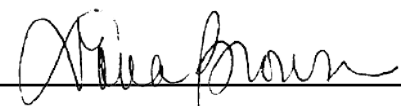


## REPORT FROM



## THE PERSONNEL DEPARTMENT

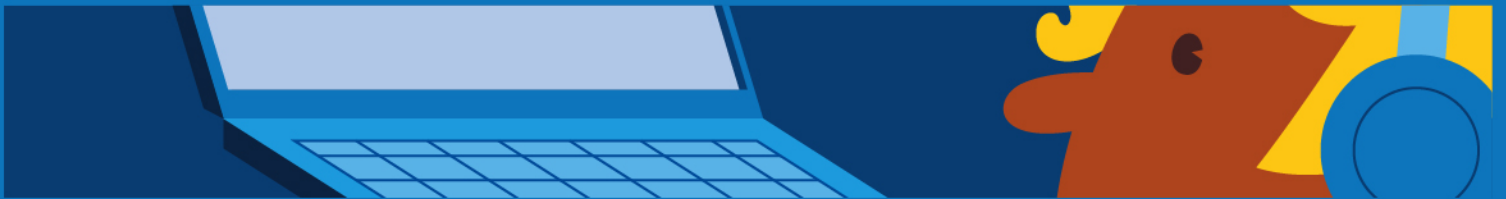
TO: The Honorable Members of the Personnel, Audits and Hiring Committee	DATE 12/15/2023
REFERENCE: Prior Council File: 11-1592	COUNCIL FILE 15-0550
SUBJECT: PERSONNEL DEPARTMENT EMPLOYEE DEVELOPMENT ANNUAL REPORT FISCAL YEAR 2022-2023	
<p>RECOMMENDATION</p> <p>The Personnel, Audits and Hiring Committee receive and file this report on employee development and training programs in the City during Fiscal Year 2022-2023.</p> <p>BASIS OF REPORT</p> <p>Section 4.312 of the Los Angeles Administrative Code requires the General Manager of the Personnel Department to maintain a comprehensive program for the development of all City employees, and report annually on the progress of training in City departments (Airports, Harbor, and Water and Power are not required). This report covers the Fiscal Year 22-23.</p> <p>DISCUSSION</p> <p>During this reporting period, the Personnel Department continued its oversight of the on demand training program for telecommuting and onsite City employees. The Personnel Department also continued to keep Department Training Coordinators up to date with training requirements and new programs through monthly newsletters and virtual trainings.</p> <p>This reporting period included the first completed cohort of the Women's Management Academy. This program was developed in partnership with Council District 6 and is described in further detail in the report. The Personnel Department will continue to offer this program in future reporting periods as well.</p> <p>In addition to these developments, the Personnel Department continued administering training for City mandates, as well as extended its purchase of non-mandated training catalogs to departments. These non-mandated training catalogs offered training of topics related to various soft skills and knowledge areas that assist City employees with their ongoing growth and development. Lastly, the Personnel Department also continued to help facilitate training provided through reimbursements for MOU agreements and the Employee Assistance Program.</p> <p>As the City continues to move forward and navigate a work environment that is constantly changing through telecommuting operations and the start of artificial intelligence in the workplace, the Personnel Department plans to not only carry on with overseeing Citywide and department specific online training, but will also assist departments with understanding this new work environment and offer City training programs so they can be up to date with available resources.</p> <div style="text-align: right;"> _____ DANA H. BROWN GENERAL MANAGER</div> <p>Attachment</p>	



# PERSONNEL DEPARTMENT



# EMPLOYEE DEVELOPMENT



# ANNUAL REPORT



FY 22 - 23

# 1.1 ONLINE TRAINING ACADEMY

## 1.1.1 ONLINE TRAINING

The Personnel Department continues to utilize the online training platform, Cornerstone, to track training completions and records. This platform, along with the other items discussed in this report are monitored by the Personnel Department Employee Engagement and Training (EEAT) team.

Below includes a list of compliance highlights for FY 22-23.

 **77,664 COURSES COMPLETED!**  
**55,423 MANDATORY 22,241 NON-MANDATORY**

Figure 1: Course Completions in Cornerstone

MANDATED COURSE COMPLETIONS FY 22-23	
• Disaster Service Worker - Refresher Course 2022	14,790
• Citywide Workplace Equity Policy Training	12,223
• Fraud, Waste, and Abuse Prevention	11,528
• Disaster Service Worker - Mandatory Loyalty Oath Training	6,385
• Workplace Harassment & Abusive Conduct Prevention: Non-Supervisor Version	3,321
• Anti-Bias Learning for Employees (ABLE)	2,924
• Workplace Harassment & Abusive Conduct Prevention: Supervisor Version	2,288
• COVID-19 - What You Need to Know for the Workplace	1,001
• Ethics and Open Government Training	963

NOTE: Mandatory training compliance is an ongoing process that changes as employees are hired, transferred, and promoted.

TOP 10 NON-MANDATED COURSE COMPLETIONS FY 22-23	TOP 10 DEPTS. WITH NON-MANDATED COURSE COMPLETIONS IN CORNERSTONE
• Supervisory Skills 648	• Airports 648
• Disaster Service Worker II - Serving Others 464	• Personnel 464
• CPR/AED/ First Aid 463	• Public Works - Street Services 463
• LA Local Hire Program Orientation 416	• Public Works - Sanitation 416
• Safety: Injury & Illness Prevention Program 405	• Police - Civilian 405
• CORE Supervisory Training Program 343	• Recreation & Parks 343
• Injury & Illness Prevention Program 300	• Economic & Workforce Development Department 300
• CPR/AED 273	• City Attorney 273
• Surviving an Active Shooter Situation 251	• Public Works - Engineering 251
• Problem Solving: Introduction to Problem Solving 241	• Pension 241

NOTE: : Due to the extensive list of courses available in the platform, the above image only shows the Top 10 Non-Mandated courses that were completed in Cornerstone.

Figure 2: Course Completion Highlights

## 1.2 TRAINING HIGHLIGHTS



### 1.2.1 DSW REFRESHER CURRICULUM (NEW COURSE)

In November of 2022, Employee Engagement and Training (EEAT) staff assigned the DSW Refresher Curriculum. This curriculum included four short videos that reviewed pertinent information from the main DSW course (Mandatory Loyalty Oath Training) that employees complete upon hire. If employees had not completed the main DSW course, they were instead assigned/reminded to complete the Mandatory Loyalty Oath course within a month. The DSW Refresher Curriculum accounted for the largest number of mandated completions across the City for FY 22-23 with 14,790 completions.

### 1.2.2 CITYWIDE WORKPLACE EQUITY POLICY

EEAT staff assigned the Citywide Workplace Equity Policy training to all City employees in April of 2022. Because the initial assignment was toward the end of FY 21-22, completions for the last reporting period equated to only 9,188. However, for the current reporting period (FY 22-23), there were an additional 12,223 completions of this course, which puts the total number of completions since the course launched to over 21,000 completions. The Citywide Workplace Equity Policy training accounted for the second highest number of mandated completions for this reporting period.

### 1.2.3 TRANSGENDER & GENDER DIVERSITY INCLUSIVITY TRAINING (TAGD-IT) (NEW COURSE)

On June 1, 2023, the Office of Workplace Equity announced a new course called Transgender and Gender Diversity Inclusivity Training (TAGD-IT). This brief training covers key topics that will assist City employees in gaining knowledge, skills and understanding about gender diversity and inclusivity in the workplace and beyond. This course is not mandatory but is available to all City employees. For FY 22-23, this course accounted for 115 completions.

### 1.2.4 INTERVIEW TIPS IN CORNERSTONE (NEW COURSE)

EEAT staff created a brief PowerPoint called Interview Tips from the Personnel Department. This presentation gave some tips about what employees can do to prepare for Civil Service interviews, which included how to read certain areas of the job posting, how to create their own practice questions, and more. The presentation was reviewed and approved by the Selection Division at Personnel to ensure the information included was accurate and did not violate any potential Civil Service Rules.

This course was made available towards the end of the reporting period, which is likely why it only accounted for 86 completions for FY 22-23. However, because this is a popular topic that is often requested by City employees, EEAT staff is hopeful that completions will increase in reporting periods to come.

## 1.3 OTHER TRAINING PROGRAMS

### 1.3.1 CORE SUPERVISORY TRAINING PROGRAM

During FY 22-23, the Personnel Department completed the ninth official year of its Core Supervisory Training Program. This program provides extensive training for supervisors at all levels, and addresses critical supervisory topics and skills.

Below is the seven week curriculum for the program:



Figure 3: Core Supervisory Training Program

1. The Role of the Supervisor and General Manager Panel
2. City 101: Structure of City Government, Civic Engagement, and Authoritative Documents
3. Employee Evaluations, Employee Engagement, Leadership, and Ethics
4. Employee Safety, Ergonomics, and Workers Compensation
5. Handling Grievances
6. Constructing Discipline
7. Workplace Equity, Equal Employment Opportunity and Reasonable Accommodation

There were 371 completions of the Core Supervisory Training program accounted for in FY 22-23. Although this number is lower than the previous fiscal year, it still exceeds average attendance from past in-person sessions. The Personnel Department is currently working on a hybrid version of this program, which will allow for participants to view content on-demand, as well as have the opportunity to network and learn during select in-person sessions. The Personnel Department and EEAT staff will continue to consider employee needs and feedback that may help improve and update supervisor and leadership training programs for City employees.

### 1.3.2 WOMEN'S MANAGEMENT ACADEMY

The Personnel Department, in partnership with Council District 6 launched the Women's Management Academy (WMA) in June of 2022. The Women's Management Academy is a career development program designed to increase employee knowledge of contracting procedures, negotiations, budgeting, and other skills with the goal of closing the gender gap within the City's management. All General Managers were invited to nominate one employee from their department to participate in this program. This first WMA program was held virtually for 8 weeks and included speakers from various City departments including the CAO, City Attorney's Office, City Clerk, City Council, Personnel Department and more. The first cohort concluded in July of 2022 with 39 graduates. The Personnel Department began the second cohort for WMA in June of 2023, but because the program concluded in July of 2023, completions for cohort two will be discussed in the next reporting period.

### 1.3.3 EMPLOYEE ASSISTANCE PROGRAM

The City's Employee Assistance Program (EAP), administered through the Personnel Department's Employee Benefits Division, continued to provide additional training options for City employees.

For FY 22-23, 104 courses were offered to City employees. Eleven (11) departments utilized this program, including Animal Services, Information Technology Agency (ITA), Neighborhood Empowerment, LAPD (Civilian), Library Department, Office of Finance, Personnel Department, PW/Engineering, PW/Sanitation, PW/Street Services and Transportation.

Below were the top 3 courses that were requested by department employees during FY 22-23.

1. Get the Best of Stress
2. Managing Remote Workers
3. How to Build Customer Satisfaction



Figure 4: Training Provided Through The Employee Assistance Program

## 1.4 ADDITIONAL TRAINING ITEMS TO NOTE

### 1.4.1 PROFESSIONAL SKILLS CATALOG & DIRECT LINKS TO COURSES

The Personnel Department renewed access to the Professional Skills Catalog for all Cornerstone users. This catalog includes over 4,000 courses that cover a variety of topics, including soft-skill areas employees are often looking to improve. To advertise this catalog, EEAT staff not only continued to send fliers and notify Department Training Coordinators in the monthly Training Coordinator Newsletter, but also began including direct links and highlighting specific Professional Skills Catalog courses in the Personnel Department Newsletter. This newsletter is sent monthly to all City employees. With employees now having direct links to training within the Personnel newsletter, EEAT staff has begun seeing an increase in non-mandated course completions. EEAT staff plans to continue to provide as many catalogs to City employees and offer various strategies in which employees view advertisements for courses in upcoming fiscal years.

### 1.4.2 DEPARTMENT UTILIZATION OF CORNERSTONE

Personnel staff saw an increase in Department utilization of Cornerstone during FY 22-23. It is believed that this increase is due to the direct links to courses as mentioned above, but also because of individual departments uploading content to the platform. The majority of these programs are being uploaded during FY 23-24, and therefore will be discussed further in the next reporting period. Staff believes the additions of these courses and use of Cornerstone functions across departments will help increase training completions and overall use of the platform.

## 1.5 WHAT'S NEXT?

The EEAT team will continue to not only monitor completions in the City's platform, but will also continue finding innovative ways to engage and train employees across the City. One method that EEAT staff already has planned is the development and launch of Playlists in Cornerstone, which will make it easier for employees to find training related to highly requested topics. EEAT staff will continue working with departments to upload and track completions of their department specific programs, assist with developing new leadership programs, and continue programs such as the Core Program and the Women's Management Academy. Overall, EEAT and fellow Personnel staff hope to increase training and development programs available to City employees during the upcoming fiscal year.

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## 2.1 ANNUAL TRAINING SURVEY

At the end of each fiscal year, EEAT staff at the Personnel Department collect information from Department Training Coordinators (TCs). This year, TCs were given access to a Google Form that requested information related to their training completions, department training needs, and current development/recognition programs.

Thirty-one (31) responses were received from the City's departments and bureaus. No data was provided by the following departments: City Administrative Officer, City Clerk, City Council, Community Investment for Families, Cultural Affairs, Department on Disability, El Pueblo de Los Angeles, Emergency Management, General Services, Los Angeles Fire Department, Los Angeles Housing Department, Los Angeles Police Department, Mayor's Office, Office of Public Accountability, or Public Works: Contract Administration.

Per Section 4.312 of the Los Angeles Administrative Code, the City's proprietary departments (Los Angeles World Airports, Harbor Department, and Department of Water and Power) are not required to present information on training topics. However, both Los Angeles World Airports and the Department of Water and Power submitted compliance data for this reporting period, and therefore are included for this section of the report.

### 2.1.1 DEPARTMENT-SPECIFIC MANDATED TRAINING

Department Training Coordinators identified the number of department-specific mandated course completions during FY 22-23. Training Coordinators were asked to only include department-specific mandated training, and not include data for any mandated courses monitored by the Personnel Department. During this reporting period, departments indicated that 582 department specific courses were offered to employees, with a combined total of 85,248 completions.

Departments were provided a list of topic categories and asked to select the most common topics of their department specific mandated courses (up to 5). The chart below indicates each time a topic was selected by a department.

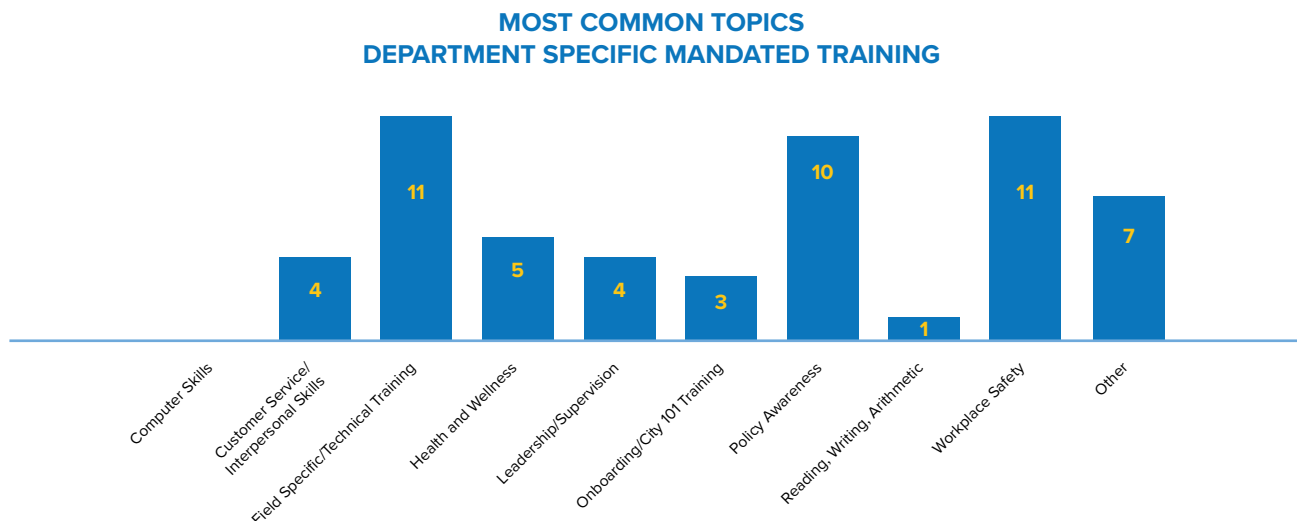


Figure 5: Most Common Topics - Department-Specific Mandated Training



### 2.1.1 DEPARTMENT-SPECIFIC MANDATED TRAINING (Cont'd)

If a department selected “Other” as a topic, they were given an opportunity to specify the common topic(s). For mandated trainings, departments indicated that some other topics included: Inclusive/Equity/Anti-Bias Training, Emergency Preparedness, Employee Benefits, and Teleworking. It should be noted that none of the departments selected Computer Skills as a mandated topic.

### 2.1.2 DEPARTMENT-SPECIFIC NON-MANDATED TRAINING

During FY 22-23, City departments provided a combined total of 1,161 non-mandated training sessions to employees. These included training courses that were offered both in person and online. In total, 47,426 completions were recorded for these available non-mandated courses.

The same list of course topics for mandated courses was provided for non-mandated training as well. Below you will find each time a topic was selected by a department as common for their non-mandated trainings.

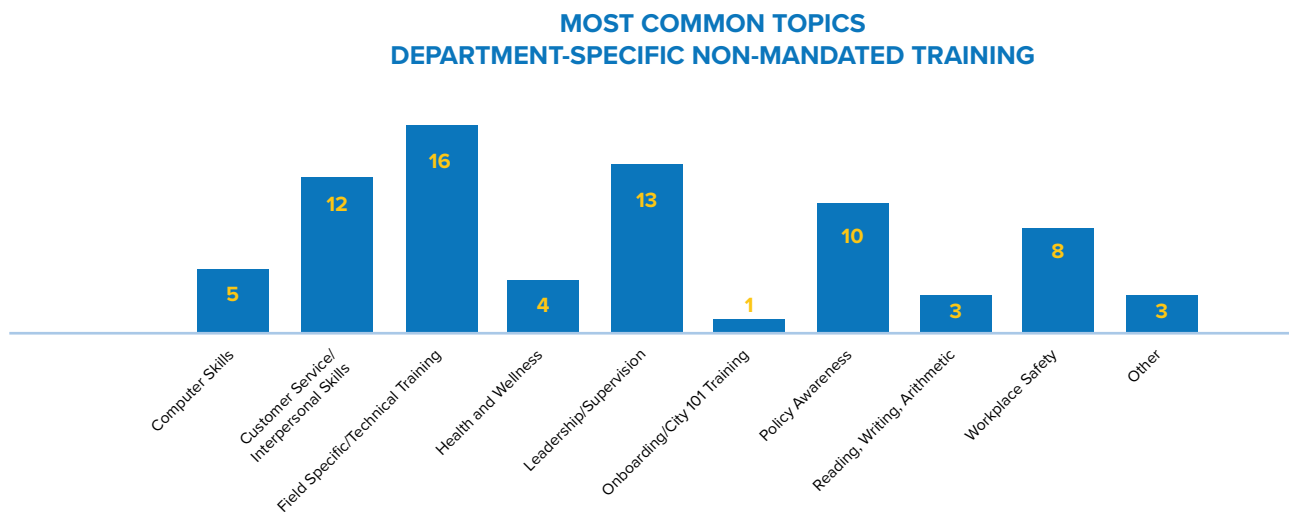


Figure 6: Most Common Topics - Department-Specific Non-Mandated Training

Departments who indicated “Other” as a common topic further explained that some non-mandated training topics included: Problem Solving, Project Management and Engineering Certification.

## 2.2 DEPARTMENT-LEVEL TRAINING NEEDS

Engagement and Training staff thought it would be important to not only determine common training topics within departments, but also inquire about training needs. Therefore, staff provided departments the same list of popular course topics and asked which three areas they believed their department would most benefit from. Departments were asked to indicate a maximum of three (3) topics. Below you will find the topics and how many times they were included in the Top 3 choices.

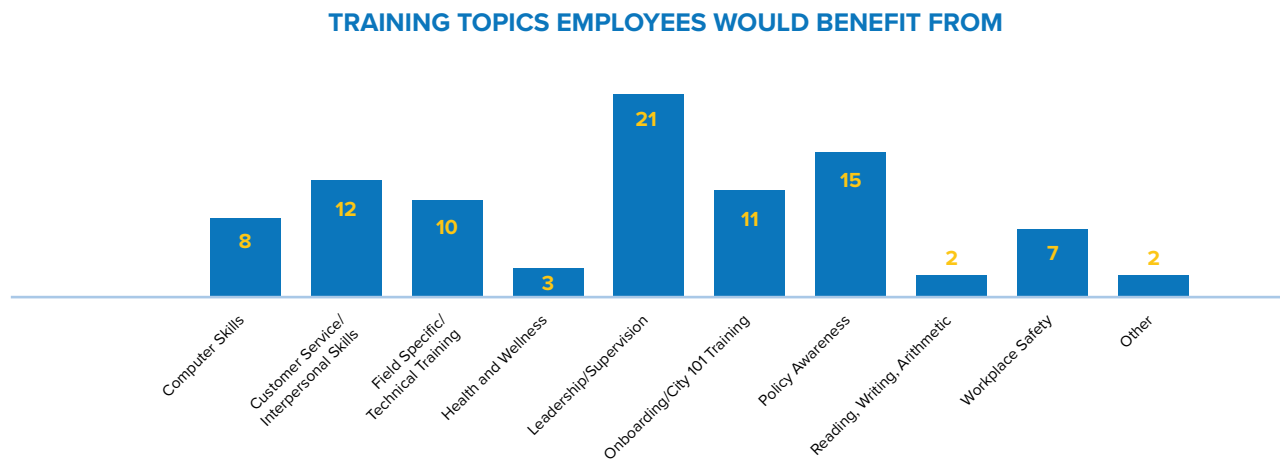


Figure 7: Training Topics Employees Would Benefit From

Leadership and Supervision was selected the most by departments. Staff anticipates that the need for this training is likely coming from the various changes occurring in departments such as younger leaders coming into the workplace quicker than before. This need may also come from the different working conditions of staff, as many are supervising from home or in a hybrid environment. These new conditions have caused departments to spotlight and train employees on components related to leadership that did not necessarily have to be covered before. For departments that selected “Other”, topics included: Handling Mental Wellness in the Workplace and How to Apply Diversity/Anti-Bias Training.

Engagement and Training staff also gave departments the opportunity to provide a narrative of any training needs that they may have. This was an optional item for departments. Responses provided by departments who wanted to include a narrative can be found in Appendix A of this report.

## 2.3 EMPLOYEE RECOGNITION STRATEGIES

Because recognition is a critical component of employee engagement in the workplace, EEAT staff was interested in understanding the current methods and strategies in which departments recognize their employees. Departments were given the opportunity to specify their various recognition strategies they utilize by selecting the typical types of recognition options available, and had the option to write in other strategies, if necessary.

**EMPLOYEE RECOGNITION STRATEGIES**

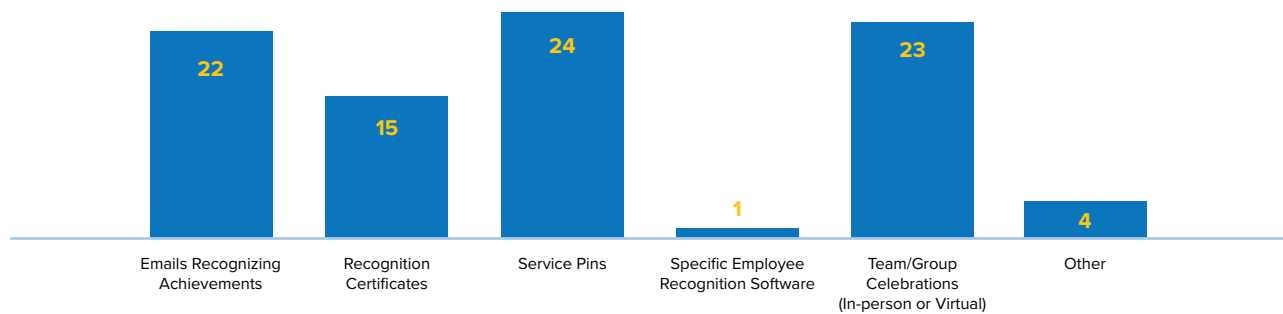


Figure 8: Employee Recognition Strategies

Departments who selected “Other” indicated they also recognize employees during onboarding, in department newsletters, and during board/team meetings.

In order to ensure all recognition efforts are accounted for, Engagement and Training staff also reviewed the recognition certificates generated through the City’s Employee Recognition Program. The Employee Recognition Program allows supervisors to immediately acknowledge the exceptional work of their employees in one of five areas: Customer Service, Innovation, Leadership, Teamwork, and Safety. It was found that there were 283 recognition certificates generated this fiscal year, which is over two times the amount of recognitions that we received in the prior fiscal year. Additionally, it should be noted that there were 17 departments who utilized this program for their employees. In previous reporting periods, usually only 11 or 12 departments have used this platform. Engagement and Training staff is happy to see an increase in overall usage and hopes to see this program continue to grow.

## 2.4 MEMORANDUM OF UNDERSTANDING TRAINING PROGRAMS

In accordance with the provisions of various Memoranda of Understanding (MOU), the Personnel Department administered funds for specialized training reimbursement in collaboration with the departments of represented employees. The MOU reimbursements overseen by the Personnel Department are listed below along with data on reimbursements provided during this reporting period.

### 2.4.1 MOU 3 - CLERICAL

MOU 3 is composed of clerical employees and is represented by AFSCME Local 3090. This MOU has funding set aside for training programs to be provided by their union and to be administered by the Personnel Department. No funds were expended during reporting period 22-23.

### 2.4.2 MOU 6 - LIBRARIANS & MOU 16 - SUPERVISORY LIBRARIANS

MOUs 6 and 16 consist of Librarians and Supervisory Librarians respectively. Each has funding set aside for training and tuition reimbursement available to their union members. These funds are administered by the Library Department. No details on these reimbursements are available in this report. However, general information on the tuition reimbursement is included in the following section.

### 2.4.3 MOU 36 - MANAGEMENT EMPLOYEES, MOU 63 - PERSONNEL DIRECTOR UNIT & MOU 64 - CONFIDENTIAL SENIOR PERSONNEL ANALYST UNIT

The majority of reimbursement requests are submitted by employees in MOUs 36, 63 and 64. MOU 36 is composed of management-level employees, MOU 63 consists of Personnel Directors, and MOU 64 includes confidential Senior Personnel Analysts. All three MOUs are represented by Los Angeles Professional Managers Association (LAPMA) and share a single training fund. During each fiscal year, a deposit of \$173,000 is placed into a trust fund designated for the development of employees represented by MOU 36, 63 and 64. Unused funds from previous fiscal years are rolled over to the next.

A total of \$206,952.42 was spent on MOU 36, 63, and 64 employees who attended various training conferences and training programs during FY 22-23. This includes participation in specialized training and tuition reimbursement for approximately 115 employees, which amounted to \$179,952.42 of funds. The remaining \$27,000 was expended for dues and workshop fees for the Institute of Management Studies (IMS). A total of 40 training sessions were provided by IMS with a total of 60 represented employees attending.

It should be noted that in December of 2022, the Joint Labor-Management Committee on Training and Development (JL-MCTD) increased the maximum reimbursement amount employees under LAPMA are permitted to be reimbursed per fiscal year from \$3,000 to \$4,000. Employees were notified of this increase, and new guidelines were posted on the MOU Reimbursement page of the Personnel Department Website.

In addition to the increase in funding, the JLMC also partnered with CSULA to create and offer a training program to LAPMA Members. This is an online 10 week program for leaders at various stages of their careers. It aims to help employees discover how to create an enduring path to advance shared vision and values, influence change, strengthen relationships and execute high-performance. For FY 22-23, there were 51 LAPMA members trained through this program.

### 2.4.4 MOU 37 - EXECUTIVE ADMINISTRATIVE ASSISTANTS

The Personnel Department administers a Tuition Reimbursement and Specialized Training fund as set forth in MOU 37, which consists of Executive Administrative Assistants and is represented by AFSCME Local 3672. A total of three (3) employees received reimbursement through this MOU, accounting for a total of \$3,674 expended from this fund during the reporting period.

## 2.5 DEPARTMENT TUITION REIMBURSEMENT PROGRAMS

An illustration on the right side of the section header banner shows two hands, one orange and one pink, holding a green banknote. The background of the banner is yellow with orange and green circular patterns.

Los Angeles Administrative Code Section 4.315 allows departments to provide a tuition reimbursement program to encourage employees to further their education as a means to improve their performance in their current position, and develop their potential for promotion. The program is unfortunately only provided by departments with funding for such a program.

For this reporting period, 8 departments provided tuition reimbursement to a total of 399 employees. This is a decrease in the number of employees who were funded since last fiscal year.

**APPENDIX B** provides a summary of the Tuition Reimbursement Programs, for those departments which are currently providing them.

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## NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

*(Note: This was an optional field for departments. Not all respondents filled out this section)*

Aging	Ongoing training for managing Grant funds, contracting/RFP process and budget
Airports	<p>Leadership/supervisory training: This training is essential for anyone who is responsible for managing or supervising others. It should cover topics such as communication, delegation, and conflict resolution.</p> <p>Internal audit and anti-fraud training: This training is important for employees who are responsible for detecting and preventing fraud. It should cover topics such as red flags for fraud, how to investigate fraud, and how to protect sensitive information.</p> <p>Computer skills training: This training is essential for all employees, as they are increasingly using computers in their work. The training should cover topics such as word processing, spreadsheets, and databases.</p> <p>Health and wellness training: This training is important for all employees, as it can help them stay healthy and productive. The training should cover topics such as nutrition, exercise, and stress management.</p> <p>Driver training: This training is required for employees who drive LAWA vehicles. It should cover topics such as defensive driving, safe driving practices, and how to handle emergencies.</p> <p>Lift training: This training is required for employees who operate lifting equipment. It should cover topics such as the safe operation of lifting equipment, how to inspect lifting equipment, and how to respond to emergencies.</p> <p>CPR/AED/First Aid training: This training is essential for all employees, as they may be required to provide first aid in an emergency. The training should cover topics such as how to perform CPR, how to use an AED, and how to provide basic first aid.</p> <p>OSHA/HAZMAT training: This training is required for employees who work with hazardous materials. It should cover topics such as the safe handling of hazardous materials, how to prevent accidents, and how to respond to emergencies.</p> <p>Customer service training: This training is important for employees who interact with the public. It should cover topics such as how to provide excellent customer service, how to resolve customer complaints, and how to build positive relationships with customers.</p> <p>Civil service training: This training is important for employees who are new to the civil service system. It should cover topics such as the civil service process, the rules and regulations of the civil service system, and how to navigate the civil service system.</p> <p>Technical training: This training is specific to the job duties of the employee. It should cover topics such as how to use specific equipment or software, how to perform specific tasks, and how to stay up-to-date on the latest industry trends.</p>
Building & Safety	Workplace Safety, CALOSHA Training

## NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

*(Note: This was an optional field for departments. Not all respondents filled out this section)*

Cannabis Regulation	DCR is implementing a Compliance and Enforcement Division, which will send staff to the field to conduct compliance inspections of licensed commercial cannabis businesses. DCR has worked to obtain some field safety training from LAPD, but could benefit from this training directly.
City Attorney	We need more robust trainings on city policies and knowledge of city departments. There should be more information about city benefits, programs, and available city-wide opportunities. Our departments need more internal training for FMLA, Accommodations, and ongoing DEI training in the workplace from Personnel Department.
City Employee's Retirement System	LACERS would like more training options for topics such as leadership, discipline and supervision, communications, interpersonal skills, and other various trainings the Personnel Department previously offered.
City Planning	<p>1. Field Specific/Technical Training: City Planning is a continuously evolving field. Our zoning and land use plans are going through major revisions, so we will need to re-train our current staff on new technical skills to adapt to these changes.</p> <p>2. Leadership/Supervision: LA City Planning has gone through several rounds of internal promotions over the past year. Many of our newly-promoted staff are new to supervisory positions, so there will likely be a need for both technical and interpersonal supervisory skills training over the coming year.</p> <p>3. Policy Awareness: Los Angeles City Planning must incorporate local and state policy into our existing practices. Each year, we must adapt to our existing workflows and practices to comply with newly enacted state level policies. Training our staff on these new policies is a necessary component of this work.</p>
Civil, Human Rights & Equity Department	We work with low-resourced communities. Training about facilitating in trauma response fields would be beneficial.
Fire & Police Pensions	Los Angeles Fire and Police Pensions (LAFPP) administers the defined benefit retirement plan for all sworn (Fire, Police, and certain Port Police and Airport Police) employees of the City of Los Angeles. The training needs of LAFPP employees varies. Trainings should include courses that enhance their ability to serve members, perform their duties, manage employees, and prepare them to promote. Staff has also expressed a desire for interview training including interview prep for candidates and selection interview training for those who are new to sitting on panels for department selection interviews. In addition, many of our employees get asked to serve as a rater for Civil Service exam interviews. Due to this, training for staff on conducting Civil Service interviews would also be welcomed.
Library	The Library Dept. would like a training on how to apply diversity behavior modification. This will build on the ABLE training. After identifying biases what are the next steps to change the behavior. Also, how to respond as a bystander when we overhear/see someone violating one of the policies.
Office of Finance	Communication, leadership, and technical skills



## NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

*(Note: This was an optional field for departments. Not all respondents filled out this section)*

Personnel	Professional conduct related to the return to office
PW: Board	The BPW has Offices that require field specific training that can sometimes be costly. We must invest in staff development for retention and professional development.
PW: Engineering	BOE prioritizes developing a highly skilled and professional workforce. We have ongoing needs for technical training that the Bureau attempts to meet with internal resources, such as our regular technical training series provided by staff specialists in various disciplines. We also have training needs that are similar to all city agencies, such as management and supervision. A significant share of BOE staff have been with the Bureau for less than 5 years and are now promoting into their first supervisory and management roles. As more division leaders are retiring, we are also promoting more experienced staff into their first leadership roles. The Bureau has one-time funding for a leadership and management initiative targeted at both of these needs. We are currently developing the scope of this initiative and will likely need additional resources next fiscal year to build on this effort.
PW: Sanitation	We could benefit to reinstate the in person training for computer skills, supervision, and in depth training on City Policy Awareness. With the influx of new employees, these would be the topics of highest priority.
PW: Street Lighting	Several employees promote quickly; the Bureau recognizes the need to develop their business writing, computer, and leadership skills. There is a need to provide executive team building sessions due to turn over in senior level positions. Field employees need more safety training and we are in need of a certified City trainer that can certify the required 1,500 hours needed to obtain a commercial driver's license.
PW: Street Services	<p>The Street Maintenance Technology Program: This is a college-accredited program that the Bureau of Street Services (StreetsLA) offers through a contract with Los Angeles Trade-Technical College (LATTC). LATTC is a community college that provides a pathway for Bureau employees and others to earn a Certificate of Achievement and/or an Associate of Arts Degree in Street Maintenance Technology. The program is designed for those interested in a career in public works maintenance operations. Through classroom and hands-on training, students gain knowledge and skills in the installation and maintenance of various types of street construction, as well as supervisory skills needed to promote into management. This program is essential in providing skills and knowledge in Street Maintenance Technology to the Bureau's employees and its future leaders. Classes are offered free to StreetsLA employees.</p> <p>Computer Training: Although continuous training through ITA Office Hours on various software applications and technology utilized by City employees is very helpful, employees can benefit from classes on Microsoft Office applications. Ongoing computer training helps keep employees updated on the current technology and skills to work efficiently while telecommuting. StreetsLA has also been providing Workday training and assistance to employees in preparation for Workday Phase 1 &amp; 2 implementation.</p>

## NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

(Note: This was an optional field for departments. Not all respondents filled out this section)

PW: Street Services (Cont'd)	<p>Enterprise Asset Management System (EAMS): StreetsLA has been in the process of deploying an EAMS to collect street asset information for StreetsLA for use in the planning, prioritization, management, and execution of street projects. The system and associated services enables StreetsLA to optimize and manage its services. As part of the implementation, StreetsLA has been providing various trainings to staff on how to use the system as well as advanced training to certain staff that will enable them to manage, reconfigure, and maintain the system following initial deployment.</p> <p>Licensing/Certification Reimbursements: Although StreetsLA does not have a tuition reimbursement program, it does provide employees with reimbursement of fees for professional licenses/certifications that may be relevant for their jobs, such as Professional Engineer License, Landscape Architect License, Envision Sustainability Professional Certification, as well as taking prep courses to help them pass the professional Engineer or Landscape Architect Licensing exams. StreetsLA also sends employees to various conferences to stay informed about the industry's latest developments.</p> <p>Safety Training: The majority of StreetsLA employees work out in the field, and therefore employee safety is of utmost importance to the Bureau. We continuously provide safety training to prevent injuries/accidents and limit the City's liability. Additionally, with the COVID-19 pandemic, the Bureau has shared numerous guidelines and protocols to prevent and control the spread of the disease.</p> <p>Management/Supervision/Technical Training: StreetsLA had 130 employees who retired under the City's Separation Incentive Program. This huge loss of institutional knowledge, coupled with high attrition and the influx of hiring &amp; promotions means StreetsLA must devote extra resources to develop employees.</p>
Recreation & Parks	Career development, soft skill, workplace literacy
Water & Power	<p>Additional training not currently provided in-house by LADWP or by Personnel Department's Citywide programs is sought and obtained through third party providers offsite (Ex: conferences, seminars, external training).</p> <p>Training topics employees have expressed interest in include, but are not limited to, the following: Organizational Skills, City Exam Preparation, Filing Skills, DWP Organization, Problem Solving, Public Speaking, Contracts, Work Balance, Note-taking, SharePoint, Maximo, Stress Management, Facility Tours, ProjectWise, City Charter/Admin Manual, Adaptability, Training New Employees, Budget, Database Management, DWP History, Financial Literacy, FMLA, Programming, Civil Service Process, Reframing Thoughts, Needs Identification, Persuasion.</p>
Zoo	The Zoo Department continues to have a need for training on the following topics: employee/workplace safety; leadership/supervision, including performance management and employee engagement; and customer service and guest relations.

## DEPARTMENT TUITION REIMBURSEMENT

DEPARTMENT NAME	FUNDING SOURCE	WHO IS TUITION REIMBURSEMENT AVAILABLE TO?	# OF EMPLOYEES FUNDED DURING FY 22-23
Airports	General Fund/ MOU Funds	Must be Active full-time or part-time employee, appointed to a civil service position. Must have: Performance/ Attendance in good standing, passed initial LAWA probationary period	54
City Employee's Retirement System	General Fund/ MOU Funds	Full-time LACERS employees regardless of length of service after passing probation; transfer employees are eligible after working with LACERS for 6 months	5
Fire & Police Pensions	General Fund/ MOU Funds	All full-time employees	0
Personnel	General Fund/ MOU Funds	Full-time Employees with Regular Appointment	1
PW: Engineering	General Fund/ MOU Funds	All Full-Time Employees	97
PW: Sanitation	General Fund/ MOU Funds	All Regular Full-time employees, post probation	22
PW: Street Lighting	General Fund/ MOU Funds	All employees	1
Water & Power	General Fund/ MOU Funds	Any full-time employee who has completed six (6) months of employment with LADWP and desires to take, on their own time, an educational course given by a recognized university, college, or other institution of learning may receive tuition reimbursement for mandatory registration, tuition, and customary laboratory fees if the educational course taken is related to any position/ classification in the LADWP.	219
TOTAL			399