

# A Community Hire Pipeline Into the LADWP Workforce

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# EXECUTIVE SUMMARY

**THE LOS ANGELES DEPARTMENT OF WATER & POWER**, the nation's largest public utility,<sup>1</sup> and its 11,334 employees provide water to 4 million residents and power to 1.5 million customers in the Los Angeles metropolitan area and Owens Valley. LADWP has an obligation to the principles of employment equity for the communities it serves as it seeks to recruit and train the next generation of public servants who can efficiently and transparently lead in 21st century energy policy, and put them in stable employment with strong career paths.

Unfortunately, individuals who face the highest barriers to full-time employment, specifically certain target populations such as those with a history of incarceration and those who have experienced foster care, miss out on opportunities for full-time civil service employment. Indeed, LADWP's efforts to diversify its entry-level positions are often short-circuited by its long, highly selective and difficult civil service hiring process. Although LADWP's Utility Pre-Craft Trainee (UPCT) Program draws community hires through an alternative pathway to civil service, the UPCT does not specifically focus on enumerated target populations and, as explored later in the report, needs to institutionalize many of its supports.

This LADWP's long pathway to full employee status, while ensuring ample opportunity for training and for candidates to build expertise, leads to retention issues because recruits with barriers may grow frustrated or lack the "soft skills" to navigate the process, which favors candidates who understand it, advantaging those with insider networking skills.

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The task, then, is to develop a strategy to achieve two primary goals:

- » **Create an effective pipeline into high-demand, low-skill, entry-level positions that are currently not accessible to community hires due to the requirements of the civil service hiring process.**
- » **Diversify this new pipeline to include recruits from specific target populations who face barriers to full-time employment.**

A viable career pathway into civil service work at LADWP must address six barriers to full-time employment that targeted populations face:

- » **Lack of access to the civil service pathway**
- » **Lack of soft skills**
- » **Lack of job-related skills**
- » **Structural barriers to full-time employment**
- » **Structural constraints of the civil service hiring process**

Additionally, a successful alternative pathway into civil service must include six progressive phases: recruitment, orientation, training, selection into the agency, probationary period at the agency,

<sup>1</sup> Los Angeles Department of Water and Power. (2013). *Facts & Figures*. Retrieved from Los Angeles Department of Water and Power: [https://www.ladwp.com/ladwp/faces/ladwp/aboutus/a-power/a-p-factandfigures?\\_adf.ctrl-state=2jl0tow7o\\_4&\\_afLoop=423984772813743](https://www.ladwp.com/ladwp/faces/ladwp/aboutus/a-power/a-p-factandfigures?_adf.ctrl-state=2jl0tow7o_4&_afLoop=423984772813743)





A Utility Pre-Craft Trainee class trains at the Castaic Hydro Generating Plant. Photo credit: International Brotherhood of Electrical Workers

and promotion into an entry-level civil service position. Each phase ensures that a community member from a target population is supported on the long path to civil service and that recruits are aware of, and committed to, completing the complex hiring process.

Various models of existing programs provide an alternative pathway into civil service, particularly the City of Los Angeles Targeted Local Hire Program, the LA Community College District model, and others in California, Wisconsin and Florida.

The City of Los Angeles' Targeted Local Hire program provides a model for equitable hiring by enumerating nine "target populations" who face significant barriers to employment. Its high retention rate is more effective than the traditional hiring process and stems from three main factors: The orientation process is very robust, the training and supervision is maintained at a high quality, and the applicants are very motivated.

The Los Angeles Community College District has many programs that pipeline into civil service positions. Its pathway moves toward a train-to-place in civil service model as opposed to the traditional test-to-place in civil service model. As such, the train-to-place model does more than simply "recruit and support"; it brings in qualified candidates through effective skill building.

In Wisconsin and Florida, correctional intervention and job-readiness programming are bolstered by a collaborative approach to leadership and regular timely risk and job readiness. Within California, the Flintridge Center in Los Angeles County, the Urban Corps of San Diego County, East Bay Alliance for a Sustainable Economy & Building Trades Council of Alameda County illustrate how comprehensive case management, a connected job portal, and collaboration among compatible partners who communicate well lead to successful recruitment and progress.

The current research finds that best practices to create an effective pipeline into full-time, entry-level civil service positions not accessible to target populations must adhere to the following principles:

- 1. A robust network of effective, external partnerships must support the program from beginning to end;**
- 2. Data must be regularly shared between all parties — LADWP staff who administer the program, trainers, supervisors, and CBOs in the referral network.**
- 3. Leadership needs to be committed to managing the long and challenging process of bringing target populations into true civil service.**

We conclude with six specific recommendations for creating an effective program at LADWP:

- 1. Collaboration between LADWP, IBEW Local 18, and the City should begin early, and a formal conflict resolution structure should be agreed upon.**
- 2. A working group — with community-based organization as partners — should be created to develop the basic structure of the program.**
- 3. A list of eligible target populations consisting of formerly incarcerated people, former foster children, and additional populations from the Targeted Local Hire program should be created.**
- 4. Comprehensive case management should be a part of the program from the beginning, with staff to oversee services in mental health, substance use recovery, records clearing and assistance, and housing.**
- 5. The program should follow a six-phase pipeline as described above.**
- 6. The newly created Utility Worker classification, which will promote into a list of probationary classifications and then entry-level positions, is a great opportunity for LADWP to fill a wide variety of entry-level positions. While the list of TLH job classifications is a good start, LADWP and the Personnel Department should keep an open mind about the list for eligible job classifications for this program. Further analysis should be done.**

For many communities, access to a well-paying, stable, satisfying, and meaningful careers is not only a lifeline for the employees themselves, but for their families and community as well. The many interviews with LADWP staff and leadership that have informed this report show a passion for providing such a resource into the communities LADWP serves.

# INTRODUCTION

**AS THE NATION'S LARGEST PUBLIC UTILITY**, the Los Angeles Department of Water & Power and its 11,344 employees work hard every day to provide water to 4 million residents and power to 1.5 million customers in the Los Angeles metropolitan area and Owens Valley.<sup>2</sup> LADWP has an obligation to the principles of employment equity for the communities it serves. It has the opportunity to recruit and train the next generation of public servants who can efficiently and transparently lead in 21st century energy policy, putting them into stable employment with strong career paths.

Unfortunately, opportunities for these competitive civil service positions are not often given to those who face the highest barriers to full-time employment, specifically target populations such as those with a history of incarceration and former fosters. LADWP has issues fully diversifying entry-level positions because of the long, highly selective and difficult civil service hiring process. Many of these job classifications are high-demand but require little previous education or training, making them perfect for populations with barriers to other full-time employment. However, the civil service hiring and examination process makes the cost of entry high.

The civil service hiring process does many things well. It creates a rigorous procedure to ensure that valuable positions, with high pay and job security, go to qualified people. It also ensures that candidates are treated equally throughout the hiring process. This leads to full-time employees who are qualified, protected, and on prosperous career pathways. As such, the traditional civil service hiring process is a needed feature for many job classifications at LADWP, ensuring that the important work of providing power and water to ratepayers is done competently and securely by employees who can give their working lives to doing highly specialized, necessary work.

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However, what the civil service hiring process does in promoting equality of treatment comes at the cost of equity of access. Few people can survive the long hiring process and the specialized knowledge it takes to navigate the rhythms of civil service job openings and examinations. For low-skill, entry-level positions especially, the requirement to pass a civil service examination weeds out many candidates who would otherwise have learned to perform very well on the job. This is especially true for those who systematically face barriers to full-time employment, such as current or formerly homeless people, justice-involved individuals, older workers, and many more.

By 2025, 41% of LADWP's workforce will be eligible for retirement. Some job classifications have a yearly retirement eligibility growth rate of over 40%. Entry-level positions must be filled so that promotional positions (job classifications that must be promoted into) have a viable applicant pool. This creates an opportunity to open up an innovative pipeline into the civil service that avoids the problems inherent in traditional civil service hiring. This in turn opens up the possibility of offering LADWP positions to those traditionally left out of the current civil service hiring process.

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<sup>2</sup> Los Angeles Department of Water and Power. (2013). *Facts & Figures*. Retrieved from Los Angeles Department of Water and Power: [https://www.ladwp.com/ladwp/faces/ladwp/aboutus/a-power/a-p-factandfigures?\\_adf.ctrl-state=2jl0tow7o\\_4&\\_afLoop=423984772813743](https://www.ladwp.com/ladwp/faces/ladwp/aboutus/a-power/a-p-factandfigures?_adf.ctrl-state=2jl0tow7o_4&_afLoop=423984772813743)

To that end, this paper outlines a strategy to achieve the following goals:

- » **Create an effective pipeline into high-demand, low-skill, entry-level positions that currently are difficult to access from disadvantaged communities because of the requirements of the civil service hiring process.**
- » **Diversify this new pipeline to include recruits from specific target populations who face barriers to full-time employment.**

## **Methodology**

To gain an understanding of the various models and design elements of creating a community hire pipeline into LADWP, interviews were conducted with workforce development professionals from various LADWP programs. These interviews were supplemented by reports and studies about the various models and programs explored in this report. Finally, data was provided by the LADWP staff. To gain an accurate understanding of the limitations of various programs, and to allow interviewees to speak candidly about mistakes made or lessons learned, all interviews were conducted confidentially and will not be cited in this report.



# THE CURRENT LADWP WORKFORCE AND CIVIL SERVICE HIRING PROCESS

**THE CIVIL SERVICE HIRING PROCESS** administered by the personnel department in coordination with the LADWP Human Resources division does many things well: it is rigorous, ensuring that applicants meet minimum requirements, and provides for the equal treatment of candidates throughout the hiring process. However, it is cumbersome, making it difficult to recruit for many job classifications from those who do not already have a strong connection to the process. The barriers to entry created by the hiring process also make it difficult to find young recruits to start their careers at LADWP and give a lifetime of service in a lucrative career path. The long pathway to full employee status, while ensuring ample opportunity for training and for candidates to build expertise, leads to tremendous attrition issues because recruits with barriers are unable to invest the time and resources to see the process through. Finally, the complex hiring process favors candidates who understand it, giving an advantage to those with specialized knowledge. People have to understand when positions open up, when examinations are scheduled, and the complex application and waitlist process to be considered for open slots.

Despite these complications, LADWP has made significant strides in diversifying its workforce (see Appendix A). Because of targeted recruitment efforts, it has increased the percentage of its Black, Hispanic, and Filipino employees, especially in the South and East LA communities. It can now springboard off these efforts to recruit other underrepresented populations in the LADWP workforce, such as women or former fosters.

Mayor Eric Garcetti, in Executive Directive No. 15, outlined the need for employment equity as a way to revitalize the ranks of the employees of the City of Los Angeles and to transform service delivery. LADWP is also in the same situation. Facing rising retirement and new workforce demands for the 21st century, it too must find a way to bring the communities it serves into its workforce to maintain trust in the public institution and meet technology, efficiency, and transparency demands.

Out of Executive Directive No. 15 came the City's Targeted Local Hire (TLH) Program. TLH is explored in greater detail later, but its nine "target populations" who are considered vulnerable and face significant barriers to employment and will be referenced throughout this paper are:

- » **Homeless and formerly homeless individuals**
- » **Formerly incarcerated individuals, including those on parole or probation**
- » **Former gang members, including those affected by the City's Rodriguez Settlement**
- » **Disconnected youth, foster youth, transition age youth**
- » **Veterans**
- » **Residents from ZIP codes designated by the Public Works Bureau of Contract Administration within Section IV and Attachment A of their Project Labor Agreements**
- » **Those with limited English proficiency but with sufficient proficiency to take advantage of the program's training opportunities**

- » **Transgender individuals**
- » **Individuals with disabilities**
- » **Older workers protected under the Age Discrimination in Employment Act of 1967**

LADWP currently does not conduct targeted recruitment for any of these enumerated populations through its own programs. The Utility Pre-Craft Trainee Program, jointly operated by LADWP and the International Brotherhood of Electrical Workers (IBEW) Local 18, does bring in community hires to LADWP through a special training program, but it does not specifically focus on enumerated target populations. The UPCT program is discussed in greater detail later in this report.

Designing a viable career pathway for target populations into work at LADWP means building a program that operates under numerous unique constraints. The standard workforce pipeline has one main challenge — attrition — which it overcomes through large recruitment numbers. Many people are recruited to apply so that as the hiring process continues and more people drop out, quality candidates survive interviews and training until they become stable employees. Making sure a workforce pipeline is accessible to those with barriers to full-time employment means adding supportive services to the interviewing and training stage to ensure that target populations survive the hiring process and meet the requirements. The longer the hiring process and more restrictive the requirements, the more supportive services are needed to ensure that those experiencing barriers become stable, full-time employees.

Civil service positions are notorious for long hiring processes and stringent requirements. They are designed to be transparent and provide equality of consideration, with clear guidelines to make sure that a potential employee has the necessary qualifications. These principles come together in City Charter Section 1005 (Examinations), which mandates that positions in the classified civil service be filled through competitive examinations, which are to be practical and fair, testing the relative capacity of the persons examined to discharge the duties of the position. It prohibits any limitations or restrictions (with some minor exceptions) that deprive people from taking civil service examinations. Anyone who wants to test must be able to test.

Given the stability, importance, and publicly financed nature of civil service work, the need to create a practical and fair selection process that is open to all is a noble one. The civil service examination is a natural and efficient solution to meeting all of these standards. However, it can create an often insurmountable hurdle to full-time employment, especially for low-skill, entry-level positions, where most of the required skills are learned on the job. Additionally, the requirement that the test be administered fairly prohibits modification of the exam process based on the need for individual accommodation.



Given this unique landscape of regulations and requirements, target populations face five main barriers to full-time employment at LADWP that must be addressed if they are to succeed in getting hired:

- » **Lack of access to the civil service pathway.** The process of joining the civil service is complex and time consuming. Limited slots necessitate knowledge of testing times and sign-up times. The cycles of training and testing are often not synced. All of this favors candidates who have “insider” knowledge of the system and the resources to wait it out. Members of target populations frequently have neither.
- » **Lack of soft skills.** Supervisors frequently complain that recruits do not show up on time, follow directions, stay off their phones, and much more. These skill gaps frequently are the result of a lack of access to supervisors in the organization who would be able to informally make recruits from target populations aware of the culture of work and its expectations.
- » **Lack of job-related skills.** Target populations often come in with limited job experience or access to adequate or high-quality education. This makes it difficult for them to perform on the job without intensive training.
- » **Structural barriers to full-time employment.** For many individuals, the structural aspects of their lives make it easy to access full-time employment. They may have access to transportation, credentials, child care, stable housing, and more, all of which makes it possible to meet the skill requirements of a job (such as showing up on time or performing CPR). Target populations, on the other hand, often need to navigate barriers to full-time employment that may be as small as setting up an email or as large as finding housing.
- » **Structural constraints of the civil service hiring process.** The examination is the standard by which candidates are adequately assessed on their qualifications for the job in a way that is “fair,” according to City Charter Section 1005, namely that the assessment must be open to all and the same for all. A list of candidates (referred to as “eligibles”) is then created from those who passed the exam in accordance with City Charter Section 1008 (Register of Eligible Candidates). Those eligibles who are appointed then begin a probationary period, as required by City Charter Section 1011 (Probation), of six months, as defined in Civil Service Rule 5.26. If they adequately demonstrate their fitness for the position during this time, they finally enter fully fledged civil service. These requirements create a situation that favors those who can persevere through a long hiring process and have prior knowledge of the exams and evaluations. Target populations often lack the ability to do both.

# MODELS AND PILOTS

**AS A CONSEQUENCE OF THESE BARRIERS**, successful pipelines for target populations to join permanent civil service work are highly tiered. While this (counterintuitively) extends the timeline to full employment, the extra time allows recruits to access services and close skill gaps, mitigating barriers 1-4 listed above.

A tiered approach is also necessary because it is the only way to take advantage of exemptions in the City Charter and Civil Service Rules to create a pathway without the need for a traditional examination. First, a “landing” job classification must be created that is exempt from Civil Service. One route is to use City Charter Section 1001(d)(1) to create an exempt classification for unskilled positions, which requires approval by the Civil Service Commission. Performance evaluations from the training in these landing job classifications can serve as a substitute to a traditional civil service examination. However, these landing job classifications must also be open to all in some capacity to be seen as non-restricted under City Charter Section 1005.

Successful completion of training and performance evaluations would then allow candidates to be placed on a list of eligibles as required by City Charter Section 1008. Eligibles can then be promoted from their landing job classification into an entry-level position in the pathway for which they were trained and selected. The six-month probationary period required under City Charter Section 1011 and Civil Service Rule 5.26 would serve as an opportunity to provide final training and services to ensure that the member of the target population becomes a stable, full-time employee.

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## General Structure of an Alternative Pathway

This report will explore various models of existing programs that provide an alternative pathway into civil service that are external to LADWP, particularly models at the Los Angeles Community College District (LACCD) and the City’s TLH program. This section will outline a history of the creation of these programs, their structural elements and best practices, as well as lessons learned. Applying this information to LADWP and the UPCT program will be discussed in following sections.

It is important first to understand the basic phases of an alternative pathway into civil service. All phases are necessary for a pathway to successfully make true community hires from target populations. Phases include: recruitment, orientation, training, selection into the agency, probationary period at the agency, and promotion into an entry-level civil service position.

Each phase ensures that a community member from a target population is supported along the path to civil service. It also ensures that recruits are aware of, and committed to, completing the complex hiring process. Table 1, on the next page, gives an overview of the basic pipeline.



**Table 1. A supportive path to civil service**

Phase	Key Functions	Key Partners	Barrier(s) Addressed
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>Ensures that true community hires enter the pipeline — namely those with no prior connection to LADWP.</li> <li>Builds trust with a robust network of community-based organizations.</li> <li>Ensures that recruits understand that completion of the program is not a job offer.</li> </ul>	<ul style="list-style-type: none"> <li>Community-based organizations</li> </ul>	<ul style="list-style-type: none"> <li>Lack of access to the civil service pathway</li> </ul>
<b>Orientation</b>	<ul style="list-style-type: none"> <li>Provides recruits with the soft skills needed to navigate the LADWP workplace.</li> <li>Provides recruits with background on LADWP, its history, and the jobs available through the program.</li> <li>Provides an opportunity for management and recruits to have a candid Q&amp;A before both parties invest resources in training.</li> <li>Ensures that recruits understand what is expected of them and what services LADWP and community partners can provide.</li> </ul>	<ul style="list-style-type: none"> <li>Community-based organizations</li> <li>LADWP supervisors and management</li> <li>WorkSource Centers or educational institutions</li> </ul>	<ul style="list-style-type: none"> <li>Lack of soft skills</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>Provides the basic job skills necessary for success as a full-time employee.</li> <li>Provides comprehensive case management and access to wraparound services to recruits.</li> <li>Familiarizes LADWP managers and supervisors with recruits and their progress. Starts to build a relationship between future employees and their bosses.</li> </ul>	<ul style="list-style-type: none"> <li>Community-based organizations</li> <li>LADWP supervisors and management</li> <li>WorkSource Centers or educational institutions</li> </ul>	<ul style="list-style-type: none"> <li>Lack of job-related skills</li> <li>Structural barriers to full-time employment</li> </ul>
<b>Selection</b>	<ul style="list-style-type: none"> <li>Ensures that candidates meet all the necessary requirements to be promoted into a full-time, entry-level civil service positions without the need for a traditional civil service examination.</li> </ul>	<ul style="list-style-type: none"> <li>Personnel department</li> <li>LADWP supervisors and management</li> </ul>	<ul style="list-style-type: none"> <li>Structural constraints of the civil service hiring process</li> </ul>
<b>Probationary Period</b>	<ul style="list-style-type: none"> <li>Ensures final preparation of candidates into fully fledged, entry-level civil service work and provides them with the evaluations necessary to meet standards set in City Charter Section 1014 (Special Reassignments).</li> <li>Familiarizes candidates with LADWP work.</li> </ul>	<ul style="list-style-type: none"> <li>Personnel department</li> <li>LADWP supervisors and management</li> </ul>	<ul style="list-style-type: none"> <li>Lack of job-related skills</li> <li>Structural constraints of the civil service hiring process</li> </ul>
<b>Promotion to Fully Fledged</b>	<ul style="list-style-type: none"> <li>Ensures that the majority of candidates who successfully complete the probationary period move into fully fledged, entry-level civil service work. City Charter Section 1014 (Special Reassignments) is used to as the vehicle to move the candidate into this stage.</li> <li>Provides analysis of a cohort's attrition rate and causes of attrition.</li> </ul>	<ul style="list-style-type: none"> <li>LADWP supervisors and management</li> <li>LADWP pathway program staff</li> </ul>	

## Recruitment

The primary function of this phase is to ensure that recruits are truly community recruits. Traditional pathways into civil service are usually dominated by pre-existing connections. Alternative pathways into civil service are meant to provide an entry point for those who have no previous connections to work at the department, ensuring that target populations (who usually lack the network) also enter the pipeline. The key barrier that an effective recruitment process addresses is lack of access to the civil service pathway.

- » **Key Structures:** Recruitment should be done through a referral process and should not be handled in-house. Referring people to the pipeline must be outsourced to those who actually have networks within targeted communities. Otherwise, this pipeline would devolve into a traditional civil service pipeline based on kinship connections.
- » **Key Partners:** CBOs are absolutely crucial here. They know the target populations, and without them recruitment numbers will never be reached. As explained below, TLH and LACCD relied on a robust network of CBOs not only to plan the pipeline but also to recruit for it once implementation started.

## Orientation

**The primary function of this phase is to give recruits the basic soft skills needed for the job and an understanding of LADWP as an institution and workplace.** Orientation is also meant to screen out recruits who are not ready to survive the long road to civil service work, despite access to various services. This does not mean that support is not given during orientation. Rather, nonselection for training at the orientation phase should indicate to a referring partner that the recruit needs additional services before being referred again. The key barrier addressed at the orientation phase is lack of soft skills.

- » **Key Structures:** Recruits should come to orientation knowing that they must be on time and that a job offer is not guaranteed. They must leave orientation with a complete understanding of the program. During orientation, LADWP should articulate the services it is willing to provide for recruits and what is expected of the recruits in return to successfully get through the probationary period into fully fledged civil service. Recruits must also know that promotion beyond entry-level civil service will require an exam. If recruits are able to show up on time consistently, they should be able to pick up other soft skills (such as following directions, limiting phone use, etc.) during orientation to move on to training. If they are unable to pick up those skills in the orientation, they should not be allowed to move on.
- » **Key Partners:** WorkSource Centers provide an ideal place for orientation. Their staff are paid through the state and are trained to provide skills-based training outlined in both state and local Workforce Innovation and Opportunity Act plans. They have a robust infrastructure to provide application support, soft-skills training, and general orientations on the structure of government work. It is also very important that division heads and immediate supervisors are included in the orientation process. Members of target populations often have many questions about the nature of the work into which they are about to enter, and it is important for them to hear candid answers from those within LADWP. Additionally, supervisors must meet trainees early and at regular points throughout the program. Traditional pathways based on kinship connections are based on trust between those who



already have civil service employment and those who do not. This pathway is meant to provide another avenue of trust for those who do not have that kinship. Supervisors must see that recruits are committed to the process and have persevered and grown.

## **Training**

**The primary function of this phase is to go beyond general soft skills (even though they can still be worked on) to the actual basic skills needed to perform the entry-level position.** For example, a future Electrical Mechanic may take the Hayden Electricity course. There are two key barriers addressed at this phase: lack of job-related skills and the inability to overcome structural barriers to full-time employment.

- » **Key Structures:** Both barriers must be addressed in a two-pronged approach: strong trainers equipped with an accessible curriculum, and rigorous case management to provide access to wraparound services. If a trainee moves on to the probationary period in the department, the ability of their supervisor to provide supportive wraparound services outside of direct job training and coaching will be much less than what a case manager may provide. At this stage recruits are referred to counselors, get their paperwork in order, and deal with other issues that could affect their job security, such as transportation, housing, etc. Many successful programs espouse a “whatever it takes” philosophy at this stage. Trainers and case managers work together to ensure that trainees have the services they need to meet the demands of the training program. It is crucial that the bar set by the training program does not change here. Supervisors must see recruits as on par with those from traditional pipelines. The case management is there to help recruits clear the bar.
- » **Key Partners:** Again, CBOs, as well as IBEW Local 18, are absolutely crucial at this stage. Many of those who serve as referring partners should be well primed to provide wraparound services during training. LADWP has a strong tradition of growing its own talent and running its own training. However, unless LADWP commits to providing rigorously scaffolded instruction in-house, it is more efficient to have trainers from external educational institutions such as LACCD. If the trainers are external, it is very important to have internal supervisors serve as coaches and participate regularly in the training process. Successful programs also must involve LADWP staff in interview preparation at the end of the training stage.

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## **Selection Into the Probationary Period**

**The primary function of this phase is to ensure that trainees are selected in a way that meets the requirements of the personnel department as they interpret, implement, and enforce the Civil Service Rules and City Charter.** Additionally, it is important for supervisors to have a role in the selection process so they are invested in the success of the candidates from this alternative pathway. The key barrier addressed here is one of the constraints of the civil service process.

- » **Key Structures:** Selection into the program must meet City Charter Section 1005’s requirement prohibiting LADWP from denying access to anyone to this entry-level job classification. This presents a particular challenge to alternative pathways that focus on target populations, because they are meant to advantage certain populations over others. A civil service exempt job classification that serves as a “landing spot” for trainees is crucial here. It will allow for flexibility in the selection process. However, there still must

be a method of meeting the (albeit looser) fair, practical, and nonrestrictive standard if promotion into a fully fledged, entry-level civil service position is to happen later. Different models of accomplishing this are discussed in this section, particularly in the City's selection process for the TLH program.

- » **Key Partners:** LADWP supervisors must be able to interview and select candidates to ensure that trainees will be supported in the probationary period. Ideally, the supervisors who have been involved in the trainings and orientations, and have seen the recruits grow as trainees, would be involved in selection. Representatives from the personnel department are important in the planning stages to discuss creative ways to meet the fair, appropriate, and nonrestrictive standard so that it does not disadvantage target populations.

### ***Probationary Period***

**This phase will take place at LADWP, where recruits are prepared for promotion into a fully fledged, entry-level civil service position.** Training continues on the job, helping to build more skills. This phase also allows for rigorous evaluation of the candidate, which can serve as an alternative to the civil service examination. The key barrier addressed here is the civil service examination as a structural constraint of the civil service hiring process.

- » **Key Structures:** Recruits who make it to this stage still must receive on-the-job training to be successful in a nonprobationary role. They will need supportive services to perform. Finally, there must be some sort of performance evaluation that may take the place of a civil service examination. Regular trainings and check-ins, especially in a cohort-structure, can ensure that recruits are set up for success after promotion. At regular intervals, well-documented performance evaluations may serve as alternatives to the civil service examination when it is time for promotion.
- » **Key Partners:** In this phase, it will become the candidate's responsibility to maintain relationships with supportive services beyond LADWP. However, open and honest communication with the supervisor and LADWP staff who maintain the program should be encouraged. While LADWP need not provide robust case-management services during this phase, it should be able to refer trainees back to the partner organizations from the earlier phases.

### ***Promotion Into Fully Fledged, Entry-Level Civil Service***

**This final phase closes out an approximately one-year program to lead target populations into fully fledged, entry-level civil service work.** Combining the selection processes and evaluation documents from the previous phases, this transition to fully fledged work should be seamless. It may include an interview, but it should see very little attrition. If the previous phases have been working properly, over 90% of the trainees in the probationary phase should move into full-time roles, indicating that all of the key barriers have been adequately addressed.

- » **Key Structures:** It is important here to have a clear understanding of attrition. LADWP must make sure that if a person leaves the program in the probationary phase, an exit interview is conducted to understand why. If a trainee fails their evaluations or is rejected at the interview, it is important for program staff to maintain a record of the supervisor who rejected the candidate and their reasons. Attrition at this stage is an indicator of issues that were not resolved at earlier stages.



Photo credit: Evgen Prozhyrko / iStock

- » **Key Partners:** Supervisors and program staff are the key players at this stage. It is important for program staff to be an objective party in assessing attrition.

## Targeted Local Hire Program

The Targeted Local Hire (TLH) program was started in 2015 out of a proposal that had been informally developing by the Coalition of Los Angeles City Unions (“the Coalition”) for many years prior.<sup>3</sup> The motivation to create the program stretched back to the Great Recession in 2008. In the aftermath of the recession, the City of Los Angeles implemented a hiring freeze and lost approximately 4,000 employees.<sup>4</sup> The Coalition proposed to create an alternative pathway into the civil service for high-need target populations because it was the only way to viably create hiring opportunities. This had two effects:

- » **The focus on target populations facing barriers to full-time employment made the proposal more favorable politically as a way to support those populations outside already stretched social service budgets.**
- » **The proposed pathway into civil service allowed the Coalition to gain new members at a time it otherwise would have been losing them.**

The program took approximately two years to plan. A working group of 16 individuals was created to bring in the following key internal stakeholders in a voting capacity:<sup>5</sup>

- » **One representative from each of the eight unions in the Coalition of City Unions**

<sup>3</sup> City of Los Angeles. (2020). *About*. Retrieved from Targeted Local Hire Program: <https://llocalhire.lacity.org/targeted-local-hire-program/about>

<sup>4</sup> Reston, M. (2010, March 31). L.A. city employees make impassioned pleas against layoffs. *Los Angeles Times*.

<sup>5</sup> City of Los Angeles. (2015, December 8). Rules of Governance for the Targeted Local Hire Working Group. Retrieved from Targeted Local Hire Program: <https://llocalhire.lacity.org/sites/g/files/wph596/f/Rules%20of%20Governance.pdf>



- » Chief Administrative Officer (or designee) of the City of Los Angeles
- » Chief Legislative Analyst (or designee) of the City of Los Angeles
- » General Manager of the City’s Personnel Department
- » General Manager of the City’s Economic and Workforce Development Department
- » Three representatives from LA City Council Offices, or their designees
- » One representative from the Mayor’s Office

The City hired an outside consultant to lead the group, which developed elements of the program’s basic infrastructure. Key decisions that led to its success included:<sup>6</sup>

- » **The TLH program would be financed out of the City’s general fund, rather than through a special grant.** Eight staff members of the personnel department would manage the selection process to get into the TLH program, while employees paid from the general fund would administer the program. This ensured the longevity of the program as a fixture of the City’s workforce pipeline and its status as equal to the traditional civil service hiring process. In the past, many one-off, grant-based hiring programs had recruited individuals from target populations but shut down when funding ran out. This caused a slow buildup of distrust from partner community-based organizations who recruited for those programs.
- » **Working group leaders met with over 100 CBOs to create the strategy and infrastructure to effectively recruit populations with high barriers to full-time employment.** These meetings helped get critical feedback on plans before implementation started and also helped build rapport between the City and the organizations, such as the Black Workers Center, which had been lobbying to hire more equitably. LA RISE, the CalTrans Litter Abatement Program, LA Youth at Work, the YWCA, and LA Trade Tech were designated as key partners in the test launch of the TLH program in 2017. Bringing in CBOs early helped build trust in the program and investment in providing wraparound services, and grow a robust referral network for TLH.<sup>7</sup>
- » **The working group conducted analysis to decide which job classifications would be eligible for the program and who the target populations would be.** The enumerated target populations were mostly pulled from those already named in project labor agreements with the City’s Department of Public Works, which state a goal of 10% of all labor and craft positions coming from a citywide labor pool classified as “disadvantaged.” Disadvantaged workers include those whose household income is below 50% of the median or are unhoused, justice-involved, receiving welfare, unemployed, or a single parent or a resident of enumerated ZIP codes. To this list the TLH program added disconnected, foster, and transition-aged youth; former gang members; veterans; individuals identifying as transgender; individuals with disabilities, and older workers (those over 40 years old). Many of these additions came out of conversations with CBOs.
- » **The seven entry-level job classifications that were designated eligible for the program were positions represented by American Federation of State, County and Municipal Employees (AFSCME) and Service Employees International Union (SEIU).** The primary challenge was finding job classifications that would be seen by management and other

<sup>6</sup> <https://lalocalhire.lacity.org/about/staff-reports>

<sup>7</sup> A full list of approved referral organizations is available publicly at <https://lalocalhire.lacity.org/where-apply>.

internal stakeholders as having no need for prior education. The classifications eventually chosen did not require a high school diploma for proficiency, and almost all the training could be done on the job. The TLH job classifications are listed in Appendix C.

The pipeline included these phases:

- » **Recruitment:** More than 100 CBOs refer their clients to local WorkSource Centers to apply for the TLH program.
- » **Orientation:** Applicants attend WorkSource Centers orientation sessions to learn about opportunities within the TLH program, its pathway potential, and about working for the City. They also focus on soft skills, such as showing up on time and being respectful to a supervisor. At the end of the orientation, applicants are walked through the TLH application, which is a modified two-page version of the City's seven-page employment application geared toward target populations.
- » **Selection:** Once the application has been filled out, applicants enter a pool and await a random lottery. The lottery was designed to meet the needs of City Charter Section 1005. Technically, TLH is open to anyone, not just the target populations. First, the pool of applicants is whittled down based on a department's needs. From these viable applicants, the personnel department randomly selects candidates to populate a referral list to the relevant department. The referral list totals the number of vacancies plus five extra candidates. Eighty percent of the referred candidates must identify as a member of a target population; the remaining 20% can be anyone who does not identify as such. The random selection makes the program "fair," while the 20% makes the program nonrestrictive. Referred candidates go to the appropriate department for an interview. If successful in the interview, they are selected for on-the-job training.
- » **Training:** Initial training takes place on the job over six months when applicants are in their entry-level, civil service exempt job classification. Participants receive monthly orientations and job training to support them in their transition into civil service work for the City. During the second month and the fifth month of this phase, they receive a performance evaluation and, if successful, enter a six-month probationary period.
- » **Probationary Period and Promotion:** Two "landing" job classifications lead into six probationary job classes where candidates meet the requirements of City Charter Section 1011 and Civil Service Rule 5.26. If successful, candidates are promoted into one of six fully fledged, entry-level civil service classifications. Further promotion beyond this entry-level position requires passing a civil service examination. An opportunity for such a promotion usually comes after two years.

According to program staff at both the Coalition and the City, the TLH program has a very high retention rate, at approximately 90%, which is more effective than the traditional hiring process. Program staff attribute this to three factors: the orientation process is very robust, the training and supervision are maintained at a high quality, and the applicants are very motivated.

- » **Robust Orientation Process:** WorkSource Centers ensure that applicants understand the basic soft skills for city employment before they apply for the program. While in the program, participants are familiarized with the structure of the unions, City management, and the civil service examination and hiring process. This helps individuals who lack "insider

knowledge” or association with networks to successfully navigate the complex path to City employment.

- » **High-Quality Training and Supervision:** Union involvement is very heavy in the TLH program, in large part because TLH was originally proposed by the Coalition. Union representatives monitor the recruitment process, advocate for TLH applicants with department supervisors, and conduct case management with participants to provide wraparound services. For example, it was discovered early on that interview notifications were being sent out via email, when most of the applicants did not have consistent access to the Internet. Consequently, the process was amended to include text and mail. Prior to the COVID-19 pandemic, union representatives were exploring ways to formalize their case management process by having a “workforce intermediary” follow an applicant from a WorkSource Centers through to the conclusion of the probationary period, providing a consistent link to wraparound services currently unavailable (a perceived weakness of the program).
- » **Accountability:** Union representatives also track data, monitoring who is referred to departments through the random lottery, who is subsequently accepted, and who is then promoted into civil service. They receive monthly reports on the program through the Equal Employment Opportunity (EEO) Office, which tracks TLH participation broken down by race, gender, disability, etc. This tracking helps union representatives advocate with department management for hiring TLH Program participants. If one department has a lower rate of acceptance disproportionate to its number of allotted interviews, union representatives will follow up with supervisors to discuss why and what can be done to prioritize targeted local hires.

## The LACCD Model

The Los Angeles Community College District (LACCD) has many programs that pipeline into civil service positions, particularly in street services, sanitation, and transportation. Many of these programs are tailored to meet the needs of other City initiatives. The WIN-LA program, for example, was developed to meet the workforce needs necessitated by Measure R rail expansion in 2008, with particular pathways in construction, operations/maintenance, administration, and professional services. WIN-LA also operates an entry-level pathway into Street Services, as well as an Associates degree program in which current Street Services employees are trained to become managers.

The LACCD model pipeline moves toward a train-to-place in civil service model as opposed to the traditional test-to-place model. The train-to-place model does more than simply “recruit and support”; it brings in qualified candidates through effective skill building. The train-to-place model fits well in the alternative TLH program evaluation structure, allowing LADWP to bypass traditional civil service examination.

This section, while not focusing on a particular LACCD program, will discuss lessons learned from interviews concerning various programs. Also relevant to this discussion: LADWP recently partnered with the Los Angeles Trade-Tech College (LATTC) to start an entry-level pathway, particularly in its transportation division (see Appendix D).





Photo credit: LADWP

Four key structural elements undergird these programs. They were designed to anticipate supervisors' concerns about entry-level employees in civil service:

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- » **Recruitment:** It is important to cast a wide net and be upfront and transparent about program guidelines. LACCD relies on a strong network of CBOs who have strong community networks for the referral process. They are very open about the program requirements, from time commitment to training requirements, and especially that the program is not a job offer. LACCD also makes clear that the referral is not to the training program but to an orientation that functions as an initial filter and selection process for the training program. Recruitment brings in approximately 100 participants to the orientation.
- » **Orientation:** The primary function of orientation is to teach basic professional skills and to reject applicants who do not meet them. Participants learn, typically in three sessions, skills referred to as "industry fitness," focusing on very basic soft skills necessary for success on the job. For example, the doors to the session may shut exactly at start time to test an applicant's ability to show up to work on time. Those who are late are rejected from the program, a consequence that would be communicated during recruitment and sign-up. Also, applicants might be assigned numbered seats during activities and monitored for whether they followed directions and sat at their assigned number or how they interacted with random partners next to them. Some LACCD orientations required participants to walk around a yard twice without looking at their phones. Those who looked at their phones were given redirects and eventually rejected if they could not comply. Of the approximately 100 participants at an orientation, usually 30-40 would be successfully selected for training.

A key aspect of orientation was the participation of the recruits' future supervisors and senior managers of the offices and divisions where they hoped to work. Their presence ensured the program's legitimacy and buy-in. Both parties would engage in a candid Q&A session with the recruits. Questions about the nature of the work and personal conduct would frequently be discussed. If a formerly incarcerated person asked about the effect of their record on their chances at getting employment, the answer would be to "apply and be honest," yet again reiterating that the program would not guarantee a job offer upon completion.

- » **Training:** The 30-40 successful recruits then move on to the training phase, with sessions scheduled on nights and weekends to accommodate other work schedules. The skills taught depended largely on the entry-level positions aligned to the specific program. However, all participants graduated with an OSHA 10 and First Aid CPR card. LACCD ensures that its trainees receive industry certificates whether or not they are selected to move on to probationary work. All trainings ended in intensive interview preparation. Instructors would conduct mock interviews, and supervisors would again be invited back into the classroom to conduct role-play interviews with the trainees. They were also given a session on how to fill out an application for employment at the City of Los Angeles, which they submitted at the completion of the training program.
- » **Interview and Probationary Period:** All program participants were granted an interview if they successfully completed the training phase and accurately filled out an application. If they succeeded in being selected after the interview, they could enter the six-month probationary period for an entry-level civil service position. Selection for this probationary period was not guaranteed. It is only after the six-month probationary period that program participants would be promoted into fully fledged, entry-level civil service employee status. Further promotion past the entry-level would require taking the promotional exams.

Several aspects of the program structure were crucial to LACCD's success:

- » **LACCD was able to provide programs for street services, sanitation, and Metro because the City of LA and County of LA had job classifications, such as Vocational Worker, that functioned as entry-level "landing spots" for trainees.** The job classifications allowed supervisors to hire individuals without civil service examination into a six-month probationary period during which an evaluation structure would replace civil service examination. That would allow promotion into, rather than testing into, an entry-level civil service position after six months.
- » **There was a strong supervisor presence in the program.** They were brought in during orientation, training, and interview preparation. Supervisors could watch trainees grow and show their commitment to the positions for which they would be hired. It also allowed supervisors to build a relationship with the trainees. Union hiring is very much based on networks and trust. LACCD was able to add another pipeline into that network of trust that was outside the traditional networks of union hiring, expanding opportunity to those with no connections to civil service work.
- » **The traditional workforce infrastructure was bypassed for the recruitment phase.** Instead, WorkSource Centers were employed at the orientation phase. Recruitment was done by CBOs such as the Black Workers Center or the networks of various recruiters at

LACCD campuses across the city. It was important to plug into organizations who were able to think at a county level to recruit for the program, regardless of the location of the job or its division in government. To accommodate for a high rate of attrition, civil service pipeline programs must be able to draw from a very large community, especially to draw enough members of target populations to survive the long training process. WorkSource Centers are ideal for orientations rather than recruitment. Their staff are paid through the state and are trained to provide skills-based training outlined in state and local WIOA plans. They have a robust infrastructure to provide application support, soft-skills training, and general orientations on the structure of government work and opportunities within a department.

- » **LACCD took on the role of providing wraparound services because it could be nimble in its use of funding.** It took responsibility for eliminating obstacles to training: If a participant needed a GED, LACCD staff would find a 30-day GED program. If a justice-involved trainee needed a driver's license, LACCD staff would have a robust referral network of community wraparound services to help acquire one. While WorkSource Centers themselves had limitations on how they could use their Workforce Innovation and Opportunity Act funds, federal and municipal dollars granted to LACCD were much more available for nontraining-related wraparound services.

## Other Models

Besides LACCD and TLH, several other programs were explored for this report. Each program was chosen because it focused either on building a community hire pipeline into civil service work or building workforce pipelines for target populations, or both.

### *The Integrated Reentry and Employment Strategies (IRES) Pilot Project*

In 2017–'18, the Council of State Governments (CSG) Justice Center studied innovative approaches to reducing recidivism through workforce access strategies. CSG collected qualitative and quantitative data from two sites: Milwaukee County, Wisconsin, and Palm Beach County, Florida. In Wisconsin, CSG assessed Employ Milwaukee, a program run by the state's Department of Corrections and Workforce Development Boards, which provided referred clients with employment-related services. In Florida, CSG examined Sago Palm, a correctional intervention and job-readiness program overseen by the county's Public Safety Department.<sup>8</sup>

Both programs show two key practices that lead to success:

- » **Leadership took a collaborative approach.** There were three aspects to a successful leadership structure: an executive steering committee, a designated project coordinator, and a representative planning team. This was very much the approach in creating the TLH program. Designated program staff were also key to maintaining the program's responsiveness to the needs of formerly incarcerated people.
- » **Timely risk assessments and job readiness assessments were conducted regularly.** Florida programs in particular had a robust system for assessing the readiness of a particular applicant. Those who were not ready would be referred to other programs and encouraged to reapply. In the TLH program, the WorkSource Centers provide this crucial function.

<sup>8</sup>The Council of State Governments Justice Center, The National Reentry Resource Center. (2019). *Integrated Reentry & Employment Strategies: Pilot Project Process Evaluation Report*. The Council of State Governments Justice Center.



During the TLH pilot stage, a focus was getting WorkSource Centers staff to accurately judge whether an applicant had the minimum situational stability to participate in the program. IRES pilot sites went even further, making sure they had separate risk assessments for those leaving prisons and having recruits conduct regular self-assessments about their own risks and job readiness. This helped case managers identify problems quickly.

### High Road Construction Careers

- » **The California Clean Energy Jobs Act (Proposition 39) directed revenue to fund renewable energy installation projects in public schools statewide.** The California Workforce Development Board (CWDB) has used \$12 million of Prop 39 funds since 2014 to fund 12 construction pre-apprenticeship training partnerships for disadvantaged Californians.<sup>9</sup> Two specific grantees, the Flintridge Center in Los Angeles County and the Urban Corps of San Diego County, are explored in greater detail for their lessons learned in providing jobs to justice-involved individuals and former fosters. However, two promising practices that CWDB observed among its Prop 39-funded training partnerships are worth noting here:
- » **Rather than having partnerships perform multiple tasks for the whole program from start to finish, it is more efficient and effective to have specific partners perform specific tasks at various stages of the program.** RichmondBUILD, one of the grantees, had clear guidelines for which CBOs it would leverage to provide specific services to program participants at specific phases of the program. The local Building Trades Council (BTC) leadership would serve as program advisers, mobilizing specific unions to contribute instructors in specialized skills. CBOs were called in to provide general training and supportive services.<sup>10</sup>
- » **Program staff and leadership must be aware of the many other assistance programs that work with target populations and their various requirements.** The Rising Sun Energy Center, another grantee, discovered that once participants made it to paid, on-the-job training, they lost eligibility for public assistance. Suddenly, trainees were being asked to pay over \$1,000 a month in rent and child care, when they previously paid either nothing or less than \$200. Rising Sun had to partner with the Oakland Housing Authority to give its participants rent control for five years after placement in training, giving recruits a chance to stabilize, become full-time employees, and readjust their housing and budget needs.<sup>11</sup>

### Flintridge Center

Flintridge provides services to over 500 individuals each year, from middle-school youth to adults, who were either formerly incarcerated or considered heading toward the path of violence and incarceration. One of its main programs, the Apprenticeship Preparation Program, receives Prop 39 funding. After many years of trial and error, Flintridge leaders have settled on one key practice they believe is essential to a successful pipeline for their target population: comprehensive case management. Specifically, their case management services fall into four categories of services:<sup>12</sup>

<sup>9</sup> California Workforce Development Board. (2019). *Building a Statewide System of High Road Pre-Apprenticeship in California: Lessons from the California Clean Energy Jobs Act*. California Workforce Development Board.

<sup>10</sup> Ibid.

<sup>11</sup> Ibid.

<sup>12</sup> Flintridge Center. (2019). *Vision 20/20 Reintegration Strategic Plan: Implementation Update*. Flintridge Center.

- » **Mental health services** that focus on coping with trauma, life skills, and domestic violence prevention. A key partner providing access to these services is the Pasadena Public Health Department (PPHD).
- » **Substance use recovery** through a program run by PPHD.
- » **A record change clinic** where volunteer attorneys and law students work with trainees in clearing traffic tickets, dealing with outstanding fines, etc.
- » **Housing** through community partners who help trainees secure permanent or transitional housing.

### **Urban Corps of San Diego County**

Urban Corps works with low-income young adults ages 18–26. It uses a “contextualized learning” model in which it ties classroom education one day a week to on-the-job training the rest of the week. It maintains a Corps-to-Career department that handles comprehensive case management. However, one of its key practices is integrating recruitment through a connected job portal. Partnering with San Diego Workforce Partnership, Urban Corps is able to manage recruitment through the CONNECT2Careers Job Portal, which is used to place young adults in paid job experiences. By tracking intake and referrals through a program-specific portal, a variety of partners can help manage services for the pipeline.<sup>13</sup>

### **East Bay Alliance for a Sustainable Economy (EBASE) and BTC of Alameda County**

EBASE conducted a qualitative research study on the history and efficacy of the BTC’s partnerships with CBOs.<sup>14</sup> Its findings outline the following best practices in collaborations between communities and unions:

- » **Start collaboration early, when projects are developing, so that partners agree on trust and commitments.**
- » **Choose partners with compatible long-term interests for sustainable partnerships.**
- » **Communicate proactively about issues and invest in conflict resolution. Challenges will inevitably arise. Those partnerships in which the BTC and the organization agreed on a formal conflict resolution process had projects that overcame roadblocks much more consistently.**

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### **Lessons Learned**

Throughout the research for this report, several best practices that are unrelated to the structure of the pipeline or the requirements of the civil service rules emerged again and again. We found that to successfully achieve the goal of creating an effective pipeline into fully fledged, entry-level civil service positions currently not accessible to target populations, those practices must adhere to the following principles:

- » **A robust network of effective, external partnerships must support the program from beginning to end.**

<sup>13</sup> California Workforce Development Board. (2019). *Building a Statewide System of High Road Pre-Apprenticeship in California: Lessons from the California Clean Energy Jobs Act*. California Workforce Development Board.

<sup>14</sup> East Bay Alliance for a Sustainable Economy, Building and Construction Trades Council of Alameda County, California Partnership for Working Families. (2019). *Making Collaboration Work: Best Practices for Community-Trades Partnerships*. East Bay Alliance for a Sustainable Economy.

- » **Data must be regularly shared between all parties — LADWP staff who administer the program, trainers, supervisors, and CBOs in the referral network.**
- » **Leadership needs to be committed to managing the long and challenging process of bringing target populations into true civil service.**

### ***Effective Community Partnerships***

The purpose of a pipeline for true community hires from target populations is to give access to LADWP's civil service to those who have traditionally been left out of it. No such pipeline would be successful unless it was able to:

- » **Provide access to the pipeline to those who are not part of LADWP's existing network.**
- » **Provide comprehensive case management for target populations so that they may overcome barriers to full-time employment.**

A robust network of CBOs is imperative to achieve both aims. Almost every program featured in this report attests to their importance. LACCD learned that a regional approach was necessary to be able to recruit adequately for its programs. Many recruits drop out of the pipeline at orientation because they are not ready for the demands of a civil service pipeline. Without a regional approach to recruitment that involved many organizations who had access to people beyond LACCD's reach, hiring goals would never have been reached.

Comprehensive case management, in which case managers go beyond simply connecting participants to services, but also act as counselors and coaches, is also a nonnegotiable in successfully meeting hiring goals. Members of target populations will have a myriad of unique needs when they enter the pipeline. Some will need driver's licenses and other paperwork. Others will need access to transportation. Some may need a GED, adequate clothing, access to child care, and much more. It would be unrealistic to expect LADWP to provide all of these services in-house. In fact, one of the key upgrades to the TLH program was the creation of "workforce coordinator" positions to provide case management to recruits during their on-the-job training phase. Initial analysis showed that the lack of such services was a large cause of attrition in the program. Flintridge and the Urban Corps of San Diego also credit comprehensive case management as the main reason their programs are successful.

### ***Data Sharing and Management***

With so many partners involved in so many aspects of a community hire program, LADWP will have to invest in an Internet-accessible portal to manage the program and track participants from application to full-time hire. The portal should be tied in with LADWP's current HR system, and should be accessible to trainers, recruiters, case managers, program staff, and participants.

IRES and many High Road Partnership funded programs invested in portals and found them integral to their success. Urban Corps integrated its portal with the county's job connection system. LACCD also considered its unified portal essential to the success of its program. A unified portal is also needed for assessments. An effective program involves pre-, post- and ongoing risk and job readiness assessments. Participants should completing regular self-assessments, and a portal should have these assessments documented and actionable. Finally, when a portfolio of evaluation is created for compliance with City Charter Section 1005 (Examinations), HR will be able





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to assess the documents from the portal.

### **Leadership Commitment**

Target populations are accustomed to hearing promises and then subsequently having them broken. Leadership must be clear about what it is willing to provide, what it expects, and the size of the program. Leadership must also be committed to taking a collaborative approach. CBOs frequently opine that programs are created under special grants and then defunded. To avoid this scenario, more permanent funding should be established, as TLH has in drawing its support from the City's General Fund. Those who work with target populations describe large training programs where hundreds are trained for only a handful of job openings. Consequently, as LACCD and Flintridge have done, cohort sizes should be based on demand.

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To those who face many barriers to full-time employment, a job at LADWP represents a golden opportunity at stability that not only lifts them as individuals but also their spouses, children, and communities. As such, frequent involvement and candor from leadership is needed to build trust in the program. Both TLH and LACCD have managers, supervisors, and union representatives present during orientations and trainings. Recruits are frequently encouraged to ask questions, and program staff are instructed to give honest, if uncomfortable, answers. Leadership should not be afraid to hold high standards or reject people from the program. However, in return, they must provide real training and services. LACCD ensures that its trainees receive industry certificates whether or not they are selected to move on to probationary work. Urban Corps and Flintridge aim to give stability to their trainees through case management that can serve them in finding jobs outside the program.

### **The UPCT Model**

LADWP has an alternative pipeline into civil service in its Utility Pre-Craft Trainee Program. Because the focus of this report has been to explore models that are external to LADWP, the UPCT has not been explored in great length, especially given that all internal stakeholders are well aware of it, its structure, and its procedures. However, it is important to understand the UPCT model in relation

to the ideal pathway structure outlined above, and to dissect what the program does well and where it may be improved.

The UPCT was created to offer a community pathway into LADWP's workforce, while bringing young workers into the union's ranks and providing a community pathway into civil service. It functions as a pre-apprenticeship program, providing both classroom and on-the-job educational opportunities. Additionally, recruits are provided with pay, benefits, and a pathway to a diverse array of civil service positions at LADWP. Since its pilot class in 2011, the UPCT has hired 375 recruits over 14 cohorts (see Appendix B). The program has had only 57 terminations since its inception (approximately 15% of its total participation), which include layoffs, resignations, discharges, and deaths.

The UPCT pipeline comprises:

- » **Recruitment:** The RePower LA coalition has been a crucial partner in recruiting for the UPCT (along with organizations listed in Appendix B), funneling recruits to IBEW Local 18's book of applicants. The UPCT also relies on the robust personal networks of staff who manage the program, out of which come recommendations for job fairs and community events where UPCT staff can find recruits. After signing the book at the union hall, candidates are referred to WorkSource Centers for orientation. Recruits must re-sign the book every three months. They may do so online, via fax, or by dropping off a re-sign slip.
- » **Orientation:** WorkSource Centers run a two-part orientation process. First, recruits attend a one-day session that provides basic information about the program and ensures that recruits are aware of the commitments. Those who are willing (and able) to continue move on to a three-day training focusing on soft skills and familiarity with LADWP's and Local 18's organization and history.
- » **Selection:** By the conclusion of orientation, recruits are screened for their ability to follow directions, punctuality, and fit through a full day of interviews and assessment. The UPCT deviates from the standard pipeline in having this filter prior to the training, probationary period, and promotion phases.
- » **Training and Probationary Period:** The UPCT's hybrid classroom and on-the-job training experience lasts approximately four weeks. Classroom learning is directed at understanding the UPCT career pathways, preparing for the civil service examinations, basic math and reading comprehension, or courses for specific promotional classes (such as the Hayden Electricity course for the Electric Helper Class position). Training takes place via a rotation system, which happens by civil service classification. Trainees are rotated every six months between job classifications on both the water and power sides of LADWP, along with the home energy efficiency program, warehouses and stores, and more. They are evaluated monthly during this period.
- » **Promotion:** Trainees have been hired in 12 different city departments, but the majority stay at LADWP, which has taken approximately 75% of the 207 hires who have made their way into permanent civil service through the program. They have been hired into 32 job classifications, 19 at LADWP. They have become Custodians (20%), Meter Readers (14%), Electric Craft Helpers (11%), Electric Station Operators (10%), Steam Plant Assistants (5%), Electrical Mechanics (7%) and Electrical Distribution Mechanics (6%). These enumerated job

classifications account for approximately three-quarters of hired UPCTs.

The UPCT model does many things well but has room for improvement when compared to the best practices outlined above. It has more lucrative and diverse career pathways than most alternative civil service programs. However, it does not tap into the robust network of CBOs that is needed to adequately expand the reach of the program. Additionally, it is not a train-to-place model but rather a test-to-place model. The fact that UPCTs must still take an examination to enter permanent civil service is a major barrier for target populations.

A particular strength of the UPCT is the inclusion of eight feeder classes into its eligible promotional classes (see Appendix B). Feeder classes give workers an entryway into lucrative senior-level jobs but also help LADWP fill more advanced job classifications that currently have the highest growth rate of eligible retirees. For example, every year an additional 10% of Senior Electrical Mechanics become eligible for retirement. Eleven percent of UPCTs have been promoted into the Electric Craft Helper position, which is a feeder class to Senior Electrical Mechanics. Meter Readers also have a particularly high rate of eligible retiree growth (11% of current Meter Readers become eligible to retire every year.) Fourteen percent of UPCTs have been promoted into the Meter Reader job classification. The pathways open to UPCTs are closely aligned with LADWP's need to fill critical entry-level positions that feed into its highest attrition promotional job classifications (see Appendix E).

The UPCT also does an excellent job of giving exposure to the breadth of work at LADWP due to its rotation system. This allows those who may start off as a Custodian to move on to more lucrative career pathways once they have found stable employment at LADWP. It also allows recruits to benefit from building a broader set of skills and discovering work that they may enjoy of which they were previously unaware.

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However, the UPCT must greatly expand its network of CBOs and the formality of the structure with which those organizations interact with the program. Currently, WorkSource Centers are tasked with providing wraparound services during their short tenure with the recruits. Meanwhile, the recruitment network is neither enumerated nor formalized publicly. Additionally, the referral system through the union hall adds the barrier of wait time to target populations. Instead, CBOs should be asked to formally provide wraparound services during the training phase of the program. To reduce the wait time for a referred recruit to join the program, IBEW Local 18 and LADWP can notify CBOs when to refer people so that recruits are swiftly approved for orientation. The referrals process can also be made more accessible by having applicants go through WorkSource Centers in LA County, rather than through the current book-of-applicants system. Finally, the list of organizations eligible to refer people to the UPCT would have to be formalized and publicly available so that community hires with no previous network connected to LADWP would be able to approach a partner for referral.

The quality of the UPCT is heavily dependent on the staff who manage the program – their personal networks and ability to mentor, tutor, and more. A formal network of CBOs who handle various wraparound services would allow the program to institutionalize the best practices of its most talented staff, sustaining quality beyond the tenure of individual program staff.

# SOLUTIONS FOR LADWP

**THIS REPORT HAS ATTEMPTED TO DISTILL** the key design elements that make for an effective pipeline into high-demand, low-skill, entry-level positions at LADWP that are currently not accessible to community hires due to the requirements of the civil service hiring process. A very structured pipeline, with clear expectations, phases, and external implementation partners to recruit, orient, and train potential hires, makes LADWP more accessible to target populations.

This report also outlined important practices and models that organizations use to ensure that those who face barriers to full-time employment survive the long path to the civil service, such as a collaborative approach by leadership, transparency with a diverse array of community partners, and a commitment to comprehensive case management.

All of this information from various organizations must still be applied to LADWP's unique circumstances. To that end, the following recommendations pertain to how LADWP can start the long process of designing and implementing an effective community hire pipeline to diversify its existing workforce.

## **Recommendation 1:**

**Collaboration between LADWP, IBEW Local 18, and the City should begin early and a formal conflict resolution structure should be agreed upon.**

Before decisions are made about the program itself, leadership from the three main parties that will be involved in implementing and governing this new pipeline must come to an agreement about how they will work together. Conflicts inevitably will arise. The East Bay Alliance for a Sustainable Economy and Building Trades Council of Alameda County (a partnership explored in this report) learned that partnerships that had formal conflict resolution processes in place before implementation had a much higher chance of surviving.

## **Recommendation 2:**

**A working group should be created to develop the basic structure of the program. CBOs should be a part of the working group. At least one program staff member should be designated to coordinate and lead the process.**

The TLH program took approximately two years to plan and implement. LADWP can expect a shorter timeline for its program, given that the TLH program already has built a successful and replicable model. However, a robust working group still is needed to adapt the model to LADWP's unique context. It should consist of union representatives, the general manager of the personnel department or designee, the general manager of the Economic of Workforce Development Department or designee, representatives from relevant City Council committees and the Mayor's Office, and managers from operational departments.

Most important, CBOs must be present to help plan recruitment strategy and case management structure. In interviews, organizations such as LA RISE, Los Angeles Black Worker Center, the Flintridge Center in Pasadena, the YWCA, and many more were mentioned as successful partners. Education partners like LACCD must also be present to develop the training portion of the program.



### Recommendation 3:

**Create a list of eligible target populations consisting of formerly incarcerated individuals, former fosters, and additional populations from the TLH program. Target ZIP codes should not be included.**

The working group that created the TLH program has already interviewed community groups across LA to create a robust list of eligible target populations. While the focus on the formerly incarcerated and former fosters is important, the list of eligible target populations must be more expansive in order to create a sizable and worthwhile pipeline. For example, a pipeline that focuses exclusively on funneling the formerly incarcerated into civil service employment can expect to run cohorts of approximately 25 participants, a number too small to meet ambitious hiring goals. Target ZIP codes should not be included in the list of eligible criteria. LADWP already has a history of success recruiting from target neighborhoods (see Appendix A), and although those efforts should continue, they should not be added to the already heavy lift of this program.

### Recommendation 4:

**Comprehensive case management should be a part of the program from the beginning. Dedicated program staff should oversee the case management process and create a list of approved CBOs to provide the following services:**

- » **Mental health**
- » **Substance use recovery**
- » **Records clearing and assistance**
- » **Housing**

Many times, almost every program researched and interviewed for this report indicated that comprehensive case management services were imperative for a successful pipeline. Prior to the COVID-19 pandemic, TLH leadership was exploring adding case management services to the program because the lack of case management was seen, after several initial cohorts, as contributing to attrition. The four services above are particularly important for the formerly incarcerated.

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### Recommendation 5:

**The program should follow the six phases described above. Orientation and training should be separated to reduce attrition at the training phase. WorkSource Centers should conduct orientation, but educational organizations like LACCD should conduct training in partnership with LADWP and union staff.**

LADWP has more Section 5.30 temporary training positions than any other City department. This is because work at LADWP is highly specialized, and even its more generalizable jobs involve special conditions. For example, tree surgeons at LADWP require line clearance and must be proficient in free climbing — skills not required elsewhere.

As such, regardless of entry-level job classification, trainees in this pipeline would benefit from a separate and more robust training phase before entering work at LADWP. While the TLH program can combine probation and training into a single, six-month on-the-job training phase, LADWP needs to acclimate its recruits to a much more rigorous culture of training within its organization.

### **Recommendation 6:**

**The newly created Utility Worker classification, which will promote into a list of probationary classifications and then entry-level positions, is a great opportunity for LADWP to fill a wide variety of entry-level positions. While the list of TLH job classifications is a good start, LADWP and the Personnel Department should keep an open mind about the list for eligible job classifications for this program. Further analysis should be done.**

The creation of a new community hire pipeline presents an opportunity for LADWP to create its own list of eligible job classifications to meet other workforce needs besides diversity. A simple study identifying job classifications with the highest attrition rates and their corresponding entry-level classes may yield some previously unknown, high-leverage, eligible job classes for the new pipeline that are unique to LADWP.

# CONCLUSION

For many communities, access to a well-paying, stable, satisfying, and meaningful careers is not only a lifeline for the individual employees but for their families and communities as well. Happy employees build happy homes, investing in their children and their neighbors. In the many interviews and conversations with LADWP staff and leadership that have informed this report, the passion for providing such a lifeline into the communities LADWP serves is there. We have heard of trainers and mentors who “have it in their soul” to help people, supervisors who have supported recruits through personal trials, and leaders teasing out the difficult details in recruitment, hiring policies, and training to make the system work as a whole for target populations.

We hope that this report offers a path forward to institutionalize that passion, bringing the individual best practices together to build a sustainable community hire pipeline for target populations into LADWP for many years to come.

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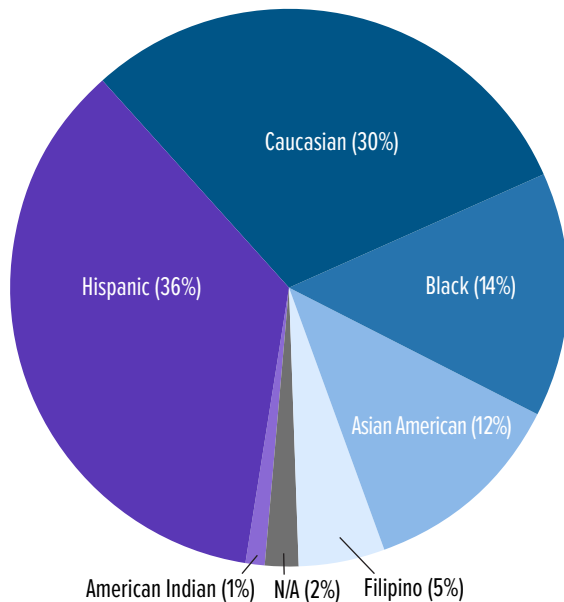
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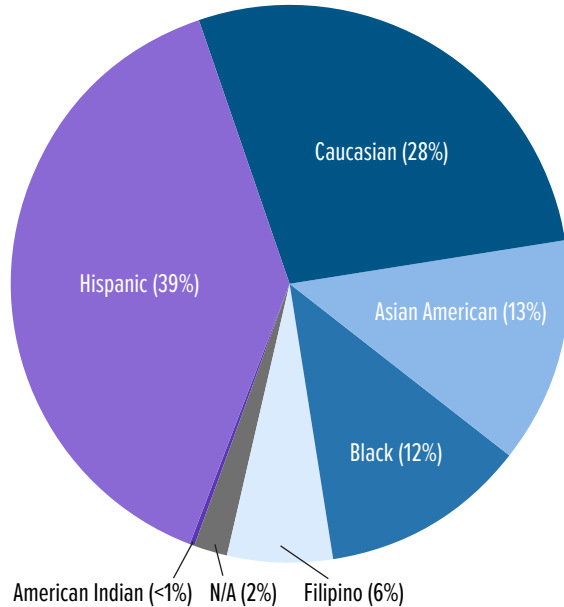
# APPENDICES

## APPENDIX A – Workforce Demographics at LADWP

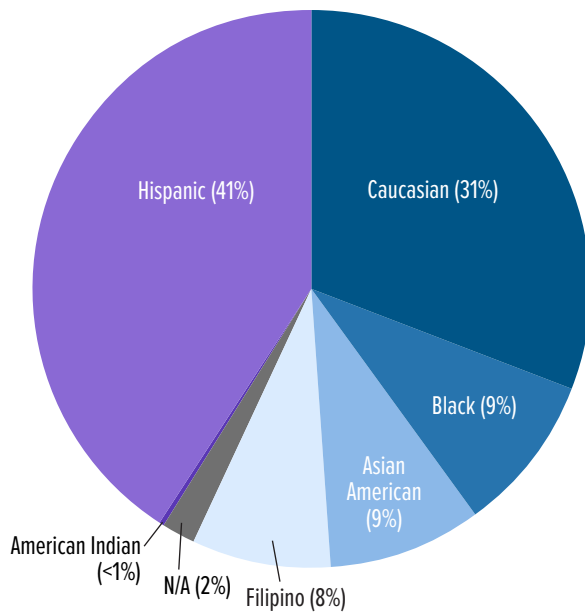
LADWP Ethnicity: Total of All Locations



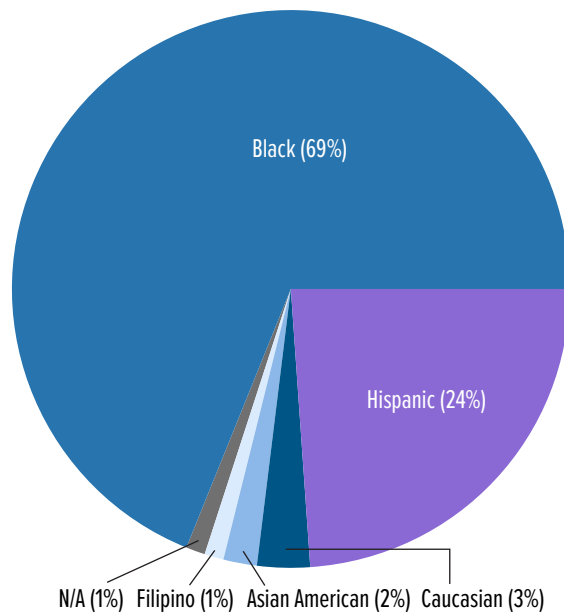
LADWP Ethnicity: LA County  
(Excluding entire City of LA)



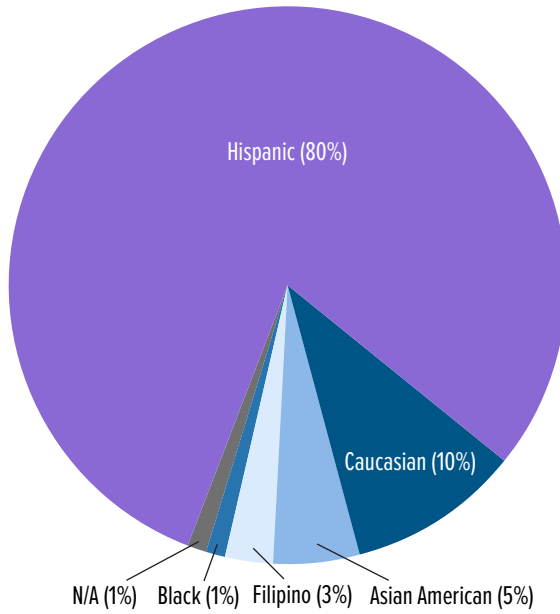
LADWP Ethnicity: City of LA  
(Excluding South and East LA)



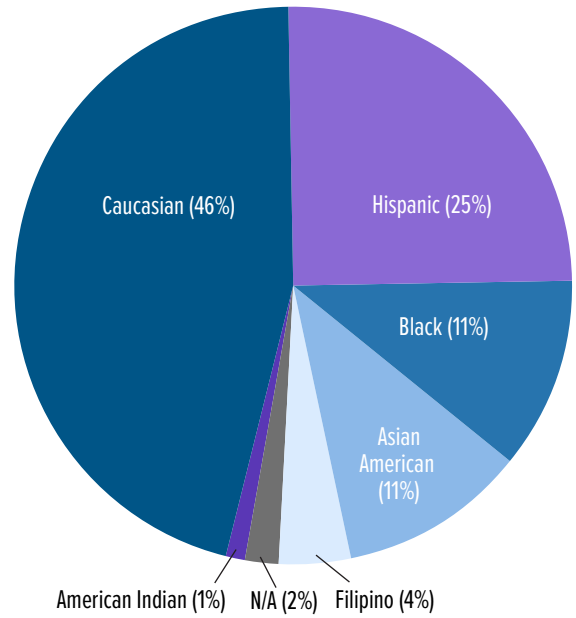
LADWP Ethnicity: South LA



LADWP Ethnicity: East LA

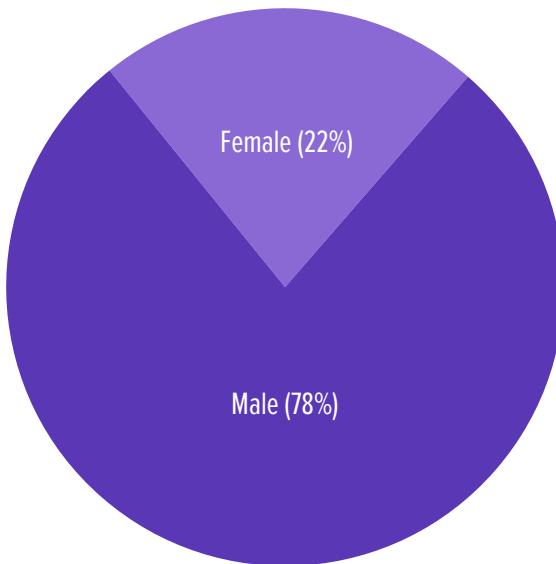


LADWP Ethnicity: All Other Locations  
(Excluding entire City of LA and LA County)

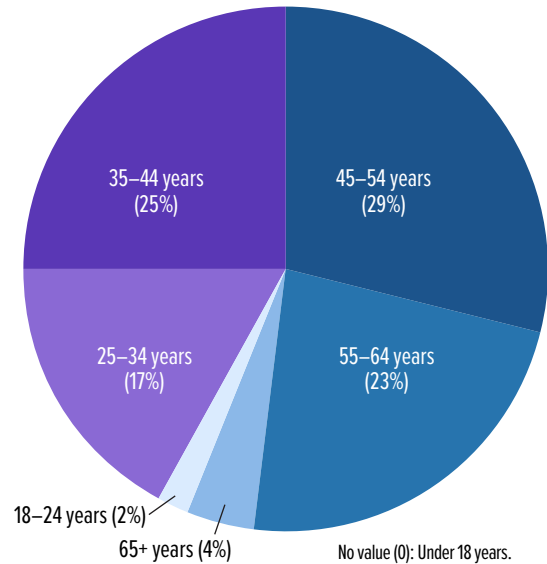


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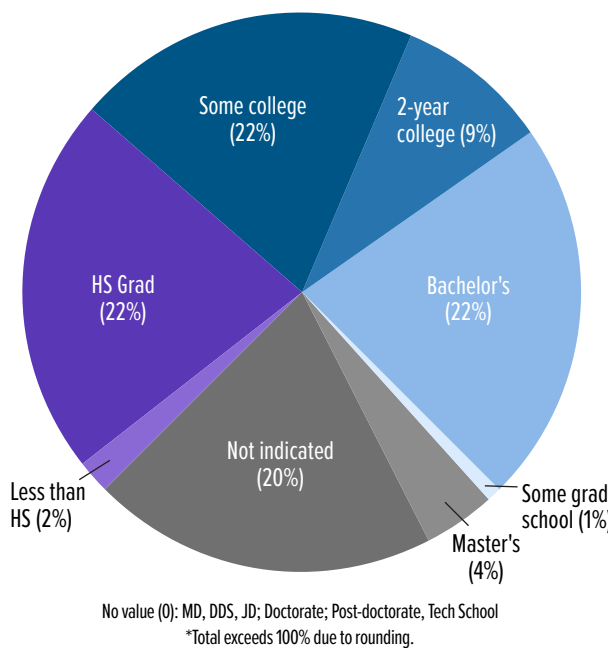
LADWP: Gender



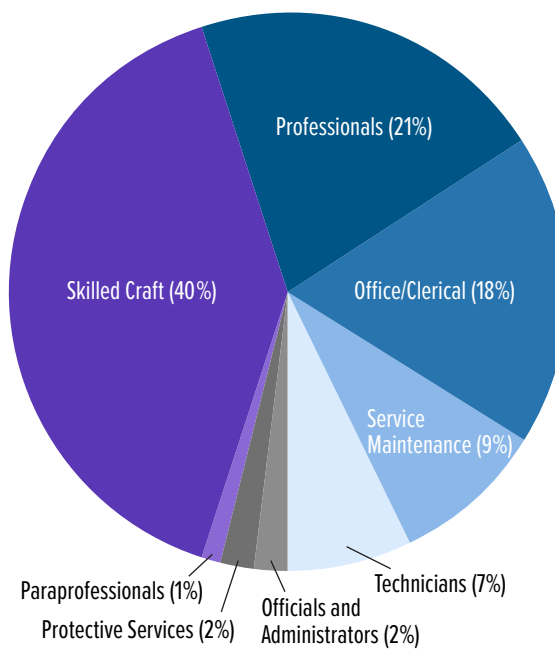
LADWP: Employees by Age



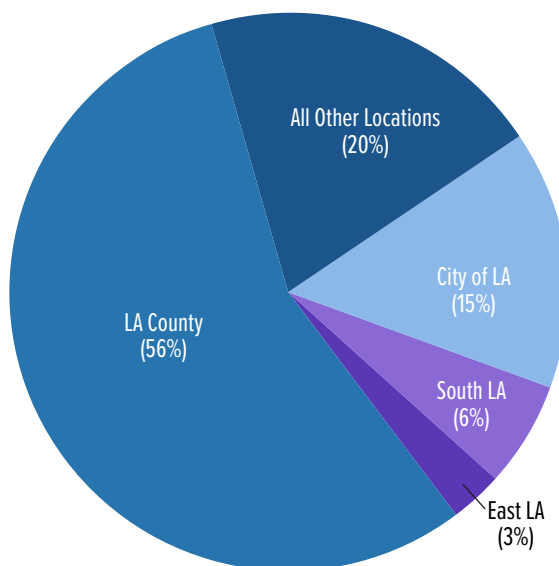
LADWP: Highest Level of Education\*



LADWP: Major Job Classifications

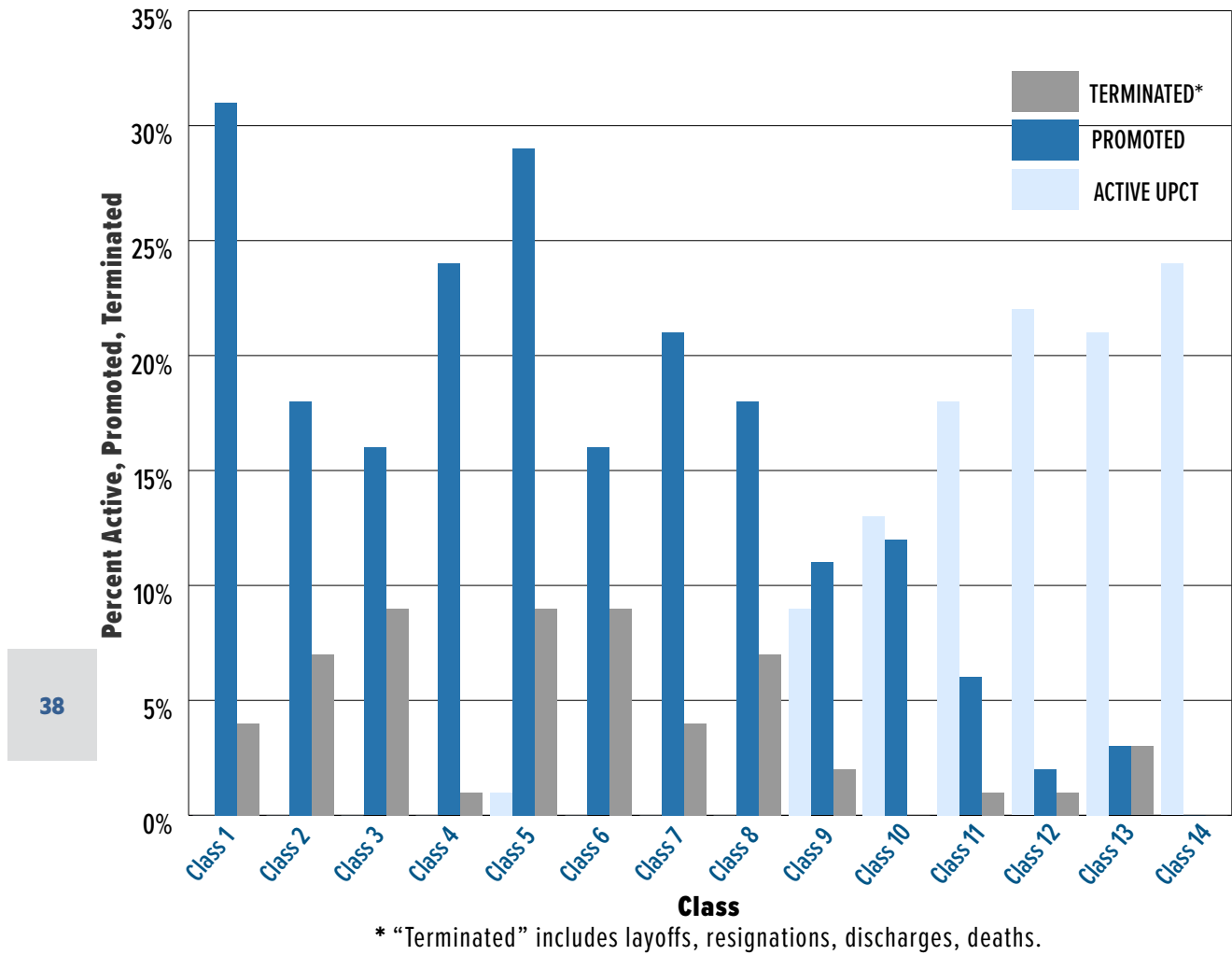


LADWP: Location of Employees  
 (Excluding City of LA, South and East LA)



## APPENDIX B – The UPCT Program at LADWP

### UCPT General Data

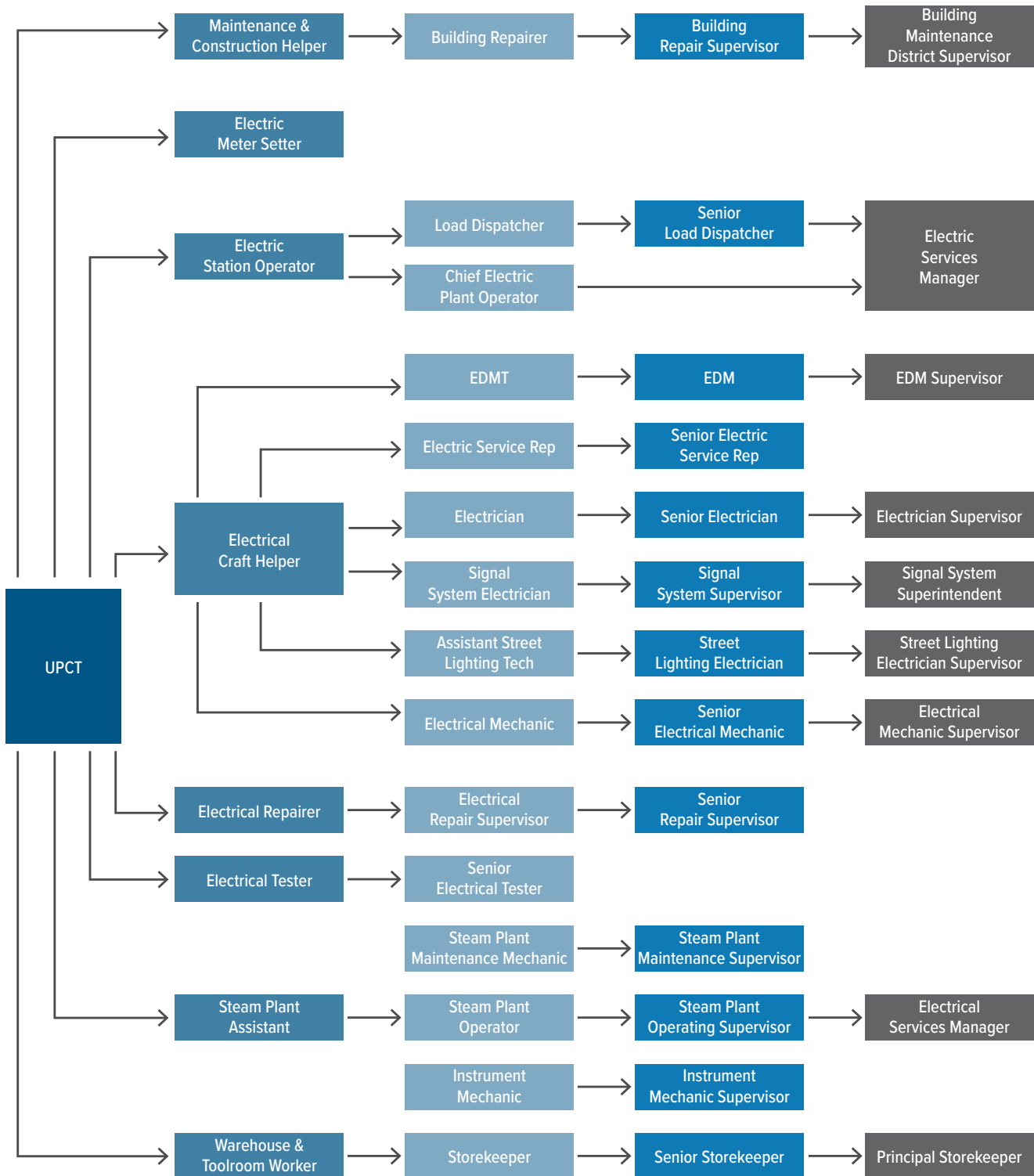




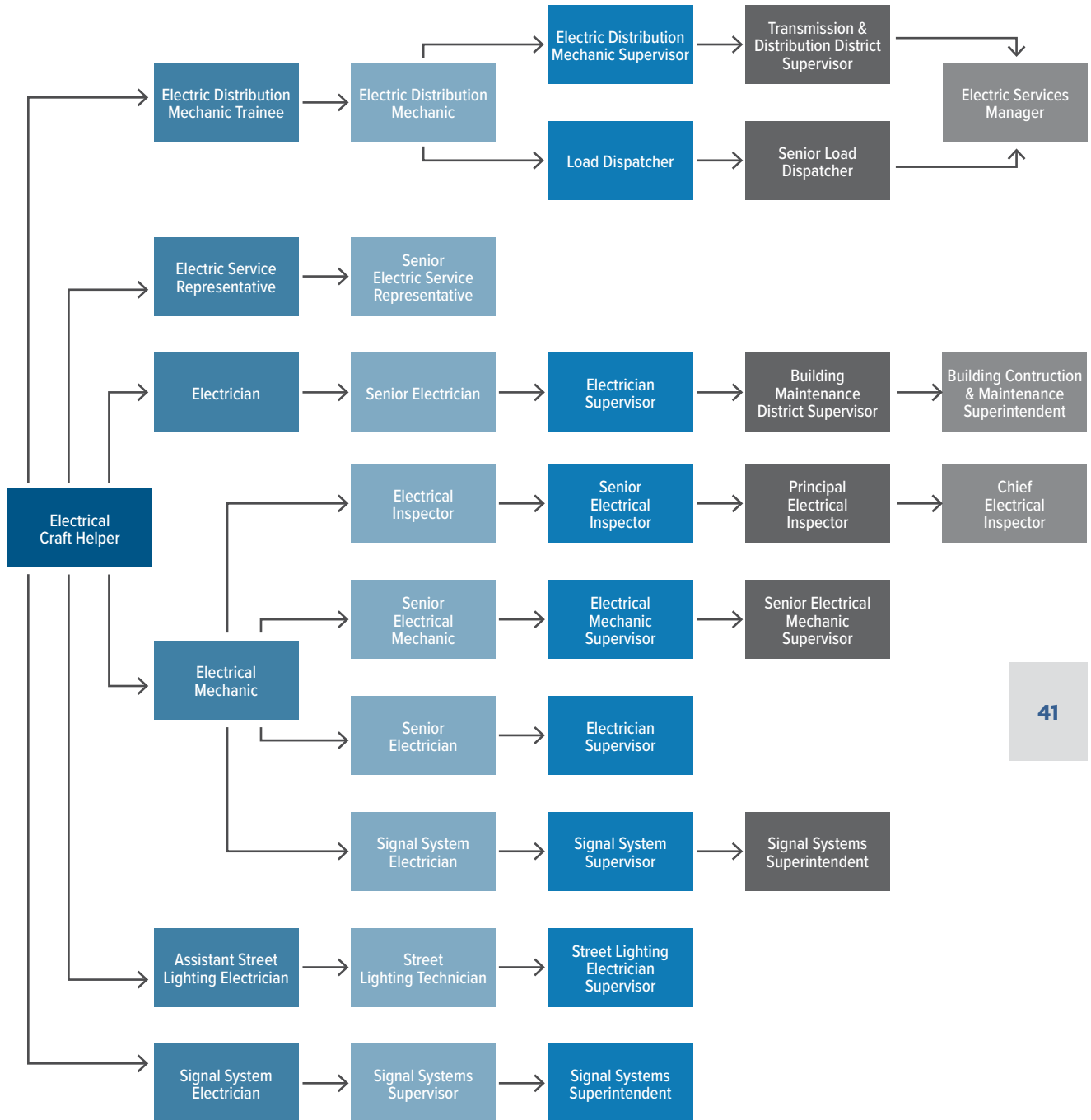
## UCPT Promotion by Classification

CLASSIFICATION	DWP	CITY	TOTAL
Administrative Clerk	2	6	8
Airport Guide	0	1	1
Assistant Inspector	0	4	4
Building Repairer	1	0	1
Communications Information Representative	0	2	2
Construction Equipment Service Worker	1	1	2
Customer Service Representative	2	0	2
Custodian	30	0	30
Delivery Driver	0	9	9
Electrical Engineering Drafting Technician	1	0	1
Electric Distribution Mechanic	10	0	10
Electric Station Operator	15	0	15
Electrical Craft Helper	17	6	23
Electrical Mechanic	11	0	11
Electrical Test Technician	1	0	1
Gardener Caretaker	4	1	5
Maintenance and Construction Helper	5	2	7
Maintenance Assistant	2	0	2
Maintenance Laborer	8	0	8
Management Assistant	0	1	1
Mechanical Helper	0	3	3
Meter Reader	22	0	22
Photographer	0	1	1
Security Officer	0	1	1
Steam Plant Assistant	11	0	11
Storekeeper	1	3	4
Street Service Worker	0	5	5
Traffic Officer	0	2	2
Traffic Painter and Sign Poster	0	2	2
Truck Operator	0	1	1
Warehouse and Toolroom Worker	8	3	11
Wastewater Collection Worker	0	1	1
<b>Total</b>	<b>152</b>	<b>55</b>	<b>207</b>

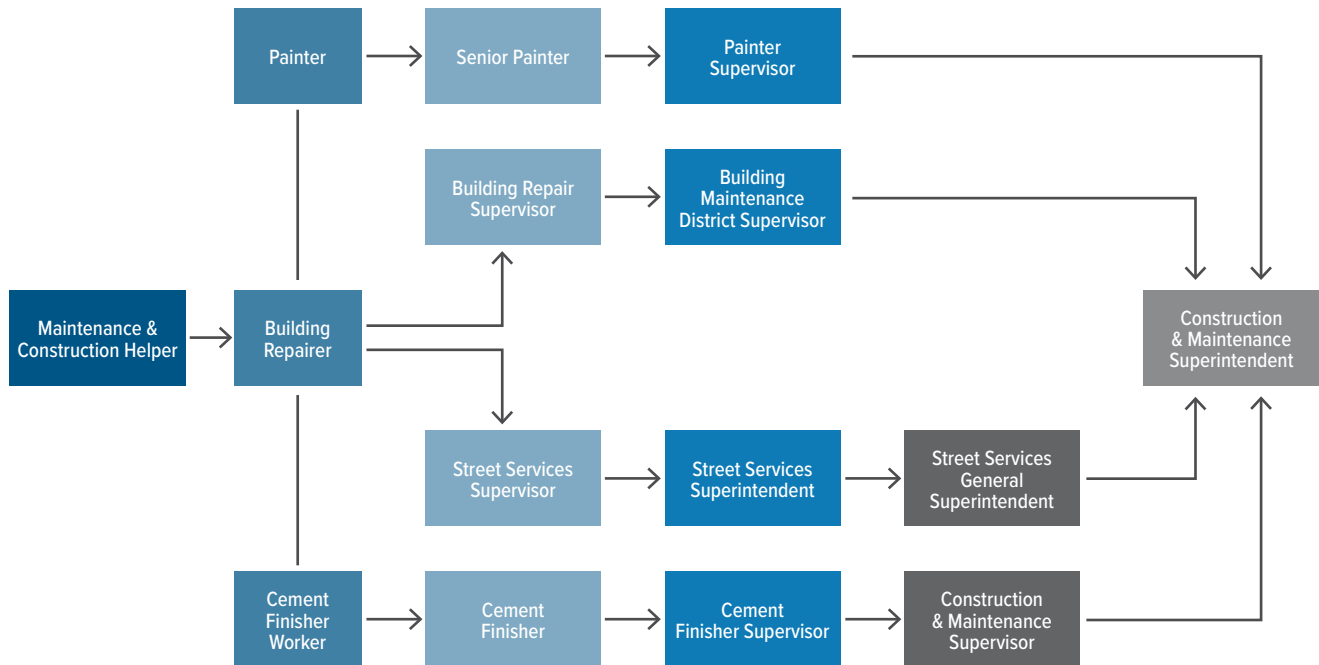
## UPCT Feeder Classes Career Pathway



## ECH Feeder Classes Career Pathway



## MCH Feeder Classes Career Pathway

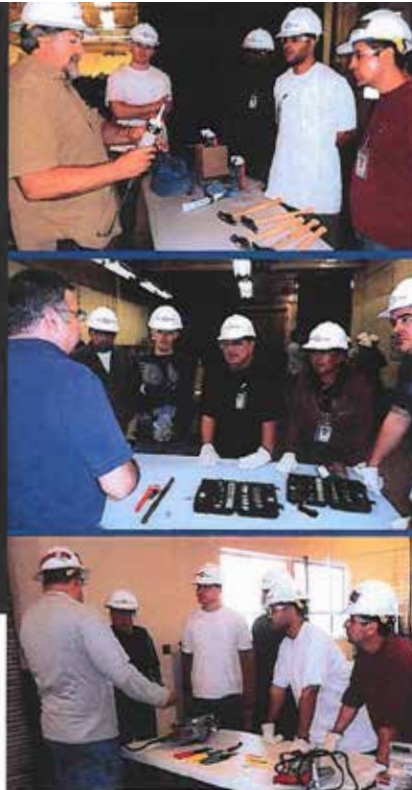




## Integrating the Utility Pre-Craft Trainee (UPCT) Program with LADWP Goals

International Brotherhood of Electrical Workers  
Local 18

Los Angeles  Department of Water & Power



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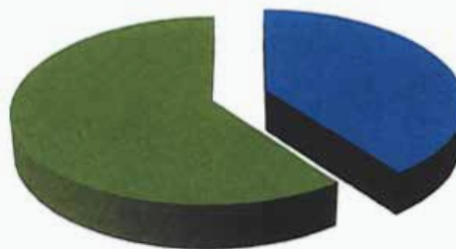
LADWP's current workforce is rapidly aging. Our challenge is training the next generation of highly skilled employees to provide water and power to our city.

Retirement Eligibility



38% of the workforce will be eligible to retire in the next 5 years

Aging Workforce



40% of the workforce is 50+ years of age

## Providing water and power and maintaining our vast infrastructure requires a highly skilled workforce.

For our Power System, these workers include:



### Training Required

Electric Station Operator Trainee	2 Years
Electrical Mechanic Trainee	3.3 Years
Electric Distribution Mechanic Training	3.5 Years
Steam Plant Assistant Program	4 Years
Wind Plant Technician	4 Years

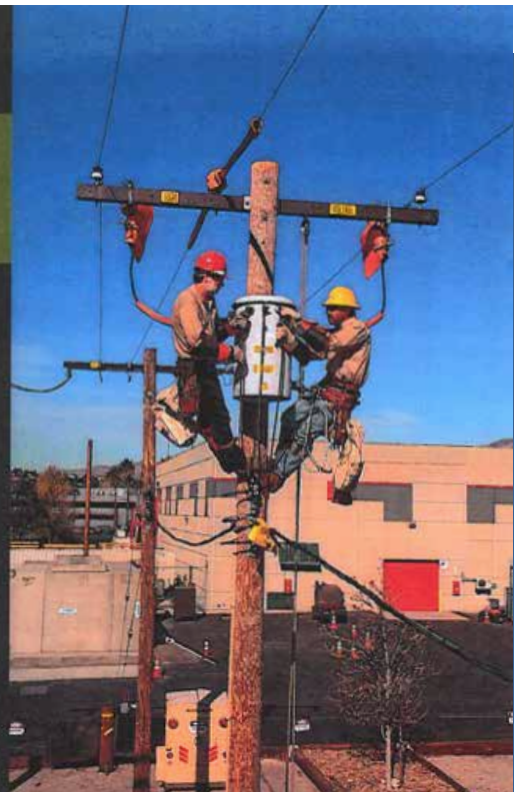
44

## Critical Workforce

Critical classes positions are essential to LADWP day-to-day operations

### Retirement Eligibility - Next 2 Years

Electric Trouble Dispatcher	59%
Steam Plant Operator	33%
Instrument Mechanic Supervisor	83%
Underground Distribution Construction Mechanic	40%
Electrical Mechanic Supervisor	57%
Steam Plant Maintenance Supervisor	67%
Water Utility Worker	32%





## Workforce Planning

Training and replacing highly skilled employees poses a unique challenge for utilities.

To address this challenge, IBEW Local 18 and LADWP have developed the **Utility Pre-Craft Training (UPCT) Program**.



## Utility Pre-Craft Trainee (UPCT)

Exempt classification created October 8, 2010, as a result of a Joint Labor/Management collaboration of LADWP and IBEW Local 18

Open to Los Angeles County residents with a valid driver's license

Dispatched through IBEW Local 18

Provides on-the-job training in the classroom and field

Prepares participants for Feeder Classes

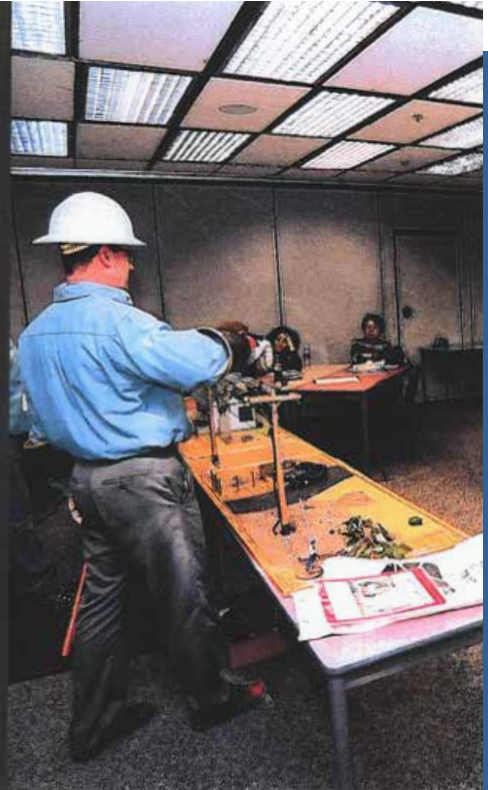


## UPCT Training Curriculum

Developed with the Joint Training Institute

Includes 57 training courses provided by Los Angeles Trade Technical College, computer-based training, and on the job training

Subject areas include: electricity, water distribution, safety, weatherization, test preparation, and reading, math and computer skills



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## UPCT Program is About Job Creation in LA

Partnerships with local agencies to establish a “Green Jobs Pipeline” in Los Angeles

Partnering organizations include:

- Los Angeles Alliance for a New Economy (LAANE)
- Strategic Concepts in Organizing and Policy Education (SCOPE)
- Los Angeles Trade Technical College (LATTC)
- University of California at Los Angeles (UCLA)
- University of California at Berkeley
- RePower LA
- Sierra Club
- Los Angeles Worksource Centers

And support from Elected Officials:  
Councilmembers Huizar, Wesson and Price  
Congresswoman Karen Bass





## Current Program

### 2011

1<sup>st</sup> class | 37 UPCTs hired

### 2012

2<sup>nd</sup> class | 25 UPCTs hired

### 2013

3<sup>rd</sup> class | 24 UPCTs hired

### 2014

4<sup>th</sup> class | 25 UPCTs hired

5<sup>th</sup> class | 38 UPCTs hired

### 2015

6<sup>th</sup> class | 25 UPCTs hired

7<sup>th</sup> class | 25 UPCTs *projected*



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## Current Areas of Deployment Rotation

General Construction

Water Distribution

Test Lab

HEIP & Weatherization

Water Conservation

Electrical Construction

Direct Install

Conduit Group

Solar

Protective Coating

Stores

Electric Station  
Maintenance

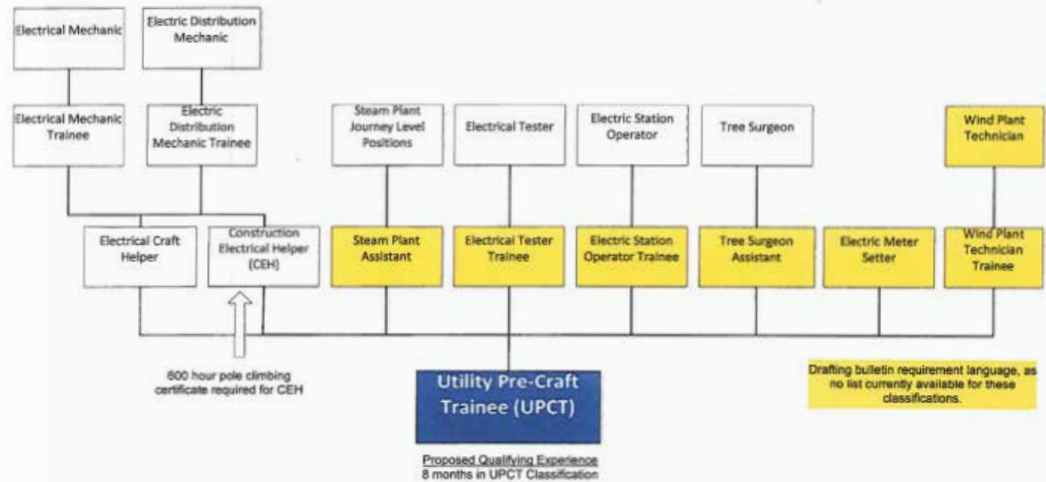
Custodial & Landscape

Central Fabrication &  
Repair (Shops)

Meter Setter Program

Safety & Training

## Feeder Classes



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## Exams For Which UPCTs Qualify

Exams administered with UPCT qualifying language:

- Meter Reader
- Electric Station Operator
- Steam Plant Assistant
- Maintenance and Construction Helper
- Electric Distribution Mechanic Trainee
- Wind Plant Technician
- Electrical Repairer
- Electric Meter Setter
- Warehouse and Toolroom Worker

Upcoming exams with UPCT qualifying language:

- Electrical Craft Helper

## UPCT Requirements

- Computer Based Training (CBT) Program
- Hayden Basic Electricity Course
- Monthly evaluations

LOS ANGELES DEPARTMENT OF WATER AND POWER and  
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS, LOCAL 16

### UTILITY PRE-CRAFT TRAINEE EVALUATION FORM

NAME: \_\_\_\_\_ EMPLOYEE # \_\_\_\_\_ LOCATION: \_\_\_\_\_  
GRADE: Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec YEAR: 20\_\_\_\_  
DUE THE 1<sup>ST</sup> OF EACH MONTH

RATE EACH FACTOR over each line (Strong, Standard, or Weak)	Satisfactory	Needs to Improve	Unsatisfactory
<b>QUANTITY</b>			
<input type="checkbox"/> Amount of work performed			
<input type="checkbox"/> Completion of work on schedule			
<b>QUALITY</b>			
<input type="checkbox"/> Accuracy			
<input type="checkbox"/> Neatness of work product			
<input type="checkbox"/> Thoroughness			
<b>WORK HABITS</b>			
<input type="checkbox"/> Observance of working hours			
<input type="checkbox"/> Attendance			
<input type="checkbox"/> Observance of rules & safe work practices			
<input type="checkbox"/> Compliance with work instructions			
<input type="checkbox"/> Orderliness in work			
<input type="checkbox"/> Application to duties			
<b>PERSONAL RELATIONS/COMMUNICATION</b>			
<input type="checkbox"/> Getting along with fellow employees			
<input type="checkbox"/> Meeting and handling the public			
<input type="checkbox"/> Communication orally in a clear, concise, and effective manner			
<b>ADAPTABILITY</b>			
<input type="checkbox"/> Performance in new situations			
<input type="checkbox"/> Performance with minimum instructions			
<input type="checkbox"/> Initiative			
OTHER (Specify): _____			

Comments (suggestions for employee development for "Weak, Unsatisfactory, or Improvement Needed" ratings):  
\_\_\_\_\_  
\_\_\_\_\_

TRAINER NAME, SIGNATURE, TITLE \_\_\_\_\_ DATE \_\_\_\_\_  
REVIEWER NAME, SIGNATURE, TITLE \_\_\_\_\_ DATE \_\_\_\_\_  
This report has been discussed with me and I have received a copy of this evaluation. CLASS # \_\_\_\_\_  
EMPLOYEE'S SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

**DISTRIBUTION**  
Employee copy  
Personnel folder  
UPCT Coordinator -  
Assigned to Michael Hayden  
1630 N. Main St., 9th Fl. 17  
FAX to 77211

**RATING SCALE**  
Based on observation during the rating period, the employee is being rated using the below scale:  
Satisfactory - Performance factor was consistently demonstrated at a satisfactory level  
Needs to Improve - Performance factor was demonstrated at less than a satisfactory level  
Unsatisfactory - Performance factor was demonstrated at an unsatisfactory level

Revision: 12/2002 12/2003 12/2004 12/2005 12/2006 12/2007 12/2008 12/2009 12/2010 12/2011

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## Fair Hiring Practices

Recruitment efforts are far-reaching within Los Angeles county, including communities that may be traditionally underserved in education resources.

- Individuals from all walks of life are given the training and life skills to qualify for a well-paying career in the utility industry.
- Applicants with challenges in their backgrounds who are committed to the program may find promising employment opportunities and a chance to better their lives and the lives of their families.
- The application process includes a medical and a drug test, and honesty in conviction disclosure is required, as applications are cross-checked against Department of Justice records for disqualifying convictions. Maintaining a valid driver's license is a requirement of the program.

# What Does Success Look Like?

FULL TIME APPOINTMENTS (+ SIX EMERGENCY APPOINTMENTS)	
CLASS 1	
One appointment to	Electrical Tester Trainee
Five appointments to	Steam Plant Asst.
One appointment to	Electrical Craft Helper
One appointment to	Underground Distribution Mechanic Trainee
Four appointments to	Electrical Mechanic Trainee
One appointment to	Electrical Repairer Trainee
One appointment to	Traffic Control
One appointment to	DOT
One appointment to	Clerk Typist
Four appointments to	Meter Reader
CLASS 2	
Four appointments to	Meter Reader
Two appointments to	Electric Distribution Mechanic Trainee
One appointment to	Customer Service Rep
One appointment to	Electric Station Operator Trainee
CLASS 3	
Two appointments to	Meter Reader
One appointment to	Steam Plant Asst.
Two appointments to	Electric Distribution Mechanic Trainee
Three appointments to	Electric Station Operator Trainee
One appointment to	Warehouse and Toolroom Worker
CLASS 4	
One appointment to	Electric Station Operator Trainee
One appointment to	Warehouse and Toolroom Worker

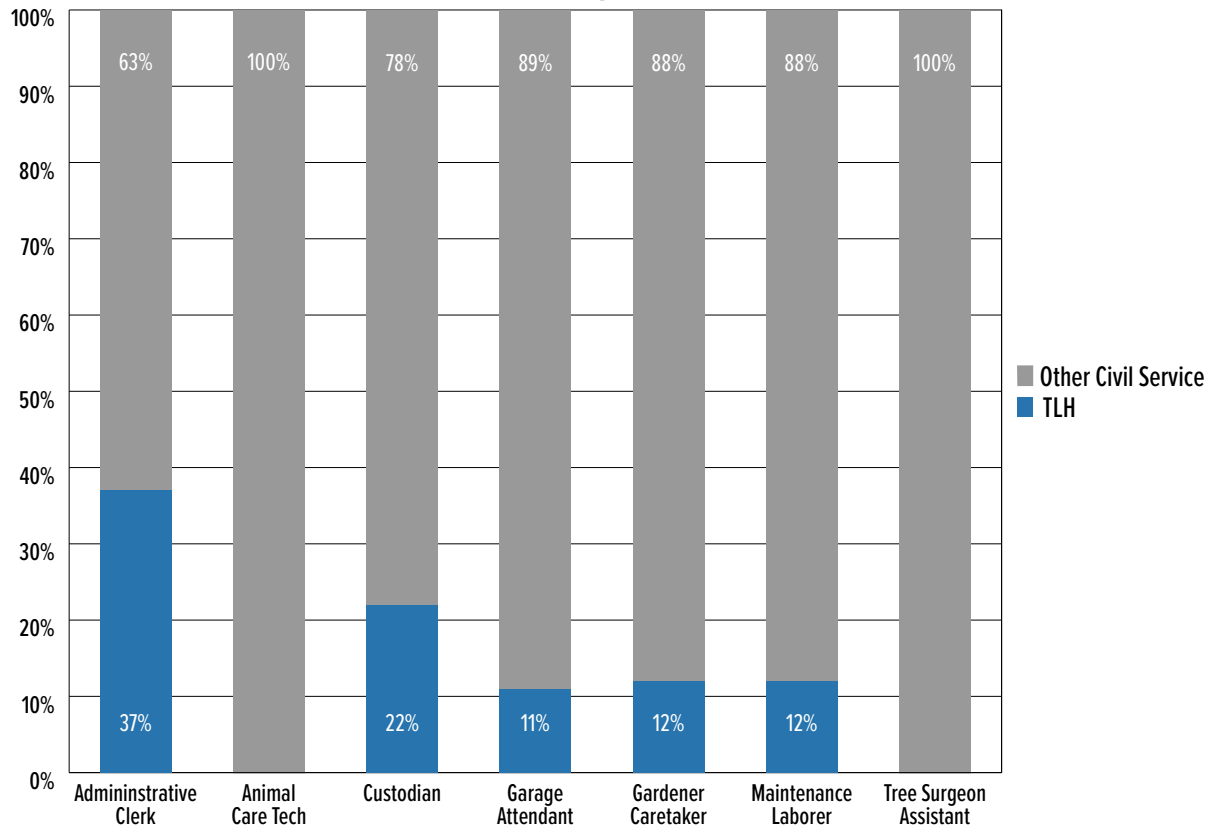


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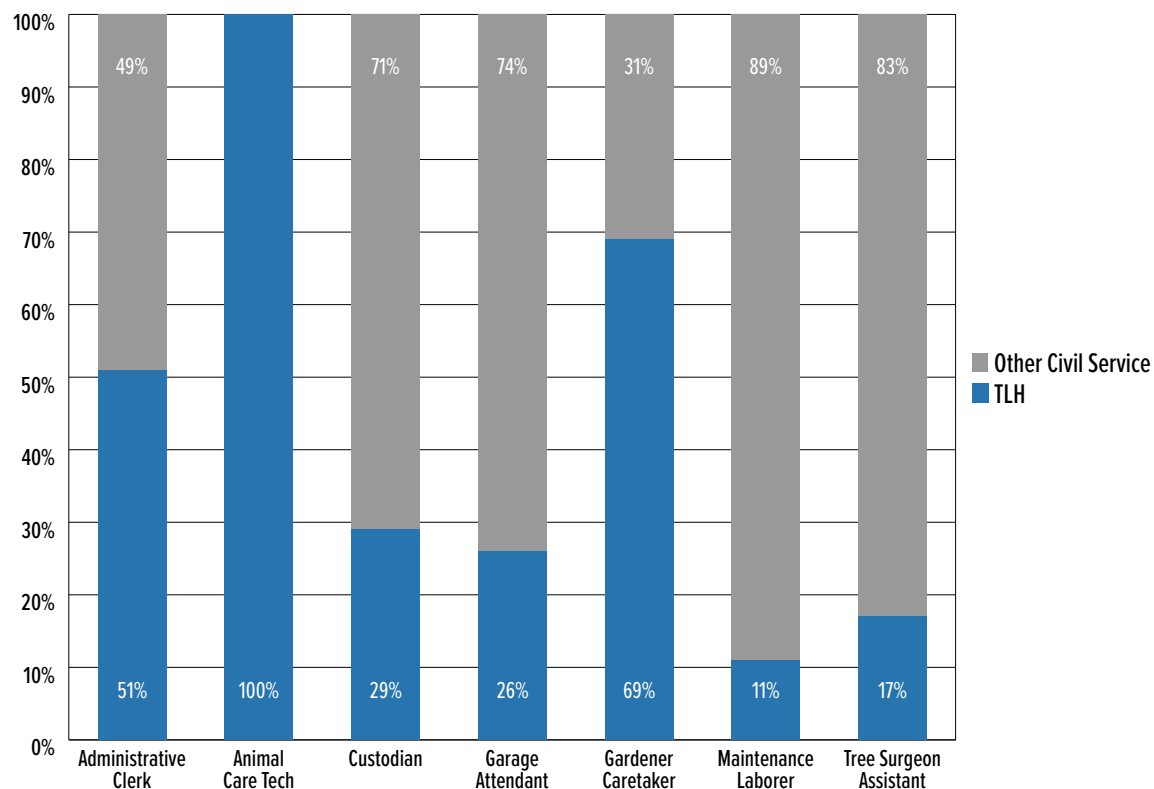
## APPENDIX C – Statistics for the Targeted Local Hire Program

**TLH Hires vs. Other Civil Service Hires by Class: 2017**

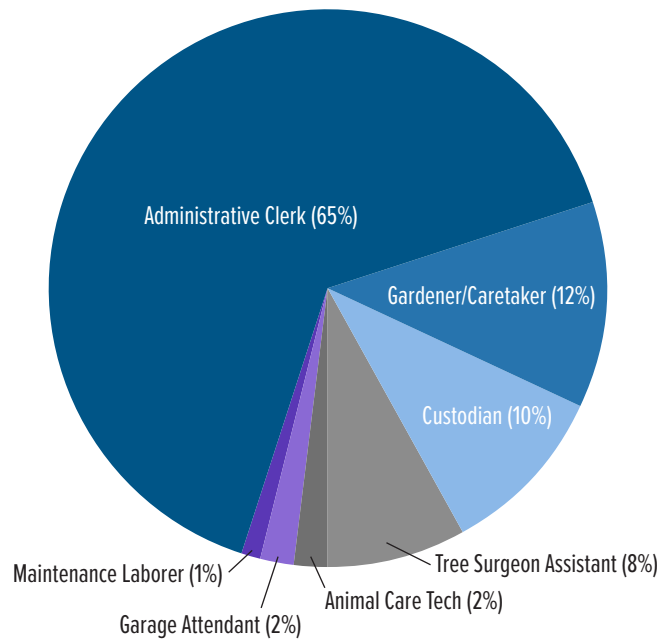


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**TLH Hires vs. Other Civil Service Hires by Class: 2018**



LADWP: TLH Hires by Class 2019



### TLH Hires Compared to Other Civil Service Hires

(January 1 – December 31, 2019)

	CLASSES USED BY TLH	TLH Hires	Civil Service Hires	Total Hires	% Hired by TLH
1	Administrative Clerk	160	152	312	51%
2	Animal Care Technician	5	0	5	100%
3	Animal License Canvasser	0	0	0	0%
4	Custodian	36	30	66	54%
5	Delivery Driver	0	6	6	0%
6	Garage Attendant	3	12	15	20%
7	Gardener Caretaker	41	29	70	58%
8	Maintenance Laborer	57	15	72	79%
9	Street Services Worker	0	0	0	0%
10	Tree Surgeon Assistant	13	13	26	50%
11	Warehouse and Toolroom Worker	0	4	4	0%
<b>TOTAL</b>		<b>315</b>	<b>261</b>	<b>576</b>	<b>55%</b>

## APPENDIX D – Agreement Between the Los Angeles Trade Technical College/Transportation Workforce Institute and LADWP

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018 212

**LA DWP** Los Angeles Department of Water & Power

RESOLUTION NO. \_\_\_\_\_

APR 24 2018

☒ POWER SYSTEM ☐ WATER SYSTEM ☐ CHIEF SUSTAINABILITY

BOARD LETTER APPROVAL ☒ COO ☐ CFO


☐ LEGAL ☐ \_\_\_\_\_

RELEASE DATE MAY 04 2018

  
**REIKO A. KERR**  
Senior Assistant General Manager – Power System Engineering, Planning, and Technical Services

  
**ANDREW C. KENDALL**  
Senior Assistant General Manager – Power System Construction, Maintenance, and Operations

  
**MARTIN L. ADAMS**  
Chief Operating Officer

  
**DAVID H. WRIGHT**  
General Manager

**DATE:** April 11, 2018

**SUBJECT:** Agreement with the Los Angeles Trade Technical College/Transportation Workforce Institute

### SUMMARY

The attached Resolution recommends approval of a Memorandum of Understanding (MOU) between the LADWP and the Los Angeles Trade Technical College/Transportation Workforce Institute (LATTC/TWI) to provide, on an as-needed basis, standard, customized, and certified training for an annual projection of 4,000 employees assigned to various groups within LADWP. The MOU is intended to assist with the anticipated loss of approximately 60 percent of LADWP's workforce over the next 5 years. This is a non-inclusive, 5-year agreement with no financial commitment and will not exceed \$15,000,000; annual expenditures are estimated at \$3,000,000. Depending on the requirements of the participant, courses will range from \$100 per participant, for a 1- to 3-day standard/certification course to \$1,000 for specialty courses.

LATTC/TWI is a non-profit educational institution that is located in the City of Los Angeles and has a network of 8 Los Angeles colleges; 2 are also located in Los Angeles, 3 in the San Fernando Valley, 1 in Monterey Park, 1 in Wilmington, and 1 in Culver City.

LATTC/TWI, along with their vast training network of local colleges and educational professionals will provide recognized and certified industry instructors to teach various trade disciplines, provide certification and regulatory training, along with specialty training. LATTC/TWI has the ability to provide courses throughout California, Nevada, Utah, and online. This capability will assist with expediting the delivery of employee training and minimizes production time lost due to course participation.

An imperative byproduct of this program is courses developed and approved will be offered to the general public to assist with community workforce development. The program enhances public access to technical and craft training, education, and certifications required for public and private sector employment.

City Council approval is not required.

### **RECOMMENDATION**

It is recommended that the Board of Water and Power Commissioners adopt the attached Resolution authorizing the execution of the MOU between LADWP and the LATTC/TWI for as-needed industry-standard and certification employee training.

### **ALTERNATIVES CONSIDERED**

Alternatives considered are to hire additional LADWP staff or a private education/certification provider. These are not viable alternatives due to the limited resources. The work is required immediately and will cover multiple professional, technical, and craft subjects. In addition, the work requires online training portals and certified subject matter experts.

As previously mentioned, utilizing LATTC/TWI as opposed to the alternatives allows LADWP access to a network of certified industry instructors with the ability to conduct courses in California, Nevada, Utah, and online. This capability will assist with expediting training and minimizes production time lost due to course participation.

As courses become more standardized with a consistent usage, where feasible, LADWP will attempt to incorporate courses into its internal training programs.

### **FINANCIAL INFORMATION**

The MOU is for a term of five years and is budgeted for a maximum of \$15,000,000.

### **BACKGROUND**

LADWP has historically developed and performed Power and Water trade discipline training. Due to the increase in regulatory training, the unprecedented levels of craft-series retirements and an influx of newly hired employees, LADWP has acquired an overwhelming need for supplemental assistance to address training gaps for compliance and workforce readiness.

### **ENVIRONMENTAL DETERMINATION**

Determine item is exempt pursuant to CEQA Guidelines 15060 (c)(3). In accordance with this section, an activity is not subject to CEQA if it does not meet the definition of a project. Section 15378 (b)(5) states that organizational or administrative activities that will not result in direct or indirect physical changes in the environment do not meet that

definition. Therefore, the entering into an MOU with LATTC/TWI for training purposes is not subject to CEQA.

#### **CITY ATTORNEY**

The Office of the City Attorney reviewed and approved the MOU and Resolution as to form and legality.

#### **ATTACHMENTS**

- Resolution
- MOU



Resolution No. 018 212

WHEREAS, the Los Angeles Trade Technical College/Transportation Workforce Institute (LATTC/TWI) provides the Los Angeles Department of Water and Power (LADWP) with Industry Standard and Certification Training, which includes all curriculum, all materials, LATTC/TWI facilities, LATTC/TWI online instruction and portal, LADWP onsite instruction, class development, and instructor's labor; and

WHEREAS, LADWP proposes to enter into the Industry Standard and Certification Training Memorandum of Understanding (MOU) with LATTC/TWI for standard, custom, and certification training for a five (5) year term commencing May 01, 2018 and ending April 30, 2023, and contract expenditure limit of \$15,000,000; and

WHEREAS, the LATTC/TWI has reviewed the services to be provided and incorporated in this Agreement, and represents that it has the qualities, expertise, skills and abilities to perform such work.

NOW, THEREFORE, BE IT RESOLVED that LADWP proposes to enter into the Agreement with the LATTC/TWI in an amount not to exceed \$15,000,000.

BE IT FURTHER RESOLVED that the Agreement, approved as to form and legality by the City Attorney and filed with the Secretary of the Board, is hereby approved.

BE IT FURTHER RESOLVED that pursuant of Charter Section 1022 such volume of services can be performed more feasibly by LATTC/TWI than by LADWP employees.

BE IT FURTHER RESOLVED that the Chief Accounting Employee of the LADWP, upon proper certification, is authorized and directed to draw demands on the Power Revenue Fund(s), in accordance with the terms of this agreement and this resolution.

BE IT FURTHER RESOLVED that the President or Vice President, or the General Manager, or such person as the General Manager shall designate in writing, and the Secretary, Assistant Secretary, or the Acting Secretary of the Board are hereby authorized and directed to execute said agreement for and on behalf of LADWP.

I HEREBY CERTIFY that the foregoing is a full, true, and correct copy of the resolution adopted by the Board of Water and Power Commissioners of the City of Los Angeles at its meeting held **APR 24 2018**

APPROVED AS TO FORM AND LEGALITY  
MICHAEL N. FEUER, CITY ATTORNEY

**MAR 28 2018**

BY

DIRK BROERSMA  
DEPUTY CITY ATTORNEY

*Barbara E. Thompson*  
Secretary

DEPARTMENT OF WATER AND POWER  
CITY OF LOS ANGELES  
COMMISSION OFFICE

May 9, 2018  
(Council Release date 5/4/18)

**BOARD FILE**

Attached herewith for FILE

The following CONFORMED COPY OF AGREEMENT.

FILE NO.	DATE	NAME
	04-24-18	<p>Authorizes Agreement with Los Angeles Trade Technical College/Transportation Workforce Institute for an As-Needed Industry Standard and Certification Employee Training for a term of five years and a not-to-exceed amount of \$15,000,000.</p> <p>Authorized by Resolution No. 018 212, adopted April 24, 2018.</p> <p>Originals - Accounts Payable Duplicate Originals - Kept by Reiko A. Kerr, Sr. AGM - Power System Engineering, Planning, and Technical Services Conformed Copies - Reiko A. Kerr, Sr. AGM - Power System Engineering, Planning, and Technical Services and Martin L. Adams COO, Made Their Own - Board File</p>

*Barbara E. Moschos*

BARBARA E. MOSCHOS  
Title Board Secretary

MEMORANDUM OF UNDERSTANDING  
BETWEEN  
LOS ANGELES TRADE TECHNICAL COLLEGE/TRANSPORTATION WORKFORCE  
INSTITUTE  
AND  
THE CITY OF LOS ANGELES DEPARTMENT OF WATER AND POWER  
FOR  
INDUSTRY STANDARD AND CERTIFICATIONS TRAINING

This Memorandum of Understanding (MOU) is made and entered into by Los Angeles Trade Technical College/Transportation Workforce Institute (LATTC/TWI) and the City of Los Angeles Department of Water and Power (LADWP).

RECITALS

WHEREAS, LATTC/TWI agrees to provide industry standard training classes, custom course development, and certification training classes to the LADWP.

WHEREAS, the total expenditure for training services performed by the LATTC/TWI will not exceed \$15,000,000 with no financial minimum commitment, for the term of May 1, 2018 through April 30, 2023.

THEREFORE, LATTC/TWI and LADWP mutually agree to the terms of this MOU as follows:

1. AGREEMENT

- 1.1 This MOU is non-inclusive and the terms and conditions may be amended only by a written amendment between LATTC/TWI and LADWP.

2. SCOPE OF WORK AND DELIVERABLES

- 2.1 LATTC/TWI shall provide training classes, materials, customized curriculum and certification services to the LADWP on an as needed basis. Training classes provided by LATTC/TWI shall be mutually agreed upon by LADWP and LATTC/TWI. Training classes developed solely for the exclusive use by the LADWP shall be mutually agreed upon by LADWP and LATTC/TWI.
- 2.2 Locations and/or training modality (e.g. online, face to face, etc) shall be mutually agreed upon by the LATTC/TWI and the LADWP. LATTC/TWI shall provide access to the learner management system as required.
- 2.3 Training Class Levels  
  
Level 1 – Basic or foundational training classes and certifications. Level 1 classes are not to exceed 30 students.

Level 2 – Intermediate, advanced, semi-custom, custom, specialized, technical training and certifications classes are not to exceed 15 students unless mutually agreed upon by LADWP and LATTC/TWI.

- 2.4 Training class descriptions, curriculum, all materials and supplies required to conduct each level of training classes shall be provided by LATTC/TWI and mutually agreed upon by LATTC/TWI and the LADWP.
- 2.5 Training class attendance, pre and post skills assessments, grades when applicable, certifications issued and all other pertinent training and attendance information shall be made available to the LADWP and/or the participants as necessary. Such reporting documentation shall be provided through electronically or paper documents, as mutually agreed upon by LATTC/TWI and the LADWP.
- 2.6 LADWP employees attending training classes, on-line or in a classroom setting, shall have pre-authorization from the LADWP Contract Administrator or designee. LADWP employees shall not attend a training class without pre-authorization. Notification of participant cancellations and/or changes will be completed and provided to LATTC/TWI no later than 48 hours prior to the start of the training class.

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### 3. SCHEDULE AND STAFFING

- 3.1 All training class scheduling provided under this MOU shall be coordinated with LATTC/TWI and the LADWP Contract Administrator or the designee.
- 3.2 LATTC/TWI shall utilize their partnerships with other colleges within their network, subcontract with other colleges outside their network or subcontractor with other non-affiliated training providers as deemed necessary by LATTC/TWI and LADWP to provide training classes as outlined under Article 2 of this MOU.
- 3.3 In the event that LATTC/TWI subcontracts any of the training activities outlined in Article 2 of this MOU, these subcontracts shall provide the same indemnity and insurance protection to the LADWP that is afforded by the subcontractors to LATTC/TWI.

### 4. FEES AND REIMBURSEMENTS

- 4.1 Training class fees shall be paid at the current published course rate; includes all required course materials and LATTC/TWI classroom facility within their network. Upon request, at no additional charge, LATTC/TWI

shall provide course instruction at LADWP facilities located within 60 miles of LATTC/TWI Los Angeles facility.

- 4.2 Custom course development fee shall be paid at the rate of \$125.00 per labor hour. Written estimates for development of customized/specialty classes must be submitted and approved before start of work. Development labor fee may be adjusted annually in accordance LATTC/TWI labor Cost Of Living Adjustments (COLA). Adjustments may not exceed 4% annually.
- 4.3 Classes cancelled 48 business hours prior to the date and time the training class is scheduled to begin, will have no charge to the LADWP. Training classes cancelled with less than 48 business hours of the date and time the class is scheduled to begin will be charged at the full published course rate.
- 4.4 Travel cost shall be reimbursed at the rate in accordance with the applicable rate published on the General Services Administration's (GSA) per diem schedule available at [www.gsa.gov](http://www.gsa.gov)

The total miles authorized for compensation outside the 60 mile radius of LATTC/TWI, are the number of miles required to leave and return to the 60 mile radius LATTC/TWI. The most direct and practical route shall be utilized. The round trip miles shall be identified by MapQuest or similar map routing software.

- 4.5 Trainer/Instructor travel time shall be reimbursed at the rate of LATTC/TWI hourly labor cost. Labor hours are the number of hours required to leave and return to the 60-mile radius of LATTC/TWI.

## 5. EFFECTIVE DATE, TERM, AND TERMINATION

- 5.1 The term of this MOU shall be effective on May 1, 2018, and continue through April 30, 2023.
- 5.2 This MOU may be terminated by LATTC/TWI or LADWP by providing a 30-day written notification prior to termination or immediately upon breach of this MOU by either party.
- 5.3 No alteration or deviation of the terms and conditions of this MOU shall be valid unless agreed upon in writing and properly executed by both parties.

## 6. CORRESPONDENCE

All correspondence pertaining to this MOU, except that which pertains to invoices, shall be addressed as follows:



Arthur D. Johnson  
Los Angeles Department of Water and Power  
John Ferraro Building Room 856  
111 North Hope St.  
Los Angeles, CA 90051  
RE: MOU Los Angeles Trade Technical College

## 7. INVOICES

- 7.1 LADWP shall make funds available per this MOU to LATTC/TWI in an amount not to exceed \$15,000,000 for training and certification classes and curriculum as specified in Article 2 of this MOU. Disbursements to employees and/or subcontractors, when applicable, shall adhere to Exhibit A.
- 7.2 LATTC/TWI shall submit to the LADWP an itemized invoice. Payment to LATTC/TWI shall be made upon receipt of invoice, verification and approval, as accepted by LADWP.

Each invoice shall identify the following items, as applicable:

- MOU Number
  - Course Description
  - Published course rate
  - Instructors Name
  - Training class Number
  - Date(s) and Location(s) of Training class
  - Number of Participants in Attendance
  - Certifications Issued with Participant Names
  - LATTC/TWI Contact Name and Telephone Number
  - When applicable all travel costs:
    - Travel time and labor costs.
    - Meals and lodging.
    - Reimbursable miles.
- 7.3 Invoices and correspondence pertaining to invoices shall be addressed as follows:

Arthur D. Johnson  
Los Angeles Department of Water and Power  
John Ferraro Building Room 856  
111 North Hope St.  
Los Angeles, CA 90051  
RE: MOU Los Angeles Trade Technical College

- 7.4 LATTC/TWI and LADWP agree to work together in good faith to resolve any questions, discrepancies, or issues needing clarification pertaining the this MOU, invoices, and invoice payments.

8. INDEMNIFICATION


The contractor undertakes and agrees to indemnify and hold harmless the City of Los Angeles, the Department of Water and Power, the Board of Water and Power Commissioners of the City of Los Angeles, and all of their officers and employees, and, at the option of the Department, defend the Department, and any and all of their Boards, officers, agents, representatives, employees, assigns and successors in interest from and against any and all suits and causes of action, claims, charges, damages, demands, judgments, civil fines and penalties, or losses of any kind or nature whatsoever, for death, bodily injury or personal injury to any person, including contractor's employees and agents, or damage or destruction to any property of either party hereto, or third persons in any manner arising by reason of the negligent acts, errors, omissions or willful misconduct incident to the performance of this contract on the part of the contractor, or the contractor's officers, agents, employees, or subcontractors of any tier, except for the sole negligence or willful misconduct of the Department, its Board, officers, agents, representatives or employees.

9. AMENDMENTS

All training or classes provided under this MOU may be changed, added, or deleted at any time if approved in writing by the LADWP and the LATTC/TWI. Amendments must be in writing and signed by representatives of both parties. This MOU is not in effect until signed by representatives of both parties.

IN WITNESS WHEREOF, the Parties hereto have caused this MOU  
to be executed as of this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

DEPARTMENT OF WATER AND POWER  
OF THE CITY OF LOS ANGELES BY  
BOARD OF WATER AND POWER  
COMMISSIONERS  
OF THE CITY OF LOS ANGELES

By:   
DAVID H. WRIGHT  
General Manager

Date: 5/7/18

And:   
BARBARA E. MOSCHOS  
Secretary

LOS ANGELES TRADE TECHNICAL COLLEGE

By:   
LAURENCE FRANK  
College President

AUTHORIZED BY RES.

APR 24 2018

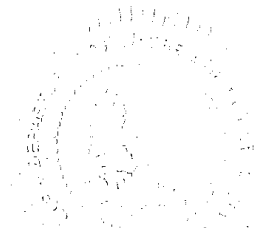
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APPROVED AS TO FORM AND LEGALITY  
MICHAEL N. FEUER, CITY ATTORNEY

APR 05 2018

BY   
DIRK BROERSMA  
DEPUTY CITY ATTORNEY



## APPENDIX E – Rates of Retirement at LADWP by Job Classification

Class Code	Class Title	Number of Employees Expected to Become Eligible to Retire Every Year	Total Number of Current Employees in Job Class
1230	Cust Srvc Reptv	16	793
1368	Senior Administrative Clerk	14	477
1368	Senior Clerk Typist	14	1
1835	Storekeeper	11	102
1602	Sr Coml Fld Reptv	11	72
1611	Meter Reader	11	197
3875	Trans & Distr Dist Supv	10	42
3812	Ug Distrbn Constr Mchc	10	86
3976	Water Utility Supervisor	10	68
1202	Principal Clerk Utility	10	75
3834	Senior Electrical Mechanic	10	60
1213	Commercial Service Supervisor	10	71
9106	Utility Services Manager	10	48
7515	Senior Electrical Test Tech	10	36
3853	Electrical Repairer	10	60
3344	Carpenter	10	60
1431	Programmer Analyst	10	93
5624	Steam Plant Operator	9	80
7539	Electrical Engineer	9	76
9453	Power Engineering Manager	9	39
3984	Waterworks Mechanic	9	33
3333	Building Repairer	9	53
3423	Painter	9	41
7248	Waterworks Engineer	9	47
9406	Mngg Wtr Utlty Engr	9	25
3141	Gardener Caretaker	9	44
3836	Sr Eltl Mchc Supv	9	27
7854	Laboratory Technician	9	43
3841	Electrical Mechanic	9	427
3882	Line Maintenance Assistant	9	31
3127	Constr & Mtnc Supv	9	22
1521	Senior Utility Accountant	9	59
7217	Engineering Designer	9	21
5630	Stm Plt Mtnc Mchc	9	55

Class Code	Class Title	Number of Employees Expected to Become Eligible to Retire Every Year	Total Number of Current Employees in Job Class
1336	Utility Executive Secretary	9	34
3638	Sr Communic Eltn	9	19
3879	Electric Distribution Mechanic	9	432
5237	Chief Electric Plant Operator	9	19
3117	Tree Surgeon Supervisor	8	24
3745	Sr Hvy Dty Eqpt Mchc	8	20
3586	Truck And Equipment Dispatcher	8	17
3843	Instrument Mechanic	8	47
1924	Secretary Legal	8	23
3802	Communications Cable Worker	8	20
3753	Sr Utility Services Specialist	8	23
1596	Systems Analyst	8	64
1861	Utility Buyer	8	28
5857	Wtr Utlty Opr Supv	8	13
3114	Tree Surgeon	8	35
9103	Fleet Services Manager	8	7
3815	Sr Ug Distrbn Constr Supv	8	8
3829	Sr Eltc Trbl Dspr	8	7
7558	Mechanical Engineer	8	22
3825	Electrical Service Worker	8	9
7521	Sr Eltc Svc Reptv	8	8
3912	Water Utility Worker	8	315
3353	Cement Finisher	8	10
3435	Asbestos Worker	8	9
5887	Water Treatment Supervisor	8	10
3184	Senior Security Officer	8	20
1774	Workers Compensation Analyst	8	13
7228	Field Engineering Aide	8	19
3583	Truck Operator	8	11
7320	Environmental Affairs Officer	8	9
3463	Protective Coating Worker	8	9
1839	Principal Storekeeper	8	6
1121	Delivery Driver	8	5
1428	Senior Computer Operator	8	6
3157	Senior Custodian	8	7
3798	Welder Supervisor	8	5
3773	Mechanical Repairer	8	6
3689	Communic Eltn Supv	8	7



Class Code	Class Title	Number of Employees Expected to Become Eligible to Retire Every Year	Total Number of Current Employees in Job Class
1411	Info Sys Oprns Mgr	8	4
1865	Supply Services Manager	8	8
3200	Principal Security Officer	8	6
3930	Water Service Supervisor	8	8
5233	Load Dispatcher	8	35
7210	Sr Mchl Engg Drftg Tchn	8	7
7287	Survey Supervisor	8	4
7304	Environmental Supervisor	8	10
1785	Public Relations Specialist	8	12
1539	Management Assistant	8	28
3145	Park Maintenance Supervisor	8	8
5601	Rates Manager	8	6
7208	Sr Archl Drftg Tchn	8	9
3181	Security Officer	8	228
1769	Sr Wkr Cmpnstn Anlst	8	5
3151	Tree Surgeon Assistant	8	16
3440	Asbestos Supervisor	8	3
3704	Auto Body Builder And Repairer	8	5
3712	Senior Equipment Mechanic	8	3
3800	Communic Cbl Supv	8	3
7858	Utility Microbiologist	8	9
7871	Environmental Engrng Assoc	8	16
1961	Senior Real Estate Officer	8	6
3393	Locksmith	8	5
7237	Civil Engineer	8	8
360	Exec Asst To The Gm	8	6
7283	Land Surveying Assistant	8	10
1461	Communications Information Rep	8	10
1461	Communications Operator	8	1
2330	Industrial Hygienist	8	10
7967	Materials Testing Engrg Assoc	8	3
1508	Management Aide	8	4
1110	Utility Pre-Craft Trainee	8	119
1456	Info Svcs Splst	8	10
1483	Printing Services Supervisor	8	2
1500	Sr Dupl Mchn Opr	8	2
1697	Supvg Wtr Svc Reptv	8	4
3531	Garage Attendant	8	6

Class Code	Class Title	Number of Employees Expected to Become Eligible to Retire Every Year	Total Number of Current Employees in Job Class
3721	Auto Painter	8	2
3734	Equipment Specialist	8	4
3856	Sr Eltl Rpr Supv	8	2
7531	Pl Eltl Engg Drftg Tchn	8	2
7551	Mchl Engg Drftg Tchn	8	9
9602	Water Services Manager	8	2
3768	Senior Machinist Supervisor	8	2
3794	Strl Stl Fabricatr Supv	8	3
4262	Sr Sfty Engr Prsr VsIs	8	2
7264	Senior Hydrographer	8	10
9185	Staff Assistant To General W&P	8	3
3707	Auto Electrician	8	4
3866	Elevator Mechanic	8	5
3476	Roofer	8	7
3781	Air Condtg Mchc Supv	8	4
3560	Helicopter Pilot	8	6
1793	Photographer	8	2
3426	Painter Supervisor	8	4
7925	Architect	8	4
3789	Apprentice-Metal Trades	8	9
9558	Director Of Human Resources	8	3
2314	Occupational Health Nurse	8	5
5816	Aq & Resv Supv	8	5
1136	Data Processing Technician	8	3
1321	Clerk Stenographer	8	1
1467	Senior Communications Operator	8	3
1599	Systems Aide	8	6
1670	Graphics Designer	8	3
1728	Safety Administrator	8	1
1941	Real Estate Associate	8	2
1949	Chief Real Estate Officer	8	1
2334	Chief Physician	8	1
3543	Constr Eqpt Srvc Supv	8	1
3725	Battery Technician	8	1
3731	Mchl Rpr Gnl Supv	8	1
3760	Millwright	8	1
7255	Engineering Geologist	8	1
7834	Industrial Chemist	8	1

Class Code	Class Title	Number of Employees Expected to Become Eligible to Retire Every Year	Total Number of Current Employees in Job Class
9759	Auditor Water And Power	8	1
3775	Sheet Metal Worker	8	6
7927	Senior Architect	8	1
3483	Reinforcing Steel Worker	8	3
1502	Student Professional Worker	8	12
3108	Maintenance Assistant	8	8
3444	Senior Plumber	8	4
3737	Boilermaker Supervisor	8	1
1141	Clerk	8	2
1493	Duplicating Machine Operator	8	2
1726	Safety Engineering Associate	8	3
1777	Pl Wkr Cmpnstn Anlst	8	1
3162	Reprographics Operator	8	3
3178	Head Custodian Supervisor	8	1
3341	Construction Estimator	8	3
3764	Apprentice Machinist	8	6
4260	Chf Sfty Engr Prsr VsIs	8	1
7203	Student Engineer	8	25
7956	Structural Engineer	8	1
9147	Chief Investment Officer	8	1
7525	Electrical Engrg Associate	6	546
3799	Electrical Craft Helper	6	303
3156	Custodian	6	136
3115	Mtnc Constr Hlpr	5	244
5224	Electric Station Operator	5	234
7246	Civil Engineering Associate	5	385
7512	Electrical Test Technician	4	132
1832	Warehouse & Toolroom Worker	4	121
3525	Equipment Operator	4	92
3835	Electrical Mechanic Supervisor	4	74
9105	Utility Administrator	4	108
3743	Heavy Duty Equipment Mechanic	4	99
9184	Management Analyst	4	182
3873	Elec Distr Mech Supv	3	93
5265	Electrical Services Manager	3	53
7520	Eltc Srvc Reptv	3	71
1600	Coml Fld Reptv	3	139
7232	Cvl Engg Drftg Tchn	2	94

<b>Class Code</b>	<b>Class Title</b>	<b>Number of Employees Expected to Become Eligible to Retire Every Year</b>	<b>Total Number of Current Employees in Job Class</b>
3755	Utility Services Specialist	2	116
3584	Heavy Duty Truck Operator	2	105
1837	Senior Storekeeper	2	44
3711	Equipment Mechanic	2	55
7554	Mechanical Engrg Associate	2	141
3763	Machinist	2	36
1455	Systems Programmer	2	71
3980	Water Utility Superintendent	1	24
3931	Water Service Worker	1	57
3558	Power Shovel Operator	1	34
7207	Sr Cvl Engg Drftg Tchn	1	33
3796	Welder	1	35
3346	Carpenter Supervisor	1	23
3126	Labor Supervisor	1	22
7833	Chemist	1	41
1597	Senior Systems Analyst	1	29
3443	Plumber	1	22
5622	Steam Plant Assistant	1	124
3686	Communications Electrician	1	40
1358	Administrative Clerk	1	66
1358	Clerk Typist	1	1
5813	Aqueduct And Reservoir Keeper	1	38
3828	Electric Trouble Dispatcher	1	26
3746	Equipment Repair Supervisor	1	17
3814	Ug Distr Constr Supv	1	23
1603	Commercial Field Supervisor	1	15
3822	Electric Meter Setter	1	39
3112	Maintenance Laborer	1	13
1589	Principal Utility Accountant	1	17
5625	Stm Plt Oprg Supv	1	27
5854	Water Utility Operator	1	33
3793	Structural Steel Fabricator	1	19
5235	Senior Load Dispatcher	1	20
7968	Materials Testing Technician	1	20
151	Asst Gnl Mgr Wp	1	13
5885	Water Treatment Operator	1	41
3771	Mechanical Helper	1	19
1409	Information Systems Manager	1	14

Class Code	Class Title	Number of Employees Expected to Become Eligible to Retire Every Year	Total Number of Current Employees in Job Class
1511	Utility Accountant	1	76
1862	Senior Utility Buyer	1	15
3774	Air Conditioning Mechanic	1	23
7286	Survey Party Chief	1	18
3176	Custodian Supervisor	1	11
7219	Pl Cvl Engg Drftg Tchn	1	13
3338	Building Repair Supervisor	1	10
3786	Stm Plt Mtnc Supv	1	14
1631	Utilities Service Investigator	0	10
7209	Sr Eltl Engg Drftg Tchn	0	14
1779	Data Analyst	0	20
1693	Water Service Representative	0	10
3129	Constr & Mtnc Supt	0	7
3143	Senior Gardener	0	18
1470	Data Base Architect	0	18
1203	Benefits Specialist	0	17
7212	Office Engineering Technician	0	11
7310	Environmental Specialist	0	31
3801	Sr Communic Cbl Wkr	0	7
3766	Machinist Supervisor	0	8
3541	Constr Eqpt Svc Wkr	0	22
7926	Architectural Associate	0	12
1964	Property Manager	0	5
3855	Electrical Repair Supervisor	0	8
1866	Stores Supervisor	0	5
1427	Computer Operator	0	4
3863	Electrician	0	4
7862	Watershed Resources Specialist	0	20
3424	Senior Painter	0	4
9377	Asst Dir Info Sys	0	4
7532	Eltl Engg Drftg Tchn	0	30
3727	Tire Repairer	0	7
3714	Automotive Supervisor	0	3
3844	Instrument Mechanic Supervisor	0	9
3987	Waterworks Mechanic Supervisor	0	3
1770	Senior Claims Representative	0	7
1960	Real Estate Officer	0	8
4261	Sfty Engr Prsr VsIs	0	7



Class Code	Class Title	Number of Employees Expected to Become Eligible to Retire Every Year	Total Number of Current Employees in Job Class
1139	Sr Data Procsng Tchn	0	2
1497	Production Equipment Operator	0	2
1702	Emerg Preprdnss Coord	0	4
1786	PI Pub Rels Reptv	0	6
1943	Title Examiner	0	2
2331	Senior Industrial Hygienist	0	2
3438	Pipefitter Supervisor	0	3
3691	Sr Communic Eltn Supv	0	2
3735	Boilermaker	0	4
3830	PI Eltc Trbl Dspr	0	2
7271	Chief Of Drafting Operations	0	2
7835	Wtr Qlty Laby Mgr	0	2
9601	General Services Manager	0	2
7253	Engrg Geologist Associate	0	8
3343	Cabinet Maker	0	2
3595	Automotive Dispatcher	0	3
1727	Safety Engineer	0	4
3433	Pipefitter	0	9
3808	Asst Communic Cbl Wkr	0	4
9146	Investment Officer	0	7
3146	Sr Pk Mtnc Supv	0	2
3562	Chief Helicopter Pilot	0	2
1111	Messenger Clerk	0	1
1135	Documentation Technician	0	1
1171	Principal Clerk Personnel	0	2
1323	Senior Clerk Stenographer	0	1
1458	PI Communic Opr	0	1
1490	Industrial Graphics Supervisor	0	1
1775	Workers' Comp Claims Asst	0	5
1937	Real Estate Trainee	0	2
2315	Supvg Ocptnl Hlth Nurse	0	1
3160	Street Tree Superintendent	0	2
3187	Chief Security Officer	0	1
3354	Cement Finisher Supervisor	0	2
3415	Dupl & Mailg Eqpt Rpr	0	1
3477	Senior Roofer	0	1
3706	Auto Body Repair Supervisor	0	1
3777	Sheet Metal Supervisor	0	1

Class Code	Class Title	Number of Employees Expected to Become Eligible to Retire Every Year	Total Number of Current Employees in Job Class
7288	Senior Survey Supervisor	0	1
7550	Pl Mchl Engg Drftg Tchn	0	1
7922	Archl Drftg Tchn	0	1
9482	Legislative Representative	0	3
9739	Secy Wp Comm	0	1
9998	Gnl Mgr & Chf Engr Wp	0	1
1767	Claims Agent	0	1
3208	Director Of Security Services	0	1
6147	Audio Visual Technician	0	3
9415	Asst Ret Pln Mgr	0	2
7935	Graphics Supervisor	0	3
1860	Assistant Utility Buyer	0	13
655	Physician li	0	1
1429	Applications Programmer	0	16
3446	Plumber Supervisor	0	1
7263	Hydrographer	0	11
1466	Chief Communications Operator	0	1
1501	Student Worker X	0	28
1505	Student Trainee Worker	0	4
1530	Risk Manager	0	4
2358	X-Ray & Laboratory Technician	0	1
3465	Protective Coating Supervisor	0	1
3723	Upholsterer	0	1
3733	Blacksmith	0	1
7856	Water Biologist	0	5
7957	Structural Engrg Associate	0	5





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