

CITY OF LOS ANGELES

CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER



KAREN BASS
MAYOR

**ECONOMIC AND WORKFORCE
DEVELOPMENT DEPARTMENT**

1200 W. 7TH STREET
LOS ANGELES, CA 90017

January 26, 2023

Council File Number: 22-1156
Council District: All
Contact Persons & Phone:
Gerardo Ruvalcaba (213) 744-7233

Los Angeles City Council
c/o Luigi Verano
Room 395, City Hall

Attention: Heleen Ramirez, Legislative Coordinator

STATUS UPDATE RELATIVE TO THE PROPOSED CITY OF LOS ANGELES CAREER PATHWAYS FELLOWSHIP PROGRAM (CAREER PATHWAYS/LA)

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the City Council (Council) approve the recommendations included in this report.

RECOMMENDATIONS

The General Manager of EWDD, or designee, respectfully requests that the City Council, subject to the approval of the Mayor:

1. ADOPT the proposed Career Pathways/LA Program framework as described in this report;
2. INSTRUCT the Economic and Workforce Development Department, in partnership with the Personnel Department, Youth Development Department, and City Administrative Officer (CAO), the Department of Recreation and Parks, and any other department as necessary, to form a working group, and in consultation with the City Attorney, develop a plan for the implementation of the Career Pathways/LA Program, including 1) an outreach and recruitment strategy; 2) participant eligibility and selection criteria; 3) curriculum for City 101 training; 4) participant assessment and certification to City employment; and 5) City classifications that would be eligible for the program.

SUMMARY

On November 4, 2022, the Council adopted Motion (Price – Krekorian, et al; C.F. 22-1156) to establish a fellowship program to increase recruitment and hiring opportunities for City employment - Career Pathways/LA - with the purpose of bridging youth and recent college graduates to City employment. The Motion requested that EWDD report to the Council on the following:

1. A framework and strategic plan to create and implement Career Pathways/LA;
2. A proposed curriculum and program eligibility requirements;
3. An outreach and recruitment strategy;
4. Benefits and resources for program participants;
5. Staffing and budgetary needs; and
6. An analysis of best practices.

In response to the Council's request, this report provides a proposed framework for the establishment of the Career Pathways/LA for Council consideration. It is noted that EWDD reached out to the Personnel Department, the Youth Development Department (YDD), the CAO, and the Engineers and Architects Association (EAA) for initial input. While all have expressed support of the proposal in concept, additional time and discussion are needed to determine the feasibility of implementation the proposed program, consider programmatic benefits and challenges, and address any potential policy and legal concerns. This report includes an analysis of programs in other cities that are similar to Career Pathways/LA.

It is noted that staffing and budgetary needs will be addressed in a separate report once the Council has adopted a proposed framework.

DISCUSSION

Currently, new applicants to City Civil Service employment are required to complete an application, take a writing test, receive a qualifying score on a multiple-choice test, and if successful, undergo an interview which carries a weight of 100 percent of the final score. While this process has attracted highly qualified candidates to City employment, it has also been a deterrent to many.

According to the author of the Motion, the City's high vacancy rate may be attributed to "multiple systemic barriers ranging from ineffective recruitment strategies to inequities in the hiring process." Therefore, it is proposed that for participants who successfully complete the Career Pathways/LA program, the City replace the existing Civil Service examination process with Career Pathways/LA which consists of on the job training, classroom instruction, and an evaluation.

As the City evaluates other employment recruitment strategies, the proposed Careers/LA framework could provide some relief by creating cohorts of potential candidates that would be instrumental in backfilling the numerous vacancies that exist across City departments.

It is therefore recommended that City Council contemplate a path forward with the following elements:

1. Proposed Framework and Strategic Plan

The proposed framework consists of a 12-Month On-the-Job Training, a mentorship component, and a streamlined civil service process. The proposed 12-month length of the program is comparable to similar programs in Austin, TX, and Phoenix, AZ. These programs are further discussed in a separate section of this report.

12-Month On the Job Training (OTJ)

As proposed, Career Pathways/LA would potentially consist of a 12-month paid OTJ training program through which participants would receive training for entry level Civil Service positions such as Management Assistant or related classifications. During the 12-month period, program participants (Fellows) would be part of a cohort which will receive classroom training, mentorship, and support services. Fellows would be onboarded as interns and placed in vacant positions throughout City departments. It is proposed that interns are assigned to senior level staff (supervisors) who would provide guidance on assignments and responsibilities.

It is further proposed that Fellows receive monthly evaluations by supervisors who will determine job readiness using standardized, job-related critical competencies. Specific details about the size of each cohort and selection criteria will be discussed in a separate section of the report.

Mentorship Project

To strengthen the program and the success of participants, it is proposed that Fellows be partnered with executive level mentors. Mentors would provide added guidance as participants navigate and consider City careers. It is proposed that mentors be required to meet (in person or virtually) at least once per month. It is envisioned that training will be available to onboard potential mentors.

Civil Service Examination

Under the proposed framework, Fellows who successfully complete the required training would subsequently undergo a performance evaluation to determine qualifications for placement. Fellows would then be ranked, placed on an eligible list, and have the opportunity to interview for open positions.

2. Proposed Curriculum (City 101)

The OTJ training program would be supplemented with a minimum of 96 hours of "City 101" classroom training in conjunction with City departments and labor representatives, as necessary. The 96 hours of training would be comprised of 8 hours or one day of classroom training each month. The classroom training would be designed to provide Fellows with the necessary skills to understand key City policies and procedures and to aid in preparing them for future Civil Service exams. City 101 may include topics such as City Budgeting, City Charter, the Los Angeles Administrative and Municipal Codes, Civil Service and Personnel Rules, City Government Structure, mathematics concepts, and writing skills. EWDD, along

with the above-named agencies, will develop various job-related tools to evaluate the progress of program participants. It is noted that the 96-hour proposed length of the classroom training is consistent with the Los Angeles County fellowship program which requires 160 hours over a two year period.

3. Program Eligibility Requirements

It is proposed that the program targets local City residents with Bachelors degree to include Bachelors of Arts, Science, humanities, etc obtained within the last year from the date of application submission to the Career Pathways/LA. The Bachelor of Arts requirement is consistent with existing educational requirements for entry level management civil service positions. The recent college requirement is consistent with the Presidential Management Fellows program in the United States government. Pursuant to the recommendations in this report, the working group will report to with a selection process that is equity-focused and provides traditionally underrepresented populations to apply.

4. Outreach and Recruitment

EWDD proposes to work with the Personnel Department, the YDD and other City departments, colleges and universities throughout the State, and other agencies to develop an innovative outreach and recruitment strategy. While the program will be open to all who meet eligibility requirements, EWDD will lead the effort to develop various strategies for reaching City youth, recent college graduates, and other underrepresented populations. As part of the recruitment process, participants will be exposed to an array of employment opportunities with the City.

EWDD further proposes to target vulnerable and traditionally underrepresented populations in an effort to narrow the equity gap in hiring, retention, and promotion. EWDD proposes to focus on the City's most disadvantaged populations such as youth, women, people of color, LGBTQ, low-income residents, former foster youth, homeless and housing insecure, probation- or justice-involved, single-parents, Deferred Action for Childhood Arrivals (DACA), youth with disabilities.

Recommendations are included in this report instructing EWDD to work with other City departments to develop a selection process for participation in the proposed Career Pathways/LA program. EWDD plans to produce promotional materials, such as printed ads, and work with the media to promote Career Pathways/LA through public service announcements.

5. Benefits and Resources

EWDD will collaborate with the Personnel Department, CAO, and EEA to determine step placement and benefits for selected interns. It is anticipated that selected participants will be paid at Step 1 of the entry level classification. After six months, Fellows would be eligible for a Step increase. It is proposed that Fellows also receive City benefits during the OJT period. EWDD plans to partner with local businesses to explore the feasibility of further supporting program participants with electronic devices such as laptops and other devices.

6. Analysis of Best Practices

EWDD staff conducted a cursory review on programs similar to Career Pathways/LA in other cities, including, Los Angeles County (County); the Federal Government; New York City, NY; Austin, TX; and Phoenix, AZ. As demonstrated on the Table 1, all programs are one to two years in length and offer compensation and benefits. Four of the programs require at least a Master of Arts Degree and one program requires a Bachelor of Arts Degree.

Los Angeles County Management Program

The County program was modeled after the Federal Presidential Management Fellows (PMF) program, which is the flagship leadership development program for advanced degree holders across all academic disciplines for the Federal Government. Similarly, its agency employers provide each participant with 160 hours of formal, interactive training and development over the course of two years; a senior-level mentor; and at least one four-to-six-month development assignment in a different office or agency. Lastly, only the County and PMF programs mentioned mentorship and formal training hours as components of their program design.

During the two-year program, fellows work on meeting the qualifications of the targeted position. At the end of the two years, the fellow will apply to a competitive exam for the targeted position and if placed on a reachable band the fellow will be hired. Depending on competitive exam timelines, the fellow can off-board earlier or later, but will remain a Management Fellow provided they have passed the 12-month probationary period until they are accepted in their targeted position.

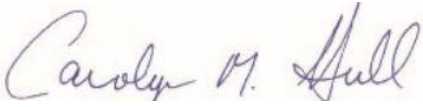
TABLE 1

CITY/AGENCY	LEVEL	LENGTH	SALARY (ANNUAL)	ELIGIBILITY	PLACEMENT
LA County	Mid or Higher	2 years	\$70,748 - \$110,027 & Benefits	Master's Degree	Placed on Eligible List
Federal	Mid or Higher	2 years	\$47,097 - \$68,299 & Benefits	Current/Recent Grad of Advanced Degree ¹	60-70% Fellows Placed
New York City, NY	Entry	2 years	N/A	Bachelors from CUNY w/2.5 + GPA	43 Fellows Placed (2019)
Austin, TX	N/A	1 year	\$45,000 (as of 2017)	Master's Degree in Public Admin, Business Admin, or Related	One fellow selected placement not guaranteed upon completion.
Phoenix, AZ	Entry	1 year	\$46,883 w/Benefits	Master's Degree	Over 211 Interns Placed Entry-level to Management Assistant career track.

¹ "Advanced degree" is defined as a professional or graduate degree (e.g., Master's, Ph.D., J.D.)

FISCAL IMPACT

There is no impact to the General Fund at this time.

A handwritten signature in purple ink that reads "Carolyn M. Hull". The signature is written in a cursive style.

CAROLYN M. HULL
General Manager

CMH:GR:FVC:MC:cg