



REPORT  
FROM

THE PERSONNEL  
DEPARTMENT

TO: The Honorable Mayor Eric Garcetti The Honorable Members of the City Council	DATE January 3, 2020
REFERENCE: Budget Recommendations / Personnel Department / Bridge to Jobs Program	COUNCIL FILE 19-0600-S61

SUBJECT:

**PERSONNEL DEPARTMENT'S REPORT BACK ON PLANS FOR IMPLEMENTING THE BRIDGE TO JOBS PROGRAM**

## **RECOMMENDATION**

That the Personnel and Animal Welfare Committee receive and file this report.

## **BACKGROUND**

On May 28, 2019, as part of the Fiscal Year 2019-2020 budget hearings and deliberations, Council instructed the Personnel Department to provide a report back to the Personnel and Animal Welfare (PAW) Committee on plans to implement the Bridge to Jobs Program.

## **DISCUSSION**

### **I. PROGRAM DEVELOPMENT PROGRESS**

#### **Origin and Purpose**

The Bridge to Jobs Program ("BRIDGE") was created as a proactive response from the Personnel Department to the needs and requests of City Departments to add semi-skilled classifications to a program similar to the Targeted Local Hire ("TLH") Program. The TLH Program was launched in February, 2017 as a result of a 2015 Letter of Agreement signed between the City of Los Angeles and the Coalition of Los Angeles City Unions. TLH provides an alternative pathway for individuals from under-served communities into entry-level City classifications with experience requirements of one (1) year or less. Since the inception of the TLH Program, City departments have requested additional classifications be added to TLH; however, some of these classifications are semi-skilled requiring a higher level of competencies than those that TLH was intended for. In order to address these requests, the Personnel Department has begun developing BRIDGE to create alternative pathways into semi-skilled civil service classifications.

#### **Stakeholders' Meetings and Discussions**

The Personnel Department is currently in the research and development phase of BRIDGE. During this phase, the Personnel Department has met with a number of City departments, General Managers, and labor representatives in order to provide an overview of the proposed program framework, gauge their interest in the program, explore classifications being considered for the program, discuss any potential concerns or barriers to the program development and implementation, and incorporate any input they may have into the proposed framework. Discussions and meetings are currently ongoing with departments that have the highest use of classifications currently being considered for the program, including the Los Angeles World Airports (LAWA), the Information Technology Agency (ITA), several Public Works Bureaus, including Bureau of Sanitation, Bureau of Street Services, Bureau of Street Lighting, and Bureau of Contract Administration, Housing and Community Investment Department (HCID), and the Department of Building and Safety (LADBS). Meetings are also ongoing with the labor representatives of each classification currently being considered, including representatives of the American Federation of State, County and Municipal Employees (AFSCME), International Brotherhood of Electrical Workers (IBEW), the Service Employees International Union (SEIU), Building Trades, and the Municipal Construction Inspectors Association (MCIA).

The Personnel Department is also working internally to develop the framework of the program, which includes the development of new classifications, establishing eligibility requirements, creation of a short program application and selection processes, developing the employment timeline for employees hired through BRIDGE, and establishing the classifications that will be available through the program at launch.

After reviewing a number of classifications, and ongoing discussions with departments and labor representatives, the following classifications were determined to be a potential fit for the program and are currently in the final stages of consideration to be added to the program at launch:

- **Communications Information Representative (1461)**
- **Inspector Trainee (4212)**

### **External Partnerships**

In order to ensure applicants are prepared to successfully benefit from and complete the BRIDGE on-the-job training period, applicants must have a certain level of mathematics and reading comprehension according to the job analyses of the BRIDGE classifications. Therefore, the Personnel Department is establishing a partnership with the Los Angeles Unified School District Division of Adult and Career Education ("LAUSD DACE") to provide the CASAS test as an option to those who wish to apply to the program. The CASAS test is a nationally recognized assessment of basic and academic skills for youth and adults, approved by the United States Department of Education and the United States Department of Labor, and utilized by Federal and state government agencies countrywide. With the assistance of LAUSD DACE, the Personnel Department has developed a methodology to match scores on the CASAS test with the required level of competency for each classification in the program that a given applicant is applying for.

In anticipation of a large number of applicants, Personnel staff is also exploring options to develop its own aptitude test for BRIDGE. One way for prospective applicants to apply to BRIDGE would be through taking and passing the Personnel Department's aptitude test or the CASAS test. These tests are expected to serve as one of the methods of qualification for the program, along with a job-readiness assessment and orientation from one of our partner agencies.

## **II. PROPOSED BRIDGE TO JOBS PROGRAM FRAMEWORK**

This Program will target under-served communities who have traditionally faced significant barriers to employment, including:

- a. Homeless and formerly homeless
- b. Formerly incarcerated individuals including those on parole/probation
- c. Former gang members including those affected by the City's Rodriguez Settlement
- d. Disconnected youth, foster youth, transition age youth
- e. Veterans
- f. Residents from zip codes as designated by the Public Works, Bureau of Contract Administration within their Project Labor Agreements (see Section IV and Attachment A of the included Program Document)
- g. Individuals identifying as transgender
- h. Individuals with disabilities
- i. Older workers protected under the Age Discrimination in Employment Act of 1967 (ADEA)

Individuals hired through BRIDGE will receive paid, on-the-job training ranging from one (1) to five (5) years in a temporary "trainee" class. Upon successful completion of the on-the-job training period, the individual will be placed on a civil service eligible list for the applicable "assistant" classification, receive a civil service appointment, and complete a six-month probationary period. Upon successful completion of probation, the individual will be transitioned to the targeted full civil service classification. There is an exception for the Inspector Trainee classification, however. Candidates hired through BRIDGE in this pathway will start as Inspector Trainees and will serve an on-the-job training portion of three (3) to five (5) years. Candidates must then pass a civil service exam for an inspector classification before the end of this time period.



## **Application Process**

In order to apply to the program, prospective applicants must satisfy one (1) of the following four (4) requirements: (1) demonstrate proof of having obtained a certification from a recognized institution by the City of Los Angeles in the employment field for a particular BRIDGE classification; (2) demonstrate proof of having obtained a High School Diploma or equivalent; (3) receive a passing score on the CASAS test; or (4) receive a passing score on the Personnel Department's aptitude test. Once prospective applicants have met one (1) of the four (4) BRIDGE requirements, they will go through an orientation and application session at an approved Application Site (see Attachment A).

## **Referral Process**

Candidates in the targeted under-served communities will be placed in Tier 1 of the Application Pool, and candidates from the general population and/or candidates who do not wish to self-identify as a members of under-served communities will be placed in Tier 2. City departments with vacancies seeking to hire from BRIDGE will request a Candidate Referral List. Once the request is received, the BRIDGE candidate pool will be filtered to identify all candidates who match the needs of the department based on the candidates' preferences as stated on their BRIDGE application, including employment interests, geographic location, work shift, and work environment. Once the BRIDGE candidate pool is filtered, candidates will be randomly selected for referral to City departments for hiring consideration, with 80% of candidates referred from Tier 1 and 20% of candidates referred from Tier 2. The City department with the vacancy will proceed with conducting a selection process and notify Personnel staff when a candidate is hired. Candidates who are not selected by the City department with the vacancy will be returned to the BRIDGE candidate pool for additional opportunities.

## **Partnerships with Community Organizations**

Through the Targeted Local Hire Program, the Personnel Department has established partnerships with over 50 community based organizations that provide a wide range of services and support to individuals from the City's under-served communities. Leveraging existing City resources and those offered by the WorkSource Centers, community based organizations, LAUSD DACE, and other partners, BRIDGE will access the coordinated network of support that the Targeted Local Hire Program utilizes, which includes, but is not limited to: job readiness preparation and assessment, supportive services (housing, child care, transportation assistance, etc.), case management and personal support, on-going career development resources, and training for existing City employees and supervisors.

## **Long-Term Tracking and Analysis of Program Performance Data**

Personnel staff will track and analyze Program performance. Staff will measure the rate at which employees are hired by City departments, successful transitions within BRIDGE, and the rate and duration BRIDGE candidates are retained. As such, staff anticipates that true actionable data will be available approximately one year upon initial launch.

## **III. NEXT STEPS**


The Personnel Department continues to explore additional classifications to include in the BRIDGE Program, including Electrical Craft Helper (3799), Assistant Environmental Compliance Officer, Plant Equipment Trainee (1107), Wastewater Collection Worker (4110), and Wastewater Treatment Operator (4121), among others. If deemed an appropriate fit for BRIDGE, meetings will be scheduled with user departments and labor representatives to gauge interest, discuss the framework, and gather feedback and input.

Prior to a classification officially becoming part of the BRIDGE, the Personnel Department will develop new "trainee" and "assistant" classifications that will lead into the targeted civil service classification being added to the program. These "trainee" and "assistant" classifications will only be available through BRIDGE, in which employees hired through the program will be tracked for success by program staff. Additionally, bulletins for these "trainee" and "assistant" classifications will be created and available online. Concurrently, the Personnel Department will conduct job analyses sessions with Subject Matter Experts (SMEs) from user departments in order to develop competency models for the new classifications and BRIDGE evaluation forms for new hires.

Finally, staff will finalize new BRIDGE program documents and informational materials, revise and rebrand the current LA Local Hire website to include information on BRIDGE, and hold briefing sessions with TLH Application Sites, partners, and other stakeholders to provide them an overview of the program and field any final questions and feedback before program launch.

#### **IV. CONCLUSION**

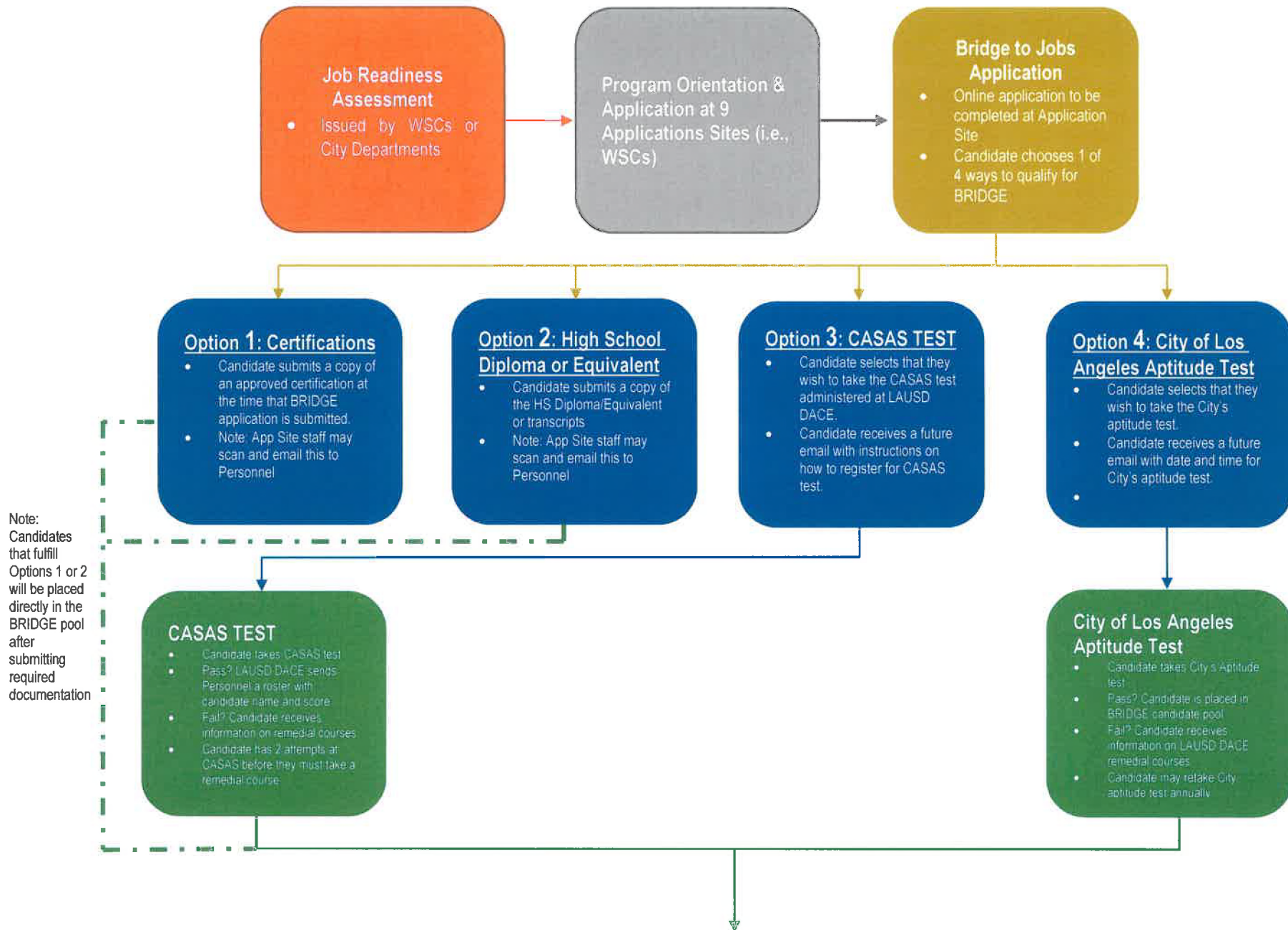
Personnel staff will continue to diligently work towards effective implementation of the Bridge to Jobs Program and expects to launch the pilot phase in the latter part of FY 2019-20. Staff aims to include as many classifications as possible at pilot launch, and test as many candidates as possible within this phase in order to have an adequate pool for open positions in the program. Personnel staff will continue to explore adding additional classifications to the program and ensure a steady stream of candidates are testing and applying for the program.



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WENDY G. MACY  
General Manager

## BRIDGE TO JOBS HIRING PROCESS PROPOSAL





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