


REPORT FROM



THE PERSONNEL
DEPARTMENT

TO: The Honorable Members of the Personnel and Animal Welfare Committee	DATE 01/07/2022
REFERENCE: Prior Council File: 11-1592	COUNCIL FILE 15-0550
SUBJECT: EMPLOYEE DEVELOPMENT ANNUAL REPORT FISCAL YEAR 2020-2021	
<p>RECOMMENDATION</p> <p>That the Personnel and Animal Welfare Committee receive and file this report on employee development and training programs in the City during Fiscal Year 2020-2021.</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 20-21.</p> <p>DISCUSSION</p> <p>During this reporting period, the Personnel Department successfully continued to provide a comprehensive training program for City employees while working entirely remote. The Personnel Department continued to work with Department Training Coordinators in utilizing the training system to support their department-level training needs. In order to ensure all Training Coordinators are kept up to date with critical City training information, the Personnel Department also created Training Coordinator Newsletters that are sent to Training Coordinators on a monthly basis. While the majority of the City worked from home during FY 20-21, the Personnel Department found these newsletters kept Training Coordinators aware of pertinent training information and mandates. The Personnel Department expanded its use of new platforms and surveys to measure employee engagement and the success of working from home. Survey reports were created and sent to Department General Managers in order to assist General Managers with developing their telecommuting strategies, and address the concerns brought up by their staff. In addition to these developments, the Personnel Department continued its administration of and assistance with a number of Citywide training mandates, as well as offered non-mandated training catalogs to interested departments. The Personnel Department also helped facilitate training provided through the Employee Assistance Program and reimbursements through MOU agreements. As the Covid-19 pandemic continues to impact City services and employees, the Personnel Department will not only continue to oversee Citywide and department specific online training, but will also assist departments with new training programs that will help address the evolving City workforce.</p> <p style="text-align: right;"> _____ WENDY G. MACY GENERAL MANAGER</p> <p>Attachment</p>	



EMPLOYEE DEVELOPMENT ANNUAL REPORT FISCAL YEAR 20-21



1.1 ONLINE TRAINING ACADEMY

1.1.1 ONLINE TRAINING

117,493 COURSES COMPLETED!

- 86,188 MANDATORY
- 31,305 NON-MANDATORY
- 83,918 CITYWIDE COURSES
- 33,975 DEPT. SPECIFIC COURSES

FIGURE 1. Course Completions in Cornerstone

During this reporting period, the Personnel Department extended its relationship with Cornerstone On-Demand and moved into its sixth year using the Online Training Academy. This training platform has continued to be a central resource for both Citywide and Department Specific training. The system has allowed for departments to clearly track the progression of their employees while allowing employees to access critical training resources during the pandemic.

The Employee Engagement and Training (EEAT) section of the Personnel Department continued to communicate with the Department Training Coordinators regarding updates in the Cornerstone system and available training opportunities. Department Training Coordinators received monthly updates on training information and were also encouraged to utilize additional catalogs of courses for their employees. During this reporting period, five Departments (Airports, City Clerk, Neighborhood Empowerment, Personnel, and the Department of Water and Power), utilized the “CyberU” catalog, which accounted for a significant portion of the Department Specific courses this fiscal year. City Clerk, DONE and Personnel’s access to the CyberU catalog ended in February of 2021.

Please note that the Department of Water and Power and Library Department shifted to their own training platforms during this reporting period. Because these departments were still using the City’s Cornerstone platform for a portion of FY 20-21, training completions include these departments up until the time they left the platform. Both departments were also asked to still include their Department Specific information for the fiscal year (included in Part Two of this report).

NEW COURSES/COURSES DUE DURING FY 20-21		DISASTER SERVICE WORKER	
• COVID-19 - What You Need to Know for the Workplace)	26,280	• Disaster Service Worker - Mandatory Loyalty Oath Training (Includes Refresher Courses)	5,053
• Anti-Bias Learning for Employees (ABLE)	23,802	• Disaster Service Worker II - Serving Others	261
• Fraud, Waste, and Abuse Prevention	22,030		
• Knowledge Transfer - A City of Los Angeles Interactive Course *	346		
SUPERVISION/LEADERSHIP			
• Workplace Harassment & Abusive Conduct Prevention: Non-Supervisor Version	2,153	• Supervisory Skills (Including EBook Version*)	297
• Workplace Harassment & Abusive Conduct Prevention: Supervisor Version	1,357	• EEO Challenge (Including EBook Version*)	296
• Ethics and Open Government Training	740	• Best Practices in Knowledge Transfer – Role by Role	272
		• Supervisor Curriculum	82
SAFETY/ERGONOMICS		OTHER	
• Safety: Injury & Illness Prevention Program*	5,437	• Cybersecurity – Required Citywide Training	339
• Office Ergonomics - Risk Factors	285	• Citywide ADA Disability Compliance Policies and Procedures (Update)	230
• Office Ergonomics - Work Station Setup	218	• The Need for Customer Service	176
• Workplace Violence Prevention for Employees	181		
• Active Shooter: What Would You Do?*	130		
• Workplace Violence Prevention for Supervisors	82		

*Indicates a Department-Specific Course

FIGURE 2. Course Completion Highlights

1.1.1 ONLINE TRAINING (Cont'd)

Figures 1 and 2 above show the total number of course completions throughout FY 20-21. Figure 1 breaks down the total based on how many courses were Mandatory/Non-mandatory or Citywide/Department Specific. Figure 2 shows a list of the popular course completions based on subject: New Courses/Courses Due during FY 20-21; Disaster Service Worker Courses; Supervisory/Leadership courses; Safety/Ergonomics courses; and Other. All Citywide courses are included in Figure 2. For a list of Department Specific courses, including courses completed through CyberU - a platform only accessible to select departments, please refer to Appendix A. Please note that due to the extensive length of this list (33,000+ Completions), Appendix A only includes the Top 100 Courses - it does not include the full list of Department Specific/CyberU courses completed during this reporting period.



1.2 TRAINING HIGHLIGHTS

1.2.1 COVID-19: WHAT YOU NEED TO KNOW FOR THE WORKPLACE

During FY 20-21, the Covid-19 training received the most completions with 26,280. As a mandate from the Mayor's Office, departments were informed that all employees must complete the Covid-19 training before returning to the workplace. If employees had already returned to the workplace, the training must be completed as soon as possible. The Covid-19 course walks through basic definitions, regulations, cleaning/sanitizing methods, and recommendations for employees who are returning to the workplace. The course is updated as new regulations come in, but due to the frequency of changes made to regulations, Personnel staff is working on updating the course in a way that encompasses all critical regulations without having to provide constant updates.

In regards to compliance, it is important to note that the number of completions is only reflecting those found in the Cornerstone platform. Departments have been given two alternate versions of the training for employees that do not have easy access to Cornerstone (PowerPoint or PDF). For anyone taking an alternative method of the course, they must complete a Google Form (located at the end of the course) to track compliance. This form is monitored by the Occupational Safety and Health Division.

1.2.2 ANTI-BIAS LEARNING FOR EMPLOYEES (ABLE) TRAINING



In response to the many events that occurred during 2020, and parallel to the advancement of racial equity through Executive Directive 27, the Mayor's office mandated an Implicit Bias training program titled "Anti-Bias Learning for Employees (ABLE)". In partnership with Ohio State University's Kirwan Institute for the Study of Race and Ethnicity, the Mayor's Office and Personnel department adopted Kirwan's highly regarded implicit bias training. The training focuses on three major concepts: understanding implicit bias, recognizing biases, and mitigating the negative impact of implicit bias. The Office of Workplace Equity (OWE) at the Personnel department added additional modules and quizzes to further connect these concepts with the City's workforce.

The ABLE training launched on March 24, 2021 and is planned to be an annual training that is required for all employees and Commissioners (including part-time employees). For FY 20-21, the ABLE training accounted for 23,802 completions. Considering that the training was only in the platform for a few months during the fiscal year, this level of compliance is outstanding, and continues to grow as more employees return to the City workforce. The Personnel Department will extend our partnership with the Mayor's Office to monitor compliance and ensure completion rates continue to rise for this critical course.



1.2.3 DISASTER SERVICE WORKER TRAINING

In March of 2020, training staff re-assigned the DSW: Mandatory Loyalty Oath training to all employees, citywide. Although completion of this training is only required one time (at the beginning of employment with the City), staff believed it would be beneficial for employees to re-watch the course in the event they are assigned as a Disaster Service Worker. If employees did not want to re-watch the full course in its entirety, staff also made four (4) “Refresher” courses available. These refresher courses were offered in video format and summarized each module included the main DSW course. Employees were all also given access to part two of the DSW training program (Serving Others course), which is meant for employees to watch once they are assigned as a DSW.

At the end of Fiscal Year 20-21, the compliance rate for the required DSW training was 91.2% for full-time employees and 43.7% for part-time employees, both of which are about 1% higher than last fiscal year. The Personnel Department provides details on compliance to each department’s Emergency Management Coordinator on a monthly basis.



1.2.4 FRAUD, WASTE, & ABUSE AWARENESS TRAINING

Per LAAC Section 20.60.6 and LAMC Section 49.5.18.B, the City is required to provide Fraud, Waste and Abuse (FWA) Awareness training to City employees. This course is required for all new full-time City employees, and again every two years thereafter. Upon completion of this course, employees will understand the meaning of FWA, the City’s Fraud Ordinance, how to recognize FWA “Red Flags”, and their responsibility to report FWA.

The FWA Awareness training was updated by the Controller’s Office at the end of 2020. In January 2021, Training Coordinators were informed that all full-time employees are required to take the new version of the training, regardless if they have completed the training within the last two year cycle. The deadline for completion was set as April 1 st , but employees can access the course for completion at any time. Training Coordinators were also given a video version of the course for employees who may not have easy access to a computer (or watch the training in a group setting). Training Coordinators are responsible for keeping track of anyone who completed an alternate version of the FWA training, and are expected to communicate with Personnel and the Controller’s Office to ensure these employees are included in reporting.

For FY 20-21, the FWA training accounts for 22,030 completions. This completion rate is significantly higher than last fiscal year. This increase is likely due to compliance being required by the end of the year (our regular 2 year cycle), as well as the push to complete the new version by April 1st. Please note that Appendix B indicates Completion % for only the newest version of the FWA course – employees who completed an older version of the training are not included in the chart, as the Controller’s Office now requires the new version in order to be compliant. Training staff will continue to offer this course and work with the Controller’s Office on any new updates or information employees should receive related to this course.

1.2.5 KNOWLEDGE TRANSFER: A CITY OF LOS ANGELES INTERACTIVE COURSE



During FY 20-21, departments were tasked with ensuring projects and assignments were completed with limited staff brought on by the early retirement incentive program – SIP. Participants of the SIP program began leaving the City in October of 2020, which brought additional challenges to a workforce that was primarily working from home. In order to ensure that employees were able to transition into new roles without being able to meet face to face, the Personnel department worked to create an alternate method that would assist employees with training and transferring knowledge to those who would be taking over their roles. With funding provided by the Innovation and Performance Commission, the Personnel Department developed “Knowledge Transfer: A City of Los Angeles Interactive Course.” This interactive course provides a step-by-step guide to develop plans for knowledge transfer between employees, and includes templates, worksheets, checklists, examples, best practices, and strategies to improve long-term resiliency and cultivate talent to meet the City’s current and future needs. Although the Knowledge Transfer course’s main purpose was to prepare those who were taking over roles from SIP participants, the course was made available to all City employees, as it provides beneficial information that can be used for any type of transitions within the City. A total of 346 completions were recorded for this fiscal year. Personnel staff will continue to monitor training compliance as well as continue searching for alternate methods to providing similar training to employees.

1.2.6 CYBERSECURITY TRAINING



In order to ensure compliance with Executive Directive No. 2, the City continues to provide Cybersecurity training on an annual basis. This training, however, is now overseen on a new platform monitored by ITA. The new platform allows for employees to receive cybersecurity training based on individual needs, rather than one training for all employees. Employees now receive an email directly to their City account indicating their Cybersecurity training is ready, and due within a certain timeframe. Although Cybersecurity training compliance is now overseen by ITA, the Personnel Department continues to assist ITA staff with correspondence and reminders for Training Coordinators and employees related to the new Cybersecurity course.

Under the mandated training section of this report (Appendix B), Cybersecurity data comes from us by ITA. It is important to note that this reporting period only shows compliance starting in October/November of 2020, as this is when the training was transitioned to ITA.

1.2.7 WORKPLACE HARASSMENT & ABUSIVE CONDUCT PREVENTION



The City is required to provide workplace harassment and abusive conduct prevention training to all employees. Supervisors must receive at least 2 hours of training, while non-supervisors, including exempt, part-time, temporary, and seasonal workers, must receive at least 1 hour of training. All employees must receive training within six-months of assuming a position, and every two years thereafter. The original two year cycle of this training had compliance due by January 2020. However, due to the Covid-19 pandemic and lack of access for some employees to access training while working from home, the DFEH extended the deadline for compliance to January 1, 2021.

1.2.7 WORKPLACE HARASSMENT & ABUSIVE CONDUCT PREVENTION (Cont'd)

For this reporting period, 3,510 employees completed either the Non-Supervisor or Supervisor version of the Workplace Harassment and Abusive Conduct Prevention course. Although this number seems low, it is actually on par with off-cycle years. Because most City employees completed the training during the last reporting period, the extension to 2021 did not make a significant difference. From the beginning of 2020 until present time, total completions for this course amount to almost 38,000 completions. This further confirms that although numbers were low this reporting period, the City is on track with the mandated two year cycle.



1.3 OTHER TRAINING PROGRAMS

1.3.1 CORE SUPERVISORY TRAINING PROGRAM

The Personnel Department completed the seventh official year of its CORE Supervisory Training program during fiscal year 2020-2021. This program provides training for up-and-coming supervisors and supervisors at all levels, and addresses critical supervisory topics and skills.

This fiscal year was the first that the CORE Supervisory program was held entirely virtually. Training and Engagement staff took this opportunity to consider additional topics to be covered in the program, which led to an enhanced curriculum. It was decided that the program be extended to 28 training hours, an increase from 16 hours during previous reporting periods. The extension of training hours allowed for a wider range of topics that were not previously available to employees, but are essential for the development of City supervisors. Below is the new seven week curriculum for the 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 and Workers Compensation
5. Handling Grievances
6. Constructing Discipline
7. Equal Employment Opportunity, Family Medical Leave, and Reasonable Accommodation

In addition to offering the CORE Supervisory training online, the department is now recording the sessions so staff can reference them, as needed.

Due to the Covid-19 pandemic, the training program was paused from March 2020 to August 2020. During this time, staff developed additional courses, built up the cadre of instructors, and transitioned to a virtual platform. This resulted in 237 employees completing the program during this reporting period. The expansion of the course has been highly beneficial and feedback has been overwhelmingly positive.

The Personnel Department is committed to continually finding ways to improve supervisor and leadership training programs for City employees.

237 
EMPLOYEES
COMPLETED PROGRAM
IN FISCAL YEAR 20-21

 **93%**
SATISFACTION WITH PROGRAM

FIGURE 3. Core Supervisory Training Program

1.3.2 EMPLOYEE ASSISTANCE PROGRAM



Other useful training courses available to employees are accessed through the City’s Employee Assistance Program (EAP). This program is administered through the Personnel Department’s Employee Benefits Division, which utilizes the vendor Optum. Optum adds and offers new courses to employees on a quarterly basis.

For FY 20-21, 155 courses were offered to City employees, which included two extension catalogs – “Covid-19” and “Diversity and Inclusion”. Although there were fewer sessions offered this fiscal year, it should be noted that more departments participated in EAP training than before. Eighteen (18) departments utilized this program, including Animal Services, City Clerk, City Planning, Council District 4, Economic and Workforce Development, Fire Civilian, Housing & Community Investment, ITA, LAWA, Library, Neighborhood Empowerment, Personnel, PW-Board, PW-Engineering, PW-Street Lighting, Recreation & Parks, Transportation, and Zoo.

Usually, the number of departments utilizing the Optum catalog stays the same or increases by one or two. We are happy to see a significant increase in participation of the program, and are hopeful that employees will continue to benefit from such a great resource.

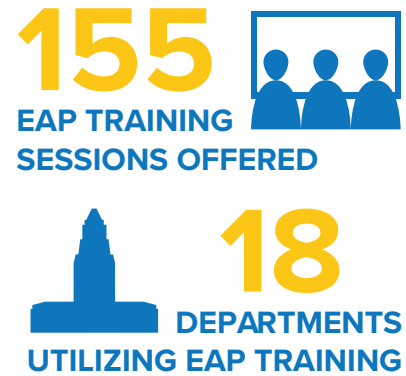


FIGURE 4. Training Provided through the Employee Assistance Program



1.4 EMPLOYEE DEVELOPMENT PROGRAMS

1.4.1 EMPLOYEE RECOGNITION PROGRAM

The Employee Recognition Program continues to be offered to employees, Citywide. This program allows supervisors to immediately acknowledge the exceptional work of their employees in one of five areas that align with the Mayor’s Priority Outcomes and other organizational objectives: Customer Service, Innovation, Leadership, Teamwork, and Safety.

During this reporting period, 64 employees from across 12 City departments were recognized for their outstanding efforts through this program. This number has decreased since reporting during last fiscal year, which we attribute to priorities shifting during the Covid-19 pandemic. It is our goal at the Personnel department to increase the number of departments utilizing this resource, as well as return the number of certificates generated to how they were before the pandemic.



Figure 5. Personnel Department’s Employee Recognition Website Usage

1.4.2 EMPLOYEE SURVEYS



The Personnel Department oversaw two (2) citywide surveys during this reporting period: “Working from Home” and “Workplace Safety and Reorganization.”



1. WORKING FROM HOME SURVEY

Approximately four (4) months after the Stay at Home Order was mandated by Mayor Garcetti, the Personnel Department released a Citywide Working from Home Survey. This survey consisted questions that intended to measure the success of working from home while considering items such as productivity, communication, stress and well-being, etc. For those who indicated they were a supervisor, they were directed to an additional section of the survey that asked similar questions related to the impact of working from home for their team as a whole.

A total of 5,759 responses were received while the survey was open from July 31, 2020 – August 14, 2020. Some highlights of the Working from Home Survey can be found below.

WORKING FROM HOME SURVEY HIGHLIGHTS

- 94% of all respondents indicated productivity has either increased (49%) or stayed the same (45%) since working from home.
- 91% of all respondents indicated their ability to focus has either increased (45%) or stayed the same (46%) since working from home.
- 88% of supervisors reported that their staff’s productivity has either increased (36%) or stayed the same (52%) since working from home.
- 79% of supervisors reported a positive response and interest from employees to continue working from home on a part-time or full-time basis.
- 78% of all respondents indicated that work-related stress has either stayed the same (34%) or decreased (44%) since working from home. Those who indicated work-related stress increased noted technical difficulties, working longer hours, increases in workload due to fewer staff, and some problems focusing.
- 75% of all respondents indicated that non work-related stress has stayed the same (37%) or decreased (38%) since working from home. Majority of those who said non work-related stress increased indicated that the new stress was mainly due to the unknown factors of the Covid-19 pandemic.
- 75% of all respondents are interested in telecommuting at least 2-3 days a week after restrictions are lifted.
- 64% of supervisors reported there has been no change in responsiveness or ability for their staff to deliver quality work while working from home.
- 63% of all respondents either agree (26%) or strongly agree (37%) that they are less stressed out when working from home.
- 60% of respondents either agree (26%) or strongly agree (34%) that their health and wellness have improved since working from home.

For more results, please visit: <https://lacity-wfh-dashboards.webflow.io/citywide-employees>. This dashboard, as well as a written summary report, were provided to General Managers of Departments in the spring of 2021. The results are intended to be released to all employees along with an update to the City’s telecommuting policy.



2. WORKPLACE SAFETY AND REORGANIZATION SURVEY

In April of 2021, the Personnel Department launched the Workplace Safety and Reorganization survey to all City employees. This survey would further assist with developing and improving the procedures related to the safety of onsite workplaces against Covid-19, and support the transition from an emergency telecommuting program to an updated telecommuting policy for the City. The two main components addressed in the survey were safety concerns related to COVID-19, and whether or not participants had the ability or interest to telecommute.

Engagement and Training staff created the survey for two different groups: those who were telecommuting full-time (at the time of the survey), and those who have returned to the office/field (on a PT or FT basis). During the bulk of the survey, participants only responded to questions that pertained to their telecommuting status. Questions for each group were almost identical, but were just worded differently depending on which category they were in (Telecommuting vs. Office/Field). For example, when asked about whether or not the participant had concerns with being infected with COVID-19 at the workplace, those who are telecommuting were asked “If I have to return to work in person...” while those who already report to the office/field were asked if they had these concerns “While at my worksite.” At the end of the survey, participants were all asked the same questions regarding telecommuting preference, concerns with offering benefits to those who cannot telecommute, what safety measures they want to see, and more.

A total of 13,135 responses (5,948 telecommuting employees; 7,187 employees who returned to the office/field) were received for this survey while it was open from April 30, 2021 – May 28, 2021. Here are some notable results identified in the survey.

WORKPLACE SAFETY AND REORGANIZATION SURVEY HIGHLIGHTS

- 92% of all respondents noted that they understand that not all job classes/positions have the ability to telecommute.
- 90% of all respondents selected either telecommuting full-time (49%) or 2-3 days a week (41%) as their preferred work schedule.
- 80% of all respondents want to have hand sanitizer stations at the workplace.
- 72% of all respondents stated that additional benefits (transportation reimbursement or more flexible work schedule), should be offered to those who are unable to telecommute.
- 70% of all respondents want to see masks required at the workplace.
- 66% of those who have already returned to the office/field believe their jobs allow them to telecommute at least one day a week.
- 62% of those who are telecommuting stated they would not feel comfortable taking public transportation, compared to
- 41% of those who have already returned to the office/field.
- 54% of all respondents are willing to change their work schedule for telecommuting opportunities.
- 54% of those who have already returned to the office/field are concerned with being infected with COVID-19 while at work, compared to 76% of those who are still telecommuting full-time.

For more results, please visit <https://bit.ly/WorkplaceSafetyNReorg>. Similar to the Working from Home Survey, this dashboard, as well as a written report, were provided to GMs of Departments and have a planned release to all employees in 2022.

1.4.3 ADDITIONAL EMPLOYEE ENGAGEMENT STRATEGIES



CULTUREAMP

The Personnel Department has continued exploring with CultureAmp – an engagement and surveying software. During the previous reporting period (FY 19-20), the Personnel Department utilized this platform to survey employees on Employee Engagement, and Covid-19 in the workplace. During the current reporting period, the Personnel Department piloted CultureAmp's 360 Evaluations.

Engagement and Training staff believe that providing ongoing and actionable feedback to employees is a crucial tool for development, especially for those in a supervisory role. Staff has found that unfortunately supervisors are not provided feedback as often as they should, and therefore thought it would be beneficial to offer 360 Evaluations to those in a supervisory role at Personnel.

Staff held two training sessions for 360 evaluations via All Staff meetings (see next section). Supervisors were provided information on what 360 Evaluations are, how they are completed in CultureAmp, and how they are beneficial for staff. Supervisors were not required to participate in the 360 Evaluation program, but volunteered if they were interested. Out of the 144 supervisors at Personnel who were eligible to participate, 27 volunteered. Although this number may seem low (approximately 19%), CultureAmp confirmed that a low turnout is expected for a first session. Employees are often hesitant to receive feedback, especially from more than one person.

In the new fiscal year, Engagement and Training staff will continue to pilot programs on CultureAmp, as well as expand the 360 Evaluation program. Staff hopes to advertise these programs to other City Departments so they can be offered to employees across the City.

PERSONNEL ALL STAFF MEETINGS AND TRAININGS

The Personnel Department had to consider alternative methods for employees to get updates related to City business, safety, the Covid-19 pandemic, and plans for the future. In order to do so, the EEAT team began hosting All Staff meetings for Personnel employees. During these meetings, the Executive Office would discuss any updates for the department or their particular sections, review potential Covid-19 regulations, etc. Additionally, Engagement and Training staff would discuss upcoming engagement opportunities and surveys. Topics Covered during this FY are included below:

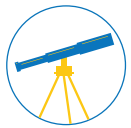
- General Updates (Covid-19, Telecommuting, Vaccines, etc.)
- 360 Evaluations (Explanation and Training on platform)
- Personal Safety and Security Training (with LAPD)

For those who are unable to attend or wish to refer back to the topics at a later date, recordings of All Staff meetings are made available to employees via YouTube. The Personnel Department has received positive feedback for these virtual meetings and will continue to utilize the online tools available to administer these meetings and trainings.

1.4.3 ADDITIONAL EMPLOYEE ENGAGEMENT STRATEGIES (Cont'd)

ALL CITY FLYERS

Similar to the department meetings with Personnel employees, Engagement and Training staff needed to figure out a way to convey training information to employees across the Citywide. Staff began drafting countless flyers and advertisements for items related to mandated courses, citywide surveys, and pertinent information related to Covid-19/vaccines. These flyers included links to any related information (county websites, survey links/results, etc.). Staff found that these flyers were beneficial for employees, as they included engaging images and further ensured that all information was shared across the board, rather than by word-of-mouth, or scattered emails. The Personnel Department will likely continue to utilize flyers and advertisements to communicate with City employees while working in a virtual environment.



1.5 WHAT'S NEXT?

The City continued to face challenging obstacles brought on by the Covid-19 pandemic during this reporting period, and will likely face similar challenges during future reporting periods. In order to endure navigating through these obstacles, EEAT staff will not only maintain its efforts to monitor and assist with Citywide/Department Specific training, but will also extend efforts to further promote training and engagement strategies in a virtual environment.



2.1 ANNUAL TRAINING SURVEY

This report also includes information collected by the Personnel Department from Department Training Coordinators (TCs). The TCs are surveyed and asked to gather information on the various training and development opportunities provided to the workforce at the department level. Responses were received from 31 of the City's departments and bureaus. No data was provided by Cannabis Regulation, City Administrative Officer, City Attorney, City Council, Department on Disability, Employee Relations Board, Housing and Community Investment, Information Technology Agency, Mayor's Office, Office of Public Accountability, Public Works: Contract Administration, or the Department on Transportation. Although these departments did not submit reports, their compliance to mandated training is still included in Appendix B, as that data was pulled for all departments by EEAT staff.

Departments that were added during the FY (Youth Development, Civil Human Rights and Equity, and Community Investment for Families), have some available training information, but data is very limited due to the timing of their addition to the City. We anticipate more compliance from these departments during the next reporting period.

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 on this report.

2.1.1 CITY DEPARTMENT NON-MANDATED TRAINING



Department Training Coordinators identified the number of non-mandated courses available to their employees. During Fiscal Year 20-21, City departments provided a combined total of 11,780 non-mandated training sessions to employees. These included training courses and conferences provided directly by the departments, as well as outside vendors. This shows a significant decrease compared to last fiscal year (over 24,000 courses offered), but this likely attributes to courses being unavailable during the COVID-19 pandemic. Although the number of courses offered decreased during this reporting period, the number of employees trained actually increased. During FY 20-21, 115,000 employees received non-mandated training, as opposed to approximately 94,000 during FY 19-20. The increase in employees trained shows that although fewer courses were available, more employees had time to complete non-mandated training during the reporting period. This interesting data point shows that if more time is made available for employees to take training that is not required, they are willing to complete some extra training.

APPENDIX C of this report shows the number of non-mandated courses provided by department during this reporting period.

2.1.1 CITY DEPARTMENT NON-MANDATED TRAINING (Cont'd)

Department Training Coordinators were provided a list of general topic categories and asked to select three of those most attended by their department’s employees. Figure 6 below shows the topic areas that were identified as the most popular; the count being the number of departments selecting that topic as one of their top three. This fiscal year shows a decrease in almost all categories. However, both Leadership and Employee Health and Wellness categories matched their data from last reporting period. Departments seem to have focused on Leadership and Employee Health and Wellness rather than the other categories since Leadership and Health and Wellness were pertinent for employees while adjusting to the pandemic. Data from the last three fiscal years has also been included on the chart for comparison. No departments indicated Reading/Writing/Arithmetic as one of their top 3 categories.

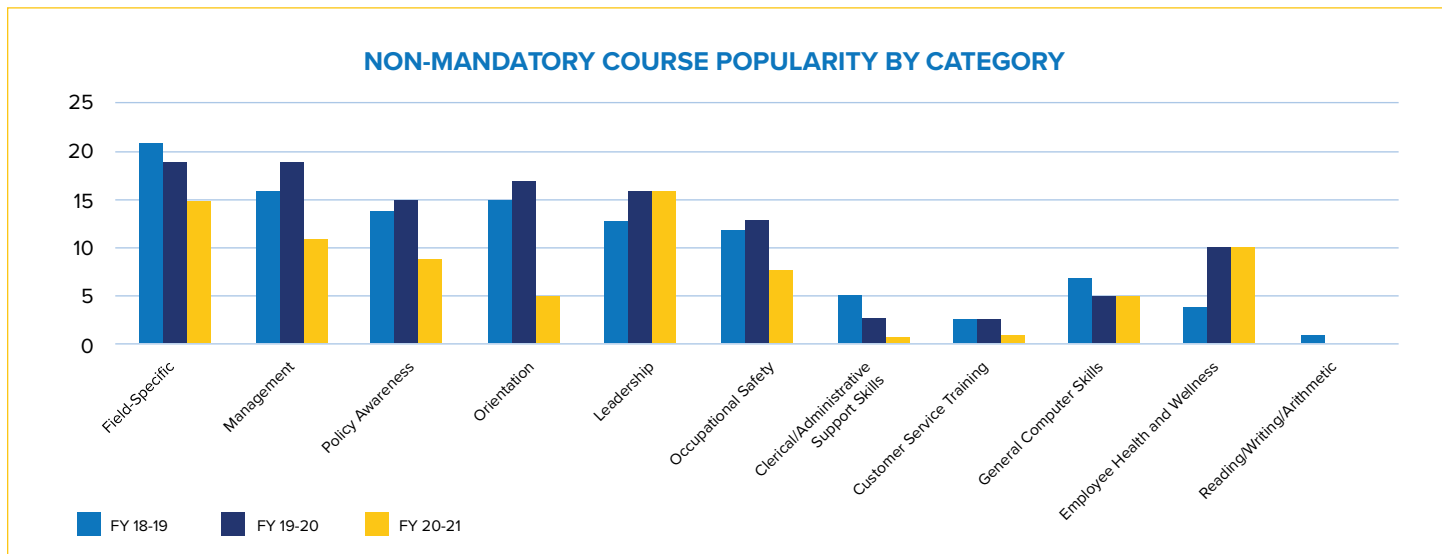


FIGURE 6. Non-mandatory Course Popularity by Category

Department TCs also identified the types of employees who attended the most non-mandatory training courses or conferences. Figure 7 below identifies the workforce categories that attended the most training during this reporting period. For this reporting period, most audience categories declined from previous fiscal years. However, the general pattern of popularity remains the same – Professionals, Administrative Support and Officials/Administrators continue to be the top 3 audiences trained.

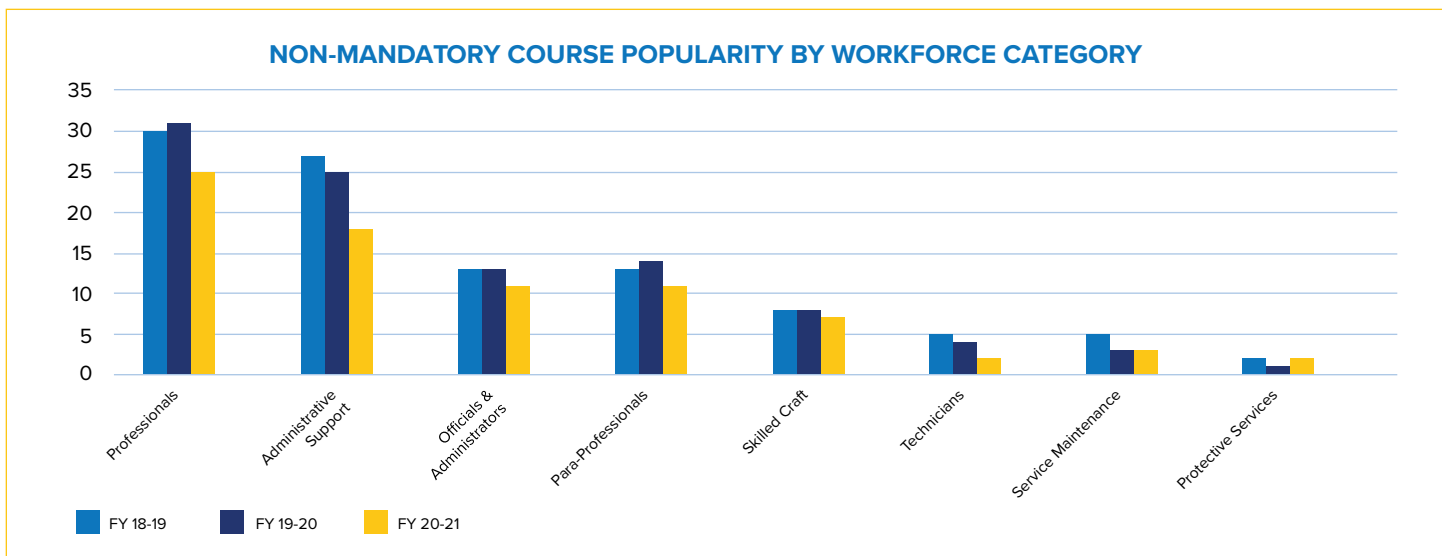


FIGURE 7. Non-mandatory Course Popularity by Workforce Category

2.1.2 CITY DEPARTMENT COMPLIANCE WITH MANDATED TRAINING



The Personnel Department also surveyed departments on their compliance with any mandated training provisions that were applicable to the job classifications of employees within their department. On the survey, “mandated” was defined as training which was required under State/Federal law, regulation, or policy. Departments were asked to not include any training monitored by the Personnel Department, as compliance to those courses would be provided by Personnel staff. A total of 579 mandated training sessions, including those monitored by the Personnel Department, were reported as being completed for this fiscal year.

APPENDIX B contains a list of all training sessions from the responding departments and their compliance rate at the time of reporting. Also included are the compliance rates for trainings monitored by the Personnel Department: Disaster Service Worker, Fraud Waste and Abuse Training, Cybersecurity (ITA), and Anti-Bias Learning for Employees (ABLE). Those departments who reported their compliance for Workplace Harassment and Abusive Conduct Prevention training and COVID-19: What You Need to Know for the Workplace, are also listed in this report. However, because compliance for these areas is not mandated until next fiscal year, EEAT staff did not require compliance ratings for these areas at this time.

Please note that mandatory training compliance is an ongoing process that changes as employees are hired, transferred, and promoted. Training that shows a lower compliance percentage is likely in the process of meeting the necessary requirements. The data in Appendix B is only a snapshot from the end of the reporting period.



2.2 DEPARTMENT-LEVEL TRAINING & DEVELOPMENT

As part of the Annual Training Survey, departments were asked to include information on any training programs that their departments developed and/or administered on their own. For Fiscal Year 20-21, departments continued to implement training related to leadership, which is a common category noted in each reporting period. Departments also indicated continuation of class-specific programs, as well as programs that emphasize employee safety and communication/professionalism.

When asked about additional training needs their employees have expressed, departments indicated that employees have expressed interest in topics pertinent in working from home (computer skills, communication, and managing employees). Some departments also expressed interest in more trainings related to mental health and onboarding (City knowledge, department functions, etc.). Mental health is not often mentioned in this category, but departments seem to have more interest due to changes in health and wellbeing of staff during the pandemic.

In regards to employee development, departments continue to utilize recognition and mentorship programs. Departments have also continued to learn about and how to implement in-house evaluations and reviews to encourage development for employees. A few responses showed that departments are also implementing employee rotation programs, which has not been mentioned much during previous reporting periods.

APPENDIX D provides excerpts of the narratives provided by the departments on their training and development programs.



2.3 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 Personnel Department is working on transitioning the current MOU reimbursement process to CityGrows, which will allow for employees and departments to review and submit MOU reimbursements entirely online.

2.3.1 MOU 3 - CLERICAL

MOU 3 is comprised 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 20-21.

2.3.1 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.

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

The most common requests for reimbursements are submitted by employees in MOUs 36, 63 and 64. MOU 36 is comprised of management-level employees. MOU 63 consists of Personnel Directors. MOU 64 includes only confidential Senior Personnel Analysts. All three MOUs are represented by Los Angeles Professional Manager's Association (LAPMA) and share a single training fund. During each FY, 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.

For fiscal year 2020-21, a total of \$72,213 was spent on various training conferences and training programs for MOU 36, 63, and 64 employees. This includes participation in specialized training and tuition reimbursement for approximately 60 employees, which amounted to \$38,091 of funds. The remaining \$34,122 was expended for dues and workshop fees for the Institute of Management Studies (IMS). A total of 44 training sessions were provided by IMS with a total of 82 represented employees attending.

2.3.4 MOU 37 - EXECUTIVE ADMINISTRATIVE ASSISTANTS

MOU 37 consists of Executive Administrative Assistants and is represented by AFSCME Local 3672. The Personnel Department administers a Tuition Reimbursement and Specialized Training fund as set forth in MOU 37. A total of \$2,946 was expended on individual reimbursements and training programs for represented employees in Fiscal Year 2020-21.



2.4 DEPARTMENT TUITION REIMBURSEMENT PROGRAMS

According to Los Angeles Administrative Code Section 4.315, a citywide tuition reimbursement program is available for administration. This program is designed to encourage employees to further their education as a means to improving their performance in their current position, and develop their potential for higher level positions in their logical line of promotion. Unfortunately the program is currently provided only at the department level and only by departments with funding for such a program.

For this reporting period, 11 departments provided tuition reimbursement to a total of 1,248 employees. This is a slight decrease in both the number of departments and the number of employees who were funded since last fiscal year (12 departments; 1,376 employees funded during FY 19-20).

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



APPENDIX A TOP 100 DEPARTMENT SPECIFIC COURSE COMPLETIONS FY 20-21

#	TRAINING TITLE	# OF COMPLETIONS
1	Safety: Injury & Illness Prevention Program	5437
2	LADWP Customer Service Ambassador Training	702
3	# COVID Return To Work - Corporate Health and Safety	497
4	COVID-19 Worker Safety Group Tour and Safety Tailgate Meeting Training	376
5	Knowledge Transfer - A City of Los Angeles Interactive Course	346
6	LAWA Employee Forum 2020 - English Subtitles	313
7	July 2020 Safety Meeting Workplace Distractions - Steam Generation	230
8	Surviving an Active Shooter Situation	196
9	Tailgate Meeting COVID -19 Addendum	174
10	Worker Safety Group Tour COVID -19 Tour Addendum	172
11	8 Keys to a More Respectful Workplace	163
12	Hazard Recognition	163
13	August 2020 Safety Meeting Situational Awareness - Steam Generation	160
14	EEO and You - With All Due Respect	158
15	Arc Flash	152
16	Quarterly Safety Meeting September 2020 Steam Generation	143
17	LAWA Innovation Hangar	139
18	7 Steps to Effective Performance Management Conversations	135
19	Dealing with Hazardous Spills	135
20	Active Shooter: What Would You Do?	130
21	Accountability in Action: A Leader's Guide	127
22	EBook - Supervisory Skills Training	125
23	Electrical Safety	124
24	Bloodborne Pathogens in Commercial and Industrial Facilities	119
25	Respiratory Protection and Safety	115
26	Welding Safety	114
27	Ladder Safety	112
28	Asbestos Awareness	111
29	Quarterly Safety Meeting June 2020 Steam Generation	110
30	Hearing Conservation and Safety	108
31	Communication & Social Skills	107
32	Lead Exposure in General Industry	104
33	Achieving Focus and Productivity at Work	102
34	Heat Stress in Construction Environments	102
35	Cybersecurity for Employees	99
36	A Stress Free Work Day	98
37	Confined Space Entry	98
38	Active Shooter	96
39	EBook - EEO Challenge Training	96
40	More Than A Gut Feeling	95
41	Aerial Lifts in Industrial and Construction Environments	94
42	Developing Emotional Intelligence	93

APPENDIX A TOP 100 DEPARTMENT SPECIFIC COURSE COMPLETIONS FY 20-21

#	TRAINING TITLE	# OF COMPLETIONS
43	GHS Safety Data Sheets	91
44	Effective Interviewing	90
45	LAWA Employee Forum 2020 - Spanish Subtitles	89
46	FLSA Made Simple	88
47	Structured Selection Interview - Rule of 3 Whole Scores	87
48	GHS Container Labeling	86
49	Heat Stress	85
50	Structured Selection Interview - Forms and Procedures	84
51	Silica Safety in Industrial and Construction Environments	83
52	Abusive Conduct in the Workplace - California AB2053 Training	81
53	Accident Investigation	80
54	# COVID Return To Work (Closed Caption) - Corporate Health and Safety	78
55	Compressed Gas Cylinders	77
56	LAWA HAZMat/HAZWaste Training 2020	77
57	Effective Communication in the Workplace	76
58	Using Fire Extinguishers	75
59	Contribute to the Overall Emotional Health of Your Workplace	74
60	Leadership: Practical Leadership Skills	74
61	Managing Me	74
62	Getting Leadership Ready	73
63	Distracted Driving	72
64	EEO Made Simple	72
65	Navigate Diversity	72
66	Assert Yourself - Master the Benefits of Assertive Behavior	71
67	Beat Procrastination	71
68	Inclusive Leadership	71
69	Back Care Basics	70
70	Body Language for Business People	70
71	Effective Use of Personal Protective Equipment (PPE)	70
72	Difficult Conversations	69
73	Driving Defensively	69
74	Business Writing - Skills Made Easy	68
75	Writing in Plain Language	68
76	Confined Space - Generation	67
77	Bad Boss: Dealing with a Difficult Manager	66
78	Customer Service	66
79	Avoiding Workplace Conflict: Micro - course	65
80	Back Safety	64
81	The Interview Edge by Glenn Cabrera (LAWA)	64
82	Time Management	63
83	Understanding Personality Types at Work	63
84	Be Approachable & Coach as a Manager	62

APPENDIX A TOP 100 DEPARTMENT SPECIFIC COURSE COMPLETIONS FY 20-21

#	TRAINING TITLE	# OF COMPLETIONS
85	Communication Training for Managers	62
86	Email Matters: The Art of Better Service	62
87	First Aid	62
88	Time Management Basics	62
89	Creating a Respectful Workplace: Micro-course	61
90	Creating a Working Environment Based on Respect	61
91	Race - The Power of an Illusion	61
92	Building Your Team: How to Put Together the Perfect Team	60
93	Hand, Wrist, and Finger Safety	60
94	Workplace Safety for Office Professionals	60
95	101 Crucial Lessons They Don't Teach You in Business School	59
96	Killer Words of Customer Service	59
97	Blind Spots in Business: Diversity and Ethics	58
98	Communicate for Business: Write, Email, Close the Loop	58
99	Computer Workstation Safety	58
100	Hazardous Materials Labels	58

Note: Due to the significant length of CyberU courses, Appendix A only includes the Top 100 courses that were completed. For a full list of courses that were completed by any number of employees during FY 20-21, please contact pertraining@lacity.org.

APPENDIX B MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED <small>(If unavailable, indicate how it is monitored)</small>
Aging	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	82%
	Anti-Bias Learning for Employees (ABLE)	26%
	Fraud Waste and Abuse Prevention	18%
	By Grantor – Privacy & Information Security	100%
	By Grantor – AIRS Certification	100%
	Cybersecurity: Required Citywide Training	39%
	CBRE – Life, Fire and Safety Awareness Training	100%
Airports	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	93%
	Anti-Bias Learning for Employees (ABLE)	91%
	Fraud Waste and Abuse Prevention	93%
	Workplace Harassment and Abusive Conduct Prevention	96%
	Covid-19 What You Need to Know for the Workplace	93%
	FLSA Workshop	Monitored internally by LAWA
	EEO and You	Monitored internally by LAWA
	EEO For Supervisors	Monitored internally by LAWA
	Airport Security Training	100%
	Cybersecurity: Required Citywide Training	85%
	Emergency Preparedness Training	15,903
HAZMat/HAZWaste	Monitored by LAWA EMD	
Animal Services	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	99%
	Anti-Bias Learning for Employees (ABLE)	88%
	Fraud Waste and Abuse Prevention	95%
	Ethics and Open Government Training (City)	100%
	Workplace Harassment and Abusive Conduct Prevention: Supervisor Version (City)	100%
	Workplace Harassment and Abusive Conduct Prevention: Non-Supervisor Version (City)	100%
	COVID-19 What You Need to Know for the Workplace (City)	100%
	Cybersecurity – Required City Training	54%
	Heat Illness Prevention Program (State; California Code of Regulations, title 8, section 3395 (8 CCR 3395))	100%
	PC832 Firearms (state; PC832)	100%
	PC832 Arrest and Control (state; PC832)	100%
Building and Safety	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)(All -FT/PT)	95%
	Anti-Bias Learning for Employees (ABLE)	89%
	Fraud Waste and Abuse Prevention	90%
	AB 717	TEMD monitors compliance through internal tracking system
	MOU 5 - OSHA 10: Construction Safety Training	TEMD monitors compliance through internal tracking system
	Cybersecurity: Required Citywide Training	44%
	MOU 5 - 20 Hours Safety Training	TEMD monitors compliance through internal tracking system

APPENDIX B MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED <small>(If unavailable, indicate how it is monitored)</small>
Cannabis Regulation	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	71%
	Anti-Bias Learning for Employees (ABLE)	83%
	Cybersecurity: Required Citywide Training	25%
	Fraud Waste and Abuse Prevention	17%
Chief Legislative Analyst	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	80%
	Anti-Bias Learning for Employees (ABLE)	96%
	Fraud Waste and Abuse Prevention	98%
	Cybersecurity: Required Citywide Training	48%
	Floor Warden Training	100%
City Administrative Officer	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	97%
	Anti-Bias Learning for Employees (ABLE)	98%
	Cybersecurity: Required Citywide Training	37%
	Fraud Waste and Abuse Prevention	100%
City Attorney	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	92%
	Anti-Bias Learning for Employees (ABLE)	84%
	Cybersecurity: Required Citywide Training	67%
	Fraud Waste and Abuse Prevention	85%
City Clerk	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	91%
	Anti-Bias Learning for Employees (ABLE)	93%
	Fraud Waste and Abuse Prevention	99%
	Workplace Harassment and Abusive Conduct Prevention	100%
	Covid-19 What You Need to Know for the Workplace	100%
	Cybersecurity: Required Citywide Training	55%
	Ethics and Open Government Training	100%
City Council	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	
	Anti-Bias Learning for Employees (ABLE)	76%
	Fraud Waste and Abuse Prevention	74%
	Cybersecurity: Required Citywide Training	19%
City Employees' Retirement System	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	94%
	Anti-Bias Learning for Employees (ABLE)	74%
	Fraud Waste and Abuse Prevention	97%
	COVID-19 What You Need to Know for the Workplace (City)	100%
	Ethics and Open Government	93%
	Cybersecurity: Required Citywide Training	89%
	Workplace Harassment and Abusive Conduct Prevention	Varies
CBRE: Fire Life Safety Training	Varies	
Civil, Human Rights and Equity	Anti-Bias Learning for Employees (ABLE)	86%
	Fraud Waste and Abuse Prevention	22%

APPENDIX B MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED <small>(If unavailable, indicate how it is monitored)</small>
Controller	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	80%
	Anti-Bias Learning for Employees (ABLE)	84%
	Fraud Waste and Abuse Prevention	100%
	Cybersecurity: Required Citywide Training	51%
	COVID -19 What You Need to Know for the Workplace	100%
City Tourism Department	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	100%
	Anti-Bias Learning for Employees (ABLE)	73%
	Fraud Waste and Abuse Prevention	100%
	Ethics and Open Government	100%
	Workplace Harassment and Abusive Conduct Prevention	100%
	Cybersecurity: Required Citywide Training	70%
	COVID -19 What You Need to Know for the Workplace	100%
Cultural Affairs	Fraud Waste and Abuse Prevention	89%
	Anti-Bias Learning for Employees (ABLE)	49%
	Cybersecurity: Required Citywide Training	16%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	49%
Disability	Fraud Waste and Abuse Prevention	4%
	Anti-Bias Learning for Employees (ABLE)	79%
	Cybersecurity: Required Citywide Training	43%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	96%
Economic Workforce Development	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	99%
	Fraud Waste and Abuse Prevention	100%
	Cybersecurity: Required Citywide Training	44%
	Anti-Bias Learning for Employees (ABLE)	86%
El Pueblo de Los Angeles	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	78%
	Anti-Bias Learning for Employees (ABLE)	67%
	Fraud Waste and Abuse Prevention	50%
	Workplace Harassment and Abusive Conduct Prevention	96%
	Cybersecurity: Required Citywide Training	42%
	Ethics and Open Government	100%
Emergency Management	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	90%
	Anti-Bias Learning for Employees (ABLE)	75%
	Fraud Waste and Abuse Prevention	85%
	Cybersecurity – Required Citywide Training	24%
	Workplace Harassment & Abusive Conduct Prevention: Supervisor Version	0%
	Workplace Harassment & Abusive Conduct Prevention: Non-Supervisor Version	1%
Employee Relations Board	Anti-Bias Learning for Employees (ABLE)	75%
	Cybersecurity: Required Citywide Training	50%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	67%

APPENDIX B MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED <small>(If unavailable, indicate how it is monitored)</small>
Ethics Commission	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	87%
	Anti-Bias Learning for Employees (ABLE)	80%
	Cybersecurity: Required Citywide Training	46%
	Fraud Waste and Abuse Prevention	100%
Fire	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	88%
	Fraud Waste and Abuse Prevention	82%
	Anti-Bias Learning for Employees (ABLE)	90%
	Workplace Harassment and Abusive Conduct Prevention	48%
	Covid-19: What You Need to Know for the Workplace	93%
	HIPPA Training	100%
	Cybersecurity: Required Citywide Training	21%
Fire & Police Pension	Ethics and Open Government	76%
	Cybersecurity: Required Citywide Training	22%
	SB 1343 (Workplace Harassment Prevention)	100%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	98%
	Fraud Waste and Abuse Prevention	99%
General Services Department	Anti-Bias Learning for Employees (ABLE)	70%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	72%
	Anti-Bias Learning for Employees (ABLE)	78%
	Cybersecurity: Required Citywide Training	39%
	Fraud Waste and Abuse Prevention	88%
	Asbestos Awareness Training (For Homeless Projects, by Vendor).	100%
	Asbestos in Buildings refresher training, for Annual Asbestos Cert, "Certified Site Surveillance Technician", (combined with Lead in Buildings, as one class) . TRNG19 Work Order Rev	100%
	Construction Equipment: "High Hazard Construction Equipment - Complying with Manufacturer's Operating Instructions."	100%
	Driver Safety: "Driver Distractions."	100%
	Electrical Safety: "Ground -Fault Circuit Interrupters (GFCI): January is the Month to Test!"	100%
	Elevating Devices: AERIAL BOOM LIFT & SCISSOR LIFT, Safe Use Training	100%
	Elevating Devices: Scissor Lift, Safe Use Training	100%
	Elevating Devices: Scissors Lift - Genie GS - 1930, Safe Use Training	100%
	Emergency Preparation: "In Case of Emergency -- Are You Prepared?"	100%
Eye Protection: "When They're Flying About, Wear Your Goggles, Construction Safety Alert!"	100%	

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED <small>(If unavailable, indicate how it is monitored)</small>
General Services Department	Fall Protection & Prevention: "Guardrails, Openings, Floors, and Accesses - Safety Walk - Around Checklist 2021."	100%
	Fall Protection & Prevention: "Fall Protection Safety Procedures & PPE."	100%
	Fall Protection & Prevention: "Fall Protection."	100%
	First Aid – "Heart Attack, Stroke, Cardiac Arrest warning signs and AED; Act in Time American Heart Association Guidelines."	100%
	First Aid: "Fractures (Broken Bones)."	100%
	PACE continuing education for the elevator industry work preservation fund	100%
	Emergency Operations Center (EOC) Responder Training/ERT Training	56%
	High Rise Occupant Training, Floor Warden and Emergency Response Team Training	95%
	HAZ COM & Hazardous Spills	94%
	IIPP/HIPP/Heat Stress	91%
	Bloodborne Pathogens/1st Aid	97%
	Hearing Conservation/Noise Exposure	86%
	Fire Prevention Program – FPP (CCR -T8)	100%
	Hazard Communication Standard (CCR -T8)	100%
	Forklift Certification & 3 Yr. Re -cert.(CCR -T8)	100%
	Fleet Services - New Employee Orientation (CCR -T8)	100%
	Respirator Protection Program (CCR -T8)	100%
	OSHA HAZWOPR	80%
	14 CFR § 139.321 CFR Aviation Fuel Handling	100%
	Title 49 CFR, Part 172, Subpart H – USDOT Hazmat Refresher Course	100%
	City of LA Quality Assurance Program (QAP)	100%
	American Society for Nondestructive Testing CP-106 – Ultrasonic Testing	100%
	American Society for Nondestructive Testing CP-106 – Magnetic Particle	100%
	Railway Worker Protection (RWP) Training – Title 49 CFR 214.345	100%
	Radiation Safety Annual Compliance Refresher Training	100%
	Ladder Safety (CCR -T8)	100%
	Lock Out-Tag Out (Cal/OSHA) (CCR -T8)	100%
	Hearing Protection, "Sound Advice - Protect your Ears in Noisy Work Environments, Part 1 of 2."	100%
	First Aid: "Basic First Aid, Session 1 of 2."	100%
	First Aid: "Basic First Aid, Session 2 of 2."	100%
	First Aid: "Cuts and Scrapes."	100%
	First Aid: "Head Trauma and Head Pain".	100%
	Heat Illness Prevention: "HIGH HEAT PROCEDURES - Preventing and Responding to Heat Illness, Part 1 of 2"	100%
	Heat Illness Prevention: "HIGH HEAT PROCEDURES - Preventing and Responding to Heat Illness, Part 2 of 2."	100%

APPENDIX B MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED <small>(If unavailable, indicate how it is monitored)</small>
General Services Department	Holiday Safety: "Holiday Safety."	100%
	Ladders: "Make Ladder Safety a HIGH Priority...February is Ladder Safety Month!"	100%
	Lead (Pb) Awareness Training (for Homeless Projects, by Vendor).	100%
	Lead (Pb) Worker Training	100%
	Mold Awareness: "Mold Awareness."	100%
	Orientation: "New Employee Orientation for EAA (Engineers & Architect Association, and Management Assistants MOU employees)."	100%
	Rain: "Working Safely in Wet Weather, with GSD Construction Forces Division Rain Gear Policy."	100%
	Respirator Fit Training	100%
	Scaffold Safety: "Scaffolds Training Guide".	100%
	Silica: "Silica Hazard Alert."	100%
	Storm Water Pollution Prevention, Inspector training and certification, required by CA State Water Board, TRNG18. Certification biennially; training annually.	100%
	Storm water Pollution: "Preventing Storm water Pollution."	100%
	Vehicles and Heavy Equipment: "Vehicles and Heavy Equipment Training Guide."	100%
	Worker's Comp: "Commit workers' compensation fraud, wear a new outfit."	100%
	Zika Virus Disease: "Zika Virus Disease, Top Things Everyone Needs to Know" (English & Spanish).	100%
Housing & Community Investment	Fraud Waste and Abuse Prevention	3%
	Anti-Bias Learning for Employees (ABLE)	89%
	Cybersecurity: Required Citywide Training	45%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	91%
Information Technology Agency	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	88%
	Fraud Waste and Abuse Prevention	50%
	Anti-Bias Learning for Employees (ABLE)	88%
	Cybersecurity: Required Citywide Training	50%
Library	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	87%
	Anti-Bias Learning for Employees (ABLE)	99%
	Fraud Waste and Abuse Prevention	99%
	Cybersecurity: Required Citywide Training	80%
	COVID-19 What You Need to Know for The Workplace	97%
	Workplace Harassment and Abusive Conduct Prevention: Supervisor	60%
	Workplace Harassment and Abusive Conduct Prevention: Non- Supervisor	97%

APPENDIX B MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED <small>(If unavailable, indicate how it is monitored)</small>
Mayor's Office	Fraud Waste and Abuse Prevention	72%
	Anti-Bias Learning for Employees (ABLE)	89%
	Cybersecurity: Required Citywide Training	19%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	77%
Neighborhood Empowerment	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	57%
	Anti-Bias Learning for Employees (ABLE)	60%
	Fraud Waste and Abuse Prevention	85%
	EVG Training	100%
	Anti-Oppression Training	100%
	Sexual Harassment Prevention Training	100%
	Cybersecurity: Required Citywide Training	22%
	Ethics and Open Government	100%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	100%
	Covid-19: What You Need to Know for the Workplace	100%
	Core Supervisory Training	100%
Office of Finance	Workplace Harassment and Abusive Conduct Prevention: Supervisor	96%
	Workplace Harassment and Abusive Conduct Prevention: Non-Supervisor	87%
	COVID-19 What You Need to Know for The Workplace	96%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	89%
	Fraud, Waste, & Abuse Prevention Training	99%
	Cybersecurity: Required Citywide Training	42%
	Anti-Bias Learning for Employees (ABLE)	77%
Personnel	Workplace Harassment and Abusive Conduct Prevention Training (Supervisor)	99%
	Workplace Harassment and Abusive Conduct Prevention Training (Non-Supervisor)	70%
	Covid-19: What You Need to Know for the Workplace	80%
	Anti-Bias Learning for Employees (ABLE)	77%
	Fraud Waste and Abuse Prevention	99%
	Cybersecurity: Required Citywide Training	41%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	89%
Planning	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	94%
	Fraud, Waste, & Abuse Prevention Training	92%
	Anti-Bias Learning for Employees (ABLE)	96%
	Cybersecurity: Required Citywide Training	39%
	COVID-19 What You Need to Know for The Workplace	100%

APPENDIX B MANDATED TRAINING COURSES BY DEPARTMENT

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED <small>(If unavailable, indicate how it is monitored)</small>
Police	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	95%
	Fraud, Waste, & Abuse Prevention Training	74%
	Anti-Bias Learning for Employees (ABLE)	88%
	Perishable Skills -Tactical Communication	8% (Due 12/31/2022)
	Perishable Skills -Arrest and Control	9% (Due 12/31/2022)
	Perishable Skills - Driving	2% (Due 12/31/2022)
	Perishable Skills - Firearms	8% (Due 12/31/2022)
	Annual Pursuit Policy	83%
	Supervisory Course	94% (2 employees IOD)
	POST Management Course	None -Covid Travel restrictions
	Watch Commander	100%
	Cyber Security Email Security	72% Sworn; 82% Civilian
	Covid 19 Mandated Training (Sworn Only)	8,663
	Undercover Operations	100%
	Command Officer Development	100%
Public Accountability	Fraud Waste and Abuse Prevention	100%
	Anti-Bias Learning for Employees (ABLE)	75%
	Cybersecurity: Required Citywide Training	67%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	75%
Public Works: Board	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	83%
	Fraud, Waste, & Abuse Prevention Training	99%
	Anti-Bias Learning for Employees (ABLE)	91%
	COVID -19 What You Need to Know for The Workplace	100%
	Cybersecurity: Required Citywide Training	42%
	Knowledge Transfer - A City of Los Angeles Interactive Course	98%
Public Works: Contract Administration	Fraud Waste and Abuse Prevention	99%
	Anti-Bias Learning for Employees (ABLE)	96%
	Cybersecurity: Required Citywide Training	52%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	94%
Public Works - Bureau of Engineering	Fire and Life Safety Online Training	100%
	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	94%
	Fraud, Waste, & Abuse Prevention Training	99%
	Cybersecurity: Required Citywide Training	53%
	Anti-Bias Learning for Employees (ABLE)	95%
Public Works - Bureau of Sanitation	Disaster Service Worker: Mandatory Loyalty Oath Training (All -FT/PT)	90%
	Fraud, Waste, & Abuse Prevention Training	64%
	Anti-Bias Learning for Employees (ABLE)	53%
	Cybersecurity: Required Citywide Training	36%
	2011 New Way Rear Loading Refuse Vehicle	Compliance reports monitored internally by BOS
	2020 CNG Peterbilt truck with Amrep rolloff body	Compliance reports monitored internally by BOS
	2020 CNG Spartan Rolloff Truck and Body	Compliance reports monitored internally by BOS

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Public Works - Bureau of Sanitation	Aerial Work Platform Employer Responsibilities - Tailgate	Compliance reports monitored internally by BOS
	Ammonia Awareness and CalARP Training	Compliance reports monitored internally by BOS
	Ammonia- Hazards & Safe Work Practices-Tailgate	Compliance reports monitored internally by BOS
	Annual Air Purifying Respirator/ Respiratory Protection Program	Compliance reports monitored internally by BOS
	Back Safety - Tailgate	Compliance reports monitored internally by BOS
	Bench Grinder Safety Order #47 - Tailgate	Compliance reports monitored internally by BOS
	Bloodborne Pathogen Prevention - Tailgate	Compliance reports monitored internally by BOS
	Broom Bear Sweeper Training	Compliance reports monitored internally by BOS
	Bureau of Sanitation Safety Policies Manual - Tailgate	Compliance reports monitored internally by BOS
	California Towing Laws	Compliance reports monitored internally by BOS
	Cell Phones & Driving - Tailgate	Compliance reports monitored internally by BOS
	Chainsaw Training	Compliance reports monitored internally by BOS
	Chart LNG Vehicle Inspection Procedure	Compliance reports monitored internally by BOS
	Choosing & Using Eye & Face Protection - Tailgate	Compliance reports monitored internally by BOS
	Choosing & Using Protective Headwear - Tailgate	Compliance reports monitored internally by BOS
	CLARTS: "From Full to Empty"	Compliance reports monitored internally by BOS
	CLARTS: Rules & Regulations - Tailgate	Compliance reports monitored internally by BOS
	Compressed Natural Gas (CNG) Training	Compliance reports monitored internally by BOS
	Confined Space Entry - Tailgate	Compliance reports monitored internally by BOS
	Confined Spaces - Fall Protection Video - Tailgate	Compliance reports monitored internally by BOS
	Confined Spaces Field (Rescue)	Compliance reports monitored internally by BOS
	Container Contamination Notification Tag - Tailgate	Compliance reports monitored internally by BOS
	Control of Hazardous Energy - WCSD - Tailgate	Compliance reports monitored internally by BOS
	Corona Virus Awareness	Compliance reports monitored internally by BOS
	COVID-19 - What You Need to Know to be Safe - Field Staff	Compliance reports monitored internally by BOS
	Crane Safety - Tailgate	Compliance reports monitored internally by BOS
	Cryogenics Safety Training	Compliance reports monitored internally by BOS

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Public Works - Sanitation	Debris Flyover- Tailgate	Compliance reports monitored internally by BOS
	Diabetes Awareness Training - Tailgate	Compliance reports monitored internally by BOS
	Director's Commercial Drivers' Safety Summit	Compliance reports monitored internally by BOS
	Disease Hazards of Sludge - Sewage Effluents - Tailgate	Compliance reports monitored internally by BOS
	Driving Safety Hyperion Treatment Plant - Tailgate	Compliance reports monitored internally by BOS
	Drum & Barrel Safety - Tailgate	Compliance reports monitored internally by BOS
	Dual Blade Dump Cycle	Compliance reports monitored internally by BOS
	Dust Mask/ Respirator - Tailgate	Compliance reports monitored internally by BOS
	Electrical Safety - Tailgate	Compliance reports monitored internally by BOS
	Energy Safety - Tailgate	Compliance reports monitored internally by BOS
	Ergonomic Safety - Tailgate	Compliance reports monitored internally by BOS
	Fall Protection - Harness Safety Training/ Tailgate	Compliance reports monitored internally by BOS
	Foot Protection - Tailgate	Compliance reports monitored internally by BOS
	Forklift Safety/ Driving Skills - Tailgate	Compliance reports monitored internally by BOS
	Form 65-41-Divers Daily Log (2013 Revision)	Compliance reports monitored internally by BOS
	Gas - Compressed Cylinder Handling - Tailgate	Compliance reports monitored internally by BOS
	Gas Detection Hazards Refresher - Tailgate	Compliance reports monitored internally by BOS
	Hand Safety/ Choosing & Using Work Gloves - Tailgate	Compliance reports monitored internally by BOS
	Hand Tool Safety - Tailgate	Compliance reports monitored internally by BOS
	Hand Truck Safety - Tailgate	Compliance reports monitored internally by BOS
	Hazardous Energy Control - WCSD	Compliance reports monitored internally by BOS
	Hazardous Materials MSDS - Tailgate	Compliance reports monitored internally by BOS
	Hazardous Waste Management for Site Supervisors & Managers	Compliance reports monitored internally by BOS
	Hearing Protection - Tailgate	Compliance reports monitored internally by BOS
	Heat Illness Prevention	Compliance reports monitored internally by BOS
	Heat Illness- Tailgate	Compliance reports monitored internally by BOS
	Heat Stress/ Hot Weather Tips - Tailgate	Compliance reports monitored internally by BOS
	Heat Stress/Exhaustion - Tailgate	Compliance reports monitored internally by BOS

APPENDIX B

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Public Works - Sanitation	Heavy Equipment Safety - Tailgate	Compliance reports monitored internally by BOS
	Hepatitis-A Awareness Training- Tailgate	Compliance reports monitored internally by BOS
	High Voltage Standard Maintenance Procedures - Tailgate	Compliance reports monitored internally by BOS
	Hot Work Permit - BSP #26 - Tailgate	Compliance reports monitored internally by BOS
	How to Work with Chemicals Safely - Tailgate	Compliance reports monitored internally by BOS
	Injury & Illness Prevention Program Overview - Tailgate	Compliance reports monitored internally by BOS
	Insect Awareness - Tailgate	Compliance reports monitored internally by BOS
	Ladder Inspection	Compliance reports monitored internally by BOS
	Ladder Safety - Tailgate	Compliance reports monitored internally by BOS
	Ladders & Scaffolds - Tailgate	Compliance reports monitored internally by BOS
	Landscape Maintenance: Grass Trimmer/Brush Cutter	Compliance reports monitored internally by BOS
	Landscape Maintenance: Leaf or Power Blower	Compliance reports monitored internally by BOS
	Lifting & Rigging - Tailgate	Compliance reports monitored internally by BOS
	Lifting and Container Moving Techniques - Tailgate	Compliance reports monitored internally by BOS
	Lifting Removal of Maintenance Hole and Hatch Covers - Tailgate	Compliance reports monitored internally by BOS
	Lifting Safety in Construction- Tailgate	Compliance reports monitored internally by BOS
	Liquid Natural Gas (LNG) Equipment Training - Tier 1	Compliance reports monitored internally by BOS
	Liquid Natural Gas (LNG) Equipment Training - Tier 2	Compliance reports monitored internally by BOS
	LOADBODY ENTRY LOCKOUT/TAGOUT PROGRAM	Compliance reports monitored internally by BOS
	Machine Shop Safety - Tailgate	Compliance reports monitored internally by BOS
	Man Lift / Basket Safety Video Tailgate	Compliance reports monitored internally by BOS
	Mobile Hygiene Unit Operators Performance/Skills Training	Compliance reports monitored internally by BOS
	Motorists to Give Bicyclists Three Feet For Safety Calif. Law- Tailgate	Compliance reports monitored internally by BOS
	Mounting and Dismounting - Tailgate	Compliance reports monitored internally by BOS
	Operation Lifesaver: Safety at Railroad Crossings - Tailgate	Compliance reports monitored internally by BOS
	Packer Mechanism Clean Out-Tailgate	Compliance reports monitored internally by BOS
	Paints Application Safety - Tailgate	Compliance reports monitored internally by BOS
	Personal Protective Equipment - Tailgate	Compliance reports monitored internally by BOS

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Public Works - Sanitation	Portable Fire Extinguisher - Tailgate	Compliance reports monitored internally by BOS
	PPE - Personal Protective Equipment - Tailgate	Compliance reports monitored internally by BOS
	Pre & Post Trip Inspection - Tailgate	Compliance reports monitored internally by BOS
	Prevention & Control Of Fire - Tailgate	Compliance reports monitored internally by BOS
	Radioactive Waste Response Protocol	Compliance reports monitored internally by BOS
	RED TAG: Lockout Procedures - Tailgate	Compliance reports monitored internally by BOS
	Repetitive Strain/ Motion Injuries - Tailgate	Compliance reports monitored internally by BOS
	Respiratory Fit Test	Compliance reports monitored internally by BOS
	Riding The Rear Step - Tailgate	Compliance reports monitored internally by BOS
	Rodding Machine Hand Injury - Tailgate	Compliance reports monitored internally by BOS
	Safe Backing & Braking - Tailgate	Compliance reports monitored internally by BOS
	Safe Landfill Driving Practices - Tailgate	Compliance reports monitored internally by BOS
	Safety Attitude - Tailgate	Compliance reports monitored internally by BOS
	Safety for Custodians - Tailgate	Compliance reports monitored internally by BOS
	Safety Vest- Tailgate	Compliance reports monitored internally by BOS
	SCBA Inspection & Maintenance Protocol - Tailgate	Compliance reports monitored internally by BOS
	School Zone - Tailgate	Compliance reports monitored internally by BOS
	Scissor Lift Safety - Tailgate	Compliance reports monitored internally by BOS
	Scott Airline Respirators	Compliance reports monitored internally by BOS
	Scott Self - Contained Breathing Apparatus (SCBA)	Compliance reports monitored internally by BOS
	Seat Belt Policy - Tailgate	Compliance reports monitored internally by BOS
	Semi-Automated 2 Axle Side Loader	Compliance reports monitored internally by BOS
	Semi-Automated Hoist Battery Switch Warning - Tailgate	Compliance reports monitored internally by BOS
	Sewer Related Hazards/ Bureau Safety Policy #10 Rev 2 - Tailgate	Compliance reports monitored internally by BOS
	Skid Mounted Pressure Washer and Vacuum Recovery System	Compliance reports monitored internally by BOS
	Slips, Trips & Falls - Tailgate	Compliance reports monitored internally by BOS
	Specialized Vehicle: CNG PETERBILT Two Member Rear Loader Collection Vehicle	Compliance reports monitored internally by BOS
Speeding - Tailgate	Compliance reports monitored internally by BOS	

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Public Works - Sanitation	SRCD Diesel Fueling Procedures - Tailgate	Compliance reports monitored internally by BOS
	Standard Operational Procedures For Catch Basin Cleaning Crews - Tailgate	Compliance reports monitored internally by BOS
	Sunshine Canyon Landfill: Rules & Regulations - Tailgate	Compliance reports monitored internally by BOS
	Traffic Control	Compliance reports monitored internally by BOS
	Traffic Safety/ Driving Safely/ Defensive Driving - Tailgate	Compliance reports monitored internally by BOS
	Trench Shoring & Construction Safety - Tailgate	Compliance reports monitored internally by BOS
	Truck Cab Steps and Grab Handles - Tailgate	Compliance reports monitored internally by BOS
	Two Axle (Hoist Dump) Baby Truck Operation	Compliance reports monitored internally by BOS
	Unsafe Condition Reporting - Tailgate	Compliance reports monitored internally by BOS
	Use of Controlled Substances in the Workplace - Tailgate	Compliance reports monitored internally by BOS
	Vehicle Tag Out Procedure 2010	Compliance reports monitored internally by BOS
	Wastewater Pathogens - Tailgate	Compliance reports monitored internally by BOS
	Watch Out! Power Lines Above! - Tailgate	Compliance reports monitored internally by BOS
	WCSD: Confined Space - Tripod System	Compliance reports monitored internally by BOS
	WCSD: Confined Spaces	Compliance reports monitored internally by BOS
Welding Safety - Tailgate	Compliance reports monitored internally by BOS	
Public Works - Bureau of Street Lighting	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	95%
	Fraud, Waste, & Abuse Prevention Training	99%
	Anti-Bias Learning for Employees (ABLE)	91%
	Cybersecurity: Required Citywide Training	31%
	Building Requirement	100%
	Ethics and Open Government	100%
	Safety Training - ED 18	100%
Public Works - Bureau of Street Services	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	97%
	Fraud, Waste, & Abuse Prevention Training	94%
	Anti-Bias Learning for Employees (ABLE)	89%
	Ethics and Open Government Training for City Officials (Executive Directive 2006-7)	88%
	COVID-19: What you need to know for the Workplace	98%
	Workplace Harassment - Supervisor	95%
	Allied Universal Fire Life Safety Training for Public Works Bldg.	100%
	Cal/OSHA 10-hour Construction Industry	100%
	832 PC Arrest (Refresher Course)	100%
Piexon JPX6 Jet Protector Shot User (Handgun Usage)	100%	

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Public Works - Bureau of Street Services	OSHA Safety Training – Cal State University Dominguez Hills	100%
	StreetsLA Performance Management Training for Supervisors	60%
	Cybersecurity: Required Citywide Training	26%
Recreation and Parks	Workplace Harassment & Abusive Conduct Prevention Training	Citywide LMS System
	Cybersecurity: Required Citywide Training	39%
	COVID-19: What You Need to Know for the Workplace	Citywide LMS System
	Ethics & Open Government Training	Citywide LMS System
	Anti-Bias Learning for Employees	21%
	CA Dept. of Social Services Child Abuse Mandated Reporter	Cornerstone - ILT
	Eye Protection	Tracked by Department Roster
	Pest Control	Tracked by Department Roster
	Electrical Hazards	Tracked by Department Roster
	Safe Worker	Tracked by Department Roster
	Taking Equipment out of Service	Tracked by Department Roster
	Slip/trip/falls	Tracked by Department Roster
	Bloodborne Pathogens & Universal Safety Precautions	Tracked by Department Roster
	Automated External Defibrillator (AED)	Tracked by Department Roster
	Hearing Protection	Tracked by Department Roster
	Accident Investigation	Tracked by Department Roster
	Holiday Safety	Tracked by Department Roster
	PPE	Tracked by Department Roster
	Lockout Tag out	Tracked by Department Roster
	Hazard Awareness	Tracked by Department Roster
	Spider Bites & Stinging Insect Safety	Tracked by Department Roster
	Landscape Hand tool Safety	Tracked by Department Roster
	Hazard Communication	Tracked by Department Roster
	Emergency Eyewash	Tracked by Department Roster
	Lift Properly & Material Handling	Tracked by Department Roster
	Ladder Safety	Tracked by Department Roster
	Distracted Driving	Tracked by Department Roster
	Fire Prevention	Tracked by Department Roster
	Safety Stand Down	Tracked by Department Roster
	Slip/trip/falls	Tracked by Department Roster
	Heat Illness Prevention	Tracked by Department Roster
	Housekeeping	Tracked by Department Roster
	Machine Guarding	Tracked by Department Roster
Fire Extinguisher	Tracked by Department Roster	
COVID-19	Tracked by Department Roster	
Bloodborne Pathogens	Tracked by Department Roster	
Haz Com/GHS	Tracked by Department Roster	

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Recreation and Parks	IIPP & Covid Prevention	Tracked by Department Roster
	PPE	Tracked by Department Roster
	Respiratory Protection Program	Tracked by Department Roster
	Respirator Fit Test	Tracked by Department Roster
	Heat Illness Prevention	Tracked by Department Roster
	Large Equipment (Sand Pro)	Tracked by Department Roster
	Small Equipment (Thermometer)	Tracked by Department Roster
	Utility Vehicles	Tracked by Department Roster
	Electric Power Mower	Tracked by Department Roster
	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	44%
Fraud Waste and Abuse Prevention	71%	
Transportation	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	72%
	Anti-Bias Learning for Employees (ABLE)	54%
	Cybersecurity: Required Citywide Training	37%
	Fraud Waste and Abuse Prevention	44%
Water and Power	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	
	Fraud Waste and Abuse Prevention	
	Anti-Bias Learning for Employees (ABLE)	
	Workplace Harassment & Abusive Conduct	100%
	Active Shooter Training	100%
	Cybersecurity Awareness Training	100%
	Interview & Selection	By Roster
	EEO Coordinator Training	By Roster
	NOC Review by Labor Relations	By Roster
	A Culture of Mutual Respect Mandatory EEO Supervisory Training	By Roster
	Ergonomics	Certificate
	Ethics and Open Government Training	By Roster
	Harassment and Discrimination Training	By Roster
	ABI111 - Asbestos Building Inspector Refresher - NATEC	Monitored in DWP Learning Management System (LMS)
	ACP111 - Asbestos Competent Person / Supervisor Refresher - NATEC	Monitored in DWP Learning Management System (LMS)
	ACW101 - Asbestos Cement Pipe Worker Initial - NATEC	Monitored in DWP Learning Management System (LMS)
	ACW111 - Asbestos Cement Pipe Worker Refresher - NATEC	Monitored in DWP Learning Management System (LMS)
	AER101 - Aerial/Scissor Lift - Vendor Provided	Monitored in DWP Learning Management System (LMS)
	AMP111 - Asbestos Management Planner Refresher - NATEC	Monitored in DWP Learning Management System (LMS)
	APD111 - Asbestos Project Designer Refresher - NATEC	Monitored in DWP Learning Management System (LMS)
Asbestos Awareness	Monitored in DWP Learning Management System (LMS)	
ASC103 - Asbestos Class III Initial - NATEC	Monitored in DWP Learning Management System (LMS)	
ASC104 - Asbestos Awareness - LADWP/IH	Monitored in DWP Learning Management System (LMS)	
ASC113 - Asbestos Class III Refresher - NATEC	Monitored in DWP Learning Management System (LMS)	

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Water and Power	BBP101 - Bloodborne Pathogens Awareness - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	Bloodborne Pathogens	Monitored in DWP Learning Management System (LMS)
	Bloodborne Pathogens in Commercial and Industrial Facilities	Monitored in DWP Learning Management System (LMS)
	Caught-In/Between Hazards in Construction Environments	Monitored in DWP Learning Management System (LMS)
	COS101 - DWP Confined Space Training - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	COVID Return To Work - Corporate Health and Safety	Monitored in DWP Learning Management System (LMS)
	COVID-19 Work From Home - Corporate Health and Safety	Monitored in DWP Learning Management System (LMS)
	Dealing with Hazardous Spills	Monitored in DWP Learning Management System (LMS)
	DOT HAZMAT General Awareness	Monitored in DWP Learning Management System (LMS)
	DOT HAZMAT Safety Training	Monitored in DWP Learning Management System (LMS)
	DOT HAZMAT Security Awareness	Monitored in DWP Learning Management System (LMS)
	DOT In-Depth HAZMAT Security Training	Monitored in DWP Learning Management System (LMS)
	Effective Use of Personal Protective Equipment (PPE)	Monitored in DWP Learning Management System (LMS)
	Electrocution Hazards Part I: Worksite Safety	Monitored in DWP Learning Management System (LMS)
	Electrocution Hazards Part II: Employer Responsibilities	Monitored in DWP Learning Management System (LMS)
	Enviante User Interface - Corporate Health and Safety	Monitored in DWP Learning Management System (LMS)
	Equipment Safety Essentials	Monitored in DWP Learning Management System (LMS)
	ERA101 - Ergonomics Awareness - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	FCA101 - First Aid CPR/CPR/AED - Vendor Provided	Monitored in DWP Learning Management System (LMS)
	First Aid	Monitored in DWP Learning Management System (LMS)
	FEI101 - Fall Protection - Equipment Inspector	Monitored in DWP Learning Management System (LMS)
	FEU101 - Fire Extinguisher Use Training	Monitored in DWP Learning Management System (LMS)
	FPA101 - Fall Protection - Authorized Person	Monitored in DWP Learning Management System (LMS)
	FPC101 - Fall Protection - Competent Person	Monitored in DWP Learning Management System (LMS)
	FPC111 - Fall Protection - Competent Person Refresher	Monitored in DWP Learning Management System (LMS)
	FPS101 - Fall Protection Authorized Initial	Monitored in DWP Learning Management System (LMS)
	Forklift Safety: Industrial Counterbalance Lift Trucks	Monitored in DWP Learning Management System (LMS)
	FRO101 - HAZMAT - First Responder Operations - Initial - Vendor Provided	Monitored in DWP Learning Management System (LMS)

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Water and Power	FRO111 - HAZMAT - First Responder Operations - Refresher - Vendor Provided	Monitored in DWP Learning Management System (LMS)
	GHS Container Labeling	Monitored in DWP Learning Management System (LMS)
	GHS Safety Data Sheets	Monitored in DWP Learning Management System (LMS)
	GHS101 - Hazard Communication with Globally Harmonized System - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	GHS101 - Hazard Communications with Globally Harmonized System (GHS)	Monitored in DWP Learning Management System (LMS)
	GSW111 - HAZMAT - General Site Worker - Refresher - Vendor Provided	Monitored in DWP Learning Management System (LMS)
	HAA101 - Hantavirus Awareness Training - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	Hazard Communication in Auto Service Environments	Monitored in DWP Learning Management System (LMS)
	Hazard Communication in Cleaning and Maintenance Environments	Monitored in DWP Learning Management System (LMS)
	Hazard Communication in Construction Environments	Monitored in DWP Learning Management System (LMS)
	Hazard Communication in Healthcare Environments	Monitored in DWP Learning Management System (LMS)
	Hazard Communication in Hospitality Environments	Monitored in DWP Learning Management System (LMS)
	Hazard Communication in Industrial Environments	Monitored in DWP Learning Management System (LMS)
	Hazardous Materials	Monitored in DWP Learning Management System (LMS)
	Hazardous Materials Labels	Monitored in DWP Learning Management System (LMS)
	HAZARDOUS WASTE OPERATIONS AWR (HWO101)	Monitored in DWP Learning Management System (LMS)
	Hearing Conservation and Safety	Monitored in DWP Learning Management System (LMS)
	HEC101- Hearing Conservation - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	HIC101 - HAZMAT - Incident Commander - Initial - Vendor Provided	Monitored in DWP Learning Management System (LMS)
	HIC111 - HAZMAT - Incident Commander - Refresher - Vendor Provided	Monitored in DWP Learning Management System (LMS)
	HIP101 - Heat Illness Prevention - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	HPT101 - Hearing Protection - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	Ladder Safety	Monitored in DWP Learning Management System (LMS)
	LADDER SAFETY (LAS101)	Monitored in DWP Learning Management System (LMS)
	Ladder Safety in Construction Environments	Monitored in DWP Learning Management System (LMS)
	LEAD LEVEL II INITIAL (LEL102)	Monitored in DWP Learning Management System (LMS)
LIT101 - Ladder Inspection Training	Monitored in DWP Learning Management System (LMS)	
LSI101 - Ladder Safety and Inspections	Monitored in DWP Learning Management System (LMS)	

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Water and Power	Personal Protective Equipment	Monitored in DWP Learning Management System (LMS)
	REP101 - Respiratory Protection - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	Respiratory Protection and Safety	Monitored in DWP Learning Management System (LMS)
	SAW101 - Silica Awareness - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	Supported Scaffolding Safety	Monitored in DWP Learning Management System (LMS)
	Suspended Scaffolding Safety	Monitored in DWP Learning Management System (LMS)
	TCS101 - Traffic Control Safety - Vendor Provided	Monitored in DWP Learning Management System (LMS)
	Using Fire Extinguishers	Monitored in DWP Learning Management System (LMS)
	WSA101 - Wildfire Smoke Awareness - LADWP/IH	Monitored in DWP Learning Management System (LMS)
	WSA101 - Wildfire Smoke Safety	Monitored in DWP Learning Management System (LMS)
Zoo	Disaster Service Worker: Mandatory Loyalty Oath Training (All-FT/PT)	94%
	Fraud, Waste and Abuse Prevention	100%
	Anti-Bias Learning for Employees (ABLE)	82
	Covid-19 What You Need to Know For the Workplace	98%
	Cybersecurity: Required Citywide Training	69%
	Workplace Harassment and Abusive Conduct Prevention	100%

APPENDIX C NON-MANDATED COURSES BY DEPARTMENT

DEPARTMENT	NUMBER OF COURSES OFFERED	TOTAL EMPLOYEES TRAINED
Aging	47	62
Airports	4795	1170
Animal Services	23	549
Building and Safety	20	485
Chief Legislative Analyst	5	14
City Clerk	61	306
City Employees' Retirement System	42	225
City Ethics Commission	9	14
Controller	21	59
City Tourism Department	37	85
Cultural Affairs	10	15
Economic Workforce Development	6	16
Emergency Management	4	0
Fire	23	205
Fire & Police Pension	98	361
General Services	269	923
Library	4380	57238
Neighborhood Empowerment	24	186
Office of Finance	1	4
Personnel	33	75
Planning	42	3302
Police	100	20000
Public Works - Board of Public Works	5	131
Public Works - Engineering	209	4163
Public Works - Sanitation	1026	10024
Public Works - Street Lighting	18	3568
Public Works - Street Services	67	563
Recreation and Parks	3	150
Water and Power	300	10189
Zoo	102	1384
TOTAL	11,780	115,466

APPENDIX D(1) DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Aging	<p>Department continues having its new analysts and social workers participate in the American Society on Aging/USC Fundamentals of Gerontology program. Since employees hired by the Department from the City's Management Analyst and Assistant lists usually don't have degrees in gerontology, the program with its five lessons on major senior issues provide a solid foundation. It is the goal of the Department to develop its employees into technical experts. Additionally, the Department subscribes to professional organizations such as the National Association of Area Agencies on Aging to develop employee in the field of Aging.</p>
Airports	<p>Supervisors Toolkit - This course is comprised of six modules that are interlinked and designed to increase the knowledge and effectiveness of LAWA's supervisors and managers. Participants will gain insight on what is expected of them as supervisors and will learn the traits of effective supervisors and managers who meet LAWA goals and objectives. Each module consists of lecture and hands on experience via the use of group activities, individual and group exercises, and group discussions.</p> <p>Enhanced Leadership - This training series is for workplace leaders and covers effective strategies, techniques and other avenues for enhancing management level supervision. The sessions provide valuable insights that have been proven to work in a "real world" environment.</p> <p>Human Trafficking Awareness - This course helps LAWA employees gain an understanding and awareness of contemporary human trafficking and modern day slavery. California is a top destination for human trafficking and LAX is a top pass through airport for this criminal activity.</p> <p>Airport Security Training - Provides the framework to comply with Federal Aviation Administration (FAA) and Transportation Security Administration (TSA) airport safety and security regulations and airport industry best practices. This instructor-led training allows applicants for airport I.D. badges to meet various airport training requirements.</p> <p>New Employee Orientation - NEO is a one-day session that provides incoming employees an opportunity to hear from various LAWA leaders about the LAWA history, goals, policies, procedures, and benefits provided to LAWA employees. Additionally, LAWA partners provide an overview of external benefits.</p> <p>FLSA Workshop - This workshop provides an overview of the Fair Labor Standards Act (FLSA) and its daily impact on employees. The workshop dispels myth from fact about FLSA and offers practical tips to ensure compliance.</p> <p>Airport 101 - This course, taught by AAAE, covers a full-day session about the basics of the aviation industry.</p> <p>Structured Selection Interview - This course will familiarize designated supervisors on current laws, City policies, and LAWA Hiring procedures that govern the hiring process. Supervisors will review and learn to understand the various interview types, how a candidate pool is created, and the responsibilities as an interviewer. LAWA offers an Executive Level class as well.</p> <p>Future Ready Supervisor – Offered to Non-Supervisors, this course promotes the qualities that create successful and effective supervisors. Through online and live classes, participants gain knowledge in Effective Written and Oral Communication, Effective Leadership Skills, Equity and Inclusion, Judgment and Decision Making, Delegation, Interpersonal Skills, Time Management Skills, Microsoft Office, and other areas. Current enrollment – 132 employees actively partaking in the curricula, with 13 having completed the program.</p> <p>LAWA Administrative Manual Updates – Course takes attendees through LAWA's Administrative Manual discussing the policies and procedures that guide LAWA Employees, and any changes that occur in recent updates.</p> <p>What Would You Do? – Piloted during the Spring session of Supervisors Toolkit, but to be offered as its own course in FY 21-22, this course takes employees through common scenarios facing Supervisors, and through role play and audience feedback, demonstrates the most effective way to handle these situations.</p>

APPENDIX D(1) DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Animal Services	The Department of Animal Services trains employees in a wide range of both clerical and technical skills required for their classifications. Animal Care Technicians and Animal Control Officers receive more safety and hands-on training based on the nature of their job. They are trained in animal handling and safety through a variety of in-house trainings. Animal Care Technicians are given in-class training for 6 weeks. ACOs are given in-class training for 6 months, which may include ride-along with more experienced ACOs. In addition to the regular training programs for each classification, the department coordinated a series of mental wellness trainings through EAP in response to the stress and fear brought on by the COVID-19 pandemic
Building and Safety	The Department of Building and Safety is dedicated to fostering a culture that puts employee safety at the forefront and supports professional growth. As such the Department provides ongoing technical, non-technical and safety training. Our skilled instructors provide in house technical training on Building, Electrical, Mechanical, Plumbing, Green, Zoning and Residential Codes. Inspector classification mandated by MOU 5 are receiving 20 hours of ongoing safety training from their supervisors and are provided OSHA 10 Construction Training through online training. Additionally, the department encourages and approves selected outside technical training. Through contractual services and LADBS library we offer fundamental communication, time management, Microsoft office and problem-solving skills to all civil service classifications. Also, the department delivers leadership courses for the basic, intermediate, and upper management in order to provide the tools for long term successful leadership through employee development courses.
Chief Legislative Analyst	The Chief Legislative Analyst's training program mainly focuses on two priorities: meeting mandatory training requirements and providing policy awareness training to improve CLA staff's knowledge and performance when working with City Council and departmental staff to complete assigned projects. CLA staff are trained, and mentored, in all aspects of the legislative policies and procedures, including legal and ethical requirements (e.g. Brown Act requirements). CLA staff also receive training and guidance on finance and budgeting, federal and state legislation, and administrative proceedings at all levels of government.
City Clerk	Brown Bag Seminars continued for the beginning of FY 20 -21: Offered employees access to training on leadership, emotional intelligence, building effective teams, and effective communication. Personal Wellness Courses Offered: Coping for Caregivers, Dealing with Traumatic Events, Conflict Resolution and Stress Management. July 2020-June 2021: Employees participated in online training sessions through entities such as Optum, ITA, CPS HR, Lynda.com, and Cornerstone. Future goals include developing more employees for supervisory positions and making these classes available year-round.
City Tourism Department	As employees have performed work duties in a virtual environment this past year, there has been an emphasis on developing, refining, and adapting skills to a telework setting. Employees continue to be encouraged to identify and participate in trainings which promote their professional development, and are welcome to share knowledge acquired in the department's collaborative environment.
Controller's Office	Our current training programs primarily focus on the professional needs of our Office. For example, our Auditors are expected to complete regular training in auditing best practices and good governance. We also provide opportunities for senior staff members to attend government finance trainings, such as the Government Finance Officers Association conference. Some members of our team have also attended trainings on data analytics technologies that could make their work more efficient. We also provide basic trainings in computer skills and clerical support through LinkedIn Learning to employees as requested by their supervisors.

APPENDIX D(1) DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Cultural Affairs	The Department of Cultural Affairs worked closely with and partnered with Cal State LA Community Teaching Artist Certificate Program. The Community Teaching Artist Certificate (CTA) online program provides a theoretical and practical foundation from which teaching artists can assess and deepen their own practice in the communities they serve. The program focuses on a broad curriculum, pedagogy, and professionalization in applied community arts education. It allows dynamic artistic and cultural leaders to enhance and improve efficacy and marketability. Teaching artists will build on their own creative capital and gain insights into adapting and orienting themselves in diverse community settings.
Emergency Management Department (EMD)	The Emergency Management Department has a division titled “Training and Exercises” whose mission is to train the City’s Emergency Operations Center responders.
El Pueblo	As a department of the City of Los Angeles, El Pueblo de Los Angeles Historical Monument is a living museum with a unique role as the historic and symbolic heart of the city. It is a major event location for festivals, receptions, health fairs, concerts, performances, art exhibits, and other cultural activities. The department’s training program for Museum Guides is designed to develop good personal behavior and conduct, which are important for every City employee. Museum Guides play one of the most important roles at the Monument. Their attitude in the performance of duties can be a deciding factor in creating the impression the visiting public will take with them after they leave the Monument. Good conduct on the job is encouraged and can be an asset and a step towards promotion.
Ethics Commission	Staff in our department are encouraged to take advantage of all training available on the Personnel department’s online training system.
Finance	Finance has developed a 4 week Tax Ordinance training class for Tax Compliance Officers and Customer Service Specialists, although the training is available to most Finance employees. Finance also has a 6 week training course for Tax Auditors.
GSD	Our goal is to keep the Building Maintenance Division personnel current on the new technology and practices that help them safely provide effective, efficient and sustainable building maintenance to the City. We strive to ensure personnel review safety practices on a regular basis and have opportunities for skill development. With the implementation of the AiM (Asset Works) System in recent years, we have the opportunity to use this new innovative tool to help our Department as it grows in the future. The AiM (Asset Works) System presents new training needs as well as new training record keeping abilities. Custodial Division 1. Basic Custodial Training – This is given to each new employee hired into Custodial Services, covering the beginning level understanding of not only custodial duties, but general work rules and administrative issues. The curriculum covers: 1) Interior Office Building Cleaning 2) Ground Rules for Custodians 3) Safety Procedures for Custodians 4) Basic Rest Room Cleaning 5) Daily Floor Maintenance 6) Maintaining Janitorial Equipment 7) Stripping & Finishing Floors 8) Basic Carpet Cleaning Methods 9) Safety & Unauthorized Products 10) Employee Obligations & Working Hours 11) Time Sheets 12) Sexual Harassment & Workplace Violence 13) Employee Benefits 14) Work Standards. Targeted Local Hiring (Vocational Worker) Training Program – This is an on-the-job training program. All staff members have completed the Basic Custodial Training, and continue the learning and techniques via this on-the-job method of training. Having this “hands on” training allows our supervisory staff to identify each person’s strengths and weaknesses, and then work to improve each.3. Quality Control Program – This program serves as a training tool not only for the supervisory staff, but workers too. The form is designed for notes to be taken & areas identified where there are deficiencies that need to be addressed & remedied. Supervisors visit every building at least 1 time per month; they complete the form during their visit. Once the score for the building is calculated & the form is completed, a copy is turned into the administrative staff for record keeping, and the supervisor then walks the area with the custodial staff who are responsible for cleaning the location or area. Procedures, expectations and techniques are reviewed with the employees at that time, and additional training is provided if necessary.

APPENDIX D(1) DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
LACERS	<p>LACERS encourages and promotes employee development. Training is provided for all employees. On a quarterly basis, LACERS provides at least four hours of training and education to supervisory staff, assigns one department-wide mandatory training, and instructs staff to take courses offered through the Personnel Department's on-line training portal. In addition, LACERS employees are given the opportunity to participate in the tuition reimbursement program to further develop their knowledge and skills. Supervisors are encouraged to allocate and use special training funds to select specialized training specific to their employees' classification and job duties (i.e. investments, internal audit, human resources, etc.).</p> <p>During this fiscal year, employees have completed the following training; Workplace Harassment and Abusive Conduct Prevention Supervisory/Non-Supervisory Version, ITA Cybersecurity; Ethics and Open Government, Disaster Service Worker, Anti-Bias Learning for Employees, Unconscious Bias, Fraud, Waste, and Abuse, COVID19 What You Need To Know For The Workplace, Personnel Department/Medical Services Division-COVID Coping Webinar, Personnel Department's Core Supervisory; mandatory training for new employees, in-house training, and various specialized trainings.</p>
LAFPP	<p>The LAFPP Training Program was developed during FY 2015-16 as part of the LAFPP Three-Year 2015-18 Strategic Plan. The training program is still in use and will continue to be used for the foreseeable future. The 2020-21 version of the program required each employee to complete at least two training courses before the end of the fiscal year. Training that is mandated by federal, state and/or local law or mandated by Mayoral Executive Directive does not count toward this requirement. The two training courses are to be completed in addition to any mandatory training assigned during the year. During FY 2019-20, the department piloted a cross-training program with the staff in the Pensions Division. The plan was to continue and expand the program to include other divisions, but those plans were put on hold due to the pandemic. Those plans continue to be on hold due to the pandemic lasting well into 2021. Staff is hoping to resume the cross-training program in the future. As in previous years, staff has been encouraged to utilize Cornerstone and the resources available through the Los Angeles Public Library to complete online training. Once the CORE Supervisory Training was restarted, we continued to cycle staff through the program.</p>
LAPD	<p>The LAPD implemented the following training programs during Fiscal Year 2020-2021:</p> <p>Crowd Control – Department-wide crowd management and control and Mobile Field Force training 2021 Use of Force Update 835 PC – Department-wide sworn training to meet legislative updates. Use of Force Update AB 392 – Department-wide sworn training to meet legislative updates. Use of Force Update SB 230 – Department-wide sworn training to meet legislative updates. Consensual Encounters and Consent to Search 2021 – Department-wide sworn training to identify and articulate the unique elements of consensual encounters and the Departments consent to search advisement.</p>
Library	<p>LAPL's Take the Lead, leadership initiative program, is designed for employees in all classifications to have an opportunity to participate in everyday leadership. The basic principle is that employees can lead from any position. Employees may apply to be part of one of five Take the Lead project teams for one year. Employees do not need to be part of the Take the Lead committee to benefit. Employees are encourage to Take the Lead in their everyday work from creating new public programs to finding new ways to simplify current procedures. Employees are also encouraged to take leadership course. This year employees completed 3,206 hours of leadership training. The Changing Tones (equity, diversity & inclusion) committee hosted a variety of staff programs. Some examples include an implicit bias programs with Dr. Bryant Marks from the National Institute of Racial Equity, Walk a Mile in My Shoes a celebration for Black History Month, and Express Yourself: Celebrating Black Poets for National Poetry Month. All employees are welcome to participate in the Changing Tones programs. The Training Office worked with employees who taught 49 refresher workshops on how to use the online resources (Over-Drive, Ancestry.com, etc.) our online circulation system, and how to create specialized library programs such as a Dungeons and Dragons program. The Library is also focused on offering de-escalation training and safety and security classes. In the next fiscal year it will be complete active shooter training which started during the 2019-2020 fiscal year.</p>

APPENDIX D(1) DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Department of Neighborhood Empowerment (DONE)	<p>Mentorship and guidance is provided to staff that wish to promote or explore other City careers. Mock interviews, resume reviews, and other tips are provided to staff as requested.</p> <p>The Department has also provided trainings and hosted webinars on how to continue normal Neighborhood Council activities and conduct meetings virtually in order to comply with health and safety regulations and standards during this time period.</p>
Planning	<p>One of the Department of City Planning's core values is professionalism in planning, and a top priority is ensuring that its staff are prepared to uphold the department's values and has the skills they need to perform successfully in their roles. The Performance Management Unit (PMU) is tasked with coordinating employee training and development programs to offer staff the opportunity to learn about policy issues, code updates, and other topics related to planning for Los Angeles' diverse neighborhoods.</p>
PW: Board	<p>After being asked by Board of Public Works management to provide training for remote workers, we worked with Optum to provide 2 training sessions. The first, "Managing Remote Workers", was meant to help supervisors manage their subordinates who were now working remotely. The second, "Best Practices for Working Remotely During COVID-19" was meant to help the entire department stay productive while working from home. We worked with the Optum trainers and department managers to make sure that the manager's goals for the training were met. The training was conducted through WebEx and we had great attendance. Optum also provided a recording of the training so that any employee who missed the training session was able to watch it at their own convenience.</p>
PW: Engineering	<p>Project Delivery Fundamentals - A course offered on an annual or biannual basis that focuses on project management.</p> <p>Frontline Leader Learning Journey - An online Franklin Covey Training Curriculum designed to equip leaders with the essential skills and tools to lead a team.</p>
PW: Sanitation	<p>The LASAN Industrial Safety & Compliance Division (ISCD) is tasked to provide four (4) distinct areas of training services to fulfill regulatory agency and Bureau-required training requirements. The areas of training involve safety, emergency operations, professional, technical development, and leadership. Other non-mandated training opportunities include professional development, software utilization, media production services and topics that provide knowledge needed for succession planning. Our vision is to help create and maintain a safe, efficient, and effective work environment for all LA Sanitation employees. Our mission statement is the following: Preparing employees to safely and effectively perform their roles in protecting the public and the environment.</p>
PW: Street Lighting	<p>Most of the training done for Fiscal Year 20-21 mostly revolved around Employee Health and Occupational Safety. In the future, when things get back to normal, BSL plans to provide more personal and professional improvement training opportunities, starting with encouraging more employees to attend courses provided by EAP- OPTUM. We will make attempts to advance certain training courses via webinars where more people can attend simultaneously. For this new Fiscal Year 21-22, we are also promoting certain training courses normally only offered to Department Contract Coordinators (DCCs) that will help prepare employees for promotion. Courses include: contracting, developing Request for Proposals, using CAO resources, etc...</p>

APPENDIX D(1) DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Library	<p>Street Maintenance Technology Program under the auspices of Los Angeles Trade-Technical College (LATTTC): 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. LATTTC is a community college that provides a path for Bureau employees and others to earn a Certificate of Achievement and an Associate of Arts Degree in Street Maintenance Technology.</p> <p>Systems Training: Our IT Section continuously provides training for various software applications utilized by Bureau employees, including a series of Microsoft Cloud applications, such as Office 365, Windows 10, OneDrive, Teams, SharePoint, OneNote, Planner, Project, and PowerBI. The Bureau also encourages employees to attend ITA Office Hours trainings, which cover topics in numerous Google Suite applications, cybersecurity basics, mobile apps, Adobe Acrobat, Adobe Sign, and HR & Payroll.</p> <p>Leadership & Communication: In July 2020, StreetsLA in collaboration with EPC Consultants, provided remote training to over 40 mid-level managers on improved communications. They learned being a leader means listening attentively and empathetically. The training included approaches to the issue of racial equity and racial equality.</p> <p>Leadership Training: StreetsLA contracted with EPC Consultants, Inc. to provide middle managers with 8 sessions of leadership training, focusing on strengthening leadership skills, improving communications, collaborative teamwork, identifying opportunities for efficiencies, and cultural improvements.</p> <p>Safety Tailgate Trainings: Four operating divisions (Urban Forestry, Street Maintenance, Street Renewal and Street Improvement Construction) conduct bi-weekly safety trainings (known as tailgate meetings) with all field staff. Courses included Diesel/Gasoline Safety, Defensive & Distraction-Free Driving, Wearing Personal Protective Equipment, Heat Illness Prevention, High Voltage Overhead Lines, Heavy Equipment Safety, CalOSHA Inspection, Hearing Protection, Preventing Slips, Trips & Falls.</p> <p>Employee Development: As part of our ongoing efforts to increase the knowledge base of employees, the Administration Division compiles and disseminates to all employees a listing of Training Opportunities. It includes links to specific websites or downloaded materials. Many are pre-recorded webinars, which can be accessed anytime. We encourage employees to take advantage of the free trainings, and for trainings that have an associated fee, the Bureau may be able to cover the cost.</p>
Recreation and Parks	<p>New Employee Orientation – orientation for newly appointed full-time city employees, guest speakers include Controller’s Office, Personnel Department, LACERS, LA Federal Credit Union, and City Employees Club.</p> <p>Core Supervisory Training – offers supervisory employees a deep dive into the responsibilities and role of the supervisor; topics include discipline, performance evaluations, hiring, timekeeping, EEO, and safety.</p> <p>Safety Training (includes tailgates, Google Meets, and classroom training) – tailgates offer short bursts of information as refreshers or reminders for staff regarding policies/mandates on safety procedures or precautions. Classroom training similarly offers policy safety procedures with more formalized delivery (ex. COVID-19 Protocol for the Office/Worksite).</p>
Water and Power	<p>In FY 20-21, LADWP Employee Development (ED) section provided the following training Department-wide:</p> <ul style="list-style-type: none"> - Supervisory Development: Core Leadership, Decision Making, Delegation, Employee Counseling, Introduction to DiSC, Team Building & Synergy, Probation Discipline and Grievances, Drug and Alcohol Awareness - Personal Development: Accountability, Bridging Multi-Generational Gaps, Building Online Community, Intro to Developing Your Emotional Intelligence, Personal Values at Work, Time Management, Unlocking Creativity - Workplace Communication: Acting and Reacting in Meetings, Basic Communication Skills, Collaborative Communication Skills, DiSC Productive Conflict Class, Effective Presentation Skills I and II - Career Development: Interview Success I and II, Managing Your Career, The Impact of Mentorship, Navigating City Sites to Advance Your Career, New Employee Orientation - Mindset Development: Choosing Positivity, Cultivating Gratitude, Mindfulness Class, Motivation During COVID-19

APPENDIX D(1) DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Water and Power (Cont'd)	<p>Future Goals:</p> <ul style="list-style-type: none"> - Work with CDEIO on Diversity Training/Curriculum for the entire Department (Implicit Bias, Cultural Awareness, etc.) - Roll out vendor-provided training utilizing the training contract (Includes competency-based training and computer Microsoft training) - Restructure/Re-brand Supervisory Development Program - Outreach to Divisions that require training at off hours (swing shift, PM, etc.) and offer alternatives
Zoo	<p>The Zoo Department currently provides its staff with the following professional development opportunities: Zoo industry conferences (i.e. Association of Zoos and Aquariums, American Association of Zoo Veterinarians); on-line training programs; and various seminars and workshops for employees to enhance their skills and employee performance. This knowledge is captured through in-service training; on-the-job training; and on-going tailgate meetings with staff. Training on the following topics is provided on a regular basis: employee safety; CPR and AED training; forklift operator training; and confined space training. The Zoo also provides a new employee orientation training program; a performance management training program for supervisors; and regularly sends supervisors to the Personnel Department's Core Supervisory Training Program. In addition, the Zoo contracted with San Diego Zoo Global Academy to provide expanded on-line training opportunities to both Zoo employees and volunteers. In Fiscal Year 2020-21, the Zoo conducted training that focused on building awareness and understanding of DEIA including identities and how they impact one's experiences. This training included the following: 1) KultureCity - The training is a part of KultureCity's Sensory Inclusive™ program, which is designed to help guests with sensory needs like PTSD, autism, dementia, strokes, etc. feel welcomed.. 2) EasterSeals – The Zoo partnered with Easterseals to delve into how people with varying abilities experience the world and sensory inclusivity to supplement the Kulture City training; and 3) LGBTQIA+ and Intersectionality - The Zoo conducted an hour long training in partnership with The Help Group's Kaleidoscope Group on LGBTQIA+ and Intersectionality. The training was designed to cover basic LGBTQIA+ cultural competency as well as intersectionality and how different aspects of people's identity impact their relationship with the world around them. Kelly also offered some tips of being a good ally to the LGBTQIA+ community.</p>

APPENDIX D(2) DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Aging	<p>Department uses cross training, shadowing, and offers rotations for employees interested in working in different divisions.</p>
Airports	<p>Civil Service Interviews Tips and Techniques - Knowledge of the general Civil Service interviews process, interview preparation, what to expect, and how best to prepare.</p> <p>Certification Interviews Tips and Techniques – The sister program to the Civil Service course, this class provides knowledge of the more job-specific Certification interviews process, interview preparation, what to expect, and how best to prepare.</p> <p>Career Management and Counseling including Mock Interviews – One on one with counseling with Employees and two-panel (as of 2020) mock interviews. We also offer the Interview Edge – a seminar on interviewing techniques offered on Cornerstone.</p> <p>Vocational Spanish - Beginner and Advanced - This Vocational Spanish course aims to equip participants with the skills to communicate with Spanish-speaking travelers or airport employees in practical, everyday situations that can occur in an airport environment. This course helps participants gain clearer insight into the mechanics of the Spanish language and enhances the cultural awareness. The Advanced class builds on the Beginner version and further develops student's comprehension and fluency. (Not offered in FY 20-21 due to COVID).</p> <p>Excel Training – Beginner, Intermediate, and Advanced - The Microsoft Excel courses will go over various topics that have been identified as the most useful for LAWA employees. (Not offered in FY 20-21 due to COVID).</p> <p>NextGen Mentorship Program - NEXTGEN is a series of meetings spread over 12 months that partner mentors from LAWA management with mentees and focuses on the development of critical knowledge, skills, and abilities. This program will guide the participants through the 16 leadership competencies that were identified by LAWA executives.</p> <p>The Need for Customer Service - Includes tips on getting to know your customers, communications basics, face-to-face interactions, telephone and email etiquette, and dealing with difficult situations.</p> <p>Employee Forum - the annual Employee Forum is an opportunity to hear from airport leadership, network with colleagues and learn about the incredible projects and initiatives happening at LAX and VNY. (Offered as a video through Cornerstone in FY 20-21.)</p> <p>Tips, Tools, and Resources To Help You Reach Your City Career Goals – Introductory presentation offered to highlight the City of Los Angeles Civil Service system from Exams to Interviews. Includes a tour of the Personnel Department website and the tools found there.</p> <p>Setting our Employees Up For Success – Substream committee established to look at gaps in training and development, and find ways to address these so that all LAWA Employees can have the same opportunities for success.</p>
Animal Services	<p>Personnel offered several opportunities for supervisors to improve their knowledge and implementation of Personnel policies and procedures such as grievances, FMLA, Workers' Compensation, and Light Duty. The department also nominated supervisors for CORE Supervisory Training to develop their leadership and management skills. At each shelter, employees participate in daily shift huddles with their team. During these meetings, employees may be recognized for outstanding work, or areas of improvement may be addressed. There are also monthly meetings designated for supervisors, where they may recognize outstanding work done by individuals or teams. Performance is also managed via probationary and annual evaluations.</p>

APPENDIX D(2) DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Building and Safety	The Department Development Programs: Enterprise University: Through this outside vendor the department provides employee development courses available to all employees. This vendor provides monthly soft skill trainings on topics such as customer service skills, time management, team building, Microsoft Office etc. Assistant Inspector Program: Assistant Inspectors receive on the job training to develop skills needed to become qualified Inspectors for the City of Los Angeles, Department of Building and Safety.
Chief Legislative Analyst	The CLA employs a mentorship model for employee development. On an ongoing basis, management and senior analysts mentor newer analysts with their projects and assignments, and provide guidance regarding the legislative/committee processes. Such interaction is encouraged by management to ensure the transfer of experience and knowledge from senior staff to successor staff.
Controller's Office	The Controller's Office is looking into standardizing employee development programs, but does not have any currently implemented. We are in the process of implementing the City of Los Angeles Employee Assessment and Review (CLEAR) process, which will require training for supervisors to implement effectively. We anticipate that this will encourage employees to give further thought to their own professional development and hopefully encourage them to develop appropriate personal development plans that match their career goals.
City Clerk	Employee Recognition: Annual awards presented to nominated staff, for exceptional work performance, attendance, and engagement.
City Tourism Department	The CTD learning and development system is based on clear communication of the department's vision, goals and strategies. Peer to peer interaction, mentoring and training are among the tools utilized to promote workforce development. Employees are encouraged to detect business changes and trends, and to add to their skill sets through specific conferences, seminars, and City on-line training courses available to best address and master those business changes. Clear communication of the department's goals continues to allow all staff members to work together effectively as a team.
Cultural Affairs	The Department utilizes City mandated training, core supervisory training, and other training as offered through the Personnel Department to support its employees.
El Pueblo	Staff are given opportunities of professional growth and leadership roles in order to achieve compliance with the goals of the Mayor's Executive Directive No. 11 on Gender Equity in City Operations. Staff provide their firsthand experience as part-time exempt Museum Guides to candidates as well as serve as their mentors and leaders.
EMD	Supervisors are encouraged to recognize the achievements of their subordinates both officially and unofficially.
Finance	The Office of Finance offers a mentorship program. The first Thursday of each month is set aside for half hour mentoring sessions. Each employee may partake in up to two sessions per month and the sessions are covered on City time. The program was developed to provide career development guidance that may be helpful with employee growth, advancement and career satisfaction.
GSD	In-house certification in compliance with the City's Quality Assurance Program (QAP) requirements designated by the Federal Highway Administration (FHWA) and the California Department of Transportation (Caltrans). The Independent Assurance Testing (IAT) section administers written test to Standards' Technician in order to independently certify competency in performing specific test methods from recognized agencies, like ASTM or Caltrans. This is part of a program that is Federally mandated in order for the City to be re-compensated for costs in Federally funded construction projects. Increasing productivity by educating our Storekeepers in cycle counting, ordering, receiving, plan packing and shipping,

APPENDIX D(2) DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
LACERS	<p>LACERS offers an Investment Internship program to Junior/Senior college students. The program is designed to provide college students with practical work experience in the field of the public pension fund investments. The interns learn through hands on experience, engaging in work commensurate at an administrative and entry-level investment officer position, and through training and mentoring.</p> <p>Since 2013, LACERS hosts an annual luncheon acknowledging staff for all of their hard work and service. When members of LACERS staff have demonstrated excellence in the following areas – Professionalism, Innovation, Respect, Kindness & Caring, and Teamwork they are nominated and recognized by management and their peers through a voting process. In 2020, due to the ongoing pandemic, the guiding principles ceremony was held virtually and was merged with LACERS holiday celebration. During the virtual celebration, Executive Management issued certificates of appreciation to selected recipients.</p>
LAFD	<p>We have made the Optum Webinars available to our civilian employees. The two webinars we made available were “Get the best out of Stress” and How to improve communication Skill”. We hope the attendance will grow as we continue to increase the awareness of these webinars.</p>
LAFPP	<p>LAFPP normally provides several different events for staff such as the department holiday party, Halloween costume and theme contests, and department-wide meetings including service pin presentations to celebrate the milestones of the recipients. Due to the pandemic, the department has had to forego any in-person events. Department-wide staff meetings were moved to Zoom, and service pin recipients were still announced. Once the meeting was over arrangements were made for the pick-up/delivery of pins. The Halloween costume and theme contest went virtual with participants submitting photos of them in costume. During the holidays, the department held contests for the ugliest holiday sweater, best holiday pet attire, and holiday home decor. Photos from each contest were posted on the department’s intranet site.</p>
LAPD	<p>The LAPD has continued to develop, improve, and expand Career Development programs including Employee Development and Promotional Examination Podcasts.</p>
Library	<p>Take the Lead, leadership initiative program, expanded to include a mentorship program and Lightning Chats. The Membership Committee has 14 mentors and 14 mentees. Lightning Chats are quick interviews with employees who discuss their leadership journey, and how they apply the Library’s core value. Take the Lead’s Recognition Committee also encourages staff to send a quick word of appreciation to fellow co-workers who demonstrate the Library’s six core values of (adaptable, effective, empowering, ethical, inclusive, visionary). Recognition can be sending a simple email, a free e-postcard, or posting a peer-to-peer recognition thread on Basecamp. The Library’s Engagement & Outreach Department also hosted its yearly Diversity and Inclusion Apprenticeship Program. Twenty-two (22) clerical staff participated in a 10 week virtual mentorship program that encourages our clerical staff to pursue a career in public librarianship. Our City Librarian each week highlights and recognized employees as part of his weekly update email. He also recognizes staff during our Manager’s Information Meeting and during the Library Board of Commissioners meetings. Our Staff Blog also highlights staff achievement. An example includes our librarians who purchase our international book collection, our Cataloging Department, and Street Fleet, the Library’s mobile library unit.</p>
Personnel	<p>Employee Of the Quarter Recognition Program</p>

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Planning	<p>In addition to offering a comprehensive Training Program to City Planning staff, the department also implements a variety of robust programs to enhance its employees' development and professional growth. With the support of the Employee Workplace Action Committee (EWAC), the Department of City Planning provides monthly mentorship lunch labs to staff and planners who are interested in learning more about the work of other units and divisions and provides attendees the opportunity to obtain professional advice and tips from supervisory staff on career development and diverse topics. A rotations program is offered intermittently to staff seeking career growth and learning opportunities within other sections of the Planning department. Rotations are subject to Executive management's approval. The Department also began implementing a Cross Training Program in 2020 by integrating video recordings of live web trainings for staff across sections of the department to reference. Establishing this on-demand learning tool provides planners and staff the opportunity to obtain information at their convenience and availability. The Department also works jointly with the City's Personnel Department on coordinating a CORE Supervisory Training Program for managers and supervisors and implements a yearly employee evaluations system. Lastly, City Planning acknowledges and recognizes staff who have promoted within the department and those who have achieved service year milestones during the department's quarterly All Staff Meetings.</p>
Department of Neighborhood Empowerment (DONE)	<p>The Department strives to develop staff to both meet their assignments and objectives effectively, as well as develop their business skill sets to foster career enhancements. To that end, management and supervisors require staff to be trained on the basics of the Department's functions as part of the orientation process, as well as offer an opportunity to develop their leadership skills and knowledge of City processes and procedures. Time and scheduling permitted, staff are encouraged to participate in any trainings that are offered by the City, or through City partners such as: Core Supervisory Training; NC Funding, NC meetings, Communications; and; Process Improvement Training (Master and Apprentice levels). Most recently staff has participated in the following trainings: 1. EmpowerLA Virtual Governance Training - how to continue normal Neighborhood Council activities and conduct meetings virtually in order to comply with health and safety regulations and standards during this time period. 2. Anti-Oppression Training – a training designed to help recognize the oppression that exists in our society and attempts to mitigate its effects and eventually equalize the power imbalance in our communities.</p>
PW: Engineering	<p>The Bureau of Engineering has instituted several other programs to ensure its employees are provided with the best opportunity to succeed in their careers. To this end, the following programs were developed: Associate Rotation Program: The Associate Rotation Program is designed to provide a broad range of experience and knowledge of the Bureau's responsibility to plan and construct the City's infrastructure, to provide development permit, and to provide excellent customer service to its clients. The program consists of assignments in three different divisions/groups providing experience in design, construction, and engineering services. Annual Performance Evaluation Program: The Performance Evaluation Program provides staff members with an opportunity to consistently develop professionally through targeted goals set for a certain period. Supervisors work together with their staff to create goals for the employee to be met for that year. Employees are evaluated on their progress and feedback is provided throughout the process. It allows employees to maximize their growth potential, with reasonable, reachable goals.</p>
PW: Street Services	<p>Due to the COVID-19 pandemic and physical distancing requirements, StreetsLA was unable to host Employee of the Month recognition ceremonies like in prior years. However, StreetsLA did recognize 130 employees who retired under the Separation Incentive Plan via virtual retirement parties as well as at virtual Public Works Board meetings.</p> <p>StreetsLA provides 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.</p> <p>StreetsLA held listening sessions to engage employees in developing programs/strategies to promote racial and gender equity.</p>

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PW: Street Lighting	<p>Due to the recent SIP retirements, a lot of employees had to take on more, sometimes new, assignments to cope with all the dept. / bureau workload. One of the things we are doing is mentoring new people to handle some of the overflow of the assignments. We make sure to monitor the professional development, though, now, the mentorship program is on a supervisor – based observation and support plan. It is hoped that an official bureau program to promote mentorship and tasks turnover plans and procedures will be later developed based on our learning experiences after the SIP and the pandemic. The Bureau of Street Lighting also recently had a new Executive Director and one of his new initiatives revolve around Performance Management. With the Board’s approval, a new Section, called Digital Inclusion and Performance Management, has been created to measure and manage bureau employee’s and project’s performance.</p>
Water and Power	<p>Employee development programs include, but are not limited to, the following: career development & counseling services, Mid-Level Management Workshop, Supervisory Development Program, New Employee Orientation, Lunch N’ Learns (various topics), etc.</p> <p>Recognition: LADWP’s Communications group issues monthly Contact Newsletters sharing stories and Department-wide updates to keep employees informed and engaged. The Board of Water and Power Commissioners recognized Department employees who were nominated and honored by System heads and managers for going above and beyond their daily work duties to help customers and make a difference in their lives with the Customer Ambassador Spotlight Awards (CASA). Awardees were recognized for exemplary actions that benefitted customers and demonstrating outstanding customer ambassadorship.</p> <p>Mentorship: The Water System is currently working on a pilot launch of their new Mentorship Program aimed to transfer knowledge while also serving as a tool in the professional development of the department’s workforce. Employee Development is also working to provide additional mentorship resources Department-wide (Mentor directory, online training playlists, keynote speaker sessions, etc.)</p>
Zoo	<p>As part of the Zoo's implementation of its strategic plan and the assessment of training needs to address issues identified in a recent employee engagement survey, there is a working group to improve the Zoo's organization structure and culture. The areas that will be addressed through this process will be initiatives to enhance employee recognition, and employee engagement, orientation on the Zoo's mission and strategic vision, and performance management.</p>

APPENDIX E TUITION REIMBURSEMENT

#	DEPARTMENT	FUNDING SOURCE	AVAILABILITY	# OF EMPLOYEES FUNDED
1	Airports	General Funds/ MOU Funds	Employees must be an active full-time or half-time LAWA employee appointed to a regular civil service position at LAWA; have successfully passed their probationary period and cannot be on a temporary or tentative transfer from another City department; meet the performance expectations in their current position demonstrated by an annual or Probationary evaluation that reflects that the employee met or exceeded expectations and that there has been no disciplinary action for the employee in the preceding six months; and meet LAWA's attendance and accountability standards	62
2	Cultural Affairs	General Funds/ MOU Funds	Limited to Art Instructors and Art Center Directors	5
3	LACERS	General Funds/ MOU Funds	Tuition Reimbursement is available to full-time employees regardless of the length of service (after passing probation). Intermittent (as-needed) employees are not eligible to enroll in LACERS tuition reimbursement program.	9
4	LAFPP	General Funds/ MOU Funds	Available to all employees	3
5	LAPD	Revolving Training Fund	Available to all employees	243
6	Library	General Funds/ MOU Funds	Open to only MOU 6 & 16 employees (Pr. Librarian, Sr. Librarian, Librarian I & II)	502
6	Library	General Funds/ MOU Funds	Available to all employees	24
7	Personnel	General Funds/ MOU Funds	Available to all employees	3
8	PW: Engineering	General Funds/ MOU Funds	Available to all employees	109
9	PW: Sanitation	General Funds/ MOU Funds	Available to all employees	24
10	PW: Street Lighting	General Funds/ MOU Funds	Available to all employees	3
11	Water and Power	General Funds/ MOU Funds	This program is only available to full-time employees who have completed six (6) months of employment with LADWP.	261
TOTAL				1,248

