



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: Personnel and Animal Welfare Committee	DATE January 11, 2018
REFERENCE: 2018 Eligible Retirees / To-Be-Vacated Management Positions / Preparing Successors	COUNCIL FILE CF 17-1098
SUBJECT: PERSONNEL DEPARTMENT'S REPORT BACK WITH AN OVERVIEW OF SUCCESSION PLANS SUBMITTED TO DATE BY ALL CITY DEPARTMENTS.	

RECOMMENDATION: That the Personnel Department report back with updated succession plan information in late March 2018.

BACKGROUND:

The Council motion moved by Councilmember Koretz and seconded by Councilmember Englander on September 26, 2017, instructed the Personnel Department to report with an overview of succession plans submitted to date by all City Departments, and to highlight areas of concern where the identification and development of successor staff will be critical, especially in to-be-vacated management positions. The motion further instructed the Personnel Department to include recommendations that will ensure the development of a pool of qualified candidates for key positions, and recommendations to facilitate knowledge transfer from experienced employees before they retire.

DISCUSSION:

In compliance with Mayor Garcetti's Executive Directive No. 15 ("ED 15"), during fiscal year 2016-17, the Personnel Department assisted all City Departments with the development and submission of an Equitable Workforce and Service Restoration Plan ("Plan"), which were submitted on September 30, 2016. As part of these efforts, the General Managers of the Personnel Department and Information Technology Agency met with the majority of General Managers or Heads of Departments/Offices. Additionally, a checklist was distributed to all City Departments/Offices in order to ensure that all aspects requested by Mayor Garcetti in ED 15 were addressed. The Personnel Department received the Plans that were submitted by the City Departments/Offices listed in Attachment A. It should be noted that all Plans submitted may be found online by visiting the Workforce Planning Website at <https://goo.gl/VkNP4K>.

After a careful analysis of LACERS retirement data for FY 2016-2017, the Personnel Department found that as of June 30, 2017, a total 8,294 of the 25,284 employees comprising the City's workforce was eligible for either early or regular retirement, which represented roughly 33%. However, only 798 employees actually retired between July 1, 2016 and June 30, 2017, which ultimately results in only 3% of the City's workforce. Moreover, an analysis of **Retirement Eligibility vs. Retirements** for the last four fiscal years suggests that consistently a much lower number of employees that are eligible actually retire, as follows:

Fiscal Year	Total (#) Employees in City Workforce	Total (#) eligible Early/Regular Retirement	Percentage (%) eligible for Retirement	Total (#) Employees Retired	Percentage (%) eligible who retired	Percentage (%) City Workforce retired
	A	B	B/A	C	C/B	C/A
2013-2014	25,137*	6405	25.48%	457	7.14%	1.82%
2014-2015	25,200*	6891	27.35%	693	10.06%	2.75%
2015-2016	25,914*	7480	28.86%	689	9.21%	2.66%
2016-2017	25,284	8294	32.80%	798	9.62%	3.16%
2017-2018	26,266	8673	33.02%	TBD	TBD	TBD

Source: LACERS data; *Full-time/Part-time Employee Count PaySR report

Additionally, the Personnel Department analyzed the plans submitted in FY 16-17 to identify: (1) Citywide critical classes that are at risk of being affected by potential retirements, including the percentage of City employees that are eligible for regular and/or early retirement as of June 30, 2018 (Attachment B); (2) common Citywide themes related to succession planning, training, and knowledge transfer (Attachment C). The Personnel Department is actively collaborating with departments by providing resources including ensuring eligible lists are established with qualified candidates to fulfill the staffing needs of departments and providing training and employee development tools.

In compliance with ED 15, during FY 2017-18, the Personnel Department has taken the following actions to support all City Departments/Offices with the update of their plans:

- (1) Distributed a Plan Checklist to assist departments with updating existing Plans;
- (2) Worked with the Office of the Mayor to develop a Summary of Plan Updates Form to assist departments with summarizing the updates made to their plans and aligning those updates with Mayor Garcetti's priorities;
- (3) On September 15, 2017, the General Manager of the Personnel Department issued a memo to all General Managers or Heads of Departments/Offices to provide them resources to assist them in updating their Plans;
- (4) Personnel Department staff is serving as Succession Plan Liaisons assigned to further assist each department with the annual update of their Plan;
- (5) Conducted informational workshops to answer departments' questions related to the update of their Plans;
- (6) Provided instructions to all departments to submit their updated Plans to Personnel Department by 5:00 p.m. on January 12, 2018;
- (7) The General Manager of the Personnel Department met with the General Managers of seven (7) departments that were selected by the Mayor's Office for a deeper analysis. These departments include Cultural Affairs, General Services Department, Information Technology Agency, Library Department, City Planning, Public Works Bureau of Sanitation, and Recreation and Parks. These departments are expected to provide additional information.
- (8) The Personnel Department will analyze the updated Plans submitted by each department in order to identify: (1) City-wide classifications that are at risk of being impacted by potential retirements based on the number of employees that are eligible for early and/or regular retirements as of June 2018, 2019, and 2020; and (2) provide recommendations for succession planning, training, and knowledge-transfer based on common City-wide themes. Additionally, as part of their updates, departments have been asked to think about and report on their training programs that may be used for knowledge capture and training.

The Personnel Department recommends that it report back to PAW in late March 2018 to report the findings and analyses of the updated Equitable Workforce and Service Restorations Plans that will be submitted by 5:00 p.m. on January 12, 2018.

Attachment A – List of City Departments/Offices that submitted an Equitable Workforce and Service Restoration Plan.

Attachment B – List of classes at risk of being impacted by potential retirements based on retirement eligibility.

Attachment C – Citywide themes related to succession planning, training, and knowledge transfer.



WENDY G. MACY
General Manager

**Attachment A - City Departments that submitted an Equitable Workforce and Service Restoration Plan
for FY 2016-17 -plans are online at <https://goo.gl/VkNP4K>**

Departments
1. Aging
2. Airports
3. Animal Services
4. Building and Safety
5. CAO
6. City Clerk
7. Controller
8. Convention Center
9. Cultural Affairs
10. Disability
11. DONE
12. DWP
13. Economic & Workforce Development
14. El Pueblo
15. Emergency Management
16. Employee Relations Board
17. Ethics Commission
18. Fire (LAFD) Civilian
19. General Services
20. Harbor
21. Housing & Community Investment
22. ITA
23. LACERS
24. Library
25. Office of Finance
26. Pensions
27. Personnel
28. Planning
29. Police (LAPD)
30. PW - Board
31. PW - Contract Administration
32. PW - Engineering
33. PW - Sanitation
34. PW - Street Lighting
35. PW - Street Services
36. Recreation and Parks
37. Transportation
38. Zoo

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
311 Director	1	0	0%	0	0%	0	0%	3.07
Accountant/ I, II	156	51	33%	4	3%	55	35%	8.34
Accounting Clerk	294	84	29%	50	17%	134	46%	18.30
Accounting Rec Supvr I, II	10	5	50%	3	30%	8	80%	21.04
Admin Analyst I, II	6	0	0%	0	0%	0	0%	5.38
Admin Clerk	1399	254	18%	149	11%	403	29%	11.63
Admin Deputy Controller	3	0	0%	0	0%	0	0%	3.60
Admin Hearing Ofcr	5	1	20%	2	40%	3	60%	12.56
Admin Intern	14	0	0%	0	0%	0	0%	2.72
Advance Practice Provider Correctional Care I, II	8	2	25%	1	13%	3	38%	6.57
Agricul Land Developer	1	1	100%	0	0%	1	100%	12.66
Air Cond Mech	46	11	24%	7	15%	18	39%	10.87
Air Cond Mech Supvr/ I, II	13	2	15%	4	31%	6	46%	15.04
Airport Aide	3	0	0%	0	0%	0	0%	15.40
Airport Asst Police Chief	2	0	0%	0	0%	0	0%	15.40
Airport Envrnmtl Mgr I, II	2	0	0%	1	50%	1	50%	23.56
Airport Guide I, II	157	58	37%	10	6%	68	43%	8.29
Airport Info Spec I, II	9	1	11%	0	0%	1	11%	13.08
Airport Manager I, II, III	9	3	33%	1	11%	4	44%	21.69
Airport Police Captain I, II	6	2	33%	2	33%	4	67%	28.39
Airport Police Chief	1	0	0%	0	0%	0	0%	0.84
Airport Police Lt	18	7	39%	2	11%	9	50%	25.11
Airport Police Officer I, II	395	26	7%	26	7%	52	13%	11.78
Airport Police Sgt	66	19	29%	4	6%	23	35%	21.46
Airport Safety Officer	42	8	19%	6	14%	14	33%	20.28
Airport Superintendent of Operations I, II, III	106	17	16%	15	14%	32	30%	11.82
Airports Mtce Supt	11	4	36%	3	27%	7	64%	25.92
Airports Mtce Supv I, II, III	32	9	28%	5	16%	14	44%	18.11
Airports Pub Rel Dir I, II	3	1	33%	0	0%	1	33%	21.03
Animal Care Tech	147	12	8%	8	5%	20	14%	9.69
Animal Care Tech Supv	15	1	7%	1	7%	2	13%	17.63
Animal Collectn Curator	1	0	0%	0	0%	0	0%	1.76
Animal Control Off/ I, II	55	3	5%	8	15%	11	20%	15.06
Animal Keeper	83	10	12%	4	5%	14	17%	10.73
Applications Programmer	13	0	0%	0	0%	0	0%	0.94
Aquarist I, II	7	1	14%	0	0%	1	14%	17.71
Aquarium Educator I, II	7	0	0%	2	29%	2	29%	11.40
Aquatic Facility Mgr I, II, III	34	3	9%	4	12%	7	21%	16.32
Aquatics Dir	1	1	100%	0	0%	1	100%	32.44
Architect	13	7	54%	3	23%	10	77%	21.41
Architectural Assoc I, II, III, IV	28	11	39%	2	7%	13	46%	18.22
Architectural Draf Tech	3	1	33%	0	0%	1	33%	6.38
Archivist I, II	1	0	0%	1	100%	1	100%	14.80
Art Center Director I, II	7	3	43%	0	0%	3	43%	15.29
Art Curator	1	0	0%	0	0%	0	0%	0.38
Art Instructor	2	0	0%	0	0%	0	0%	5.50
Art Instructor I, II, III	3	1	33%	0	0%	1	33%	9.83
Arts Associate	5	0	0%	0	0%	0	0%	7.88
Arts Manager I, II, III	15	2	13%	0	0%	2	13%	12.25
Asphalt Plant Oper I, II	6	0	0%	0	0%	0	0%	7.22
Asphalt Plant Supvr	2	2	100%	0	0%	2	100%	31.73
Assistant City Attorney	53	26	49%	9	17%	35	66%	22.52
Asst Gen Mgr EWDD	2	0	0%	0	0%	0	0%	12.54

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Assistant General Manager Pension	2	0	0%	0	0%	0	0%	20.77
Assistant GM Airports	2	2	100%	0	0%	2	100%	17.95
Assoc Zoning Admin	9	5	56%	1	11%	6	67%	27.34
Asst Ch Grants Admintr	3	2	67%	1	33%	3	100%	26.88
Asst City Adm Officer	3	0	0%	2	67%	2	67%	15.12
Asst City Librarian	1	1	100%	0	0%	1	100%	42.00
Asst Comm Electrician	1	0	0%	0	0%	0	0%	0.15
Asst Dep Sup Of Bldg I, II	7	4	57%	0	0%	4	57%	26.38
Asst Dir Bur Contr Adm	1	1	100%	0	0%	1	100%	27.61
Asst Dir Bur Of St Ltg	2	0	0%	0	0%	0	0%	22.76
Asst Dir Bur Of St Mt	4	1	25%	1	25%	2	50%	22.26
Asst Dir Bur Sanitation/ I, II	4	2	50%	0	0%	2	50%	29.39
Asst Dir of Finance	2	0	0%	0	0%	0	0%	20.23
Asst G.M. Emerg. Prep. Dept.	1	0	0%	1	100%	1	100%	30.08
Asst Gen Mgr Animal Reg	2	1	50%	1	50%	2	100%	26.37
Asst Gen Mgr Comty Dev	1	0	0%	0	0%	0	0%	25.75
Asst Gen Mgr Conv Ctr	2	1	50%	0	0%	1	50%	22.01
Asst Gen Mgr Cult Afrs	1	0	0%	0	0%	0	0%	14.96
Asst Gen Mgr Dpt Of Age	1	0	0%	0	0%	0	0%	27.08
Asst Gen Mgr G S Dept	4	4	100%	0	0%	4	100%	27.79
Asst Gen Mgr Lacers	2	1	50%	0	0%	1	50%	27.42
Asst Gen Mgr Pers Dept	4	0	0%	1	25%	1	25%	14.82
Asst Gen Mgr Rec & Pks	4	2	50%	1	25%	3	75%	32.34
Asst Gen Mgr Transport	4	0	0%	0	0%	0	0%	14.27
Asst Gm El Pueblo Historical	1	0	0%	1	100%	1	100%	19.04
Asst Gm Hous Prsvr/Prod	5	1	20%	1	20%	2	40%	11.67
Asst Gm Inform Tech Dpt	4	2	50%	0	0%	2	50%	15.95
Asst GM L A Zoo	1	0	0%	0	0%	0	0%	27.38
Asst Inspector General	3	0	0%	0	0%	0	0%	6.80
Asst Inspector I, II, III, IV	26	0	0%	0	0%	0	0%	1.92
Asst Park Serv Att II	124	22	18%	3	2%	25	20%	4.68
Asst Signal Sys Elect	13	2	15%	0	0%	2	15%	4.50
Asst St Lighting Elect	16	4	25%	0	0%	4	25%	8.99
Astronomical Lecturer	1	0	0%	0	0%	0	0%	8.44
Astronomical Observer	1	1	100%	0	0%	1	100%	26.12
Audio Visual Tech	6	2	33%	1	17%	3	50%	9.66
Auditor	17	9	53%	1	6%	10	59%	14.16
Auto Body Bldr/Repairer	23	13	57%	2	9%	15	65%	13.43
Auto Body Repair Sup I, II	4	2	50%	1	25%	3	75%	23.41
Auto Painter	8	2	25%	5	63%	7	88%	19.29
Automotive Dispatchr I, II	4	3	75%	1	25%	4	100%	25.35
Automotive Supervisor	22	6	27%	5	23%	11	50%	17.46
Avionics Specialist	5	0	0%	0	0%	0	0%	6.05
Background Investigation Manager	2	1	50%	0	0%	1	50%	13.02
Background Investigator I, II, III	42	20	48%	3	7%	23	55%	8.11
Banning Res Museum Dir	1	0	0%	1	100%	1	100%	20.25
Benefits Specialist	51	7	14%	8	16%	15	29%	18.18
Bindery Equipmt Opr I, II	5	1	20%	2	40%	3	60%	16.27
Bindery Worker	4	2	50%	2	50%	4	100%	23.91
Boat Captain I,II	9	4	44%	0	0%	4	44%	18.24
Build Con & Mt Gn Sup I, II	3	2	67%	0	0%	2	67%	21.15
Build Con & Mt Sup I, II	6	3	50%	2	33%	5	83%	22.77
Build Elec Engr I,II	7	6	86%	0	0%	6	86%	28.94

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		#	%	#	%	#	%	
Build Inspector	35	12	34%	5	14%	17	49%	9.60
Build Maint Dist Supv	10	4	40%	2	20%	6	60%	22.65
Build Mech Engr I, II	8	6	75%	1	13%	7	88%	30.26
Build Mech Inspector	151	51	34%	18	12%	69	46%	11.04
Build Operating Engr	31	10	32%	1	3%	11	35%	9.35
Build Repairer Supvr	3	2	67%	0	0%	2	67%	24.45
Build Repairer/ I, II	15	9	60%	1	7%	10	67%	13.77
Building Civil Eng I, II	13	3	23%	0	0%	3	23%	18.98
Bus Operator	37	6	16%	6	16%	12	32%	12.88
Bus Operator Supvr	5	0	0%	1	20%	1	20%	10.80
Buyer I, II	21	7	33%	1	5%	8	38%	13.16
Cabinet Maker	3	1	33%	2	67%	3	100%	17.44
Cable Tv Product Mgr I, II	2	1	50%	1	50%	2	100%	12.44
Camp Counselor/ 1/2 Day	1	0	0%	0	0%	0	0%	3.07
Camp Manager	1	1	100%	0	0%	1	100%	33.43
Carpenter - Hh/Appr 1-Hh, 2-Hh, 3-Hh, 4-Hh, 5-Hh, 6-hh, 7-Hh, 8-Hh/ City Craft Assistant-Hh	1	0	0%	0	0%	0	0%	0.65
Carpenter Supvr	8	4	50%	4	50%	8	100%	22.12
Carpenter/ I	61	20	33%	8	13%	28	46%	13.85
Carpet Layer	3	2	67%	0	0%	2	67%	17.99
Cement Finisher	68	15	22%	6	9%	21	31%	14.06
Cement Finisher Supvr	1	1	100%	0	0%	1	100%	24.24
Cement Finisher Worker	25	3	12%	2	8%	5	20%	11.62
Ch Admin Analyst	8	4	50%	2	25%	6	75%	29.91
Ch Airport Planning I, II	5	0	0%	1	20%	1	20%	15.94
Ch Airport Safety Off	1	1	100%	0	0%	1	100%	32.95
Ch Airports Engr I, II	5	3	60%	0	0%	3	60%	29.62
Ch Asst City Atty	2	1	50%	1	50%	2	100%	7.48
Ch Aviation Technology	1	1	100%	0	0%	1	100%	12.81
Ch Build Operatng Engr	2	2	100%	0	0%	2	100%	20.73
Ch Clerk	11	3	27%	3	27%	6	55%	25.96
Ch Clerk Police	5	2	40%	1	20%	3	60%	29.51
Ch Commun Oper	2	0	0%	0	0%	0	0%	20.06
Ch Constr Inspector	3	1	33%	1	33%	2	67%	30.74
Ch Custodian Supv/ I, II	4	1	25%	1	25%	2	50%	23.60
Ch Deputy Controller	1	0	0%	0	0%	0	0%	21.90
Ch Deputy Treasurer	1	0	0%	0	0%	0	0%	0.31
Ch Election Clk	3	0	0%	0	0%	0	0%	1.23
Ch Financial Officer	3	1	33%	0	0%	1	33%	21.59
Ch Forensic Chemist I, II	5	2	40%	0	0%	2	40%	21.24
CH Grants Administrator	1	0	0%	0	0%	0	0%	6.44
Ch Harbor Engr	2	2	100%	0	0%	2	100%	32.75
Ch Indust Waste Insp I, II	7	6	86%	1	14%	7	100%	30.68
Ch Internal Auditor	2	1	50%	0	0%	1	50%	12.25
Ch Mgmt Analyst	40	11	28%	5	13%	16	40%	25.04
Ch Of Operations I, II	13	3	23%	1	8%	4	31%	16.70
Ch Of Parking Enforc Op	1	0	0%	0	0%	0	0%	4.64
Ch Of Transit Programs	1	1	100%	0	0%	1	100%	26.46
Ch Personnel Analyst	5	2	40%	0	0%	2	40%	26.02
Ch Police Psychologist	1	0	0%	1	100%	1	100%	19.67
Ch Port Pilot I, II	2	2	100%	0	0%	2	100%	23.95
Ch Real Estate Ofcr I, II	1	1	100%	0	0%	1	100%	13.31
Ch Security Officer I, II	2	1	50%	1	50%	2	100%	25.79

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		#	%	#	%	#	%	
Ch Street Services Investigator I, II	2	1	50%	1	50%	2	100%	29.80
Ch Tax & Permit Div I, II	4	0	0%	1	25%	1	25%	17.93
Ch Transportation Inv	1	0	0%	1	100%	1	100%	28.23
Ch Veterinarian	2	0	0%	0	0%	0	0%	4.60
Ch Wharfinger I, II	3	3	100%	0	0%	3	100%	41.12
Ch Zoning Admin	1	1	100%	0	0%	1	100%	29.68
Channel Traffic Coord	1	1	100%	0	0%	1	100%	24.31
Chemist I, II	33	11	33%	4	12%	15	45%	12.43
Chief Assistant City Attorney	2	1	50%	0	0%	1	50%	20.02
Chief Benefits Analyst	5	0	0%	0	0%	0	0%	21.69
Chief Clerk Personnel	3	1	33%	1	33%	2	67%	22.14
Chief Info Officer	2	0	0%	0	0%	0	0%	18.43
Chief Information Security Officer	1	0	0%	0	0%	0	0%	14.45
Chief Inspector	8	3	38%	2	25%	5	63%	20.03
Chief Investment Officer	3	1	33%	2	67%	3	100%	24.32
Chief Of Staff Mayor	1	0	0%	0	0%	0	0%	15.15
Chief Special Investigator	1	0	0%	0	0%	0	0%	0.46
Child Care Associate I, II	8	4	50%	3	38%	7	88%	25.66
Child Care Center Dir	2	2	100%	0	0%	2	100%	19.85
City Admin Officer	1	0	0%	0	0%	0	0%	7.09
City Attorney	1	1	100%	0	0%	1	100%	13.20
City Atty Acct Clerk	6	2	33%	0	0%	2	33%	17.42
City Atty Admin Crd I	24	2	8%	0	0%	2	8%	8.01
City Atty Admin Crd II	15	2	13%	2	13%	4	27%	14.47
City Atty Admin Crd III	10	3	30%	0	0%	3	30%	19.19
City Atty Admin Crd IV	6	0	0%	2	33%	2	33%	16.51
City Atty Ch Adm Asst	1	0	0%	0	0%	0	0%	17.49
City Atty Ch Invest	1	1	100%	0	0%	1	100%	22.27
City Atty Financial Mgr	1	0	0%	1	100%	1	100%	25.20
City Atty Invest I	2	0	0%	0	0%	0	0%	10.34
City Atty Invest II	17	7	41%	1	6%	8	47%	13.66
City Atty Invest III	1	1	100%	0	0%	1	100%	41.88
City Clerk	1	0	0%	1	100%	1	100%	28.80
City Engineer	1	1	100%	0	0%	1	100%	31.14
City Librarian	1	0	0%	0	0%	0	0%	4.07
City Planner	58	17	29%	4	7%	21	36%	16.44
City Planning Assoc	38	8	21%	5	13%	13	34%	14.45
Civil Eng Associate I, II, III, IV	317	58	18%	27	9%	85	27%	12.93
Civil Engineer	93	23	25%	8	9%	31	33%	19.90
Civil Engr Draft Tech	40	20	50%	7	18%	27	68%	18.15
Clerk	2	0	0%	0	0%	0	0%	3.76
Comm Admin Sup Wkr Iii	4	3	75%	0	0%	3	75%	10.92
Comm Housing Progs Mgr	3	2	67%	1	33%	3	100%	17.65
Commission Exec Asst I, II	16	6	38%	1	6%	7	44%	23.61
Commun Cable Worker	1	0	0%	1	100%	1	100%	12.89
Commun Electrician Supv	9	5	56%	0	0%	5	56%	22.75
Commun Electrician/ I	99	36	36%	19	19%	55	56%	15.34
Commun Engineer	16	8	50%	1	6%	9	56%	22.47
Commun Engr Assoc I, II, III, IV	43	13	30%	6	14%	19	44%	15.14
Commun Info Rep I, II, III	170	14	8%	20	12%	34	20%	12.22
Community Affairs Advocate	5	0	0%	0	0%	0	0%	6.23
Community Arts Dir	1	1	100%	0	0%	1	100%	19.83
Community Police Aide	2	0	0%	0	0%	0	0%	2.26

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Community Program Asst	3	1	33%	0	0%	1	33%	13.87
Community Program Director	4	1	25%	0	0%	1	25%	19.68
Computer Graphic Art I, II	1	0	0%	0	0%	0	0%	16.34
Computer Operator I, II	1	1	100%	0	0%	1	100%	23.36
Constr & Maint Supv I, II	16	9	56%	1	6%	10	63%	26.40
Constr Equip Serv Workr	8	1	13%	0	0%	1	13%	10.10
Constr Estimator	5	2	40%	0	0%	2	40%	7.39
Constr Inspector	160	62	39%	27	17%	89	56%	14.59
Contr Sys Eng Assoc I, II, III, IV	11	5	45%	2	18%	7	64%	20.25
Contract Administrator	1	1	100%	0	0%	1	100%	28.65
Contract Compl Prg Mgr/ I, II,	1	1	100%	0	0%	1	100%	29.80
Control Sys Engineer	2	2	100%	0	0%	2	100%	29.57
Controller Aide	5	0	0%	0	0%	0	0%	1.14
Conv Ctr Bldg Supt I, II	1	1	100%	0	0%	1	100%	28.49
Cook I, II	4	2	50%	0	0%	2	50%	9.89
Correctional Nurse I, II, III	28	6	21%	2	7%	8	29%	9.03
Councilph/Voicemail Tech	1	1	100%	0	0%	1	100%	20.21
Crime & Intelligence Analyst I, II	45	15	33%	8	18%	23	51%	19.60
Criminalist I, II, III	121	8	7%	7	6%	15	12%	11.00
Crossing Guard	217	110	51%	17	8%	127	59%	12.26
Cust Supervisor	54	18	33%	11	20%	29	54%	21.19
Custodial Services Assistant	9	2	22%	1	11%	3	33%	7.39
Custodian	650	246	38%	147	23%	393	60%	13.77
Customer Service Specialist	31	6	19%	7	23%	13	42%	17.89
Data Base Architect	30	12	40%	4	13%	16	53%	20.69
Data Control Asst I, II	1	1	100%	0	0%	1	100%	35.05
Data Process Tech I, II	5	0	0%	0	0%	0	0%	1.58
Day Camp Director I, II	4	1	25%	0	0%	1	25%	7.47
Deck Hand/ Harbor	8	2	25%	0	0%	2	25%	10.54
Delivery Driver I, II, III	35	8	23%	4	11%	12	34%	10.22
Departmental Audit Manager	4	0	0%	1	25%	1	25%	16.47
Dept Chief Acct I, II, III, IV	18	9	50%	3	17%	12	67%	24.92
Deputy City Attorney I	41	0	0%	0	0%	0	0%	2.29
Deputy City Attorney II	39	0	0%	0	0%	0	0%	4.82
Deputy City Attorney III	227	25	11%	30	13%	55	24%	12.72
Deputy City Attorney IV	138	56	41%	31	22%	87	63%	21.85
Deputy City Engineer I, II	4	2	50%	0	0%	2	50%	22.78
Deputy Dir Of Planning	3	1	33%	0	0%	1	33%	18.85
Deputy G M Airpt / 1	5	1	20%	2	40%	3	60%	15.12
Deputy G M Airpt / 2	4	1	25%	0	0%	1	25%	7.24
Deputy Mayor	8	1	13%	0	0%	1	13%	5.80
Deputy Supt Of Bldg I, II	5	3	60%	0	0%	3	60%	25.54
Detention Officer	237	15	6%	18	8%	33	14%	9.77
Develpmnt & Mrktng Dir	2	0	0%	1	50%	1	50%	19.41
Dir Bur Of Sanitation	1	0	0%	1	100%	1	100%	31.26
Dir Bur Of St Lighting	1	1	100%	0	0%	1	100%	30.07
Dir Bur Of St Maint	1	0	0%	1	100%	1	100%	27.65
Dir Enforcement Oper	3	3	100%	0	0%	3	100%	29.03
Dir Field Operations	3	1	33%	1	33%	2	67%	19.85
Dir Of Airports Sfty Of	1	0	0%	0	0%	0	0%	3.80
Dir Of Comm Services	2	1	50%	1	50%	2	100%	29.45
Dir of Finance	1	0	0%	1	100%	1	100%	29.99
Dir Of Fleet Services	1	1	100%	0	0%	1	100%	28.84

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Dir Of Maint Airports I, II	3	3	100%	0	0%	3	100%	35.31
Dir Of Mat Tst Svcs	1	1	100%	0	0%	1	100%	29.76
Dir Of Planning	1	0	0%	0	0%	0	0%	3.30
Dir Of Police Tran I, II	2	1	50%	0	0%	1	50%	26.14
Dir Of Port Con & Mt I, II	1	0	0%	0	0%	0	0%	8.32
Dir Of Port Mktng I, II	3	2	67%	1	33%	3	100%	23.44
Dir Of Port Operations	1	0	0%	1	100%	1	100%	12.58
Dir Of Systems	14	3	21%	3	21%	6	43%	27.54
Director Of Auditing	1	0	0%	0	0%	0	0%	23.52
Director of Fin Anal & Reporting	1	0	0%	0	0%	0	0%	16.15
Director Of Housing	3	0	0%	0	0%	0	0%	7.70
Div Librarian	4	1	25%	1	25%	2	50%	21.00
Drill Rig Opr	4	1	25%	3	75%	4	100%	32.16
Dup Mach Operator I, II, III	10	4	40%	0	0%	4	40%	10.39
Election Assistant II	1	0	0%	0	0%	0	0%	0.23
Electr Engr Assoc I, II, III, IV	35	6	17%	2	6%	8	23%	8.78
Electric Pump Plt Opr	2	0	0%	1	50%	1	50%	18.31
Electrical Craft Helper	54	9	17%	2	4%	11	20%	5.54
Electrical Inspector	15	3	20%	2	13%	5	33%	7.14
Electrician	76	21	28%	7	9%	28	37%	11.07
Electrician Supv	9	6	67%	1	11%	7	78%	22.65
Elev Mech	22	3	14%	3	14%	6	27%	12.03
Elev Mech Helper	19	2	11%	0	0%	2	11%	5.52
Elev Repair Supvr I, II	6	3	50%	0	0%	3	50%	21.97
Emer Med Servs Educator	4	0	0%	1	25%	1	25%	2.59
Emerg Prepare Coord/ I, II	26	7	27%	5	19%	12	46%	16.51
EMS Nurse Practitioner Supervisor	1	0	0%	0	0%	0	0%	0.59
Eng Geologist Assoc I, II, III, IV	7	0	0%	1	14%	1	14%	8.74
Engr Designer I, II	15	8	53%	2	13%	10	67%	23.90
Engr Geologist I, II, III	7	4	57%	1	14%	5	71%	19.83
Engr Of Surveys	1	1	100%	0	0%	1	100%	32.51
Env Compliance Insp	104	25	24%	8	8%	33	32%	11.34
Environ Affairs Ofcr	14	4	29%	3	21%	7	50%	21.11
Environmental Engineer	40	18	45%	4	10%	22	55%	24.36
Environmental Spec I, II, III	49	7	14%	8	16%	15	31%	13.94
Environmental Supvr I, II	22	4	18%	4	18%	8	36%	16.35
Envr Engr Assoc I, II, III, IV	134	28	21%	16	12%	44	33%	12.32
Equine Keeper	3	0	0%	1	33%	1	33%	12.60
Equip Mechanic	290	82	28%	37	13%	119	41%	12.48
Equip Operator	150	49	33%	35	23%	84	56%	21.98
Equip Repair Supvr	13	5	38%	3	23%	8	62%	23.60
Equip Specialist I, II	16	4	25%	2	13%	6	38%	21.01
Equip Superintendent	4	3	75%	0	0%	3	75%	28.51
Equip Supervisor	7	6	86%	1	14%	7	100%	31.49
Ergonomist	1	0	0%	0	0%	0	0%	3.34
Ethics Officer I	1	0	0%	0	0%	0	0%	8.97
Ethics Officer II	4	0	0%	1	25%	1	25%	14.04
Ethics Officer III	2	0	0%	0	0%	0	0%	13.60
Event Attendant	8	0	0%	0	0%	0	0%	7.70
Event Attendant I, II, III	27	2	7%	0	0%	2	7%	6.32
Exam Questd Docs I, II	3	0	0%	0	0%	0	0%	14.92
Exec Admin Assistant I, II, III	81	25	31%	20	25%	45	56%	25.93
Exec Asst Airport	10	2	20%	2	20%	4	40%	23.74

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Exec Asst City Atty	1	0	0%	0	0%	0	0%	3.18
Exec Dir Dept Disabilit	1	0	0%	0	0%	0	0%	2.84
Exec Dir Empl Rel Board	1	1	100%	0	0%	1	100%	16.18
Exec Dir Pol Comm	1	1	100%	0	0%	1	100%	12.77
Exec Legal Secretary I	5	1	20%	3	60%	4	80%	20.64
Exec Legal Secretary II	1	0	0%	1	100%	1	100%	30.07
Exec Officer City Clerk	1	0	0%	0	0%	0	0%	20.75
Exec Ofc City Eth Comm	1	0	0%	0	0%	0	0%	10.20
Executive Director Exposition Park Complex	1	1	100%	0	0%	1	100%	15.07
Executive Director, Office of Public Accountability	1	0	0%	0	0%	0	0%	4.56
Exhibit Preparator	1	1	100%	0	0%	1	100%	10.58
Field Engr Aide	41	7	17%	4	10%	11	27%	7.99
Fin Developmnt Off I, II	27	5	19%	5	19%	10	37%	17.00
Finance Clerk	1	0	0%	0	0%	0	0%	26.85
Finance Coll Invtgr I, II, III	2	0	0%	1	50%	1	50%	26.25
Finance Specialist I, II, III, IV, V	8	2	25%	0	0%	2	25%	17.45
Financial Analyst I, II	7	2	29%	0	0%	2	29%	10.47
Financial Management Specialist I, II, III, IV, V	10	5	50%	3	30%	8	80%	21.99
Financial Mgr I, II	9	4	44%	0	0%	4	44%	13.65
Fingerprnt Iden Exp I, II, III	15	2	13%	3	20%	5	33%	12.95
Fire Administrator	1	1	100%	0	0%	1	100%	47.95
Fire Prot Engr Assoc I, II, III, IV	8	1	13%	0	0%	1	13%	7.04
Fire Protect Engineer	1	0	0%	1	100%	1	100%	24.81
Fire Psychologist	1	0	0%	0	0%	0	0%	0.27
Fire Special Investigator	8	0	0%	0	0%	0	0%	8.54
Fire Sprinkler Insp	8	1	13%	1	13%	2	25%	6.59
Fire Statistical Manager	1	0	0%	0	0%	0	0%	4.10
Firearms Examiner	2	0	0%	1	50%	1	50%	16.27
First Dep G M Harbor	4	1	25%	2	50%	3	75%	20.93
Fiscal Systems Spec I, II	49	21	43%	6	12%	27	55%	20.03
Floor Finisher I, II	1	1	100%	0	0%	1	100%	15.57
Forensic Prnt Spec I, II, III	65	8	12%	6	9%	14	22%	15.98
G M Housing Prsrv/Prod	1	0	0%	1	100%	1	100%	28.20
G M Information Tech	2	0	0%	0	0%	0	0%	8.86
Gallery Attendant	1	0	0%	0	0%	0	0%	0.15
Garage Assistant	2	0	0%	0	0%	0	0%	1.50
Garage Attendant	58	10	17%	14	24%	24	41%	11.08
Gardener Caretaker	443	140	32%	72	16%	212	48%	14.44
Gen Auto Supvr	3	1	33%	1	33%	2	67%	24.98
Gen Mgr Airports	1	0	0%	0	0%	0	0%	1.15
Gen Mgr Convention Ctr	1	1	100%	0	0%	1	100%	11.20
Gen Mgr Cultural Affrs	1	0	0%	0	0%	0	0%	2.15
Gen Mgr Dept Animal Reg	1	1	100%	0	0%	1	100%	6.06
Gen Mgr Dept Of Aging	1	0	0%	1	100%	1	100%	13.69
Gen Mgr Dept Of Transp	1	0	0%	0	0%	0	0%	2.07
Gen Mgr El Pueblo Hist	1	0	0%	0	0%	0	0%	14.99
Gen Mgr Emerg Prep Dept	1	0	0%	0	0%	0	0%	27.00
Gen Mgr Gen Servs Dept	1	1	100%	0	0%	1	100%	23.16
Gen Mgr Harbor Dept	1	0	0%	0	0%	0	0%	2.22
Gen Mgr Personnel Dept	1	0	0%	0	0%	0	0%	1.76
Gen Mgr Rec/Parks	1	0	0%	0	0%	0	0%	26.23
Gen Mgr EWDD	1	1	100%	0	0%	1	100%	25.73

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
General Manager Los Angeles Fire Police Pensions	1	0	0%	1	100%	1	100%	26.88
General Manager Neighborhood Empowerment	2	0	0%	0	0%	0	0%	7.13
Geog Info Sys Chief	2	1	50%	0	0%	1	50%	31.43
Geog Info Sys Supv I, II	28	10	36%	0	0%	10	36%	19.27
Geographic Info Spec	45	10	22%	2	4%	12	27%	11.18
Geotechnical Engr I, II	9	1	11%	3	33%	4	44%	11.53
GM LACERS	1	1	100%	0	0%	1	100%	32.41
Gm Zoo	1	1	100%	0	0%	1	100%	13.19
Golf Starter	17	8	47%	2	12%	10	59%	11.02
Golf Starter Supvrs I, II	9	2	22%	1	11%	3	33%	17.23
Graphics Designer I, II, III	24	8	33%	1	4%	9	38%	16.27
Graphics Supervisor I, II	7	2	29%	1	14%	3	43%	17.04
Harb Plan/Econ Anal I, II	3	0	0%	0	0%	0	0%	7.76
Harb Pub & Comm Rel Dir	2	0	0%	0	0%	0	0%	17.01
Harbor Engineer I, II	13	4	31%	2	15%	6	46%	26.30
Harbor Plan/Resch Dr I, II	2	0	0%	0	0%	0	0%	13.54
Harbor Sp Events Coord	1	0	0%	0	0%	0	0%	21.74
Head Custodian Supvr	9	5	56%	0	0%	5	56%	24.37
Hearing Off City Atty	12	6	50%	1	8%	7	58%	20.43
Hearing Reporter	7	1	14%	2	29%	3	43%	17.15
Heating/Refrig Insp	9	4	44%	1	11%	5	56%	13.16
Heavy Duty Equip Mech	108	25	23%	14	13%	39	36%	12.94
Heavy Duty Truck Oper	99	20	20%	12	12%	32	32%	10.79
Helicopter Mech	27	2	7%	2	7%	4	15%	9.56
Helicopter Mech Sup I, II	8	1	13%	1	13%	2	25%	18.01
Historic Site Curator	3	0	0%	0	0%	0	0%	16.78
Housing Inspector	92	31	34%	19	21%	50	54%	12.36
Housing Investigator I, II	27	2	7%	2	7%	4	15%	8.58
Housing Plng/Econ Anal	5	0	0%	1	20%	1	20%	13.83
Human Relations Advocate	6	1	17%	0	0%	1	17%	13.72
Hyperion Treat Pln Mgr	1	0	0%	0	0%	0	0%	28.23
Improv Assessor	1	1	100%	0	0%	1	100%	30.56
Improv Assessor Supv I, II	3	1	33%	1	33%	2	67%	31.49
Indep. Assessor Fire Comm.	1	0	0%	1	100%	1	100%	9.01
Indust Coml Fin Ofcr I, II	5	2	40%	0	0%	2	40%	14.73
Industrial Hygienst	5	1	20%	0	0%	1	20%	18.22
Infor Syst Mgr I, II	37	14	38%	12	32%	26	70%	26.57
Infor Syst Oper Mgr I, II, III	2	1	50%	0	0%	1	50%	31.58
Inspector General	1	0	0%	0	0%	0	0%	17.50
Inspector Of Pub Works	1	1	100%	0	0%	1	100%	31.33
Instrument Mech	36	19	53%	3	8%	22	61%	15.74
Instrument Mech Supv/ I, II	5	4	80%	0	0%	4	80%	30.98
Intermed W/W Trmt Opr	1	1	100%	0	0%	1	100%	32.33
Internal Auditor I, II, III, IV	19	4	21%	0	0%	4	21%	11.99
Invalid Code	1	0	0%	0	0%	0	0%	5.98
Investment Officer	15	2	13%	3	20%	5	33%	12.07
Irrigation Specialist	36	12	33%	4	11%	16	44%	19.01
Labor Supervisor	3	1	33%	1	33%	2	67%	23.99
Laboratory Tech I, II	34	9	26%	3	9%	12	35%	11.00
Land Surveying Asst	24	9	38%	6	25%	15	63%	16.70
Landscape Arch Assoc I, II, III, IV	17	3	18%	5	29%	8	47%	12.36
Landscape Arch I, II	10	3	30%	3	30%	6	60%	17.38

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Law Clerk	1	0	0%	0	0%	0	0%	10.97
Law Librarian	1	1	100%	0	0%	1	100%	20.06
Legal Asst	18	3	17%	6	33%	9	50%	17.20
Legal Clerk I	29	2	7%	0	0%	2	7%	5.94
Legal Clerk II/ A T/ W P	26	3	12%	1	4%	4	15%	6.21
Legal Secretary I	17	1	6%	0	0%	1	6%	4.78
Legal Secretary II	71	15	21%	15	21%	30	42%	15.65
Legal Secretary III/ A T/ W P	20	10	50%	3	15%	13	65%	24.99
Legislative Asst I, II	10	1	10%	2	20%	3	30%	24.41
Legislative Represent	2	0	0%	0	0%	0	0%	10.91
Librarian I, II, III	287	68	24%	26	9%	94	33%	11.31
Library Asst I, II/A T/ W P	40	14	35%	7	18%	21	53%	22.89
Library Cler Asst/ I, II	4	1	25%	1	25%	2	50%	10.29
Licensed Vocational Nurse	3	0	0%	0	0%	0	0%	4.94
Light Equip Operator	39	12	31%	10	26%	22	56%	23.32
Locker Room Attendant	29	3	10%	2	7%	5	17%	6.01
Locksmith	9	1	11%	0	0%	1	11%	9.16
Machinist	8	0	0%	1	13%	1	13%	7.27
Machinist Supervisor	2	0	0%	2	100%	2	100%	18.22
Maint & Constr Helper	78	25	32%	7	9%	32	41%	12.05
Maint Laborer	367	68	19%	46	13%	114	31%	12.02
Maintenance Asst	34	4	12%	8	24%	12	35%	13.08
Management Aide	3	1	33%	0	0%	1	33%	14.43
Management Analyst I, II	599	169	28%	98	16%	267	45%	19.35
Management Asst	302	7	2%	6	2%	13	4%	5.00
Marine Aquar Curator I, II	3	0	0%	0	0%	0	0%	10.62
Marine Aquar Exh Dir	1	1	100%	0	0%	1	100%	32.37
Marine Aquar Prog Dir	1	1	100%	0	0%	1	100%	34.09
Marine Aquarium Admn	1	1	100%	0	0%	1	100%	27.38
Marine Envir Manager	2	0	0%	0	0%	0	0%	15.10
Marine Envir Supv	5	2	40%	0	0%	2	40%	19.29
Maritime Museum Dir	1	0	0%	0	0%	0	0%	17.95
Marketing Manager	1	0	0%	0	0%	0	0%	5.48
Masonry Worker	6	2	33%	1	17%	3	50%	27.16
Mat Test Engr Assoc I, II, III, IV	29	15	52%	5	17%	20	69%	23.86
Material Tst En I, II	4	2	50%	1	25%	3	75%	29.40
Material Tst Tech I, II	44	5	11%	2	5%	7	16%	8.73
Mayor	1	0	0%	0	0%	0	0%	15.22
Mayoral Aide I	23	1	4%	0	0%	1	4%	2.06
Mayoral Aide Ii	18	1	6%	0	0%	1	6%	4.15
Mayoral Aide Iii	11	0	0%	0	0%	0	0%	2.77
Mayoral Aide Iv	10	0	0%	1	10%	1	10%	3.31
Mayoral Aide V	45	2	4%	0	0%	2	4%	5.33
Mayoral Aide Vi	22	0	0%	0	0%	0	0%	4.85
Mayoral Aide Vii	14	0	0%	0	0%	0	0%	3.54
Mayoral Aide Viii	25	2	8%	0	0%	2	8%	5.56
Mech Constr Estimator	1	0	0%	1	100%	1	100%	10.62
Mech Engr Assoc I, II, III, IV	34	11	32%	1	3%	12	35%	12.74
Mech Helper	47	7	15%	2	4%	9	19%	8.30
Mech Repair Gen Supvr	2	1	50%	1	50%	2	100%	34.37
Mech Repair Supvr	1	0	0%	0	0%	0	0%	22.13
Mech Repairer I, II	27	12	44%	8	30%	20	74%	21.26
Med Director	1	0	0%	0	0%	0	0%	13.78

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Med Technician	3	0	0%	0	0%	0	0%	8.72
Medical Records Supervisor	1	0	0%	0	0%	0	0%	10.20
Medical Services Administrator	1	0	0%	1	100%	1	100%	10.68
Mem Bd Of Public Works	4	0	0%	0	0%	0	0%	4.15
Messenger Clerk	296	25	8%	11	4%	36	12%	6.56
Motor Sweeper Operator	89	36	40%	16	18%	52	58%	19.87
Municipal Police Captain	2	0	0%	1	50%	1	50%	21.26
Municipal Police Lieutenant	1	1	100%	0	0%	1	100%	36.89
Municipal Police Officer	24	4	17%	2	8%	6	25%	19.19
Municipal Police Sergeant	5	0	0%	1	20%	1	20%	23.40
Museum Guide	63	2	3%	1	2%	3	5%	4.38
Neighborhood Empowerment Analyst	7	1	14%	0	0%	1	14%	14.41
News Secretary	1	0	0%	0	0%	0	0%	17.14
Nutritionist	2	1	50%	0	0%	1	50%	19.25
Observatory Director	2	1	50%	1	50%	2	100%	19.35
Observatory Prog Suprv	1	1	100%	0	0%	1	100%	27.27
Occup Health Nurse	3	2	67%	0	0%	2	67%	12.77
Occup Psychologist I, II	5	1	20%	1	20%	2	40%	10.66
Off Engr Tech I, II, III	39	15	38%	5	13%	20	51%	16.43
Oper & Stats Res Anl I, II	2	0	0%	1	50%	1	50%	14.11
Painter I/II	50	19	38%	16	32%	35	70%	17.38
Painter Supvr I, II	5	4	80%	1	20%	5	100%	26.45
Paralegal I	6	0	0%	0	0%	0	0%	3.00
Paralegal II	23	8	35%	3	13%	11	48%	16.35
Park Activity Monitor	26	0	0%	0	0%	0	0%	1.84
Park Maintenance Supv	39	12	31%	11	28%	23	59%	21.25
Park Ranger	13	4	31%	1	8%	5	38%	17.96
Park Services Att I, II	23	0	0%	4	17%	4	17%	9.58
Park Services Supvr	1	0	0%	0	0%	0	0%	25.92
Parkg Attendant I, II	51	19	37%	9	18%	28	55%	18.97
Parkg Enforcmnt Mgr I, II	1	0	0%	0	0%	0	0%	4.45
Parkg Manager	4	1	25%	1	25%	2	50%	16.00
Parkg Meter Tech Sup I, II	5	0	0%	2	40%	2	40%	21.20
Parkg Meter Techn	21	5	24%	5	24%	10	48%	9.25
Parkg Services Supv	1	0	0%	0	0%	0	0%	15.88
Patrol Lifeguard I, II	36	0	0%	0	0%	0	0%	7.42
Payroll Analyst I, II	3	0	0%	0	0%	0	0%	17.92
Payroll Supervisor I, II	31	15	48%	3	10%	18	58%	24.92
Perform Arts Director	1	0	0%	0	0%	0	0%	0.27
Pers Records Supv	25	9	36%	3	12%	12	48%	22.33
Pers Research Anal I, II	13	0	0%	0	0%	0	0%	1.73
Personnel Analyst I, II	48	8	17%	9	19%	17	35%	17.67
Personnel Director I, II, III	14	7	50%	4	29%	11	79%	27.76
Photographer I, II, III	27	18	67%	2	7%	20	74%	18.64
Physician I	3	1	33%	2	67%	3	100%	22.69
Physician II	2	0	0%	0	0%	0	0%	19.15
Pile Driver Supvr	1	0	0%	0	0%	0	0%	15.15
Pile Driver Worker I, II	4	2	50%	0	0%	2	50%	20.14
Pipefitter	11	2	18%	2	18%	4	36%	12.93
Planning Assistant	86	1	1%	1	1%	2	2%	1.95
Plant Equip Trainee	9	1	11%	0	0%	1	11%	2.93
Plant Guide	1	0	0%	0	0%	0	0%	0.23
Plasterer	2	0	0%	0	0%	0	0%	20.77

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Playground Equipment Supervisor	1	0	0%	1	100%	1	100%	15.53
Plumber	77	23	30%	17	22%	40	52%	15.39
Plumber Supervisor	15	5	33%	6	40%	11	73%	21.44
Plumbing Inspector	18	6	33%	1	6%	7	39%	7.42
Police Surveillance Spec I, II	13	0	0%	3	23%	3	23%	12.28
Police Admin. I, II, III	14	4	29%	3	21%	7	50%	24.81
Police Performance Aud I, II, III, IV	17	4	24%	1	6%	5	29%	11.10
Police Psychologist I, II	13	2	15%	1	8%	3	23%	12.51
Police Service Rep	544	46	8%	54	10%	100	18%	15.51
Police Special Investigator	16	1	6%	0	0%	1	6%	7.89
Police Student Worker	1	0	0%	0	0%	0	0%	1.96
Police Training Admin	1	0	0%	0	0%	0	0%	16.38
Polygraph Examiner I, II, III	14	5	36%	1	7%	6	43%	10.34
Pool Lifeguard	26	0	0%	0	0%	0	0%	3.23
Port Electrical Mechanic	23	9	39%	5	22%	14	61%	16.04
Port Electrical Mechanic Supervisor	1	1	100%	0	0%	1	100%	22.05
Port Maintenance Supervisor	2	0	0%	0	0%	0	0%	15.38
Port Marketing Manager	2	0	0%	0	0%	0	0%	13.58
Port Pilot I, II	12	5	42%	3	25%	8	67%	12.76
Port Police Captain	1	0	0%	0	0%	0	0%	0.00
Port Police Officer I, II	8	1	13%	1	13%	2	25%	15.38
Port Police Sergeant	3	0	0%	1	33%	1	33%	17.85
Power Shovel Oper	3	2	67%	0	0%	2	67%	15.66
Pr Accountant I, II	46	20	43%	7	15%	27	59%	18.85
Pr Architect	1	1	100%	0	0%	1	100%	25.04
Pr City Planner	6	1	17%	0	0%	1	17%	17.90
Pr Civil Engineer	18	8	44%	2	11%	10	56%	27.93
Pr Civil Engr Drafting Tech	3	3	100%	0	0%	3	100%	32.82
Pr Clerk	50	9	18%	11	22%	20	40%	21.69
Pr Clerk City Attorney II	16	8	50%	7	44%	15	94%	29.90
Pr Clerk Police II, III	30	12	40%	10	33%	22	73%	27.94
Pr Communication Operator	5	0	0%	3	60%	3	60%	21.35
Pr Construction Inspector	23	12	52%	7	30%	19	83%	27.62
Pr Deputy Controller	1	0	0%	0	0%	0	0%	1.92
Pr Detention Officer	24	7	29%	6	25%	13	54%	22.64
Pr Election Clerk	13	0	0%	0	0%	0	0%	0.37
Pr Fingerprinting Expt I, II	2	1	50%	0	0%	1	50%	24.58
Pr Forensic Print Spec	1	0	0%	0	0%	0	0%	26.69
Pr Grounds Maintenance Supervisor I, II	7	2	29%	1	14%	3	43%	25.04
PR Inspector	23	14	61%	3	13%	17	74%	23.74
Pr Librarian I, II	15	3	20%	2	13%	5	33%	18.72
Pr Occupational Health Nurse	1	0	0%	0	0%	0	0%	3.30
Pr Park Service Attendant	4	2	50%	0	0%	2	50%	17.60
Pr Project Coordinator	7	0	0%	0	0%	0	0%	4.44
Pr Property Officer	5	1	20%	0	0%	1	20%	25.59
Pr Public Relations Rep	8	1	13%	1	13%	2	25%	13.93
Pr Records Supervisor I, II	7	3	43%	1	14%	4	57%	29.10
Pr Sanitary Engineer	2	2	100%	0	0%	2	100%	31.06
Pr Security Officer	11	2	18%	1	9%	3	27%	18.62
Pr Storekeeper I, II	7	1	14%	2	29%	3	43%	23.45
Pr Tax Auditor	1	0	0%	0	0%	0	0%	18.75
Pr Tax Compliance Officer	5	1	20%	1	20%	2	40%	21.29
Pr Transportation Engr	5	1	20%	1	20%	2	40%	26.91

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Pr Workers Comp Analyst	4	2	50%	2	50%	4	100%	20.70
Pre-Press Operator I, II	3	3	100%	0	0%	3	100%	19.95
Printing Press Opr I, II	5	2	40%	1	20%	3	60%	18.26
Procurement Supv	10	3	30%	3	30%	6	60%	20.77
Program Aide	4	0	0%	0	0%	0	0%	9.05
Programmer/Analyst I, II, III, IV, V	130	38	29%	19	15%	57	44%	15.96
Project Assistant	24	3	13%	4	17%	7	29%	12.18
Project Coord	36	3	8%	0	0%	3	8%	8.60
Property Manager I, II, III, IV	18	6	33%	2	11%	8	44%	19.32
Property Officer	49	7	14%	7	14%	14	29%	11.87
Pub Relations Spc I, II	15	0	0%	2	13%	2	13%	5.24
Public Information Director I, II	11	3	27%	2	18%	5	45%	16.10
Public Safety Employee Relations Manager	1	0	0%	0	0%	0	0%	9.55
Real Estate Assoc I, II	3	0	0%	1	33%	1	33%	18.65
Real Estate Officer/ I, II	15	6	40%	4	27%	10	67%	15.55
Rec Facility Director	83	14	17%	5	6%	19	23%	17.30
Rec Supervisor	15	9	60%	1	7%	10	67%	27.03
Records Mgmt Officer	1	0	0%	1	100%	1	100%	29.41
Recreation Asst. A, B, C	795	92	12%	20	3%	112	14%	6.08
Recreation Coordinator	142	7	5%	8	6%	15	11%	11.25
Recreation Instructor C, D, E, F, H, J	37	5	14%	2	5%	7	19%	5.36
Ref Coll Truck Opr I, II/ Oneman	654	126	19%	101	15%	227	35%	14.22
Refuse Col Supvr	35	12	34%	7	20%	19	54%	25.60
Refuse Crew Field Instr	11	1	9%	3	27%	4	36%	20.55
Rehab Constr Spec I, II, III	12	1	8%	4	33%	5	42%	17.73
Rehab Project Coord I, II	5	1	20%	1	20%	2	40%	20.38
Relief Corr Nurse I, II, III, IV	1	0	0%	0	0%	0	0%	0.23
Reprographic Oper I, II	6	3	50%	3	50%	6	100%	24.72
Revenue Manager	2	0	0%	1	50%	1	50%	22.01
Risk & Insurance Asst.	7	1	14%	3	43%	4	57%	25.27
Risk Manager I, II, III	16	5	31%	5	31%	10	63%	21.46
Risk Mgt/Prev Prog Mgr	1	0	0%	0	0%	0	0%	0.54
Risk Mgt/Prev Prog Spec	1	1	100%	0	0%	1	100%	29.41
Roofer	24	4	17%	5	21%	9	38%	11.50
Roofer Supvr	2	2	100%	0	0%	2	100%	24.45
Safety Administrator	1	0	0%	0	0%	0	0%	0.15
Safety Engineer	5	1	20%	0	0%	1	20%	6.04
Safety Engr Assoc I, II	7	4	57%	0	0%	4	57%	11.74
Safety Engr Elevatrs	14	4	29%	1	7%	5	36%	8.52
Safety Engr Press Ves	8	1	13%	0	0%	1	13%	9.58
Sandblast Operator	1	1	100%	0	0%	1	100%	32.78
Sanitation Solid Resources Manager I, II	14	5	36%	2	14%	7	50%	25.11
Sanitation Wastewater Manager I, II, III	22	16	73%	5	23%	21	95%	30.80
Seasonal Pool Mgr I	24	0	0%	0	0%	0	0%	2.41
Seasonal Pool Mgr II	28	0	0%	0	0%	0	0%	4.18
Second Dep Gm Harbor	2	0	0%	0	0%	0	0%	12.66
Secretary	127	42	33%	27	21%	69	54%	22.58
Security Aide	12	0	0%	2	17%	2	17%	5.89
Security Officer	549	102	19%	58	11%	160	29%	11.39
Senior Airport Engineer I, II	7	1	14%	2	29%	3	43%	25.68
Service Coordinator	1	0	0%	0	0%	0	0%	13.19
Sheet Metal Supvr	3	2	67%	1	33%	3	100%	19.62
Sheet Metal Worker	10	3	30%	1	10%	4	40%	14.91

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Shift Supt W/W Trmt I, II	9	6	67%	2	22%	8	89%	25.61
Ship Carpenter	3	1	33%	1	33%	2	67%	8.31
Sign Painter	7	4	57%	1	14%	5	71%	13.90
Sign Shop Supervisor	2	1	50%	0	0%	1	50%	19.14
Signal Sys Electrician	82	27	33%	11	13%	38	46%	16.04
Signal Sys Supervisor I, II	11	8	73%	1	9%	9	82%	29.56
Signal Sys Supt	1	1	100%	0	0%	1	100%	34.44
SMS Payment Clerk	31	15	48%	5	16%	20	65%	21.66
Social Worker I, II, III	2	0	0%	0	0%	0	0%	4.10
Solid Resource Superintendent	8	4	50%	3	38%	7	88%	28.27
Solid Wast Disp Spt I, II	2	2	100%	0	0%	2	100%	32.25
Special Investigator I, II	7	0	0%	0	0%	0	0%	2.73
Special Prog Asst Ii	586	159	27%	59	10%	218	37%	7.56
Special Prog Asst Iii	4	0	0%	1	25%	1	25%	8.98
Sr Accountant I, II	110	46	42%	18	16%	64	58%	14.76
Sr Admin Analyst I, II	32	5	16%	1	3%	6	19%	15.95
Sr Admin Clerk	827	227	27%	152	18%	379	46%	20.38
Sr Airport Safety Off	6	3	50%	1	17%	4	67%	26.48
Sr Animal Cont Ofcr I, II	11	1	9%	1	9%	2	18%	20.11
Sr Animal Keeper	9	3	33%	1	11%	4	44%	20.58
Sr Architect	3	2	67%	1	33%	3	100%	27.54
Sr Architect Draft Tec	2	0	0%	1	50%	1	50%	10.93
Sr Asst City Attorney	5	1	20%	1	20%	2	40%	15.84
Sr Asst City Atty	4	2	50%	0	0%	2	50%	28.88
Sr Auditor	14	5	36%	3	21%	8	57%	19.11
Sr Automotive Supvr	6	5	83%	0	0%	5	83%	24.04
Sr Avionics Specialist	1	0	0%	0	0%	0	0%	11.81
Sr Build Inspector	45	24	53%	12	27%	36	80%	17.81
Sr Build Mech Inspectr	44	28	64%	9	20%	37	84%	20.48
Sr Build Operatng Engr	9	5	56%	2	22%	7	78%	22.60
Sr Camp Cnslr / 1/2 Day	3	0	0%	0	0%	0	0%	9.01
Sr Carpenter	14	5	36%	4	29%	9	64%	20.14
Sr Chemist	14	4	29%	5	36%	9	64%	20.95
Sr City Planner	17	5	29%	3	18%	8	47%	17.16
Sr Civil Engineer	32	12	38%	6	19%	18	56%	27.43
Sr Civil Engr Draft Tec	9	6	67%	2	22%	8	89%	25.19
Sr Commun Elect Supv	4	4	100%	0	0%	4	100%	32.41
Sr Commun Electrician	15	7	47%	2	13%	9	60%	21.92
Sr Commun Engineer	11	6	55%	0	0%	6	55%	26.32
Sr Commun Operator I, II	14	6	43%	1	7%	7	50%	25.28
Sr Computer Operator I, II	9	6	67%	1	11%	7	78%	24.39
Sr Constr Engineer	4	3	75%	0	0%	3	75%	24.32
Sr Constr Estimator	6	4	67%	2	33%	6	100%	27.12
Sr Constr Inspector	66	34	52%	20	30%	54	82%	25.11
Sr Crime & Intelligence Analyst	2	2	100%	0	0%	2	100%	34.67
Sr Custodian I, II	63	15	24%	9	14%	24	38%	16.79
Sr Data Process Tech I, II	1	1	100%	0	0%	1	100%	23.32
Sr Detention Ofcr	79	8	10%	11	14%	19	24%	17.39
Sr Dup Mach Opr	1	1	100%	0	0%	1	100%	27.42
Sr Election Clerk	20	0	0%	0	0%	0	0%	0.22
Sr Electrical Inspector	28	18	64%	5	18%	23	82%	20.02
Sr Electrician	13	4	31%	2	15%	6	46%	19.04
Sr Electrl Engr Drf Tc	1	1	100%	0	0%	1	100%	29.64

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Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Sr Envrmntl Engineer	17	7	41%	4	24%	11	65%	23.67
Sr Envtl Compliance Insp	20	11	55%	1	5%	12	60%	22.69
Sr Equip Mechanic	29	6	21%	7	24%	13	45%	13.48
Sr Event Attendant	1	0	0%	0	0%	0	0%	17.24
Sr Fire Prot Engineer	1	0	0%	0	0%	0	0%	23.97
Sr Fire Sprinler Insp	6	1	17%	1	17%	2	33%	14.13
Sr Fire Statistical Analyst	1	0	0%	0	0%	0	0%	7.63
Sr Forensic Print Spc	9	2	22%	1	11%	3	33%	23.37
Sr Gardener	101	33	33%	21	21%	54	53%	19.59
Sr Hearing Officer	1	1	100%	0	0%	1	100%	19.37
Sr Heating/Refrig Insp	7	1	14%	1	14%	2	29%	17.64
Sr Heavy Duty Eq Mech	8	0	0%	2	25%	2	25%	12.67
Sr Hous Pln/Econ Anal	3	1	33%	0	0%	1	33%	14.39
Sr Housing Inspector	31	12	39%	6	19%	18	58%	16.47
Sr Hsg Investigator I, II	6	0	0%	0	0%	0	0%	8.88
Sr Labor Rel Spec I, II	4	2	50%	0	0%	2	50%	20.28
Sr Legal Asst	6	1	17%	1	17%	2	33%	24.10
Sr Legal Clerk I/ A T/ W P	17	3	18%	4	24%	7	41%	19.66
Sr Legal Clerk II/ A T/ W P	6	3	50%	0	0%	3	50%	17.99
Sr Librarian	87	28	32%	14	16%	42	48%	18.86
Sr Mech Repairer I, II	1	1	100%	0	0%	1	100%	29.41
Sr Mgmt Analyst I, II	342	99	29%	77	23%	176	51%	22.61
Sr Observatory PMG Supr	1	0	0%	1	100%	1	100%	9.51
Sr Painter/ II	6	2	33%	3	50%	5	83%	23.99
Sr Park Maint Supvr	11	6	55%	1	9%	7	64%	22.98
Sr Park Ranger I, II	7	1	14%	2	29%	3	43%	23.62
Sr Park Service Attend	7	0	0%	0	0%	0	0%	17.39
Sr Parkg Attendant I, II	3	0	0%	1	33%	1	33%	23.14
Sr Personnel Analyst I, II	119	27	23%	33	28%	60	50%	22.40
Sr Photographer I, II	6	4	67%	2	33%	6	100%	24.59
Sr Plumber	8	2	25%	3	38%	5	63%	19.17
Sr Plumbing Inspector	9	3	33%	1	11%	4	44%	17.07
Sr Police Serv Rep I, II	51	7	14%	14	27%	21	41%	22.85
Sr Project Asst	20	3	15%	2	10%	5	25%	16.69
Sr Project Coordinator	32	9	28%	4	13%	13	41%	13.32
Sr Property Officer	9	3	33%	2	22%	5	56%	23.26
Sr Real Estate Officer	12	7	58%	0	0%	7	58%	18.19
Sr Recr Dir I, II	61	19	31%	11	18%	30	49%	23.17
Sr Roofer	5	4	80%	0	0%	4	80%	23.29
Sr Safety Eng Elevators	6	2	33%	2	33%	4	67%	17.74
Sr Safety Eng Press Ves	3	2	67%	0	0%	2	67%	14.29
Sr Security Officer	48	14	29%	9	19%	23	48%	16.13
Sr Storekeeper I, II	15	8	53%	2	13%	10	67%	21.09
Sr Street Lgt Engineer	3	1	33%	2	67%	3	100%	27.43
Sr Street Services Investigator I, II	6	2	33%	2	33%	4	67%	27.40
Sr Structural Engineer	13	9	69%	1	8%	10	77%	25.20
Sr Survey Supervisor	3	2	67%	0	0%	2	67%	27.16
Sr Systems Analyst I, II	162	46	28%	34	21%	80	49%	22.98
Sr Tax Auditor	22	7	32%	5	23%	12	55%	15.97
Sr Tax Renewal Asst I, II, III	1	1	100%	0	0%	1	100%	14.19
Sr Title Examiner	1	0	0%	0	0%	0	0%	16.41
Sr Traf Supv I, II, III	85	33	39%	18	21%	51	60%	25.76
Sr Transport Engineer	15	7	47%	3	20%	10	67%	27.43

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Sr Transportation Inv	4	3	75%	0	0%	3	75%	31.08
Sr W/W Treatment Oper	8	5	63%	0	0%	5	63%	24.66
Sr Window Cleaner	3	1	33%	0	0%	1	33%	16.49
Sr Witness Serv Coord	4	4	100%	0	0%	4	100%	32.23
Sr Workers Comp Analyst	10	3	30%	2	20%	5	50%	15.04
St Light Engr Assoc I, II, III, IV	52	9	17%	4	8%	13	25%	15.08
St Lighting Construction & Maint Supt I, II	3	3	100%	0	0%	3	100%	33.17
Staff Assistant to General Manager Harbor	1	0	0%	0	0%	0	0%	15.26
Storekeeper I, II	78	22	28%	16	21%	38	49%	15.49
Stores Supervisor	2	1	50%	0	0%	1	50%	28.46
Street Ltg Elec	31	7	23%	6	19%	13	42%	16.12
Street Ltg Elec Sup I, II, III	9	1	11%	3	33%	4	44%	25.42
Street Ltg Engineer	9	4	44%	1	11%	5	56%	25.21
Street Services Investigator	31	11	35%	5	16%	16	52%	24.88
Street Svcs Gn Supt I, II	2	2	100%	0	0%	2	100%	27.55
Street Svcs Supt I, II	13	4	31%	3	23%	7	54%	28.16
Street Svcs Supv I, II	78	32	41%	18	23%	50	64%	25.29
Street Svcs Wrker I, II, III	48	14	29%	8	17%	22	46%	14.14
Street Tree Supt I, II	4	1	25%	2	50%	3	75%	21.60
Struct Engr Assoc I, II, III, IV	156	17	11%	10	6%	27	17%	10.47
Structural Engineer	9	4	44%	1	11%	5	56%	15.94
Student Architect	1	0	0%	0	0%	0	0%	0.50
Student Engineer	3	0	0%	0	0%	0	0%	0.69
Student Prof Worker	4	1	25%	0	0%	1	25%	9.92
Student Worker	1	0	0%	0	0%	0	0%	1.42
Supply Svcs Manager I, II	3	0	0%	1	33%	1	33%	20.68
Supt. R/P Operations	6	4	67%	0	0%	4	67%	32.64
Supvr Occup Hlth Nurse	1	0	0%	0	0%	0	0%	1.69
Supvsg Criminalist	16	7	44%	1	6%	8	50%	23.18
Supvsg Trans Plannr I, II	9	5	56%	1	11%	6	67%	28.51
Survey Party Chief I, II	34	14	41%	9	26%	23	68%	22.17
Survey Supervisor	4	3	75%	0	0%	3	75%	22.42
Swim Pool Clerk I, II	34	1	3%	0	0%	1	3%	3.82
Systems Aide	1	0	0%	0	0%	0	0%	11.04
Systems Analyst I, II	189	30	16%	27	14%	57	30%	14.16
Systems Programmer I, II, III	121	27	22%	24	20%	51	42%	20.29
Tax Auditor	78	7	9%	2	3%	9	12%	7.21
Tax Compliance Aide	2	0	0%	1	50%	1	50%	21.00
Tax Compliance Officer I, II, III	71	13	18%	7	10%	20	28%	15.60
Tax Renewal Asst I, II, III, IV	5	2	40%	0	0%	2	40%	14.03
Telcom Plan & Util Ofcr	5	1	20%	2	40%	3	60%	24.27
Telcom Planner	3	3	100%	0	0%	3	100%	36.27
Telecomm Reg Ofcr I, II	1	1	100%	0	0%	1	100%	13.19
Telescope Demonstrator	4	0	0%	0	0%	0	0%	7.51
Television Engineer	1	0	0%	1	100%	1	100%	15.84
Tile Setter	3	2	67%	0	0%	2	67%	14.32
Tire Repairer	9	3	33%	2	22%	5	56%	10.19
Tire Repairer Supv	1	0	0%	0	0%	0	0%	10.81
Title Examiner	3	0	0%	0	0%	0	0%	6.08
Traf Manager	7	1	14%	1	14%	2	29%	13.05
Traf Mark/Sign Supt I, II, III	8	3	38%	1	13%	4	50%	21.96
Traf Officer I, II	554	86	16%	60	11%	146	26%	14.22
Traf Paint Sign Post I, II, III	72	19	26%	7	10%	26	36%	12.97

Attachment B - Citywide % Eligible to Retire by Job Classification as of June 30, 2018
Job Classifications with 75% or higher retirement eligibility (regular and early) highlighted as critical

Job Classification Title	Total Number	Eligible to Retire (Regular)		Eligible to Retire (Early)		Eligible to Retire (Regular & Early)		Average Service Years
		#	%	#	%	#	%	
Trans Engineer	38	10	26%	2	5%	12	32%	24.04
Trans Engineer Aide I, II	26	7	27%	4	15%	11	42%	17.79
Trans Planning Assoc I, II	24	3	13%	4	17%	7	29%	12.15
Transit Secretary	1	1	100%	0	0%	1	100%	18.14
Transitional Worker	17	3	18%	4	24%	7	41%	16.76
Transport Eng Assoc I, II, III, IV	152	12	8%	25	16%	37	24%	14.91
Transportation Inv	8	2	25%	0	0%	2	25%	17.05
Treasury Accountant I	4	2	50%	0	0%	2	50%	10.58
Tree Surgeon	47	6	13%	5	11%	11	23%	10.76
Tree Surgeon Asst	16	3	19%	1	6%	4	25%	10.44
Tree Surgeon Supvr I, II, III, IV	32	10	31%	7	22%	17	53%	23.54
Truck Operator/ One Man	66	18	27%	11	17%	29	44%	13.94
Upholsterer	3	2	67%	0	0%	2	67%	12.63
Utility Rates & Policy Specialist I, II, III	2	0	0%	0	0%	0	0%	3.01
Vehicle Maint Coord	2	2	100%	0	0%	2	100%	32.27
Veterinarian	5	1	20%	0	0%	1	20%	7.28
Veterinary Technician	30	11	37%	2	7%	13	43%	13.58
Video Production Coord	1	0	0%	0	0%	0	0%	7.86
Video Technician I, II	4	2	50%	0	0%	2	50%	14.12
Vocational Worker I, II	152	5	3%	5	3%	10	7%	2.44
Volunteer Coordinator	2	0	0%	0	0%	0	0%	2.80
W/Wtr Coll Worker I, II	190	18	9%	14	7%	32	17%	8.52
W/Wtr Trmt Elec I, II	32	10	31%	1	3%	11	34%	8.14
W/Wtr Trmt Elec Supvr	4	3	75%	0	0%	3	75%	22.14
W/Wtr Trmt Lab Mgr I, II, III	7	6	86%	1	14%	7	100%	29.63
W/Wtr Trmt Mech I, II	53	21	40%	3	6%	24	45%	15.76
W/Wtr Trmt Mech Supvr	3	0	0%	0	0%	0	0%	21.32
W/Wtr Trmt Oper I, II, III	119	47	39%	11	9%	58	49%	16.10
Warehouse & T/R Wkr I, II	48	21	44%	7	15%	28	58%	16.26
Wastewtr Col Supvr	15	6	40%	2	13%	8	53%	20.65
Water Biologist I, II, III	15	3	20%	0	0%	3	20%	12.76
Water Microbiologist I, II	4	1	25%	0	0%	1	25%	15.64
Welder	39	9	23%	4	10%	13	33%	8.99
Welder Supervisor/ I, II	4	2	50%	1	25%	3	75%	16.51
Wharfinger I, II	13	2	15%	1	8%	3	23%	18.04
Window Cleaner	15	1	7%	4	27%	5	33%	17.23
Witness Service Coord	28	8	29%	4	14%	12	43%	17.61
Workers Comp Analyst	39	12	31%	5	13%	17	44%	13.86
Workers Comp Claims Assistant	16	6	38%	3	19%	9	56%	19.19
Wrkrs Comp Adminstr I, II	2	0	0%	1	50%	1	50%	5.79
Xray And Lab Tech I, II	1	0	0%	1	100%	1	100%	27.61
Youth Emplmt Spec I, II, III, IV	1	1	100%	0	0%	1	100%	8.17
Zoo Curator	2	0	0%	0	0%	0	0%	20.77
Zoo Curator Of Ed I, II	6	0	0%	0	0%	0	0%	7.68
Zoo Curator Of Reptiles	1	0	0%	0	0%	0	0%	22.17
Zoo Research Director	1	1	100%	0	0%	1	100%	31.14
Zoo Veterinarian I, II, III	2	0	0%	0	0%	0	0%	3.76
CITYWIDE TOTAL	25287	6030	24%	3213	13%	9243	37%	

Citywide Common Themes

THEME	TOTAL # DEPTS	% of DEPTS
Supervisory Training	24	69%
Staff development - incl. admin training & dev program, refresher courses, certification training, continuing education, competency-based training, create standard training schedule, TED talks	23	66%
Classification studies (incl. position studies, consolidating classes, update class specifications, update requirements, selective certification, & classes of concern)	22	63%
Central location/organization for capturing knowledge/transfer (incl. Cornerstone as location)	21	60%
Desk Manuals	20	57%
Leadership training	19	54%
Need more staff (incl. New Position Requests, need to fill current vacancies, etc.)	19	54%
Transition excellent as-needed/part-time/intern/student worker/hiring hall/consultant employees to regular City employees	17	49%
Specialized Skill recruitment (incl. trade schools, vocational schools, youth/work source centers)	17	49%
Increase or continue use of exempt/temp/as-needed positions (incl. relationship with employment/temp agencies, establishing transitional personnel pool)	16	46%
Field of Competition (incl. Promo-Only to Open/Promo, Score-Banding)	16	46%
Keep certain exams continuous	15	43%
Continue or need more College Recruiting	14	40%
City/Organization culture (incl. employee engagement, more attractive place to work, positive & productive environment)	13	37%
Expedite Hiring Process (incl. on-the-spot hiring)	13	37%
Diversity Recruitment - (incl. veterans - military organizations, gender, ethnicity, etc.)	13	37%
Cross-Training Program	13	37%
Salary/paygrade studies (incl. DWP as retention challenge)	13	37%
New class/career pathways for TLH	13	37%
Keep certain exams regularly scheduled to ensure list availability	12	34%
Mentor Program	12	34%
Field of Competition policy change re: ability to select open list first, consolidate open & promo list	11	31%
Establish core-competencies that reflect skillset/abilities needed for individuals to succeed in higher class (improves exam content & increases retention)	10	29%
Rotation Program	10	29%

THEME	TOTAL # DEPTS	% of DEPTS
Create new classifications (incl. temporary trainee, dept -specific)	10	29%
On-the-Job Training/Shadowing	8	23%
Broaden career ladder path (incl. establish additional career paths)	8	23%
Sub-authority approval/streamline	8	23%
Need more Training Funds	7	20%
Lack of Experience/Skills	7	20%
Classification Study (incl. broaden class, narrow class, new IT classes, evaluate if IT classes should be exempt)	7	20%
12-month probation	6	17%
Establish additional career paths/ladder; broaden path; apprenticeships	6	17%
Standardize new employee orientation - opportunity to instill pride, improve retention, improve perception of govt job	5	14%
Reinstate "Bridge Classes"	5	14%
Recruitment Issues	5	14%
Training Issues	5	14%
Part-time/exempt opportunities for TLH	5	14%
Develop vocational worker programs	3	9%
Create new temporary trainee positions	2	6%
Establish pool of 120-day retirees for management level positions	2	6%
Interpersonal/Personality Testing	2	6%
Standardize Exam creation	2	6%
Online Testing	2	6%
Tuition Reimbursement	2	6%
Involve all levels of City organization - not delegate to HR (HR unable to address all variables that impact attrition)	1	3%
Need Recruitment Funds	1	3%

