



ERIC GARCETTI
MAYOR

EXECUTIVE DIRECTIVE NO. 15

Issue Date: April 29, 2016

Subject: Equitable Workforce and Service Restoration

The City of Los Angeles delivers fundamental services upon which the people of Los Angeles rely for a good quality of life for our families, the safety of our neighborhoods, and cultural enrichment for people of all ages. A municipal workforce of more than 40,000 employees is the driving force behind all of that work—from street repairs and emergency response to libraries and park programming.

Every day across Los Angeles, our workers deliver on the mission to get Los Angeles back to basics—as we invest and innovate in the core services that our residents, visitors, and businesses need and deserve. Today, City workers are implementing a \$1.4 billion plan to repair our sidewalks; City workers are paving 2,400 miles of streets per year; City workers are removing thousands of tons of illegally dumped waste from our communities; City workers are putting a library card into the hands of every schoolchild in Los Angeles; City workers are helping residents who are immigrants become United States citizens; City workers are running youth and adult sports leagues, concerts, and even a world-class observatory in our neighborhood parks; City workers are serving hot, well-balanced meals to seniors at senior citizen centers and at homebound seniors' homes; and City workers are developing more universally accessible playgrounds than ever before so that children of all abilities can play side by side.

That work will continue, but with 46% of the City's workforce eligible to retire by 2018, Los Angeles is presented with a challenge: to recruit, hire, and train a new generation of public servants prepared to reform our service delivery by meeting the technology, efficiency, and transparency demands of the 21st century. And with that challenge comes an opportunity to revitalize the ranks of City employees in a manner that aligns with our obligation to lead on employment equity.

The recently adopted agreement with our labor partners in the Coalition of Los Angeles City Unions represents the groundbreaking start to transforming how Los Angeles recruits, hires, and retains its employees so as to strengthen the delivery of City services with innovative workforce development strategies. The agreement sets a goal of hiring 5,000 civilian employees over the coming years. As the third largest employer in Los Angeles County—with a broad range of positions at all skill levels—the City has an obligation to ensure that every Angeleno has the opportunity to apply for good City jobs that put them to work now and set them on track for careers in the years ahead.

Unfortunately, those opportunities are often not realized in the lives of people in our City who face the biggest barriers to full-time employment: the unsheltered; people with criminal records including those with a history of incarceration; veterans; and disconnected youth at risk of unfortunate outcomes.

Understanding that not all Angelenos currently have equal access to opportunity, it is essential that the City consider a wide range of populations while marketing, conducting outreach, and ultimately hiring for City jobs. The recently established Targeted Local Hire Task Force is working to create alternative pathways into the City workforce through trainee and vocational worker programs while reaching out to these communities.

Our future as a City depends on taking meaningful steps to lead on employment equity. It is our responsibility to ensure that all of our residents have a fair chance at success, and that begins with real prospects for gaining employment. This is not only the right moral course of action, but it is fundamental to Los Angeles's long-term economic development and the safety of our communities.

Each one of our workers embodies our City's commitment to a life-affirming principle at the heart of the American Dream: everyone deserves a fair chance to be employed, earn an honest living, and achieve self-reliance. This aspiration will become a new reality for many of our fellow Angelenos with this Executive Directive.

Accordingly, I hereby order the following:

- By September 30, 2016, each General Manager or Head of Department/Office shall submit to my Deputy Mayor for Budget and Innovation an Equitable Workforce and Service Restoration Plan, addressing front-line services, succession planning, and technology needs, to bolster critical City services and to address any gaps in service delivery. These plans shall align and be consistent with my "Back to Basics" Priority Outcomes and with departmental strategic plans, and they shall be updated annually as directed. The General Managers of the Personnel Department and the Information Technology Agency, as well as the City Administrative Officer, shall provide assistance in preparing and updating Equitable Workforce and Service Restoration Plans.

- Each General Manager or Head of Department/Office shall participate in the Targeted Local Hire Work Program managed by the Personnel Department to fill positions with trainees where operational needs permit. To support this effort, each General Manager or Head of Department/Office shall provide to the Deputy Mayor for Budget and Innovation and the General Manager of the Personnel Department the numbers and titles of vacant positions, an assessment as to which of these positions are appropriate for consideration in our hiring initiative, and the results of hiring efforts.
- The General Manager of the Personnel Department shall develop appropriate recruitment and on-boarding policies as well as training programs to support each General Manager and Head of Department/Office in hiring, managing, and retaining local Angelenos, as well as workers from communities that historically have experienced unemployment disproportionately, who have demonstrated job readiness through, for example, participation in recognized training programs. Some communities that historically have experienced unemployment disproportionately are youth, veterans, homeless people, and people with criminal records, including formerly incarcerated people.
- Each General Manager or Head of Department/Office shall ensure that no applicant for employment, other than applicants for positions involving public safety, shall be asked to disclose information concerning the applicant's conviction history until after a conditional offer of employment has been made, unless otherwise required by law. The General Manager of the Personnel Department shall develop appropriate recruitment policies and training programs to effectuate this mandate.
- Even though state law does not prohibit the use of credit consumer reports for employment purposes for managerial positions, each General Manager or Head of Department/Office shall ensure that such reports are not used for employment purposes for non-executive positions that do not involve public safety where the only basis for using the report is that a position is managerial. The General Manager of the Personnel Department shall develop appropriate recruitment policies and training programs to effectuate this mandate.
- To ensure that the use of intermittent employees is limited to operational necessity and to maximize the opportunities for full-time employment, each General Manager or Head of Department/Office:
 - shall not terminate or schedule any intermittent employee solely to avoid the employee qualifying for benefits;
 - shall not use "as needed" employees to circumvent the hiring of permanent employees or to circumvent the denial of a request to fill vacancies; and

- is encouraged to move part-time employees to full-time positions where possible.

Executed this 29th day of April 2016.



ERIC GARCETTI
Mayor