

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 14, 2026

To: The Honorable Members of the City Council

From: MALAIKA BILLUPS, General Manager
Personnel Department



Subject: REVISED COUNCIL FILE NUMBER - **COUNCIL FILE 24-1458**
PERSONNEL DEPARTMENT'S REPORT REGARDING EMPLOYEE RECRUITMENT AND RETENTION

RECOMMENDATION

That the City Council note and file this report.

BACKGROUND

Per California Assembly Bill No. 2651, Section 3502.3, the Personnel Department is implementing the following recruitment and retention efforts.

I. Recruitment Efforts

The Personnel Department Civilian Recruitment Section continues to implement various approaches to recruit qualified applicants for City positions, such as the following:

1. **Government Jobs Website.** The City's primary gateway for talent acquisition is our centralized careers portal, hosted via GovernmentJobs.com. This platform serves as the official repository for all Civil Service employment opportunities. By integrating the website directly with our Applicant Tracking System (ATS) NeoGov, we provide a seamless, end-to-end user experience for candidates.
2. **Public Social Media Platforms Recruitment and Digital Engagement.** The City currently maintains a robust digital presence across five major platforms: Instagram, Facebook, LinkedIn, YouTube, and X (formerly Twitter), reaching a combined audience of 208,393 followers, an increase of 11.7% from the previous 2024-2025 fiscal year. To optimize our outreach, we have established dedicated recruitment channels designed to streamline potential applicant and candidate communication and foster direct engagement.
 - A. **Engagement Performance:**
 1. Primary Drivers: LinkedIn and Instagram currently yield the highest engagement rates.
 2. Interaction Model: Candidates frequently utilize direct messaging and public comments to seek and share real-time information regarding City employment opportunities.

3. **Staff Responsiveness:** Recruitment staff actively monitor these channels to ensure timely responses, directly supporting our core departmental objectives:

B. Strategic Objectives:

1. **Promote Job Opportunities:** Effectively advertising both Civil Service and exempt positions to attract a diverse, high-quality talent pool.
2. **Educate & Guide Applicants:** Acting as a digital concierge to help job seekers navigate the selection process, understand hiring timelines, and successfully transition into City careers.
3. **Employer of Choice Branding:** Proactively showcasing the stability, competitive benefits, and unique career growth opportunities available within the City of Los Angeles.

a. Distinction: These efforts are underscored by the City's prestigious multi-year recognition as a Forbes Best Employer, a testament to our commitment to workforce excellence and employee satisfaction.

3. **Targeted campaigns for critical and hard to fill positions.** For positions identified as critical or historically difficult to fill, the recruitment team employs a multi-channel proactive sourcing strategy. We move beyond passive job postings by directly identifying and engaging high-potential candidates through professional recruitment platforms and custom-tailored marketing.

1. Proactive Sourcing & Talent Identification

1. **NEOGOV:** Our recruitment team utilizes NEOGOV to conduct specific email campaigns targeting individuals who have previously demonstrated the qualifications necessary for critical or hard-to-fill classifications. By leveraging our existing applicant database, we can re-engage high-potential talent for new opportunities.
 2. **LinkedIn Professional Platform:** Our Recruitment team utilizes LinkedIn's professional recruiting tools (i.e. job slot) to identify passive candidates and/or individuals who may not be actively looking for a job but possess the exact skill sets required for executive or highly technical City roles.
 3. **CalJobs Website:** The City maintains a partnership with the California Employment Development Department (EDD) by listing opportunities on CalJobs.
2. **Strategic Content & Digital Engagement:** To complement our sourcing efforts, we have developed digital content designed to promote the City as an employer and clarify "complex" hiring processes. This strategy has proven highly effective for specialized roles such as Refuse Collection Truck Operators, Advance Practice Providers, and various exempt positions including Ethics Commission: Auditor and Enforcement Officer, Charter

Reform Commission: Policy Deputy, and Personnel Support: Proctors. By combining direct high-engagement visuals and videos, we ensure that critical information reaches the right audience, resulting in a more diverse and qualified applicant pool for the City's most vital functions.

4. **Strategic Outreach & Targeted Advertising for various job types.** Recruitment provides tailored recruitment solutions for a wide array of City roles, extending beyond standard Civil Service classifications to include specialized exempt and executive positions. To ensure the City attracts a diverse and highly qualified audience, the recruitment team has developed customized outreach plans that leverage partnerships with academic institutions and professional organizations. We collaborate directly with hiring departments to ensure their specific staffing needs are met through high-visibility placement and tactical engagement.

Strategic Media Placements: To reach specific professional individuals and comply with formal notice requirements, the City utilizes a strategic mix of digital and traditional media:

- **The Daily Journal:** We utilize the Daily Journal to target the professional services community. This ensures our executive openings are seen by qualified professionals and remains consistent with established professional networking standards.
- **Niche Industry Boards:** By utilizing platform-specific advertising, we ensure that specialized roles such as those in engineering and healthcare are marketed directly to relevant professional audiences, significantly increasing the quality and readiness of the applicant pool.
- **Academic & Professional Networks:** We maintain active pipelines with local universities and professional associations to foster long-term interest in City careers among both emerging talent and seasoned experts.
 - **Utilize career service platforms.** Post civil service and exempt opportunities on Handshake and College Central Network to recruit soon-to-graduate students or recent college graduate students.

SoCal Trades Tour

During the 2025-26 fiscal year, the Civilian Recruitment Team partnered with the SoCal Trades Tour for two Career fair events to bridge the gap between skilled trades and the next generation of talent during the months of July and August of 2025. By collaborating with various City departments to provide direct insight into skilled classifications, the team engaged high school juniors and seniors throughout Los Angeles County to highlight stable City career paths. We anticipate attending future events hosted within the County.

Recruiter Connect Pilot Program

The Recruiter Connect initiative was launched as a highly successful pilot program designed to provide concierge-level support and information regarding City employment to the general public, with a strategic focus on reaching underserved communities. Through a series of in-person events, virtual meetings, and webinars including targeted engagements with the Los Angeles Unified School District (LAUSD) and the City of Los Angeles Youth Development Department, the program acted as a vital bridge for

candidates navigating the complexities of the civil service process. Despite the program's success in democratizing access to City careers, the Personnel Department is unable to maintain this program due to staffing cuts.

2025-26 Job Fairs

During this cycle, the Civilian Recruitment Team attended 10 youth-focused events and 3 adult-targeted engagements, including the Asian American Economic Development Enterprises (AAEDE) 14th Annual Job and Career Fair, the Department of Water and Power 2026 Women's Career & Wellness Expo, and the LAPL Business & Economics Job Fair, for a total of 13 events. In the previous fiscal year we attended 23 youth events and 9 adult events for a total of 32. This decrease in the City's community presence is due to the staffing and overall budget shortages limiting the Department's ability to be present at such events.

Campus Recruitment activities

In the 2025-26 fiscal year, the Personnel Department's Selection Division assisted City departments in participating in 84 college campus events (out of the 102 total events reported above) for Engineering Associate job classes for the following disciplines: Civil, Electrical, Environmental, Mechanical, Street Lighting, Structural and Transportation, in addition to Architectural Associate. These events allow the City to focus on recruiting new and recent graduates to fill some of our entry level roles.

II. Civil Service Selection Process

The Personnel Department Selection Division is responsible for the completion of all non-public safety examinations, which results in the establishment of a list of eligible candidates for hiring consideration. Other responsibilities include executive recruitment, which is aimed at recruiting and hiring for high level Assistant General Manager and General Manager positions.

1. Civil Service Selection Process: City departments initiate the civil service selection process by submitting an online exam request detailing the job classification, vacancies, and potential changes for the examination. The Personnel Department Selection Division then completes the following steps:
 - A. Conduct a job analysis to identify the critical competencies needed to be assessed during the examination and to complete the job bulletin.
 - B. Meet with job experts to develop test materials such as multiple-choice tests, interview questions, physical ability tests, performance tests, essays, or other job related materials.
 - C. Schedule candidates for the tests and email them of the tests.
 - D. Administer the test online (i.e. multiple-choice tests, interviews, or essays), or use proctors to administer physical or performance tests.
 - E. Score candidates and process these scores through our Applicant Tracking System (Neogov).

- F. Email score notices and respond to any claims/issues reported by the candidates.
 - G. Establish eligible lists and refer candidates to the hiring departments for consideration.
2. Metrics: Below is an average of the workload handled by the Selection Division per year:
- A. examination requests received: 210
 - B. applications received: 85,000
 - C. examinations opened: 185
 - D. candidates tested: 45,000
 - E. candidates placed on eligible lists: 17,500
 - F. days to complete an examination from the bulletin open date: 131
3. Innovation and Process Improvement: The Selection Division has implemented technology and various procedural changes to increase efficiencies and shorten the time required to complete an examination. These changes have resulted in reducing the amount of time to complete an examination by approximately 55 days. These changes include:
- A. Online testing for multiple-choice tests and interviews: 91% of all multiple-choice tests are completed remotely while 99% of interviews are conducted remotely.
 - B. Removed tests from the examination process where possible due to overlapping competencies being assessed or required licenses and certifications that already assess candidates.
 - C. Better utilize our item bank to more easily develop multiple-choice tests and interviews
 - D. Address claims submitted by candidates in a more efficient manner based on what candidates can submit as claims and following the guidelines as indicated in the Civil Service Rules.
 - E. Import scores to our Applicant Tracking System through a digital file reducing errors and time needed to input such scores.

Future efforts to reduce the time to complete examinations include implementing the use of Artificial Intelligence to strengthen our item bank and produce test items for job classification that evolve quickly. An increase in continuous examinations to ensure eligible lists for critical job classifications are available. Increase campus recruitment and exams to ensure the City can quickly hire the most qualified candidates that have completed specific schooling (including trade schools).

Job Classifications by Specific MOUs

Attached is a breakdown of the number of candidates placed on eligible lists for job classifications represented by specific MOUs. These numbers are based on candidates meeting the examination requirements and passing all required tests. The number of candidates is based on the most recent administration of the examination for that specific job classification.

III. Retention Efforts (Completed by the CAO)

In accordance with Executive Directive No. 15, the Personnel Department worked with City Departments to update their Equitable Workforce and Service Restoration Plans (EWSR). The following is a list of the most common responses of the efforts reported by departments, in addition to any centralized efforts made by the City as a whole, to retain qualified staff.

- (84.6% 33/39 departments) Provide opportunities for ongoing training and development
- (82.1% 32/39 departments) Actively foster a positive organizational culture
- (79.5 % 31/39 departments) Provide flexible work schedules
- (76.9 % 30/39 departments) Recognize and/or reward employees for their contributions

The City remains available to discuss areas to improve working conditions or compensation.