



Current Charter Gap

Modernize Hiring & Testing

Recommendation: Amend the Charter to allow the use of modern, professionally validated hiring tools—including structured interviews, skills-based assessments, practical evaluations, and experience-based screening—to preserve merit principles while improving efficiency, expanding access, and better assessing job readiness.

Gap: There is currently no clear commitment to systematically expand the use of skills-based assessments, practical evaluations, and other modern hiring tools across the civil service system.

Public Service Career Pathways

Recommendation: Establish a Charter-level commitment to expanding access to civil service careers through workforce pathways such as internships, trainee programs, apprenticeships, bridge classifications, and partnerships with labor, education, and community organizations, without creating any specific funding obligation.

Gap: Existing programs operate inconsistently across departments and lack a permanent City commitment ensuring coordination, accountability, and connection to actual civil service careers. More transparency in the data.

Despite their intent, these programs have not consistently reached or produced equitable outcomes for Black workers and other historically marginalized communities.

Inclusive Recruitment

Recommendation: Require outreach and recruitment efforts designed to broaden applicant pools and increase awareness of civil service opportunities, particularly in historically disinvested and economically vulnerable communities.

Gap: Recruitment efforts currently vary across departments, outreach strategies are inconsistent, and workforce outcomes are not regularly measured or reported.



Workforce Equity Clause

Recommendation: Establish a Workforce Equity Clause creating a legal obligation to identify and address structural barriers to public employment and contracting opportunities while remaining compliant with Proposition 209 and applicable federal law.

Gap: The Charter currently lacks a workforce-specific framework establishing clear expectations for addressing barriers to public employment access.

Workforce Equity Audits

Recommendation: Require recurring Workforce Equity Audits every four years to evaluate hiring, recruitment, promotion, retention, discipline trends, and structural barriers affecting workforce access, with findings publicly released.

Gap: Workforce equity is not currently subject to a recurring audit process, limiting regular evaluation, accountability, and data-driven decision-making.

Workforce Equity Commission

Recommendation: Establish a Workforce Equity Commission responsible for reviewing workforce data, pathway outcomes, audit findings, and barriers to public employment access while providing oversight and recommendations.

The Commission would consist of equal representation from Labor representatives (unions), Community workforce practitioners (case managers, workforce development professionals, and individuals with workforce program experience), and Personnel representatives

Gap: The Charter currently lacks a dedicated body responsible for ongoing review, oversight, and accountability regarding workforce equity outcomes and barriers to access.



Recommendation 1: Modernize Hiring & Testing

Original Recommendation

Amend the Charter to allow the use of modern, professionally validated hiring tools—including structured interviews, skills-based assessments, practical performance evaluations, and experience-based screening—rather than relying primarily on traditional written examinations. The goal is to preserve merit-based hiring while improving efficiency, broadening access, and better measuring an applicant's ability to perform the job.

Problem Statement

The City of Los Angeles continues to rely heavily on traditional examination-based hiring systems. While examinations are intended to support merit-based hiring, they do not always measure an applicant's ability to successfully perform the duties of a position.

LABWC believes the current examination-centered hiring system has not demonstrated meaningful improvements in Black participation in the civil service workforce and may create barriers for qualified applicants. Similar concerns have been raised regarding standardized testing systems more broadly, particularly their ability to predict actual job performance and their disproportionate impact on historically excluded communities.

Why Existing Efforts Are Insufficient

While the Personnel Department may currently utilize interviews and other assessment tools for certain classifications, the City's hiring system remains fundamentally examination-centered, determining eligibility based on exam scores.

There is currently no clear commitment to systematically expand the use of skills-based assessments, practical evaluations, and other modern hiring tools across the civil service system.

LABWC's recommendation seeks to ensure that hiring decisions are based on demonstrated job readiness and actual skills, not solely on performance in a traditional examination setting.

Frequently Asked Questions

Q: Is LABWC proposing eliminating civil service examinations?

No.

LABWC is not proposing the elimination of examinations. Examinations may continue to be used where appropriate. The recommendation expands the City's ability to evaluate applicants through additional assessment methods that more accurately measure job-related skills and competencies.

Q: Is LABWC proposing lowering hiring standards?

No.

LABWC supports merit-based hiring. The recommendation maintains standards while modernizing how qualifications are assessed. Applicants would still be required to demonstrate their ability to perform the work.

Q: Why change the current system?

Traditional examinations do not always measure whether an applicant can successfully perform the duties of a position. Modern hiring methods allow employers to evaluate real-world skills, competencies, and experience in ways that more closely reflect actual job performance.

Q: What types of hiring tools is LABWC proposing?

Examples include:

- Structured interviews
- Skills-based assessments
- Practical performance evaluations
- Job simulations
- Experience-based screening
- Work sample testing

These methods are commonly used in both the public and private sectors to evaluate job readiness.

Q: Is there evidence that standardized testing can create inequitable outcomes?

LABWC's concern is based on longstanding research regarding standardized testing and disparate outcomes. While examinations remain one assessment tool, there is limited evidence that the City's current examination-centered hiring system has meaningfully increased Black

participation in civil service employment. Examinations continue to be the prevailing metric for merit-based hiring, despite decades of concern about its disparate impact.

LABWC believes additional data should be collected to better understand the relationship between examinations, hiring outcomes, and workforce representation.

Budget Considerations

Does this recommendation require a new budget allocation?

No.

LABWC is not prescribing a monetary allocation through this recommendation.

Departments already conduct hiring, recruitment, testing, and applicant evaluation activities. The recommendation expands the tools available to evaluate applicants ~~rather than creating a new program or requiring a dedicated funding source.~~

Could implementation require future investments?

Potentially.

Implementation may involve updating hiring practices, validating assessment tools, or redesigning portions of the hiring process. However, any future investments would be determined collaboratively between labor partners and the (EERC/Civil Service Commission)

The recommendation itself does not mandate a specific expenditure.

What Success Looks Like

LABWC would consider this recommendation successful if the City demonstrates:

- Increased use of skills-based assessments and practical evaluations.
- Reduced reliance on examination-only hiring processes.
- Faster hiring timelines and reduced vacancy rates.
- Increased access to civil service opportunities.
- Improved Black participation in the civil service workforce.
- Hiring decisions that more accurately reflect an applicant's ability to perform the job.

Data Requests / Outstanding Questions

Information Requested from the Personnel Department

- Civil service examination pass rates by race.
- Hiring outcomes by race following examination completion.
- Applicant demographics at each stage of the hiring process.
- Applicant drop-off rates throughout the hiring process.
- Time-to-hire by classification.
- Vacancy rates by department.
- Classifications currently utilizing alternative assessment methods.
- Historical trends in Black representation within the City's workforce.

Why This Information Matters

This information would help determine whether the current examination-centered hiring system is producing equitable outcomes and identify where barriers may exist within the hiring process.

Key Questions

- Has the current examination-centered hiring system increased Black participation in City employment?
- Which classifications rely most heavily on examinations?
- Which classifications already utilize skills-based assessments or practical evaluations?
- At what stage of the hiring process are applicants most frequently screened out

Recommendation 2: Public Service Career Pathways

Original Recommendation

Add a Charter-level policy commitment recognizing the City's responsibility to expand access to civil service careers through structured workforce pathways. Such pathways may include internships, trainee programs, apprenticeship models, bridge classifications, and partnerships with labor organizations, educational institutions, and community-based organizations. The recommendation explicitly states that it does not require any specific appropriation, funding level, or fiscal obligation.

Problem Statement

The City has established workforce pathway programs intended to connect residents to civil service careers. However, pathway programs often operate across multiple departments and administrations without a permanent City commitment to workforce development, consistent implementation, or clear accountability for outcomes.

While valuable workforce initiatives currently exist, many residents continue to face barriers to entering public sector careers. Existing efforts are often fragmented, participation varies by department, and outcomes are not consistently tracked or measured.

LABWC's recommendation seeks to strengthen and institutionalize workforce pathways by establishing a permanent commitment to connecting residents to civil service careers through apprenticeships, trainee programs, bridge classifications, internships, and partnerships with labor organizations, educational institutions, and community-based organizations.

Why Existing Efforts Are Insufficient

Programs such as workforce pathways, apprenticeship initiatives, and local hire efforts already exist. However, the existence of these programs alone has not guaranteed meaningful workforce outcomes.

Participation varies across departments, implementation is inconsistent, and there is currently no permanent City commitment ensuring that workforce pathways remain effective, coordinated, accountable, and connected to actual civil service careers.

LABWC's recommendation is intended to strengthen existing efforts rather than replace them.

Frequently Asked Questions

Q: Doesn't the City already have workforce pathway programs?

Yes.

The City currently supports workforce pathway programs and partnerships. LABWC's recommendation is not intended to replace these efforts.

Rather, the recommendation seeks to strengthen and institutionalize workforce pathways by establishing a permanent commitment to workforce development and creating greater consistency, coordination, accountability, and long-term sustainability across departments and administrations.

Q: Is LABWC creating a new workforce program?

No.

LABWC is not proposing a new workforce program. The recommendation creates a policy commitment to workforce pathways and supports the continued development and strengthening of programs that connect residents to civil service careers.

Q: What types of workforce pathways are included?

Examples may include:

- Apprenticeships
- Trainee programs
- Bridge classifications
- Internships
- Labor-management partnerships
- Educational institution partnerships
- Community-based workforce partnerships

The recommendation provides flexibility for the City to develop pathways that meet workforce needs over time.

Q: Why is this recommendation necessary if pathway programs already exist?

Existing programs have created valuable opportunities, but they have not consistently produced the workforce outcomes they were intended to achieve.

LABWC believes stronger coordination, accountability, department participation, and long-term commitment are necessary to ensure workforce pathways effectively connect residents to permanent City employment opportunities.

Q: Does this recommendation require the City to fund a specific program?

No.

The recommendation does not require the City to establish a specific program, funding level, or appropriation. It creates a policy commitment to workforce pathways while allowing future funding decisions to be made through the normal budget process.

Budget Considerations

Does this recommendation require a new budget allocation?

No.

LABWC is not requesting a specific appropriation, funding level, or fiscal obligation through this recommendation.

The recommendation establishes a policy commitment rather than a funding mandate.

How could workforce pathways be funded?

Any future workforce pathway investments would be determined through normal budget and policy discussions involving City departments, labor partners, City Council, and workforce development stakeholders.

Potential funding sources may include:

- Existing workforce development resources
- Labor partnerships
- Workforce grants
- State workforce funding
- Workforce Innovation and Opportunity Act (WIOA) funding

The recommendation itself does not require a dedicated funding source.

What Success Looks Like

LABWC would consider this recommendation successful if the City demonstrates:

- More residents are entering workforce pathways connected to civil service careers.
- Increased participation by City departments in workforce pathway initiatives.
- Better tracking and reporting of workforce pathway outcomes.
- Stronger coordination between departments, labor organizations, educational institutions, and community-based organizations.
- Long-term sustainability of workforce pathways across administrations.
- Increased access to public sector career opportunities for residents in historically underserved communities.

Data Requests / Outstanding Questions

Information Requested from the City

- Number of participants currently enrolled in workforce pathway programs.
- Number of participants hired into City positions through pathway programs.
- Department participation rates in workforce pathway initiatives.
- Retention rates of participants hired through pathway programs.
- Existing funding sources supporting workforce pathways.
- Performance metrics currently used to evaluate pathway success.
- Historical outcomes of workforce pathway initiatives.

Why This Information Matters

This information would help determine whether existing workforce pathways are producing intended outcomes and identify opportunities to strengthen access to civil service careers.

Key Questions

- How many participants ultimately obtain City employment?
- Which departments participate most actively in workforce pathway programs?
- Which departments are not participating?
- What workforce outcomes are currently tracked and reported?
- What barriers prevent workforce pathway participants from transitioning into permanent City employment?

Recommendation 3: Inclusive Recruitment

Original Recommendation

Require the City to conduct outreach and recruitment efforts designed to broaden applicant pools and increase awareness of civil service opportunities in communities experiencing historical disinvestment and economic vulnerability. Outreach may include partnerships with labor organizations, workforce boards, educational institutions, and community-based organizations.

Problem Statement

Many qualified residents remain unaware of civil service opportunities because recruitment efforts are inconsistent across departments and do not consistently reach communities that have historically experienced economic exclusion, disinvestment, and barriers to public employment.

While recruitment activities currently occur throughout the City, outreach is not always intentionally focused on communities identified through the City's equity and repair frameworks, and there is limited accountability for measuring whether recruitment efforts are successfully reaching those communities.

LABWC believes expanding awareness of public sector careers is essential to ensuring all residents have meaningful access to civil service opportunities.

Why Existing Efforts Are Insufficient

The City currently conducts recruitment and outreach activities. However, recruitment efforts vary across departments, outreach strategies are not consistently applied, and outcomes are not regularly measured or reported.

As a result, many communities continue to have limited awareness of civil service careers and workforce pathways despite the existence of City recruitment efforts.

LABWC's recommendation seeks to strengthen existing recruitment efforts by creating a consistent expectation that outreach be conducted in communities experiencing historical disinvestment and economic vulnerability, including communities identified through the City's equity and repair frameworks.

Frequently Asked Questions

Q: Doesn't the City already conduct recruitment and outreach?

Yes.

The City currently conducts recruitment activities through various departments and workforce initiatives.

LABWC's recommendation is not intended to replace existing efforts. Rather, it seeks to strengthen and standardize recruitment practices by ensuring outreach consistently reaches communities that have historically faced barriers to public employment access.

Q: Is this a quota system?

No.

This recommendation does not establish quotas, targets, or hiring preferences. It focuses solely on outreach, awareness, and recruitment efforts designed to broaden applicant pools.

Hiring decisions would continue to be made through existing merit-based hiring processes.

Q: Is this race-based hiring?

No.

This recommendation does not change hiring standards or create preferences based on race or ethnicity.

The recommendation focuses on expanding awareness of opportunities in communities experiencing historical disinvestment and economic vulnerability, including communities identified through existing City equity and repair frameworks.

Q: Does this violate Proposition 209?

No.

The recommendation does not create race-based preferences, quotas, or special hiring advantages.

It focuses on outreach and recruitment efforts intended to increase awareness of civil service opportunities and expand access to applicant pools.

Q: How could this work in practice?

Examples may include:

- Partnerships with community-based organizations.
- Outreach through workforce development programs.
- Recruitment events in underserved communities.
- Partnerships with educational institutions.
- Collaboration with labor organizations and workforce boards.
- Targeted awareness campaigns regarding City employment opportunities.

The recommendation provides flexibility for departments to determine the most effective outreach strategies.

Q: What does accountability look like?

Accountability may include:

- Tracking recruitment activities by department.
- Reporting recruitment locations and community partnerships.
- Monitoring applicant pool demographics and geographic representation.
- Evaluating whether outreach efforts are reaching intended communities.
- Public reporting on recruitment outcomes.

The goal is to ensure outreach efforts are measurable and effective.

Budget Considerations

Does this recommendation require a new budget allocation?

No.

LABWC is not requesting a specific appropriation, funding level, or fiscal obligation through this recommendation.

Departments already conduct recruitment and outreach activities. This recommendation strengthens and focuses existing efforts rather than creating a new program.

Could implementation require future investments?

Potentially.

Departments may choose to expand outreach activities, partnerships, or recruitment strategies. However, any future investments would be determined through the normal budget process.

The recommendation itself does not mandate a specific expenditure.

What Success Looks Like

LABWC would consider this recommendation successful if the City demonstrates:

- More applicants from communities experiencing historical disinvestment and economic vulnerability.
- Increased diversity within applicant pools.
- Better tracking, measurement, and accountability of recruitment outcomes.
- Greater awareness of civil service careers and workforce pathways.
- Stronger community partnerships supporting recruitment efforts.
- More consistent outreach across City departments.

Data Requests / Outstanding Questions

Information Requested from the City

- Applicant demographics by community and ZIP code.
- Recruitment event locations and attendance data.
- Community partnerships currently utilized for recruitment.
- Department recruitment budgets and activities.
- Recruitment-to-application conversion rates.
- Application-to-hire conversion rates.
- Existing metrics used to evaluate recruitment effectiveness.

Why This Information Matters

This information would help determine whether current recruitment efforts are reaching communities identified through the City's equity and repair frameworks and whether existing outreach strategies are producing meaningful workforce outcomes.

Key Questions

- Which communities are currently being reached through City recruitment efforts?
- Which communities remain underrepresented in applicant pools?
- Which departments conduct the most extensive outreach efforts?
- How is recruitment success currently measured?
- What barriers continue to prevent residents from accessing civil service opportunities?

Recommendation 4: Workforce Equity Clause

Original Recommendation

Add a Workforce Equity Clause establishing a legal obligation to eliminate structural barriers and expand access to public employment and contracting opportunities, with explicit attention to historically disinvested and economically vulnerable communities, while remaining compliant with Proposition 209 and applicable federal law.

Problem Statement

The City has adopted equity initiatives, equity frameworks, and various workforce-related programs. However, there is currently no workforce-specific standard that requires departments to identify, evaluate, and address barriers to public employment access.

As a result, workforce equity efforts may vary significantly across departments and administrations, limiting consistency, accountability, and transparency.

LABWC believes workforce equity should be treated as a core workforce principle that guides hiring, recruitment, workforce development, and access to public employment opportunities across City government.

Why Existing Efforts Are Insufficient

The City has established equity initiatives and departments focused on advancing equity goals. However, there is currently no workforce-specific framework that establishes clear expectations for identifying and addressing barriers to public employment access.

While departments may undertake workforce equity efforts independently, there is no consistent standard guiding implementation, measurement, or accountability across City government.

LABWC's recommendation seeks to create a workforce-focused equity framework that complements existing City equity efforts and provides a consistent foundation for workforce access and opportunity.

Frequently Asked Questions

Q: Doesn't the City already have equity initiatives and frameworks?

Yes.

The City has adopted equity initiatives and frameworks that inform policy decisions across government.

However, there is currently no workforce-specific framework that establishes expectations for identifying and addressing barriers to public employment access across departments.

LABWC's recommendation seeks to complement (not replace) existing equity efforts by creating a workforce-focused standard.

Q: Doesn't the Civil Rights Department already do this?

No.

The Civil + Human Rights and Equity Department plays an important role in advancing equity throughout the City. However, there is currently no workforce-specific standard that guides departments in evaluating and addressing barriers to public employment access.

LABWC's recommendation focuses specifically on workforce access, workforce opportunity, and public employment pathways.

Q: Is this a quota system?

No.

This recommendation does not establish quotas, targets, hiring preferences, or hiring mandates.

The recommendation focuses on identifying and removing barriers that may limit access to public employment opportunities.

Q: Does this create race-based preferences?

No.

The recommendation does not alter hiring standards or create preferences based on race, ethnicity, or any other protected category.

The focus is on expanding access and removing barriers to opportunity.

Q: Does this violate Proposition 209?

No.

The recommendation explicitly requires compliance with Proposition 209 and applicable federal law.

The recommendation focuses on workforce access, transparency, and barrier removal rather than preferences or quotas.

Q: How is this different from the Inclusive Recruitment recommendation?

Inclusive Recruitment focuses on outreach and awareness.

The Workforce Equity Clause focuses on identifying and addressing barriers that may exist throughout workforce systems, policies, and practices.

Recruitment helps people enter the applicant pool. Workforce equity standards help ensure barriers are identified and addressed once individuals seek access to opportunities.

Q: What could this look like in practice?

Examples may include:

- Reviewing hiring processes for barriers to access.
- Evaluating workforce policies and practices.
- Identifying barriers within recruitment, hiring, promotion, and retention systems.
- Aligning workforce practices with existing equity and repair frameworks.
- Developing workforce equity goals and accountability measures.

The recommendation provides flexibility for departments to determine how best to implement workforce equity principles.

Budget Considerations

Does this recommendation require a new budget allocation?

No.

LABWC is not requesting a specific appropriation, funding level, or fiscal obligation through this recommendation.

The recommendation establishes a workforce equity standard rather than creating a new program or department.

Could implementation require future investments?

Potentially.

Departments may choose to conduct additional workforce assessments, reviews, or reporting activities. Any future investments would be determined through the normal budget process.

The recommendation itself does not mandate a specific expenditure.

What Success Looks Like

LABWC would consider this recommendation successful if the City demonstrates:

- Greater transparency regarding workforce barriers and workforce outcomes.
- Consistent workforce equity standards across departments.
- Increased accountability for identifying and addressing barriers to public employment access.
- Stronger alignment between workforce practices and the City's equity and repair frameworks.
- Increased access to public employment opportunities.
- Measurable improvements in workforce access and opportunity.

Data Requests / Outstanding Questions

Information Requested from the City

- Existing workforce equity policies and standards.
- Department-level workforce equity initiatives.
- Workforce demographic data by department and classification.
- Existing measures used to identify workforce barriers.
- Workforce access and opportunity indicators currently tracked by departments.
- Existing accountability mechanisms related to workforce equity.

Why This Information Matters

This information would help determine how workforce equity is currently implemented across City departments and identify opportunities to strengthen consistency, accountability, and transparency.

Key Questions

- How do departments currently identify workforce barriers?
- What workforce equity standards currently exist?
- How are workforce equity outcomes measured?
- What accountability mechanisms currently exist?
- How are departments expected to respond when barriers are identified?

Recommendation 5: Workforce Equity Audits

Original Recommendation

Require the Office of the Controller to conduct Workforce Equity Audits at least once every four years. Audits would evaluate hiring timelines, recruitment reach, promotion practices, discipline trends, retention patterns, and structural barriers affecting access to civil service employment. Audit findings would be publicly released and presented to the Workforce Equity Commission and City Council.

Problem Statement

The City currently lacks a recurring, independent process for evaluating whether workforce systems are producing equitable outcomes.

While the Controller already conducts audits of City operations, workforce equity is not currently a required area of recurring review. As a result, workforce outcomes, barriers to access, and departmental performance may not be consistently evaluated or publicly reported.

LABWC believes regular workforce equity audits are necessary to ensure transparency, accountability, and continuous improvement within the City's workforce systems.

Why Existing Efforts Are Insufficient

The Controller already possesses audit authority and regularly conducts audits across City government. However, workforce equity is not currently required to be examined through a recurring audit process.

As a result, workforce equity findings may be reviewed inconsistently, departments may not receive regular feedback regarding workforce outcomes, and policymakers may lack the information necessary to identify and address barriers to public employment access.

LABWC's recommendation builds upon existing audit authority rather than creating a new function.

Frequently Asked Questions

Q: Doesn't the Controller already conduct audits?

Yes.

LABWC is not proposing a new auditing office or audit function.

The recommendation simply requires workforce equity to become a recurring area of review within the Controller's existing audit authority.

Q: Is LABWC creating a new department?

No.

The recommendation does not create a new department, office, or auditing entity.

The Controller would continue conducting audits under existing authority.

Q: Why is a workforce equity audit necessary?

Workforce equity audits provide an independent and recurring evaluation of hiring, recruitment, promotion, retention, and workforce access outcomes.

The purpose is to identify barriers, improve transparency, and provide policymakers with information necessary to strengthen workforce systems.

Q: What would be reviewed during a workforce equity audit?

Examples may include:

- Hiring timelines
- Recruitment reach
- Promotion practices
- Retention patterns
- Discipline trends
- Workforce demographics
- Barriers to workforce access
- Department workforce outcomes

Q: Doesn't Personnel already track workforce information?

Personnel tracks workforce information and administers hiring processes.

The purpose of this recommendation is to create an independent audit process that evaluates workforce outcomes and identifies trends, barriers, and opportunities for improvement.

Q: How would Workforce Equity Audits improve workforce pathway programs?

Workforce Equity Audits would provide policymakers, departments, labor partners, and community stakeholders with better information regarding workforce pathway outcomes.

For example, audits could evaluate participation, hiring outcomes, retention, department engagement, and barriers affecting programs such as Targeted Local Hire, Bridge to Jobs, apprenticeship programs, trainee programs, and other workforce initiatives intended to connect residents to public employment.

The goal is not simply to track activity, but to understand whether workforce pathway programs are successfully helping residents access and retain civil service careers.

Q: How is this different from the Workforce Equity Commission?

The Workforce Equity Audit produces the data.

The Workforce Equity Commission reviews the findings, monitors implementation, and provides accountability.

The two recommendations are intended to work together.

Q: What role would the Civil Rights Office play?

The Civil + Human Rights and Equity Department would not conduct the audits.

However, LABWC envisions workforce equity audit findings being shared with the Civil Rights Office so that workforce equity data can help inform broader equity efforts and support the work of the Workforce Equity Commission.

Budget Considerations

Does this recommendation require a new budget allocation?

Broadly, no.

The Controller already conducts audits as part of its existing responsibilities.

LABWC is not proposing a new audit office, a new department, or a standalone audit function. The recommendation simply requires workforce equity to become a recurring component of the Controller's existing audit authority.

Could implementation require future investments?

Potentially.

The Controller may determine that additional staff time, data collection, or reporting resources are necessary. Any future resource decisions would be addressed through the normal budget process.

The recommendation itself does not mandate a specific appropriation.

What Success Looks Like

LABWC would consider this recommendation successful if:

- Workforce equity audits occur on a recurring basis.
- Audit findings are publicly released.
- Workforce barriers are identified and documented.
- Audit findings are reviewed by the Workforce Equity Commission.
- Departments receive recommendations and respond to findings.
- Policymakers have better information regarding workforce outcomes and access to public employment opportunities.
- Workforce pathway programs are evaluated using consistent performance measures.
- Policymakers have access to reliable data regarding program outcomes.
- Greater transparency exists regarding Targeted Local Hire, Bridge to Jobs, apprenticeship programs, and similar workforce initiatives.
- Departments can identify which workforce investments are producing results and where barriers continue to exist.
- Workforce decisions are increasingly informed by data and measurable outcomes.

Data Requests / Outstanding Questions

Information Requested from the Controller's Office and Relevant Departments

- Existing workforce-related audits.
- Workforce metrics currently tracked by the Controller.
- Existing audit schedules.

- Estimated implementation requirements.
- Existing workforce data available for review.
- Participation data for Targeted Local Hire.
- Participation data for Bridge to Jobs.
- Hiring outcomes associated with workforce pathway programs.
- Retention rates of pathway participants.
- Department participation levels.
- Existing performance metrics used to evaluate pathway programs.
- Workforce pathway funding sources and program outcomes.

Why This Information Matters

This information would help determine how workforce equity audits can be integrated into existing audit functions and identify opportunities to strengthen accountability, transparency, and workforce outcomes.

Key Questions

- What workforce-related audits have previously been conducted?
- What workforce data is currently available?
- What audit schedule would be most effective?
- How would findings be reported and reviewed?
- What mechanisms would ensure departments respond to audit findings?
- How many participants ultimately obtain City employment?
- Which pathway programs are producing the strongest outcomes?
- Which departments participate most actively?
- Which departments are underutilizing workforce pathways?
- What barriers prevent participants from transitioning into permanent City employment?

Recommendation 6: Workforce Equity Commission

Original Recommendation

Establish a Workforce Equity Commission responsible for reviewing workforce equity data, workforce pathway outcomes, workforce equity audits, and barriers to public employment access. The Commission would provide ongoing oversight, accountability, and recommendations regarding workforce equity implementation across City departments.

Problem Statement

The City currently lacks a dedicated body responsible for reviewing workforce equity outcomes, workforce pathway performance, workforce equity audit findings, and barriers to public employment access.

While departments collect workforce information and the Controller may conduct audits, there is no standing structure that brings together labor, workforce practitioners, and personnel representatives to review findings, identify challenges, and provide accountability.

LABWC believes a dedicated Workforce Equity Commission is necessary to ensure workforce equity efforts remain transparent, coordinated, and accountable over time.

Why Existing Efforts Are Insufficient

Workforce-related information currently exists across multiple departments, programs, and initiatives. However, there is no dedicated body responsible for regularly reviewing workforce outcomes, workforce pathway performance, recruitment outcomes, and workforce equity audit findings.

As a result, opportunities to identify barriers, improve workforce systems, and strengthen workforce pathways may be missed.

LABWC's recommendation creates a structured forum for ongoing review, accountability, and collaboration.

Frequently Asked Questions

Q: Why create a Workforce Equity Commission?

The Workforce Equity Commission would provide ongoing oversight and accountability regarding workforce access, workforce pathways, workforce equity outcomes, and audit findings.

Its purpose is to ensure workforce equity efforts are regularly reviewed and continuously improved.

Q: Who would serve on the Commission?

The Commission would consist of equal representation from:

- Labor representatives (unions)
- Community workforce practitioners (case managers, workforce development professionals, and individuals with workforce program experience)
- Personnel representatives

This structure ensures workforce decisions are informed by multiple perspectives and stakeholders.

Q: Doesn't Personnel already do this?

No.

Personnel administers hiring processes and workforce functions.

The Workforce Equity Commission would not administer hiring. Instead, it would review workforce outcomes, workforce equity audits, pathway performance, and implementation efforts while providing oversight and accountability.

Q: Doesn't the Civil Rights Office already do this?

No.

The Civil + Human Rights and Equity Department plays an important role in advancing equity initiatives throughout the City, but it does not currently serve as a workforce oversight commission.

LABWC envisions workforce equity audit findings being shared with the Civil Rights Office, allowing the department to serve as an anchor and partner in supporting workforce equity efforts.

Q: What would the Commission review?

Examples may include:

- Workforce Equity Audit findings
- Workforce pathway outcomes
- Recruitment outcomes
- Hiring outcomes
- Workforce demographics
- Retention trends
- Promotion trends
- Workforce barriers
- Department implementation efforts

Q: How is this different from Workforce Equity Audits?

Workforce Equity Audits generate the data.

The Workforce Equity Commission reviews that data, monitors implementation, and provides accountability.

The two recommendations are intended to work together.

Q: How would this improve workforce pathway programs?

The Commission would help ensure policymakers and stakeholders have access to information regarding workforce pathway outcomes.

For example, the Commission could review participation, hiring outcomes, retention, department engagement, and barriers affecting programs such as Targeted Local Hire, Bridge to Jobs, apprenticeship programs, trainee programs, and other workforce initiatives intended to connect residents to public employment.

The goal is to better understand which workforce investments are producing results and where improvements are needed.

Budget Considerations

Does this recommendation require a new budget allocation?

The recommendation does not establish a specific funding level, appropriation, or fiscal obligation.

Its primary purpose is to create an oversight and accountability structure.

Could implementation require future investments?

Potentially.

Any staffing, administrative support, or operational costs would be determined through the legislative and budget process.

The recommendation itself does not prescribe a specific funding amount.

What Success Looks Like

LABWC would consider this recommendation successful if:

- Workforce equity data is reviewed on a regular basis.
- Workforce Equity Audit findings receive public review and discussion.
- Workforce pathway outcomes are consistently evaluated.
- Policymakers have access to reliable workforce performance data.
- Labor, community workforce practitioners, and personnel representatives collaborate on workforce issues.
- Workforce barriers are identified and addressed.
- Greater accountability exists regarding workforce access and workforce outcomes.
- Workforce decisions are increasingly informed by data and measurable results.

Data Requests / Outstanding Questions

Information Requested from the City

- Proposed Commission structure and appointment process.
- Number of commissioners.
- Terms of service.
- Reporting requirements.
- Relationship between the Commission, Controller, Personnel Department, and Civil Rights Office.
- Existing workforce oversight structures.
- Existing workforce data reporting practices.

Why This Information Matters

This information would help determine how the Commission can most effectively support workforce accountability, transparency, and continuous improvement.

Key Questions

- How should commissioners be appointed?
- What reporting authority should the Commission have?
- How frequently should the Commission meet?
- How should audit findings be reviewed?
- How should departments respond to Commission recommendations?
- What workforce metrics should be reviewed regularly?