide support to the newly established teams. (1) Distributed Software Infrastructure & Services Support Team - One SP II is required for designing, installation, and configuration of Mobile Device Management (MDM), applying upgrades and patches of MDM, and designing secure mobile infrastructure to protect LADWP data. One SP II will be responsible for providing high level design of PCI infrastructure environment, leeding implementation of computer systems focusing on PCI compliance review and other security control evaluation activities. (2) Distributed Application Systems Support Team - One SP II will be advanced level technical support to critical application systems such as Maximo, IVR, IPCC, ECM, etc. to ensure proper and uninterrupted functioning of these systems.	HL
Systems Programmer III	1455	1	38668	1, 2, 3, 5, 6, 7, 8, 10, 17				FY16/17 and out	This position will serve as the supervisor for the Application Systems Support Group in managing nine Systems Programmers responsible for application system and monitoring system support. This group will consolidate fractional support of various application system support staff and leverage number of staff for redundant support coverage for application systems such as Maximo, IVR, IPCC, ECM, and other enterprise application systems where there is no dedicated system group support. Since these systems are critical to LADWP's daily operations in asset inventory, time tracking, customer payment over the telephone, and accurate laboratory reports, it is crucial to have a Sr. SA overseeing the group and ensure the systems are functioning properly and continuously.	HL
Systems Programmer III	1455	1	TBD	1, 2, 3, 5, 10, 15, 16, 17				FY16/17 and out	This position will serve as the supervisor for the Data Center Management Group in managing 3 Systems Programmers and 3 Systems Analyst II positions. This position will provide supervision and overall technical lead in design, implementation, and daily support of the Department's Data Center Infrastructure Management (DCIM) solution (StruxureWare); other duties include providing consultation on the new application architecture and implementation design, working with application administration teams to develop and maintain accurate service maps, setup problem support structure and service level agreements, coordinate infrastructure and services needs, assisting in the development of data center best practices and procedures, ensuring that monitoring equipment is confiured and functioning properly, and ensuring maximum equipment uptime. Other duties also include data-to-day supervision, prepare budgetary and expenditure proposals, and performs full range of supervisory responsibilities.	HL

ITSD List of New (Unfunded) Position Requests

Class Title	Class Code	No. of Positions	Position Nos.	GOALS	% FTE Allocation Against Goal/s	FI	Job	FY	Justifications	Manager
Systems Analyst II	1596	6	45973	1, 5, 10, 15, 16, 17				FY16/17 and out	These positions are required to provide support to the newly established teams. (1) Distributed Infrastructure Services Team - One SA II is required for supporting the server & ESX environments to keep current frontline applications operational. One SA II will be providing support to the enterprise storage environment, reviewing PCI logs to ensure compliance, managing Geographic Information System infrastructure data and performing storage capacity review to ensure sufficient storage capacity for layer, images, etc. Two SA II will be assigned to support data center operations at LADWP's co-location facility to develop and maintain service maps to properly prepare and respond to outages, and to ensure monitoring equipment is configured and functioning properly to maximize equipment uptime. (2) Distributed Software Infrastructure & Services Support Team - Two SA IIs will be responsible for providing support and daily maintenance (e.g. system administration, application configuration and installation) of computer infrastructure required for meeting PCI compliance requirements.	HL
Sr. Systems Analyst I	1597	1	TBD	1, 8, 12, 15, 17				FY16/17 and out	This position will oversee the Distributed Services Group of the Distributed Software Infrastructure & Services Support Team. The Distributed Services Group is responsible for security administrations, infrastructure service deployment, audit compliance, and document request processing. Currently, there is no dedicated supervisor for this support group. The existing Information Systems Manager II is performing the supervisory functions and fulfilling service requests while a SA II is assisting with some of the technical work. Additionally, overtime is being used to catch up on service requests to prevent delays in providing user account access and other services. Dedicated supervision is crucial to the development and implementation of new procedure and improvements so that service requests can be addressed more efficiently and service delays can be minimized.	HL
Electrical Engineering Associate I	7525	2	664, 28346	1, 5, 7, 12, 13, 15, 16, 17		28405	Z4750	FY16/17 and out	Support and expansion of Smart Grid project or building of a new network. Continuous support of PCI compliance. Contact Center upgrade project, Chatsworth Contact Center, and all the training rooms for the new agents.	HP/AH
Electrical Engineering Associate I	7525	1	46722	1, 5, 7, 15, 16, 17		28405, 28840, 4050405	P6106, Z0123, Z4710, Z8000, Z9590	FY16/17 and out	Telecom provides support to the Substation Automation Project (SASII) project schedule and projects have increased as SASII is progressing. Cable Transport is also upgrading the sonnet fiber infrastructure and providing dedicated 100 MB/second circuits from ECC to all RS and GS under CRQ53564. Telecom support for transformer monitoring is also a part of this work. These projects are all running concurrently and our resources are being stretched. Inside Cable Shop is also supporting this work and will need to have adequate resources in place.	HP/CM
Systems Programmer I	1455	1	38223	1, 5, 7, 10, 13, 15, 16, 17				FY16/17 and out	Fault Manager upgrade project is behind schedule; unable to add needed node licenses and redesign network NNMi. Cyber Security Compliance team request for NOC to adopt system technical spec to ensure automated tracking of CIP compliance items. NOC log and NOCZone migration project delays to move off of Windows 2003 servers. Request to support JFB-NOC CIP Facility Manager role and responsibility. Interactive Remote Access request from NE&S to provide jump host with dual factor authentication and CIP compliance support. Request from NE&S to review and implement Splunk. Deferral of maintenance and support for Ciscoworks, VitalNet, and providing minimal support for new applications like FOR Nimba. Succession planning, as the NOC NMS administrator is scheduled to retire within the next year.	HP/JV
Electrical Engineering Associate I	7525	2	646, 663	1, 5, 7, 15, 16, 17		28405	Z4711, Z4712, Z4730, Z4740, Z8000, Z8020, Z8040	FY16/17 and out	There will be a lot of work in future years to replace our existing TDM digital microwave systems with new packet-based systems as well as working with phone companies to replace 4-wire leased RTU circuits which will be phased out in a few years with new T1 or packet-based leased services.	HP/MA
Electrical Engineer	7539	1	TBD	1, 3, 4, 5, 7, 13, 15, 16, 17				FY16/17 and out	Plans, directs, spervises, trains, and coordinates the activities of the Control Systems Network engineering staff and several project groups involve din studying, designing, developing, specifying, procuring, implementing and reviewing telecommunications infrastructures/services and information systems serving the Department's Smart Grid, Substation Automation System, Supervisory Control and data Acquisition (SCADA), NERC/FERC Critical Infrastrucutre Protection (CIP) Cyber Security compliance and other mandated regulatory compliance requirements. Works as Control Systems Network Coordinator/project manager/lead coordinator to oversee the planning and upgrading of telecommunications sytems required for supporting the Department's operations. Advises and confers with management personnel Departmentwide in analyzing communications and information system needs, methods, and procedures; participates in various working groups for improving organizational effectiveness. Assists in budget preparation and intermediate and long range planning. Acts for the Section Manager in his absence.	HP
Assistant Communications Cable Worker	3808	2	26247, 26248	1, 7, 13, 16		4050405	Z9590	FY 16/17 and out	Regulatory work, mandated Green-Power projects and court ordered Owens Dry Lake related work. Valley Cable Shop consistently runs at a high overtime level and experiences delays in completing projects. Providing additional personnel to complement existing crews will reduce overtime levels, reduce project delays, and speed up project completion times. Not adding these positions may mean mandatory/regulatory violations due to project delays and missed deadlines.	JC

ITSD List of New (Unfunded) Position Requests

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Communications Electrician	3686	3	26120, 26186, 26187	1, 7, 15		3055120, 4050405	Z9560, Z9589	FY 16/17 and out	Understaffing at Boulder and Valley Telecom Shops. Without addition of these positions the demands of regular electronic and telecommunication systems cannot be met. In addition the two person driving policy requires at least one additional person in the shops to ensure compliance and adequate coverage during the workweek. The high level of demand on labor will continue in the foreseeable future. Even with increases in overtime the demand for labor cannot be met with the existing workforce. The Boulder Shop is especially affected by inadequate staffing due to scheduled time off and unplanned leave such as sick time. Since the shop covers a large geographic area and a number of dispersed work locations, there is no margin for missing personnel. Providing adequate personnel during unscheduled visits such as emergencies is a challenge. Not adding positions to both shops may lead to continued exposure to high risk of system failure and regulatory non-compliance.	JC
Electrical Engineering Associate I/II	7525	2	TBD	1, 5, 7, 10, 13, 16 & 17				FY16/17 and out	These positions will address, expand, and dedicate Fiber Optics Enterprise engineers to the following Department driven projects: Substation Automation/Supervisory Control and Data Acquisition project; SmartGrid; support for the relocation of DWP staff, equipment, and facilities to new/leased buildings; reliability of Power grid and water systems - replacing aging copper connections with new fiber optic network links, add and modify our fiber infrastructure to increase the redundancy and reliability of the power and water systems networks. Additionally, to maintain the reliability and efficiency of our citywide fiber infrastructure, we need to constantly add/modify our fiber backbones and FOE engineers must work with the City on projects that affect our existing fiber infrastructure and minimize or eliminate disruptions to our network operations by good planning and engineering. These positions are critical to the continued operation and maintenance of all existing lit and dark fiber optic network circuits, maintaining/expanding our customer base, and maintaining and expending fiber generating revenues.	KK
Data Base Architect	1470	1	45968	1, 2, 7		7119635	Z3106	FY16/17 and out	This position is being requested to support enterprise databases running on Oracle, SQL Server, IBM DB2. This position will support the databases for the enterprise GIS environment. As the organization is growing to support new capital infrastructure projects, databases are the backend to all the enterprise systems supporting those projects. The work entails working with Engineers, Systems Programmers, Programmer Analysts and System Analysts to provide comprehensive support for all databases accessed by LADWP applications. Database administration duties include: installation, configuration of new databases; data conversion; database monitoring and performance tuning; backup and recovery; implement high availability and disaster recovery; apply security best practices to ensure database security; develop, implement, and oversee database policies and procedures to ensure the integrity, security, and availability of databases and their accompanying software; data modeling and database design; assist Programmers and Systems Analysts to apply database technology to new applications; working with SQL Developer and Transact-SQL, database creation, data loading, data conversion, data migration, views, triggers, and stored procedures logic, backup and recovery, version migrations, and security patching; troubleshooting and resolution of database related problems; and setup spatial database engines such as ESRI's ArcSDE.	MG
Information Systems Manager I	1409	1	38026	1, 3, 4		28895, 4010015, 4010040	Z3107, Z3279, Z4336, Z4337	FY16/17 and out	One Information Systems Manager (ISM) I position will assist the ISM II position on all aspects of managing the Business Systems Support section. This section oversees the work of 60+ employees including matrixed staff to Water and Power systems, GIS applications, MyDWP, Document and Records Management, Corporate databases, ITSR system, Fleet matrixed staff, eRSP and Accounts Payable (AP) systems, etc. The work includes budgeting, staffing, directing, contract development, contract administration, time approvals, and project management. This position will also help with succession planning as the experience gained will make for a smooth transition to the next step. The ISM I will directly oversee the following areas: MyDWP, ITSR, and Filenet or the document and records management system.	MG
Information Systems Manager I	1409	1	47044	4, 7, 9		28895, 4010015, 4010040	Z3107, Z3279, Z4336, Z4337	FY16/17 and out	This ISM I position will directly oversee the eRSP, Accounts Payable, and related systems. The work is currently being performed by an over tasked ISM II with over 15 direct reports. Additionally, having two ISM Is in place would help with succession planning. The workload is very high requiring at least 10 hours a day. There are numerous projects in this section requiring the attention of current the ISM. Having two ISM positions will help with work distribution and allow us to better focus on the projects and on project planning which is an area identified by the IEA survey as needing attention. The workload continues to increase in order to respond to organizational needs. For example, GIS applications is a new area that is filling an organizational need. Agile development groups may need to be established to keep up with the needs and delivery speed. There are approximately 60 employees in this section. The ISM II currently has over 15 direct reports. The number of systems or projects being worked on is in excess of 100. The filling and backfilling of positions is constant especially lately due to retirements and promotions. The ISM II is working on three contracts simultaneously and doing contract administration on another. Due to staffing, the ISM II is directly overseeing the MyDWP project, ITSR and some of the document and records management projects. Having an ISM II consumed by so many daily responsibilities does not allow time for proper planning and project management. The ISM I will focus on supply chain systems including eRSP and its related interfaces to Maximo, Accounts Payable and the Power Matrix staff as well as the Fleet Matrix staff.	MG

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Programmer Analyst II	1431	2	38195, 38196	17, 6		28895, 4010015	Z3107, Z4337	FY16/17 and out	The intranet website http://mydwp has grown tremendously and there is an increase in demand for more websites built for divisions. Adequate resources are needed to continue developing more intranet presence, supporting the intranet, providing website maintenance and fulfill new business requirements. Currently, there are only two full time employees handling a high volume of workload in managing numerous websites and applications such as myDWP, the Human Resources site, Supply Chain Services site, DWP Announcements, Labor Relations' Salary information, Phone Directory, Job Postings, etc. There is difficulty handling the current workload due to the problem of under staffing. If these positions are not provisioned, the impact of covering these tasks will affect other activities such as keeping content up to date, training content owners for content contribution, troubleshooting reported problems, or developing new websites. In addition, there are many requests for interactive fillable forms for department use but cannot be fulfilled due to insufficient resources. All the development efforts are behind schedule and are pending this resource in order to get started. This work is critical for DWP and other systems.	MG
Programmer Analyst II	1431	2	38197, 38198	1, 17		28981, 7119635	Z3295, Z3304, Z4902	FY16/17 and out	Datacap is a document and electronic file capture solution that front-ends FileNet. It allows users to essentially "empty file cabinets," scanning the documents and storing them in FileNet. There are an increasing number of requests for document capture as an automated process. This PA II position will help to automate the process of ingesting documents and forms into our document and records management system (Filenet) through the use of the IBM product, Datacap. This will reduce manual data entry and help DWP to reduce its use of paper, save space and comply with legal mandates as documents will be in a searchable system. One of the biggest problems of the Department is what to do with our old paper records. The standard protocol is to keep the paper files around for months/years. ITSD is constantly looking for opportunities to increase efficiency and reduce costs. Datacap will be the solution by allowing users to process documents to extract useful information and deliver content and data to back-end systems. This resource will be focused on achieving this goal. As for the other position, Geographic Information Systems (GIS) technologies are critical tools for improving the quality, accuracy, efficiency, and responsiveness of government services provided by the Department. As user and system demands for improved functionality, availability and reliability continue to escalate in several computing environments including mobile, an increased complexity in GIS infrastructure and services will be required; however, currently none are dedicated to GIS Mobile projects. This position will focus on and understand the specifics to ensure a variety of qualitative research methods for gathering information from key decision makers and field data collection. The position will mainly participate on the department wide GIS related projects but also assist on other BSS projects. The mobile GIS would supplement or replace a paper survey that has been in place and using a mobile GIS as a tool for field data collection is rapidly advancing. The rapid technological advancements can be attributed to more powerful mobile GPS devices that are able to process and collect GIS data quickly and easily.	MG
Programmer Analyst II	1431	2	TBD	1, 17		28961		FY 16/17 and out	Geographic Information Systems (GIS) technologies are critical tools for improving the quality, accuracy, efficiency, and responsiveness of government services provided by the Department. As user and system demands for improved functionality, availability and reliability continue to escalate in several computing environments including mobile, an increased complexity in GIS infrastructure and services will be required; however, currently none are dedicated to GIS Mobile projects. This position will focus on and understand the specifics to ensure a variety of qualitative research methods for gathering information from key decision makers and field data collection. The positions will mainly participate on the department wide GIS related projects but also assist on other BSS projects. The mobile GIS would supplement or replace a paper survey that has been in place and using a mobile GIS as a tool for field data collection is rapidly advancing. The rapid technological advancements can be attributed to more powerful mobile GPS devices that are able to process and collect GIS data quickly and easily.	MG
Programmer Analyst V	1431	2	38371, 38372	1, 17, 6		28981, 4010015, 4010040,	Z2904, Z3107, Z3296, Z4337, Z4902	FY16/17 and out	GIS applications support Water, Power, real estate and customer service (future) in their day to day business decisions and facilitate their day to day operations. This newly formed group has multiple requests in the queue and has already accomplished several GIS applications with much user satisfaction including real estate GIS application and a new navigateladwp system. The work is standardized on the ESRI products, ArcGIS, ArcSDE and Oracle databases in the backend. The work is currently being done by one individual on a part time basis with plans to switch to full time shortly. Additional positions are requested including this one to provide direction and leadership to the newly formed GIS applications group in ITSD. MyDWP has a very high volume of work as we migrate the various intranet websites into MyDWP. We have many requests in the queue. Content contribution is also being done by ITS which is problematic as it is very time consuming. The ISM II is currently fulfilling the job of a PA V on a part time basis in order to provide leadership, direction and contracts for the group. This function is critical as MyDWP presence on the internet, intranet and on mobile devices makes it convenient and a desirable solution for content management and access to DWP information.	MG

ITSD List of New (Unfunded) Position Requests

Class Title	Class Code	No. of Positions	Position Nos.	GOALS	% FTE Allocation Against Goal/s	FI	Job	FY	Justifications	Manager
Systems Analyst II	1596	2	44783, 51123	1, 5, 7, 8		28895, 4010040	Z3279, Z4336	FY16/17 and out	Assist with new phases, features, and modifications of the Electronic Request-Solicit-Procure (eRSP) system. Examples include, but are not limited to, long term data archival solution, large Invitation for Bid attachment solution, a complete disaster recovery solution, a comprehensive system performance and monitoring solution. Assist Supply Chain Services with the routine maintenance and support of the business configuration of the eRSP system (e.g. attachment schemes, electronic workflow, roles, etc.). Assist with the routine maintenance and support of the technical configuration of the eRSP system components (e.g. application server, email utility, system health monitor, and web server) necessary for continuous system operation. Assist with the on-going maintenance of technical system documentation. Assist with internal and external eRSP system stakeholder support issues that are of a technical nature. Assist with new phases, features, and modifications of the Electronic Request-Solicit-Procure (eRSP) system. Examples include, but are not limited to, upgrading to new versions of the core O&PEN software from the eRSP system software manufacturer, integrating eRSP into AP Filenet 3-Way Match system to prepare for the retirement of the legacy mainframe IPRP system, eliminating the eRSP to IPRP interface once IPRP is retired, and integrating the eRSP system with the new financial system that will replace the legacy financial system. Assist with the routine maintenance and support of the eRSP system integration with the legacy mainframe IPRP system (until it is retired), the City of Los Angeles BAVN system, the Maximo system, and the future financial system. Assist with the creation and maintenance of system functionality documentation. Assist with internal and external eRSP system stakeholder support issues that are of a technical nature. This work is critical because the eRSP system is a mission critical enterprise wide system for the Department. Without timely and thorough support, the Department may not be able to meet procurement related goals and objectives as established by executive management. The business configuration work is currently being performed by a sub-contractor to the eRSP system software manufacturer. The technical support of the eRSP system is currently being performed by a Senior Systems Analyst II and a Senior Systems Analyst I who are juggling many priorities.	MG
Systems Analyst II	1596	2	TBD	1, 5, 7, 17		4010007,		FY 16/17 and out	One Systems Analyst II to support Filenet; one Systems Analyst II to support the ITSR system.	MG
Programmer Analyst III	1431	2	TBD	1,15		312-3150	B9512/P0403	FY16/17 and out	One programmer analyst to support ECC for the elogger application. One programmer analyst to support Sigma Flow application for CIP compliance. Both positions will report to the ECC. Both applications are critical. The first is for ECC operations and is used by the dispatchers. The second is critical for CIP compliance	MG
Systems Programmer II	1455	1	TBD	1,15		312-3150	B9512/P0403	FY16/17 and out	This position will support the infrastructure for the Sigmaflow application and all its related CIP compliance requirements. The position will also assist ECC in all their CIP related requirements	MG
Communications Cable Worker	3802	1	TBD	1, 16				FY 16/17 and out	Substation Automation System II (SASII) requires resources for fiber splicing, termination and certification. This work has begun and is scheduled over the next 5-7 years and will continue until all 200+ RS/DS are upgraded. This averages to 3.3 RS/DS stations per month for the next 5 years. Each site will take approximately 60 Labor Hrs. Our crews typically work in teams and in order to meet this customer's expectation from ITS, we will need to request an increase in staffing of 1-Communications Cable Worker and 1-Assistant Communications Cable Worker in anticipation of the projected workload for this project.	RB
Asst Communications Cable Worker	3808	1	TBD	1, 16				FY 16/17 and out	Substation Automation System II (SASII) requires resources for fiber splicing, termination and certification. This work has begun and is scheduled over the next 5-7 years and will continue until all 200+ RS/DS are upgraded. This averages to 3.3 RS/DS stations per month for the next 5 years. Each site will take approximately 60 Labor Hrs. Our crews typically work in teams and in order to meet this customer's expectation from ITS, we will need to request an increase in staffing of 1-Communications Cable Worker and 1-Assistant Communications Cable Worker in anticipation of the projected workload for this project.	RB
Information Systems Manager I	1409	1	47045	1, 7, 9				FY 16/17 and out	Supervise and manage the development, support, and replacement of the financial applications such as RCAS Cost, General Ledger and budget as well as the reporting applications. Provide technical and analytical direction to ITSD staff and coordinate with Financial Services Office users and vendors. Develop the Request for Proposal, contract and budget, short term and long range goals for the financial system replacement project. Develop a training program for staff in developing and supporting the financial systems.	RKC
Programmer Analyst IV	1431	1	437	1, 8, 9				FY 16/17 and out	The work is for financial month end process and its critical that Maximo Cost difference Register process run accurately and timely to meet financial close timelines. Maximo supply chain configuration and financial interfaces were developed by a system integration contractor. The financial systems at LADWP are custom and therefore required a significant effort as well as a technically complex solution to integrate with Maximo. The contractor has been transitioning the business and technical knowledge on these processes to ITS. The level of complexity of the integration, as well as need for further optimization and reporting require a Programmer Analyst IV with strong technical skills and ability to work independently. The Maximo financial month-end process is not fully automated and this resource is needed to automate the process so that production control can run it as per audit requirements for separation of duties.	RKC
Programmer Analyst II	1431	3	TBD	1, 7, 8				FY 16/17 and out	Positions will provide support for Worktech, develop Worktech reports, and replace existing timekeeping reports in the old version of Maximo so that Maximo 4 can be retired.	RKC
Systems Programmer III	1455	1	TBD	5, 8, 10				FY 16/17 and out	There are 9 environments for current version of Maximo and 6 additional anticipated to complete the new Maximo version. Position will provide technical oversight and direction.	RKC

ITSD List of New (Unfunded) Position Requests

Class Title	Class Code	No. of Positions	Position Nos.	GOALS	% FTE Allocation Against Goal/s	FI	Job	FY	Justifications	Manager
Programmer Analyst II	1431	1	TBD	7, 8				FY 16/17 and out	Position will develop Business Intelligence Dashboards and analytics for Supply Chain Maximo.	RKC
Data Base Architect	1470	2	TBD	9				FY 17/18 and out	Positions will install and maintain databases needed for the new ERP both financial and HR and payroll modules. The positions will be needed in 2017-2018 or as soon as the RFP is targeted for release	RKC
Systems Programmer I	1455	3	TBD	9				FY 16/17 and out	Positions will be needed for implementation and support of the new environments - hardware, software and tools - for the new ERP modules. The positions will be needed in 2017/2018 or as soon as the RFP is targeted for release.	RKC

Total Unfunded New Positions Requested **117**

ITSD List of New Position Requests

DATACENTER OPERATIONS: (Alina Cummings)

The Datacenter Operations Section is responsible for:

- The operations of LADWP's IBM Series Enterprise Server hardware and software assets running department's business critical applications
- The continuous monitoring of mission critical applications and infrastructure
- The operation and maintenance of high speed printers, generating LADWP customer bill-prints and letters on daily basis.

As the department is moving into a new datacenter location, this section will have the datacenter operations management responsibilities of the new datacenter, monitoring all hardware and software functions, as well as maintaining the organization and safety of the environment to ensure compliance of any applicable security rules and regulations.

Position Request:

(1) Information System Operations Manager I

Position Support Justification:

1. Datacenter physical management
2. Maintain NERC/FERC and CIP compliance requirements
3. Disaster Recovery Planning
4. Printing of customer bills
5. 24/7 operations monitoring services of business applications
6. 24/7 batch job processing of business applications

ADMINISTRATIVE SERVICES: (Analee Klee)

Administrative Services provides centralized administrative and clerical support to ITSD. It is responsible for the consistent application of departmental and internal policies, practices and procedures. The group performs and oversees various programs and processes such as personnel administration, budget preparation, contract support, payroll and timekeeping, purchasing card administration, and general clerical support.

Position Requests:

(1) Management Analyst II
(1) Senior Administrative Clerk

Position Support Justifications:

1. Budget preparation & cost control and maintenance
2. Personnel hiring
3. EEO and reasonable accommodation coordination
4. Contract support
5. Personnel physical space administration
6. Payroll and timekeeping

7. Travel and training coordination

IT SECURITY: (David Alexander)

The information Security group is primarily in charge of protecting LADWP from both internal and external network and computer threats. This includes unauthorized access, use, disclosure, modification, or destruction of LADWP data and or computer hardware. The group oversees multiple corporate functions including IT Threats Analysis, Vulnerability Assessments, Application Security Assessments, Governance, IT compliance, and IT Operations. The group works in close collaboration with multiple city, state, and federal agency's in order to share valuable computer security information acquired through both internal and external sources.

The Security Operations Center reports to this section and is responsible for monitoring and alerting on any threats within the LADWP network. The group also provides computer support and guidance to the Physical Access Control (PACS) group. The PACS group is in charge or managing and maintaining the department's physical access infrastructure including electronic doors, gates, and camera system.

Position Requests:

(2) Senior Systems Analyst I
(2) Information Services Specialist

Position Support Justification:

1. Audit coordination and facilitation
2. Provide regulatory and Industry compliance
3. Development & maintenance of IT Security policy, standards and guidelines
4. Liaison with IT Security Committee
5. Support LADWP's Cyber Security Systems
6. Facilitate IT Security training
7. Provide Cyber Security defensive functions
8. Monitoring the department's security posture

STRATEGY & PROJECT DELIVERY: (Flora Chang)

The Strategy and Project Delivery section is responsible for enterprise-scale implementation, maintenance, and support of critical business functions. Recent critical application implemented include Customer Care and Billing System, Mobile Workforce Management System, Meter Data Management System, Water Trouble System, Energy Star Portfolio Manager, Electronic Bill Pay System, RouteSmart System, and the new water rates and power access charge. Future projects include the Smart Grid Project and the settlement-related activities.

Position Request:

(1) Information Systems Manager I

Position Support Justification:

Manager for Customer Information Systems

Position Request:

(1) Information Systems Manager I

Position Support Justification:

Manager for Rates implementation for Customer Information Systems: Rates ordinance interpretation, rates implementation, and managing queries and reports related to CIS.

Position Requests:

(2) Programmer Analyst V
(2) Programmer Analyst V
(2) Programmer Analyst IV
(19) Programmer Analyst III
(1) Senior Systems Analyst I
(3) Systems Analyst II

Position Support Justifications:

1. Customer Care & Billing System
2. Mobile Workforce Management System
3. Meter Data Management System
4. Code fixes and enhancements
5. Application & information security
6. SOA Architecture
7. Reports Portal/Analytics
8. CIS PMO

SERVICE DESK: (Glecy Ancheta)

The Service Desk Section provides general information technology (IT) support to all our department users. This includes software, hardware, and other miscellaneous technology support and issues. The Service Desk provides departmental procurement services, IT help desk assistance, desktop management and technology services, and deployment of IT equipment throughout the department.

Position Requests:

(1) Management Analyst II
(4) Systems Aides
(3) Systems Analyst II
(1) Senior Systems Analyst II

Position Justifications:

1. IT hardware and software contract administration
2. Departmental equipment inventory
3. Departmental equipment deployment
4. Departmental equipment hardware and software upgrades
5. Departmental hardware and software equipment refreshes
6. Departmental hardware and software patches
7. Assurance of security patches throughout department

SERVER INFRASTRUCTURE & SERVICES: (Henry Lee)

The Server Infrastructure and Services Section are composed of four groups: Distributed Hardware Infrastructure Services, Distributed Software Infrastructure Services, Distributed & Security Administration Services, and Distributed Application Infrastructure Services groups. These groups provide implementation and support of server hardware, operating systems, middleware, security, and distributed services in support of department's critical applications.

Position Requests:

(3) Information Systems Manager I

Position Support Justifications:

1. Distributed Infrastructure Services Section: Manager for the Distributed Hardware Infrastructure Services and the Data Center Management Groups in support of corporate server and storage hardware infrastructures for department corporate applications such as CIS, ERP, SmartGrid, Filenet, ECM, Maximo, and others
2. Distributed Software Infrastructure & Services Section: Manager for the Distributed Software Infrastructure Services and the Distributed Services Groups in support of departmental business solutions such as email, mobile devices, user account authentication, litigation and email archive, and remote access services
3. Distributed Applications Systems Support: Manager for the Distributed Application Infrastructure Services and the Application Systems Support Groups in support of enterprise applications such as CIS, ERP, Contact Center, Maximo, and Enterprise Content Management

Position Requests:

(6) Systems Analyst II
(9) Systems Programmer I
(3) Systems Programmer II
(1) Systems Programmer III
(1) Systems Programmer III
(1) Senior Systems Analyst I

Position Support Justifications:

1. Departmental Virtualization Server Support
2. Departmental Server & Storage Support
3. Hardware & Software system patching
4. PCI Support
5. Email messaging & archiving, mobile device and remote access support
6. Contact Center and Interactive Voice Recognition (IVR) Support
7. Maximo and Enterprise Content Management Support
8. Customer Information System (CIS) and Customer Relations Management (CRM) systems Support
9. Mobile Device Management Support
10. User-id system administration Support

NETWORK ENGINEERING & OPERATIONS: (Hy Phan)

The Network Engineering & Operations (NE&O) is responsible for the planning, design, purchase, implementation, management, and support the constructions and operations of telecommunications network infrastructure and systems required to support the business operations of divisions within the Department.

Position Requests:

(5) Electrical Engineering Associate I
(1) Systems Programmer I
(1) Electrical Engineer

Position Support Justifications:

1. Microwave Systems
2. Smart Grid project
3. Payment Card Industry (PCI)
4. JFB & Chatsworth Contact Centers
5. Supervisory Control and Data Acquisition (SCADA)
6. NERC/FERC
7. Substation Automation Project
8. New facility deployments
9. Cyber Security Compliance
10. CIP Compliance
11. NERC/FERC Compliance

TRANSPORT: (John Collier)

The Transport Section is responsible for the installation, maintenance and operation of long haul, backbone and mobile communication systems. This includes microwave radios, mobile radio systems, fiber optic systems and copper based systems. Area shops also provide support of voice, data, SCADA, CCTV, AVL and other miscellaneous communication related systems. The Metro Communication Shop is also responsible for FCC mandated radio interference inspections. These systems extend from Adel, Oregon to Delta, Utah to Boulder, Nevada and throughout the L.A. Basin.

Position Requests:

(2) Assistance Communication Cable Worker
(3) Communication Electrician

Position Support Justifications:

1. Green Power Projects
2. Owens Dry Lake
3. Boulder and Valley Telecommunications

FIBER OPTIC ENTERPRISE: (Ken Kinsey)

The Fiber Optic Enterprise (FOE) maintains a fiber infrastructure throughout Los Angeles and provides high speed fiber optic data transport services for Power and Water SCADA, Department Telecommunications, enterprise networks, security systems, and special projects. FOE also operates a profitable commercial business that leases fiber circuits and/or bandwidth to business customers in Los Angeles.

Position Requests:

(2) Electrical Engineering Associate I

Position Support Justifications:

1. Substation Automation
2. Supervisory Control and Data Acquisition (SCADA)
3. Smart Grid project
4. Fiber infrastructure for Departmental facilities
5. Fiber infrastructure for Power and Water Systems

ENTERPRISE BUSINESS SYSTEMS SUPPORT: (Mona Guirguis)

This section may also be referred to as Vertical Applications because we support line of business systems and applications through ITSD matrixed staff in both the Water and Power Systems as well as Fleet and the Records Management Center.

In the Power System ITSD matrixed staff provide application, infrastructure and database support for critical Power System applications such as Work Management, Outage Management, PI historian, GES, etc. Additionally, this section is responsible for enterprise applications supported by non-matrixed ITSD staff. Some of these applications include: eRSP; Accounts Payable and its related systems for invoice management, travel authority, 1099, etc; MyDWP employee portal; IT Service Request system or ITSR, Filenet P8 or ECM for enterprise content management and more recently GIS applications.

The database group reports to this section and is responsible for all the corporate databases except for the customer billing and customer relationship management systems databases. Corporate databases include Oracle, SQL Server and IMS/DB2.

Position Requests:

(1) Information Systems Manager I
(1) Information Systems Manager I

Position Support Justifications:

1. Manager will focus on Supply Chain Services systems including eRSP and its related interfaces to Maximo, Accounts Payable and the Power matrix staff as well as the Fleet matrix staff

2. Manager will focus on Business Support section systems such as GIS applications, MyDWP, Document and Records Management, Corporate Databases, matrixed Water staff and the ITSR system.

Position Requests:

(1) Database Architect
(4) Programmer Analyst II
(2) Programmer Analyst II
(2) Programmer Analyst V
(2) Systems Analyst II
(2) Systems Analyst II
(1) Systems Programmer II
(2) Programmer Analyst III

Position Support Justifications:

1. GIS Support including mobile
2. MyDWP Suport including mobile
3. Document and Records Management Support focusing on electronic records
4. Mobile Applications developments
5. eRSP and AP systems Support
6. datacap for forms capture
7. electronic forms development
8. implement disaster recovery
9. Sharepoint developments
10. Support Sigmaflow for CIP compliance
11. Support the elogger application used by ECC dispatchers
12. Systems programmer to support infrastructure for Sigmaflow, CIP compliance

TELECOMMUNICATIONS & NETWORK SERVICES: (Rafael Bravo)

The Telecommunications and Network Services Division is responsible for the installation, maintenance and operation of network connectivity throughout all DWP operating. The systems include: Local Area Networks, Wide Area Networks, VoIP/Analog Telephone, Wireless Access Points, Voice mail, Closed Circuit TV, Access Controls, Video/Telephone Conferencing and standardized Intra-building network fiber/copper cabling. This section is also responsible for administering cellphone/wireless contracts as well as land line contracts to keep voice and data flowing.

Position Requests:

(1) Communications Cable Worker
(1) Assistant Communications Cable Worker

Position Support Justifications:

1. Substation Automation System
2. Receiving Station Upgrades

3. Distribution Station Upgrades
4. Smart Grid Project

CORPORATE APPLICATIONS: (Rita Khurana-Carwile)

Corporate Applications provides application development, maintenance and integration support services for various departmental applications such as Payroll, Disability, Labor Distribution, Paybase check print, Financial Accounting Systems, Maximo for Power and Water Asset Management Program, Stores Inventory and Receiving, Worktech, Business Intelligence applications, Distributed Facility Maintenance (ie. Transformer, Pole, Cable), Fleet, Worker Compensation, Tools, Occupational Health, matrixed applications such as Human Resource Management System (HRMS), DWPtube Tutorials and Dragon speech recognition and various joint applications.

Position Request:

(1) Information Systems Manager I

Position Support Justification:

Manage the development, support, and replacement of the financial applications such as RCAS, Cost, General Ledger and budget. Coordinate with Financial Services Office users and vendors. Develop RFP, contract and budget, and goals for the financial system replacement project.

Position Requests:

(1) Programmer Analyst IV
(4) Programmer Analyst II
(1) Systems Programmer III
(2) Database Architect
(3) Systems Programmer I

Position Support Justifications:

1. Financial System Support
2. Maximo integration with Financial System
3. Financial month end processing
4. Worktech Support
5. Business Intelligence Dashboards and Analytics
6. ERP
7. Payroll Support