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GENERAL MANAGER

April 23, 2018

Honorable Members of the Budget & Finance Committee
c/o Erika Pulst, City Clerk
City Hall, Room 395
Los Angeles, CA 90012

FISCAL YEAR 2018-19 PROPOSED BUDGET - PERSONNEL DEPARTMENT

The Mayor's Fiscal Year 2018-19 Proposed Budget provides resources to continue our positive momentum in recruitment, hiring, and training to support the vital City services and initiatives that improve our streets, make our City safer, and provide housing for the homeless. We have successfully reduced the time to create eligible lists so that City departments can hire, and provided City jobs through our highly effective Targeted Local Hire program. We are also committed to making the City of Los Angeles a great place to work by creating a safe, secure and discrimination-free workplace.

We continue our mission to make the City of Los Angeles the best employer in the nation. With funding for Anytime/Anywhere Testing we will be able to pilot new testing paradigms which will make the City's hiring process more accessible and responsive. We will now have the ability to administer proctored online tests to over 16,000 candidates. This innovative approach provides flexibility in testing to ensure a sufficient number of highly qualified candidates are available, geographically expands the City's reach for qualified candidates, and increases equity by ensuring positive and convenient experience for all candidates who may have found the traditional testing environment difficult to access.

Now we believe it would be an appropriate time to invest in Citywide risk management programs that are critical in ensuring a safe work environment for our employees as well as customers, in addition to reducing long-term liability.

Salary Account Reduction: \$428,000

We are excited to see the addition of new resources and staffing this Proposed Budget provides for many City departments. To provide the critical staffing departments need, the Personnel Department needs the ability to fill its staffing needs. The proposed one-time reduction in the Salary account places at risk our ability to hire. A one-time \$428,000 salary reduction is in this Proposed Budget for our Department. A salary reduction in Fiscal Year 2018-19 will affect our ability to hire the staff City departments require to maintain their progress on City initiatives.

We propose restoring this amount to our Salary account so that we can fill vacancies as necessary, and avoid having to make difficult choices such as filling a vacancy to support hiring

or one to reduce City risk and liability. It is important that Personnel be adequately staffed to meet the City's needs to deal with anticipated increases in hiring departments.

Workplace Violence Intervention and Prevention Program: \$72,500

For many years, the City has utilized the services of an outside vendor to handle workplace violence intervention and prevention training needs across its myriad departments. We are grateful for the funding to support our recommended model of transitioning this work in house.

A half-time Occupational Psychologist to support intervention and training services was funded for nine months; at the same time, outside vendor funding was reduced by 50%. The proposal poses concerns for several reasons, as this effective decrease in resources comes at a time when:

- Citywide efforts to prevent workplace violence are underfunded; in the past, we have transferred in additional funds to cover shortfalls.
- At the proposed funding rates, intervention and training services will decrease at a time when incidents and threats of workplace violence – particularly external ones – are on the rise, especially in departments such as Recreation & Parks and the Library (so much so that the most recent training session organized by the Citywide Threat Assessment Team focused exclusively on such external threats).

Restoring the workplace violence prevention contract funds will allow the City to commence transitioning to internal staff for workplace violence intervention and training services without compromising delivery of these services both Citywide and to specific departments with a high need for threat assessments and violence prevention strategies.

Citywide Industrial Hygiene: \$129,563

As the City bolsters its emphasis on workplace safety, employee health, and risk management, the Occupational Health and Safety Division proposes to expand its capacity for workplace site inspections by adding an Industrial Hygienist to the team. The Industrial Hygienist will test work environments for toxic air contaminants (such as mold, asbestos, or other hazardous substances) in buildings and facilities occupied by City employees and will be able to recommend corrective actions to avoid further harm and/or legal liability. This Industrial Hygienist will:

- Ensure speedy inspections in response to departmental requests;
- Save costs expended on outside vendors presently being engaged for such services;
- Prevent an estimated \$200,000 by avoiding potential regulatory penalties.

Until a few years ago, the Safety Division had three Industrial Hygienists and appropriate equipment for testing and monitoring. However, those positions were eliminated during the economic downturn, and the necessary equipment is now either outmoded or lacks proper calibration. With a modest investment of \$129,563 in the Industrial Hygiene program, we will be able to hire a specialist and bring critical equipment up to date, while saving the City far greater expenditures on outside vendors, potential penalties, and claims.

Supervisory Training: \$254,726

Many of the employment liability situations that the City has faced might have been prevented with well-trained first line supervisors. We propose an expansion of the in-person core supervisory training program (3 Sr. Personnel Analysts) to increase the number of City supervisors trained from 270 to 2,500. This in-person approach allows for new supervisors to interact with subject matter experts, provides real life examples, and creates an atmosphere for supervisors to establish City contacts and continue to learn from each other both in and outside

the training sessions. In-person core supervisory training greatly assists in addressing human resource liability issues, and expanding our cadre is an opportunity to provide consistent training to new supervisors as part of the City's succession efforts.

Integrated Disability Management: \$186,909

Workers' compensation injuries and IOD expenses also impact the City's budget and result in reduced productivity with fewer employees at work. An effective Integrated Disability Management program helps employees not just return to work but stay at work by giving departments tools to manage employee absences from illnesses and injuries, whether or not they occur at work. Returning employees to work often requires an interactive process to address reasonable accommodation requests, which must be considered on a case-by-case basis, making each situation unique and often complex. The Senior Personnel Analyst position requested for 2018-19 will assist departments and, thus, increase the consistency of accommodation decisions and reduce City liability for failure to accommodate.

The focus of an Integrated Disability Management program is to support and inform employees from the first days of absence, and also to support department managers and HR staff to ensure the proactive and uniform application of leave programs, including sick leave, Family & Medical Leave Act, Pregnancy Disability Leave, and California Family Rights Act Bonding Leave. Specifically, the Senior Personnel Analyst will begin by developing protocols for departmental outreach to injured or ill employees and facilitating their return to work through reasonable accommodation.

As part of the Coalition of Los Angeles City Unions' agreement with the City to establish a workers' compensation Alternative Dispute Resolution (ADR) Program, the ADR program will be overseen by a joint labor-management committee that will include a Return to Work Subcommittee to focus on workplace accommodations and timely placement. Integrated Disability Management creates the best opportunity for the City to achieve the mutual goal of ensuring workers are able to return to work as soon as it is medically feasible for them to do so.

Harassment and Discrimination – No fiscal impact

This year has been marked by reports of workplace sexual harassment and abuse in a variety of industries, and the Mayor and City Council have taken a number of steps to ensure City employees work in environments free from sexual harassment, intimidation, or coercion. Those steps have included new mandated departmental reporting requirements by the Mayor, the launch of the Harassment and Discrimination Initiative by the Risk Reduction Cabinet (the Mayor's office, Councilmember Krekorian, and the City Attorney), and a direction to survey all City employees and explore the feasibility of creating a centralized reporting hotline by Council motions (Councilmembers Krekorian and Martinez).

With funding and positions authorized in the Mayor's 2018-19 Proposed Budget for harassment and discrimination reduction, the Personnel Department will have two key resources to address claims of harassment or discrimination: (1) a team of five Senior Personnel Analysts dedicated to assessing, assigning, and investigating those claims, and (2) an independent review panel of highly qualified employment law experts to meet with department representatives and investigators to review sensitive and complex investigations, provide feedback on the quality of those investigations, and make appropriate determinations for violations of City policies.

Recognizing that the magnitude and quantity of such claims can only be estimated at this time, we appreciate these resources. We requested 11 positions total (10 Senior Personnel Analysts and one Senior Administrative Clerk) and contract funding of \$97,200 (of which \$57,100 is

included in the Proposed Budget) for the independent review panel. At the same time, it will be very important to be able to be responsive should a large number of claims be submitted. A backlog could create a credibility gap for this effort. The Personnel Department can report mid-year with an update on the number of claims submitted, investigations undertaken, any notable feedback from the panel of experts, and a request for additional resources, should they be warranted.

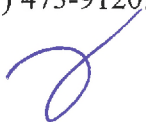
Public Safety Recruitment – No fiscal impact

Lastly, we greatly appreciate the allocation of \$401,000 in the Mayor’s proposed budget for Public Safety recruitment. This will allow for the continuation and expansion of our digital outreach campaigns, as well as for further innovation along the lines of our “virtual reality” and “virtual mentor” initiatives. However, contrary to historical practice, the funds are not included in the Personnel Department’s budget, but instead in the General City Purposes budget. This arrangement may not be optimal, given the following circumstances:

- We will need immediate access to the funds from the very outset of the fiscal year, since our recruitment efforts are both continuous and intricately aligned with time-sensitive events, including:
 - o for LAPD - a major hiring Expo in July, recruitment events and seminars throughout the summer months, and an ongoing diversity campaign; and
 - o for LAFD - summer youth programs, among them the next iteration of Girls’ Camp.
- Personnel has established a wide array of existing relationships with media outlets, which allows us to negotiate competitive rates, obtain discounts for block purchases, and expedite ad placement and time-sensitive purchase orders (when unexpected recruitment opportunities arise). Transacting in real time also allows us to scale up a campaign as needed – for instance, broadening the reach of a social media ad based on response rates from the targeted demographic or ordering additional video content from a production company – as we compete in the fast-paced digital realm.

Accordingly, we ask that recruitment funds be appropriated directly to Personnel Department’s budget so that the aforementioned recruitment campaign opportunities can be successfully leveraged.

We have many exciting and significant Citywide initiatives planned for Fiscal Year 2018-19. I look forward to discussing our proposed budget with your Committee. If you have any questions or need additional information, please contact me at (213) 473-3470, or Susan Nakafuji at (213) 473-9120.



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CC: Matt Szabo, Deputy Chief of Staff
Chief Legislative Analyst
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