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April 23, 2019

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

FISCAL YEAR 2019-20 PROPOSED BUDGET - PERSONNEL DEPARTMENT

The Mayor's FY 2019-20 Proposed Budget provides resources to continue the progress we have made not only in recruiting, examining, and hiring, but also in further promoting equity and ensuring safe and supportive workplaces. We have, for instance, already redesigned certain exams and have partnered with departments to reduce the time to hire, have connected City residents to employment opportunities through our Targeted Local Hire Program, and have reached historic numbers of Police Officers.

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 continue our quest to pilot new testing paradigms and make the City's hiring process more accessible and responsive. In FY 2019-20 we will again test over 16,000 candidates and introduce recorded interviews (which can be submitted digitally) as we offer new testing opportunities to our candidates; indeed, we will continually improve testing methods, always with the goal of improving the candidate experience. We will strategically utilize resources provided for civilian and sworn recruitment to attract the highest-caliber candidates for the workforce of the future. Plus, new staffing in our Liaison Services groups will mean that we can provide a full array of enhanced HR services to support departments and their employees.

Chief Equity Officer (Chief Personnel Analyst): \$132,266

Our top unfunded priority for FY 2019-20 is to obtain a Chief Equity Officer who will direct equity and diversity efforts in hiring and equal employment opportunity, including the timely handling of harassment and discrimination claims. The Chief Equity Officer will expedite the City's efforts to reduce instances of harassment and discrimination through updated policies and procedures, new trainings, and technology-based solutions, building on a number of initiatives launched this fiscal year – most prominently, MyVoiceLA. With the formal launch of MyVoiceLA in September, the number of cases received by the Personnel Department has doubled; the planned education and outreach campaign will likely further increase the number of cases significantly. Moreover, the Chief Equity Officer will lead the EEO Division within our Department, which is being boosted with newly-funded staff, and subsequently oversee broader efforts to promote equity in hiring and employee development.

Advanced Practice Providers: \$182,903

Our hiring services not only include recruiting and hiring, but also candidate background checks and pre-employment medical clearances. All candidates are fingerprinted, and each one receives a thorough evaluation that includes medical, hearing, vision, and (as necessary) drug testing clearance by a medical professional. As hiring has increased, so has demand for medical appointments – by 50% this year alone; our number of occupational health professionals, however, has remained the same. With this limited number of medical professionals, scheduling an appointment for a medical clearance can require up to four weeks, especially during seasonal hiring. With two full-time **Advanced Practice Providers (APPs)** we can reduce that wait time by half! The total for this package is \$182,903 in FY 2019-20 and provides us with much-needed resources to better service the hiring needs of our client departments.

Bridge to Jobs: \$152,074

Since its inception, the Targeted Local Hire Program has represented a groundbreaking new approach to helping all Angelenos, and particularly under-served and under-employed populations, find an alternative pathway to civil service employment and a rewarding career with the City. This Program has garnered attention both locally and nationally, with requests to expand its reach to more jobs and more people. In response, we have envisioned and designed the Bridge to Jobs Program, which would offer new opportunities to semi-skilled job seekers who demonstrate baseline aptitude in reading and math. Those workers would obtain on-the-job training to meet minimum requirements, complete probation, and obtain civil service status. Bridge to Jobs can become reality with a nominal investment; only two Personnel Analyst and one Administrative Clerk authorities are required to launch this Program.

Risk Management: \$229,285

Our commitment to offering premier HR services that engage and encourage our employees requires investing in risk management to reduce liabilities. One way we can minimize risk is by increasing our safety staff. In FY 2018-19 we had six regular staff who address safety and hazard issues – far too few, given the number of City departments, facilities, and employees that the City has. With a **Safety Engineering Associate (\$63,294)**, we could increase our services to departments, assist departments with their Injury and Illness Prevention Programs (IIPPs), their compliance with OSHA mandates, and their needs in training, ergonomics, and other safety programs.

Risk management takes many forms, including training. The best training is an element in attracting and retaining employees, and fostering an environment – respectful, diverse, and inclusive – where they can grow and realize their potential. For a task of this magnitude, however, we had in FY 2018-19 merely two training staff positions to develop, administer and manage Citywide training programs. Our proposal to expand critical training modules, such as ones addressing discrimination and harassment, includes **two Senior Personnel Analyst authorities (\$165,991)** to develop and pilot new in-person and online orientation and training. With this investment we can enhance our training services and transform our workforce.

Other Budget Priorities: Expansion of Digitized Employee Folders Initiative, Centralized Records Unit, and Staff Authorities in EWDD

We have successfully implemented the **Personnel Employees Record Keeping System (PERKS)** in HR Consolidated departments. This system digitizes employee folders, modernizes policies and procedures associated with employee folder recordkeeping, and prepares employee folders for the upcoming HRP transition. The system has proven to be highly worthwhile and has

been readily adopted by staff and departments alike. Other non-HR Consolidated departments also have an opportunity to connect to the system to facilitate communication among departments and prepare them for the upcoming transition to the Human Resources and Payroll (HRP) system. A preliminary estimate for deploying this system is forthcoming. We expect the estimate to be less than \$500,000.

Additionally, we submitted a budget request for staff in a centralized records unit to process documents in this new digitized environment. Our goal with this request is twofold: 1. Go paperless in three years; and, 2. Establish a centralized clerical unit to create electronic folders while processing all onboarding documents to do so. A consolidated records staff will assist client departments by completing background checks and folder reviews, conducting preliminary review of candidate qualifications, coordinating interview panels and compiling interview packages with rating factors, and assisting candidates with completing performance tests. There would be 13 clerical positions in this centralized unit. We are committed to filling nine of them with TLH candidates.

Since HR Consolidation, we have provided services to 23 departments across the City. In FY 2019-20 we will provide services to 24 departments and thousands of City employees. Our services go beyond the obvious recruitment and hiring of employees. We provide managers and departments with professional HR advice on handling employee issues related to organizational management, we develop staff and supervisors, we manage discipline, and we ensure employee welfare and training. Approximately 105 HR staff provide services to thousands of City employees, making each HR staff position invaluable. A **Senior Personnel Analyst authority in EWDD** was not renewed for FY 2019-20, effectively eliminating one of three professional HR staff authorities in that department and severely limiting our ability to address departmental HR issues. EWDD has always committed to funding the resources that provide HR services. In FY 2019-20 this Senior Personnel Analyst will be funded by EWDD at approximately \$108,000 for the year, plus related costs. There is no impact to the General Fund.

We are very grateful for the many resources we received in the FY 2019-20 Proposed Budget. Modest investments in these additional programs improve our services and allow us to better support City departments and the vital services they provide. 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 Michael De La Rosa at (213) 281-8508.



WENDY G. MACY
General Manager

cc: Matt Szabo, Deputy Chief of Staff
Chief Legislative Analyst
City Administrative Officer