



REPORT  
FROM

THE PERSONNEL  
DEPARTMENT

TO: Personnel and Animal Welfare Committee	DATE October 31, 2019
REFERENCE: The Mayor's Executive Directive No. 15, Equitable Workforce and Service Restoration	COUNCIL FILE CF 19-1163
SUBJECT: <b>PERSONNEL DEPARTMENT'S REPORT BACK REGARDING HIRING INFORMATION AND VACANCY RATES SELF REPORTED BY DEPARTMENTS ON A QUARTERLY BASIS DURING FISCAL YEAR 2019-20</b>	

**RECOMMENDATION:** That the City Council receive and file this report.

**BACKGROUND:**

In September 2019, in an effort to support the Mayor's Executive Directive No. 15, Equitable Workforce and Service Restoration, Council instructed the Personnel Department to provide a report back to the Personnel and Animal Welfare (PAW) Committee with hiring information and vacancy rates by Departments on a quarterly basis during Fiscal Year 2019-20.

**DISCUSSION:**

As of June 2019, over 20% of the civilian workforce is eligible for retirement. The City is presented with a challenge: to recruit, hire, and train a new generation of public servants prepared to reform our service delivery by meeting the technology, efficiency, and transparency demands of the 21st century. With that challenge comes an opportunity to revitalize the ranks of City employees in a manner that aligns with our obligation to lead on employment equity.

In July 2019, the Mayor's Office sent each Department a memorandum with instructions and an individual link to self-report their hiring/vacancy rate information during the first quarter of Fiscal Year (FY) 2019-20 (Attachment A). The first update was completed on July 30, 2019 and updates were requested on a monthly basis.

**FINDINGS:**

Thirty-five departments participated and submitted hiring and vacancy rate information specific to their departments. The self-reported information requested was submitted in a report which consisted of:

- Authorities and vacancy rates as of July 1, 2019, and vacancy rates as of September 30, 2019
- Hiring priorities as established by the Department and their HR team, by order of position importance, which assisted the Personnel Department in expedited hiring
- Retirement and Non-retirement attrition (transfers to other departments, promotions, or terminations/resignations)
- All declined job offers and the reason for the declination

Below is a summary chart of the vacancy rates, as self-reported by Departments, as of July 1, 2019 (after newly budgeted positions were added to the department's authorities) and as of September 30, 2019 (end of the first quarter FY 19-20). While some departments reported double digit vacancy rates reductions, the information revealed an average overall vacancy rate decrease of 2.36% per department.

Please note that the data reported on the next page was self-reported by departments.

DEPARTMENT	FY 19-20 AUTHORITIES	FY 19-20 VACANCIES	SALARY SAVINGS RATE	NON- RETIREMENT ATTRITION (May-Nov)	RETIREMENT ATTRITION (May-Nov)	MID-YEAR AUTHORITIES	VACANCY RATE (as of July 1)	VACANCY RATE (as of Sept 30)	DIFFERENCE
Aging	51	15	6%	5	1	0	29.41%	29.41%	0.00%
Animal Services	372	52	4%	6	3	0	13.98%	14.32%	0.34%
Building and Safety	1,092	146	7%	36	10	0	13%	9.41%	-3.59%
Cannabis Regulation	37	13	1%	1	0	0	35.14%	22.22%	-12.92%
CAO	128	8	5%	0	2	1	6.25%	5.43%	-0.82%
City Clerk	119	13	3%	9	1	0	10.08%	7.60%	-2.48%
Contract Admin	419	95	5%	12	9	0	22.78%	21%	-1.78%
Convention Center	13	4	0%	0	0	0	30.77%	30.77%	0.00%
Cultural Affairs	85	23	0%	3	0	0	27.06%	25%	-2.06%
Disability	29	6	1%	1	0	0	20.69%	17.24%	-3.45%
DONE	33	6	5%	5	0	2	18.18%	17.14%	-1.04%
DWP	11,263	839	0%	19	31	0	7.45%	6.11%	-1.34%
El Pueblo	10	2	0%	0	1	0	20%	10%	-10.00%
Emergency Mgmt	30	2	2%	2	0	0	6.67%	6.67%	0.00%
Engineering	970	153	4%	26	14	0	15.77%	21.26%	5.49%
EWDD	165	46	0%	4	0	0	27.88%	25.45%	-2.43%
Finance	351	74	6%	17	3	0	21%	20%	-1.00%
General Services	1,444	231	2%	28	30	0	16%	12.81%	-3.19%
Harbor	999	107	8.52%	16	25	0	10.70%	10.70%	0.00%
Housing & Comm Inv	763	157	3%	32	22	0	20.58%	17.43%	-3.15%
ITA	455	67	2.50%	29	7	0	14.75%	10.10%	-4.65%
LACERS	168	23	9%	4	2	0	13.69%	14.29%	0.60%
LAFD	443	64	6%	14	3	0	14.45%	15.12%	0.67%
LAPD	3,482	494	0%	53	22	0	15.78%	15.48%	-0.30%
LAWA	4,056	358	0%	25	75	0	8.80%	15%	6.20%
Library	1,101	85	5%	13	11.5	0	7.72%	8%	0.28%
Personnel	573	183	5%	26	10	0	31.94%	9.94%	-22.00%
Planning	503	124	7%	11	6	0	24.65%	22.60%	-2.05%
Public Works Board	121	19	0%	6	1	0	15.70%	9%	-6.70%
Recreation & Parks	1,867	447	6.50%	46	19	3	24%	25%	1.00%
Sanitation	3,362	606	6%	30	35	47	18.02%	21.26%	3.24%
Street Lighting	349	57	5.60%	3	5	0	16.33%	15%	-1.33%
Street Services	1543	396	8%	33	14	0	25.66%	14.51%	-11.15%
Transportation	1,771	413	5%	17	37	0	23.32%	13.25%	-10.07%
Zoo	271	32	4%	9	5	2	11.80%	13.70%	1.90%

Departments were successful in reaching their goals by establishing hiring plans which focused on ensuring vacant positions were filled in a timely and efficient manner. This goal was further accomplished by working with their Personnel Department team by establishing hiring priorities, committing to hiring from the Targeted Local Hire Program, and working with the Personnel Department's Examining and Classification Divisions to ensure eligible lists were requested and available. In addition, whenever possible, hiring processes were conducted in larger groups to ensure efficiency of time and resources.

The report also captured retirement and non-retirement attrition rates, as well as job offer declinations, and the reason for the declinations, which directly affect the ability for departments to effectively lower vacancy rates.

While vacancies are created for a variety of reasons and retirements are inevitable, departments were asked to collect specific information to determine if changes to the hiring process were needed. Departments recorded retirement and non-retirement attrition rates and the location attrited (i.e., other City department, public sector agency, private sector, or other), as well as job declinations and the reasons for those declinations (i.e., transfer, promotion, termination, or other-specify).

The top three reasons for non-retirement attrition were:

1. Promotions within the department or to other departments
2. Transfer to other departments
3. Discharge/probationary terminations

The top three reasons for job offer declinations were:

1. Accepted offer with another department or governmental agency
2. Parking (i.e., costs or lack of parking)
3. Other – decline to state

**Attachment A – Mayor’s Office Memo Regarding Hiring Status Reporting Plan – Personnel Department**



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WENDY G. MACY  
General Manager



ERIC GARCETTI  
MAYOR

Date: July 9, 2019

To: All General Managers  
City of Los Angeles

From: Miguel Sangalang, Deputy Mayor  
Office of the Mayor

Subject: **HIRING STATUS REPORTING PLAN**

In an effort to support the Mayor's Executive Directive No. 15, Equitable Workforce and Service Restoration, and in partnership with each Department, the Mayor's Office is requesting that all departments work with the Personnel Department as they begin to fill available FY 19-20 authorities.

With over 20% of the civilian workforce eligible for retirement in June 2019, the City is presented with a challenge: to recruit, hire, and train a new generation of public servants prepared to reform our service delivery by meeting the technology, efficiency, and transparency demands of the 21st century. With that challenge comes an opportunity to revitalize the ranks of City employees in a manner that aligns with our obligation to lead on employment equity.

This can only be accomplished by the Personnel Department partnering with operating departments to:

- Establish hiring priorities
- Commit to utilizing the Targeted Local Hire Program
- Work with Examining to ensure eligible lists are available; and
- Conduct interviews in large groups, whenever possible, to ensure time and resource efficiency, as well as the opportunity to reach additional candidates on the certification list

Each Department\* will receive a personalized Google Sheet link to update your information on a monthly basis. Information should also be updated based on any budgetary updates, including changes reflected in future FSRs. The first update should be completed by the end of July.

\* For police/fire, only hiring statistics related to civilian hiring should be collected and included.

The information requested will consist of a simple four-part table, as follows:

First, Departments will input current authorities and vacancies, new authorities, non-retirement and retirement attrition, and will capture the number of all fillable positions expected to be hired by November 2019.

Second, Departments will list hiring priorities by order of position importance which will assist the Personnel Department in expediting hiring. Priorities will be established by the Department and their HR leadership team and will be based on urgency and timeline to hire.



**Note:** Priority 1 discussions should have been started in June or earlier

Third, Departments will track and include non-retirement attrition. The non-retirement attrition entries are the positions vacated due to non-retirement-related reasons, such as transfers to other departments, promotions, or terminations/resignations.

Fourth, Departments will track and include information on all declined job offers and the reason for the declination.

As a template, provided is the [link](#) to the Google Sheet for the Personnel Department:

Consolidated City departments, please work with your Liaison Services leads. Personnel's Workforce Development team will be reaching out to non-consolidated departments to assist. This is a new process we are starting this year and if helpful we will continue in the future. The goal is to ensure that all parties are working closely together.

Thank you for your cooperation in this important effort. As always, do not hesitate to reach out with any questions or concerns.

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