

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: June 12, 2025

To: The Honorable Members of the Personnel, Audits and Hiring Committee

From: Malaika Billups, General Manager *Malaika Billups*
Personnel Department

Subject: **CITYWIDE LAYOFF MANAGEMENT**

RECOMMENDATION

That the City Council note and file this report.

BACKGROUND

The PAH Committee instructed the Personnel Department to provide regular updates regarding an expedited Citywide transfer process for layoff avoidance and preparation for potential layoffs.

DISCUSSION

Layoff Preparation

Since the release of the Mayor's Proposed Budget, identifying positions to be eliminated, the Personnel Department has been preparing for a potential large-scale layoff process with several different efforts in various stages of progress.

Layoff and displacement calculations rules and procedures are found within Charter Section 1015, Civil Service Rules, Personnel Policies and Personnel Procedures. The Personnel Department has been reviewing the layoff rules to ensure that the updated calculation procedures are in compliance.

The City's present record of each City employees' Employee Job Histories (EJH) was sent individually to over 21,500 employees beginning Friday, May 9th with a deadline to respond by Friday, May 23rd. To date 15,438 employees have indicated that their EJHs are correct and no further action is needed. 3,880 employees have indicated that there is at least one correction needed. Of the 3,880 the Department HR staff have reviewed 2,029 with 338 currently under review. There are 1,513 EJHs still pending HR review.

Personnel has conducted 7 in-person layoff calculation trainings for Analysts across various Personnel Department Divisions since April 2025. To date there have been over 200 analysts who have received this training. Additionally, on June 4th the entire Personnel Department was invited to attend a virtual layoff calculation training. On June 5th this training was extended to all City Labor Partners.

A manual process for layoff calculations is being developed and was tested on Wednesday, May 28th. This was a mock session which consisted of 25 Personnel Department Analysts calculating both layoff and displacement seniority for 1 layoff. The mock layoff process was used to refine the manual calculation process. As part of this process, many documents and procedures were updated to address the transition from PaySR to Workday including layoff/displacement calculation forms, identification of class groups, review process and tracking. Layoff calculations need to account for unpaid time that may be deducted from an individual's layoff or displacement seniority. Currently, there is no unpaid time report within Workday that is easily accessible to the layoff team. Workday only contains unpaid time data starting from June 15, 2024. Any unpaid time recorded prior to this date is currently stored in PaySR. ITA and Personnel are working on transferring the unpaid time data from PaySR to Workday and developing an unpaid time report for the layoff team. As of the date of this report, the PaySR data transfer and unpaid time report are still in progress and have not yet been finalized.

An automated layoff calculation process is being explored with ITA and the Workday team. The goal is to have an analyzer built within Workday that can account for all the layoff and displacement rules and procedures to provide layoff and displacement lists automatically. The Workday team has communicated that such an analyzer can be built, but we are working with Workday and ITA to determine the cost of such a process and whether the analyzer can also incorporate the unpaid time presently held in PaySR. Currently, where no such function exists within Workday, the manual process described above would need to be used to perform any layoff or displacement calculations.

Post-layoff support and activities are also being developed simultaneously with the layoff calculation process. These activities include the development of post-layoff support sessions designed to provide resources and support City employees who may be laid off as they separate from the City. The post-layoff support sessions will include various City partners including Medical Services Division, Economic and Workforce Development Department, Los Angeles City Employees Retirement System, Personnel Employee Benefits, Deferred Compensation and WorkSource Center Partners, the Office of the City Administrative Officer, and the Office of the Controller. In compliance with City Charter Section 1015, an appeal process is also being developed for employees to appeal their layoff seniority and/or displacement seniority calculation to the Civil Service Commission.

Expedited Transfer Process

In an effort to mitigate the City's budgetary deficiencies and subsequently reduce the number of filled positions that must be eliminated, the City has engaged in a comprehensive effort to transfer employees to proprietary departments, special-funded positions, and now we have begun to identify general funded positions available to receive transfers. The Personnel Department has worked with various City departments to identify positions available to fill via the Expedited Transfer Process. It is important to note that the Expedited Transfer Process is completely voluntary, as City employees can elect to not participate in the process.

At the outset of the process, the Personnel Department reached out to specific City departments to identify positions that could be filled via transfer. The following City departments identified special funded positions that could be filled via transfer: Los Angeles World Airports (LAWA), Fire & Police Pensions, Harbor, Housing, LACERS, Library, and the Office of Finance. Based on information provided by each of these departments, approximately 235 positions are presently available to be filled through the Expedited Transfer Process. The Personnel Department anticipates that as Proprietaries and Special Funded Departments review their positions, that additional vacant, special funded positions will become available.

Personnel Department staff developed the Expedited Transfer Process application, which City employees interested in transferring would complete and submit. The application included various information fields that could be used by hiring departments in order to screen the employees and determine the best fit for the position(s) being filled (i.e., areas of expertise/previous duties; languages spoken; City department they are willing to transfer to; and licenses). Only incumbents in the job classifications in which positions are available for transfer received the email containing the link to the Expedited Transfer Process (City employees working within the departments listed above did not receive the email inviting them to complete the Expedited Transfer Process application). Personnel Department staff also created a Frequently Asked Questions (FAQs) document that was shared with City employees that included information specific to the Expedited Transfer Process; in addition, an email address was created for City employees to send questions to and ensure a centralized email to address various questions and/or concerns.

On Tuesday, May 20, 2025, the Personnel Department emailed over 7,000 City employees who would be eligible to participate in the Expedited Transfer Process. City employees were provided with the link to the application, the FAQ document, and the email address that they could use to contact Personnel Department staff. City employees were informed to submit their application by Thursday, May 22, 2025, in order to ensure they would be considered for the initial transfer opportunities. It is

important to note that the Personnel Department will continue to accept applications until there are no more positions available for transfer.

Personnel Department staff worked with the hiring departments to determine which City employees would be eligible and a good fit for the positions being filled. This process included the application of filters, if necessary, specified by the City department.

As of June 11, 2025, a total of 1,573 transfer applications have been submitted, a total of 912 City employees have been referred, and a total of 1,647 applications have been referred across all participating City departments. A total of two (2) Conditional Job Offers (CJOs) have been made and several interviews have been conducted or are scheduled to be conducted. It is important to note that hiring departments may conduct their own background checks, which can include an employee folder check, and reference checks with current and/or previous supervisors. The Personnel Department has a process in place to assist with the employee folder check.

The Expedited Transfer Process was enacted over three weeks ago and we anticipate that CJO's will begin to increase in the later month of June and employees will begin to officially move to these positions in July and August.

Communication and Engagement Efforts

The Personnel Department recognizes the importance of keeping employees informed and up to date with critical information during the expedited transfer and layoff processes. To meet this need, Personnel uses a variety of channels to communicate and update staff.

First, Personnel has created a [website](#) with pertinent information, FAQs, and resources that is available to all City employees. Employees are encouraged to review the information on this website and are able to submit questions directly to the layoff team. An email address for layoff and employee job history questions has been created so items can be organized and addressed within a quick turnaround.

Similarly, Personnel has also created an email address for questions related to the Expedited Transfer Process, which allows the transfer team to track questions and communicate with participating departments. This helps ensure that all questions and concerns related to this critical process are kept in one location and can be referred to by all necessary parties.

It should also be noted that the Personnel Department has created a website specifically for HR staff that are assisting with the layoff/transfer process. This website houses various tracking sheets, recordings of training sessions that walk through particular processes, and more. Personnel updates this website for HR staff frequently, which ensures that HR staff can refer to the most up to date information within one

location. The HR teams within departments are in constant communication with layoff and transfer staff at Personnel and have played a major role with moving items forward and addressing any concerns that employees have brought to their attention.

All pertinent updates related to layoffs and the expedited transfer process are included in monthly newsletters from Personnel that are sent to all City employees. This includes the main Personnel Department newsletter as well as two special edition newsletters that have been sent related to budget matters. These newsletters remind employees of any action items they may need to take (such as employee job history review), provide contact information for any questions (layoff or transfer staff email addresses), access to available websites and resources, and updates regarding any progress made related to Personnel's efforts.

CITY OF LOS ANGELES

EXPEDITED TRANSFER PROCESS OVERVIEW



PRESENTATION AGENDA



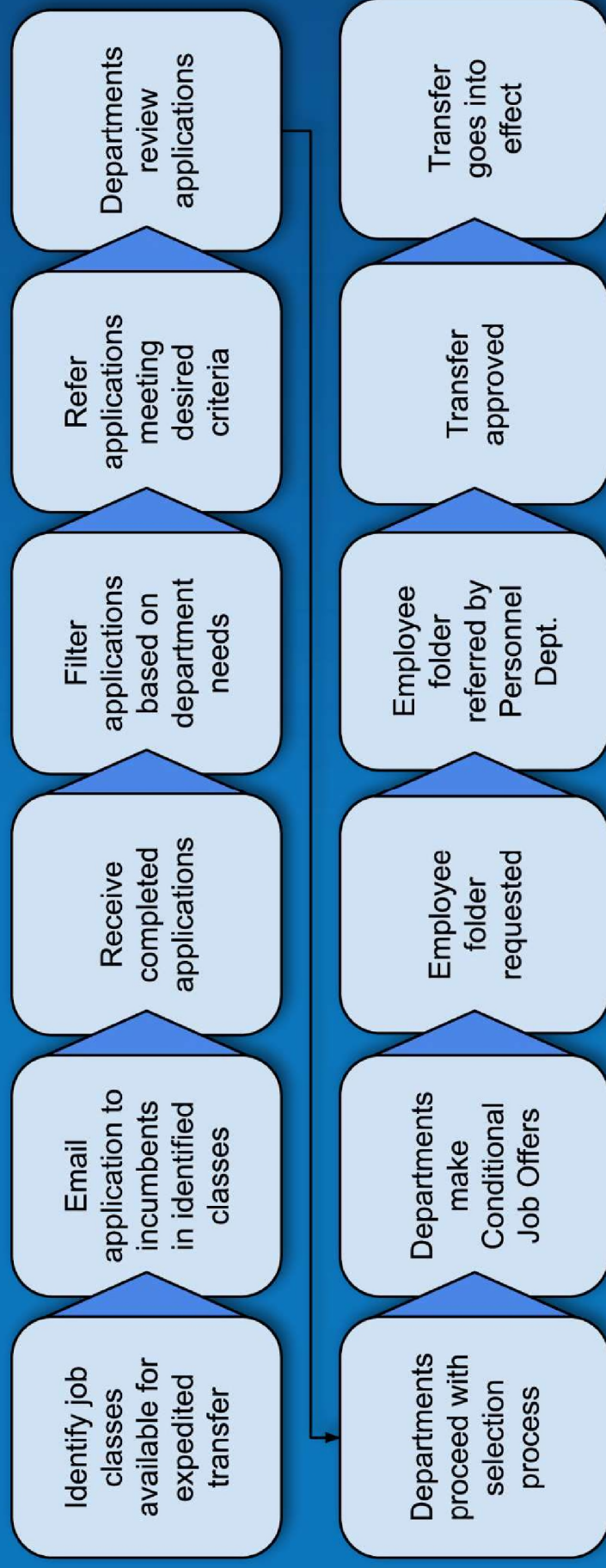
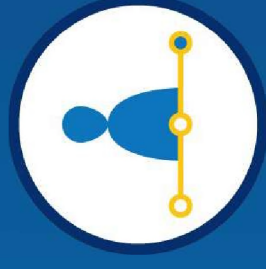
- General Information
- Expedited Transfer Process Map
- Additional Steps
- Expedited Transfer Metrics

GENERAL INFORMATION

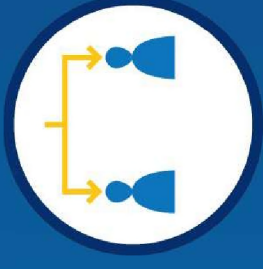


- **Goal of the expedited transfer process (ETP):**
 - Transfer employees from general-funded positions to proprietary or special-funded positions before layoff calculations begin.
 - The more people who are transferred, the fewer number of filled City positions to be eliminated via layoffs.
- **Other considerations:**
 - The number of positions to fill, participating departments, and list of job classifications eligible for ETP will fluctuate as vacancies arise and/or are filled.
 - Ensure process is not disruptive to layoff calculations.

Expedited Transfer Process - Overview



Expedited Transfer Process



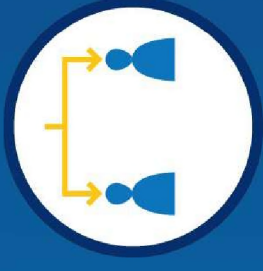
Identify job classes available for expedited transfer

Conferred with proprietary departments and other City departments containing special-funded (and now including vacant general funded) positions to identify vacant positions that can be filled by transferring employees from general-funded positions.

Email application to incumbents in identified classes

Worked with IT/Tech Team to create an email list for all employees eligible for ETP. Eligible employees included all staff in one of the identified job classifications who are *not* currently in a proprietary department.

Expedited Transfer Process



Receive completed applications

As applications are submitted, they are added to the database which includes a candidate selection and referral tool.

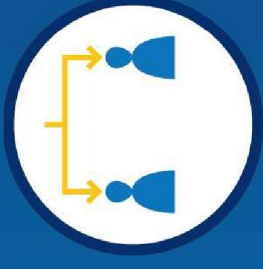
Filter applications based on department needs

Using the candidate selection tool, applications are screened based on the criteria that departments desire for each position.

Refer applications meeting desired criteria

Candidates meeting the requested criteria are referred to the hiring departments via email. For each referral, a list of eligible candidates is provided along with a copy of their application. Referrals are tracked by the Expedited Transfer Team.

Expedited Transfer Process



Departments review applications

Departments conduct an initial review of applications and may do additional screening.

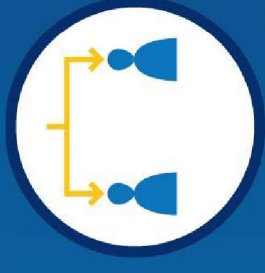
Departments proceed with selection process

Departments proceed with the selection process at their discretion. They may simply do an application review, schedule interviews, require supplemental documentation, etc.

Departments make conditional job offers

Departments extend a conditional job offer (CJO) to their selected candidates and update the Expedited Transfer team so that we can update referral status' and track metrics regarding offers made.

Expedited Transfer Process



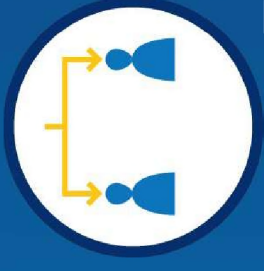
Departments submit
employee folder request

Departments may submit an
employee folder request at their
discretion if a folder review is needed.

Personnel provides employee
folder for Department review

Personnel provides the requesting
department with an electronic file
containing the candidate's personnel
folder.

Expedited Transfer Process



Transfer approved

Departments extend a firm offer to candidates and approve their transfer.

Transfer goes into effect

Departments update the Expedited Transfer Team on transfer effective dates and we update our metrics accordingly.

Additional Steps Required for ETP



- Created the transfer application via Google Form and fillable PDF.
- Provided in-person office hours to support applicants requiring assistance/accommodation.
- Created FAQs document.
- Continued updates to the application and other documents as changes arise to the list of participating departments and job classifications available for ETP.
- Continued tracking of metrics related to number of positions to fill via ETP, applications referred, CJOs made, transfers completed, and more.

Expedited Transfer Metrics

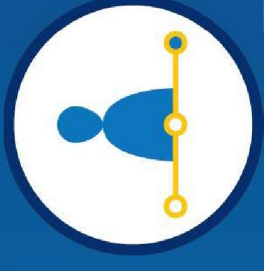


Positions Available to Fill via ETP	Total Apps Received	Total Employees Referred	Total Apps Referred	Total CJOs Made	Total Transfers Completed
237	1573	945	1796	2	0

Apps Referred to DWP	Apps Referred to Harbor	Apps Referred to Housing	Apps Referred to Finance	Apps Referred to LACERS	Apps Referred to Tourism	Apps Referred to LAFPP	Apps Referred to LAWA	Apps Referred to Library
0	409	89	274	82	10	180	538	214

**metrics updated as of 6/12/25*

Expedited Transfer Process - Phase 2



- Phase 2 of the ETP will involve transferring individuals currently in general-funded positions that are slated for deletion into vacant general-funded positions in another department.
 - When departments (who were not originally participating in the ETP) have critical positions they have been unable to fill via regular hiring/transfer processes, they can move onto Phase 2 and fill those positions using ETP applicants.
- The Expedited Transfer Team will work with department representatives to obtain position criteria and refer applicants accordingly.
- Metrics regarding these Phase 2 transfers will be tracked in conjunction with other expedited transfers.