



REPORT  
FROM

THE PERSONNEL  
DEPARTMENT

TO: The Honorable Mayor Eric Garcetti The Honorable Members of the City Council	DATE June 15, 2018
REFERENCE: Targeted Local Hire Program	COUNCIL FILE 18-0600-S52
SUBJECT: USE OF RETIREES (120-DAYS) TO TRAIN & MENTOR TARGETED LOCAL HIRE PROGRAM CANDIDATES	

## RECOMMENDATION

That the Personnel and Animal Welfare Committee receive and file this report related to the feasibility of using retirees for a return to work period of 120-days to mentor and train Targeted Local Hire Program employees.

## BASIS OF REPORT

During the budget hearings for FY 2018-19, the Personnel Department and the City Administrative Officer (CAO) were asked to report to the Personnel and Animal Welfare Committee on the feasibility of using retiree employment to mentor and train Targeted Local Hire employees.

## BACKGROUND

The Targeted Local Hire (TLH) Program utilizes a six-month on-the-job training period to train employees to perform at the level of the entry-level civil service classification they will eventually transition into. For example, TLH candidates on the clerical track will be hired as an Office Trainee for six (6) months, then serve their civil service probationary period as an Office Services Assistant, before transitioning to the civil service classification of Administrative Clerk.

During the on-the-job training period, TLH candidates will generally require additional guidance and training than if the department hired directly for the regular civil service classification. Candidates who are hired into the regular civil service classification will begin employment with previous related experience and have been screened by a civil service examination, while a TLH candidate would obtain experience while working as part of the program. While it is largely the responsibility of the first level supervisor to provide training and guidance, some departments may also have a structured training curriculum established depending on the type of work. Regardless, additional effort to train and develop a TLH candidate during the first six months and even through the probationary period is likely in comparison to the traditional civil service new hire.

In order to lessen the burden on departments, an alternative may be to utilize 120-day return to work retirees to train and mentor TLH candidates. Authority to employ retirees for a 120-day period to address certain business needs is provided for in the City's Charter Section 1164, Employment by the City of a Retired Member of the System, paragraph (b):


*"The Mayor may, at the request of the appointing authority, authorize employment of a Retired Member to a vacant position in a class in which he or she has been employed or, subject to the civil service provisions of the Charter, in any other position, for a period not to exceed 120 days in any fiscal year when such Member's services are required for an emergency or to prevent a stoppage of public business or when his or her special skills are needed to perform work of a limited duration. While so employed, the Retired Member will continue to receive his or her retirement allowance as a Retired Member, but will make no further contribution to the [City Employees' Retirement] System, and will not be subject to any change in benefits from the System as the result of the employment."*

## DISCUSSION ON FEASIBILITY

The ability to use retirees hired through the 120-day process to train and mentor TLH applicants will be subject to the availability of retired City staff with the appropriate expertise and the retirees' willingness to return to work. If qualified retired staff are available, departments wishing to hire retirees for 120-day return to work periods to train and mentor TLH candidates may request to do so now or at any time. Requests should include consideration of the following:

- Availability of Department Funds  
Departments would need to identify available and appropriate funding for the 120-day returns.
- Approval Process  
The 120-day return to work requests require approval of the Mayor. There are various requirements that must be met associated with the approval of 120-day employment. Retirees under the age of 60 must be separated from the City service for at least 30 days before they return under 120-day employment. In addition, at the time of retirement, there can be no pre-arrangement for the employment of the retiree as a 120-day. Finally, authority for all 120-day employees expires on June 30 of each year, at which time the department must submit a new request to the Mayor for approval of the 120-day authority for the subsequent fiscal year.
- Position Authority  
Departments must have a vacant position authority available to employ the 120-day return. If a department does not have a vacant regular or resolution authority position available, the department can submit a request for substitute position authority to the CAO in accordance with Section 2 of the Departmental Personnel Ordinance.
- Limitation of 120 Days Per Fiscal Year  
Consideration should be given to the 120 day period per fiscal year allowable under the Charter. Departments would need to be strategic in their use of the retirees throughout the year in order to ensure this time limit for days worked is not exceeded. In addition, while use of retirees hired through the 120-day return to work process may be beneficial to help train and mentor TLH candidates, due to the temporary nature of the 120-day employment, it would be inappropriate for a 120-day retiree to act as the supervisor of the TLH candidate. Therefore, departments must have an appropriate organizational structure in place, including full-time supervisors for the TLH candidates, prior to hiring TLH applicants. Hiring for TLH has been staggered; departments have been filling their regular positions as vacancies emerge. Given this, it might be more suitable to utilize retirees in more of a mentorship role to provide guidance and additional personal support to TLH candidates. Nonetheless, each department would need to assess the need and identify the most appropriate use of the retiree to support the TLH candidates.

The 120-day return to work retiree option may be a beneficial option for departments that need additional assistance in developing TLH candidates.

  
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General Manager