

**PROPOSED MINUTES**  
**Tuesday, March 20, 2018 – 3:00 p.m.**  
**520 Temple Street, Training Rooms A & B**

**TARGETED LOCAL HIRE WORKING GROUP MEMBERS**

**Present**

Jackie Goldberg, Chairperson

Breana Weaver  
Office of Councilmember Harris-Dawson  
Council District 8

Anna Hovasapian  
Office of Councilmember Krekorian  
Council District 2

Carmen Hayes-Walker  
American Federation of State, County,  
and Municipal Employees

Gavin Koon  
International Union of Operating Engineers  
Local 501

Wendy G. Macy  
Personnel Department

Karen Kalfayan (A)  
Office of the Chief Legislative Analyst

Jaime Pacheco-Orozco (A)  
Economic Workforce Development  
Department

Molly Rhodes  
Service Employees International Union  
Local 721

Lisa Salazar  
Office of the Mayor

Teresa Sanchez  
American Federation of State, County,  
and Municipal Employees

Melissa Fleming (A)  
Office of the City Administrative Officer

**Not Present**

Edward R. Johnson  
Office of Councilmember Wesson  
Council District 10

David Sanders  
Service Employees International Union  
Local 721

Cheryl Parisi  
American Federation of State, County,  
and Municipal Employees

Rudy Guevara  
Service Employees International Union  
Local 721

Chris Hannan  
Los Angeles/Orange Counties Building  
and Construction Trades Council AFL-CIO

**Please Note: The minutes are a summary of the proceedings. The minutes are not verbatim statements by the speakers.**

**INTRODUCTION**

**(1) Call to Order**

Ms. Jackie Goldberg called the meeting to order at approximately 3:01 p.m. and established that a quorum was present.

**(2) Public Comments**

Ms. Molly Rhodes, Service Employees International Union Local 721, distributed information related to contracts for custodial services work and stated that twenty-seven percent (27%) of the program budget for the General Services Department (GSD) was allocated for contractual work in the proposed budget for fiscal year (FY) 2018-19.

Ms. Goldberg stated that the Department should be reminded that the Targeted Local Hire (TLH) Program can provide qualified individuals to perform custodial work and requested that this issue be placed as an item on the next agenda. Ms. Goldberg requested that the Personnel Department staff ask GSD why they would like rather spend six (6) million dollars on contract work rather than utilizing the TLH Program.

## **ADMINISTRATIVE ITEMS**

### **(3) Minutes**

A motion was made by Mr. Gavin Koon, International Union of Operating Engineers Local 501, seconded by Lisa Salazar, Office of the Mayor, to adopt the minutes of the June 6, 2017 meeting of the Targeted Local Hire Working Group; the motion was unanimously adopted.

### **(4) Update from Staff Regarding the Targeted Local Hire (TLH) Program**

Mr. Vincent Cordero, Personnel Department, thanked the agencies involved in identifying and preparing individuals for the TLH Program and stated that with their assistance, the TLH Program's first anniversary was celebrated at a meeting of the Los Angeles City Council.

As of February 28, 2018, a total of 4,697 applications have been received; 238 individuals have been either hired or received a job offer; 2,139 unique referrals have been made. Mr. Cordero noted the Program's success in reaching the targeted populations with 4,249 applicants identifying as part of Tier 1 (i.e., targeted populations), which is 90% of the total applicant pool and 448 applicants identifying as part of Tier 2 (i.e., general public or individuals not identifying as part of a targeted population). Mr. Cordero highlighted that the top three (3) categories with the highest number of applicants are: zip codes with 3,070 applicants; older workers defined as individuals over the age of 40 with 1,772 applicants; and homeless or formerly homeless individuals with 1,086 applicants. Mr. Cordero stated that outreach efforts have been made to increase the number of applicants identifying as veterans or transgender individuals and new Referral Agencies have been approved that focus on providing services to these populations.

Mr. Cordero stated that as of February 28, 2018, there are 235 total TLH Program hires, with 150 in the on-the-job training phase, 53 in the probationary period as "Assistants" and 18 who have transitioned to full civil service status. One (1) candidate promoted out of the Program through an appointment from a civil service list; six (6) candidates resigned; and seven (7) candidates were terminated.

Mr. Cordero stated that an analysis of TLH hires compared to civil service hires from August 2017 through January 31, 2018 indicated that approximately 58% of the hires were from the TLH Program.

The classification of Animal Care Technician has been added to the TLH Program and the new class of Animal Care Assistant was approved by the Civil Service Commission. This new classification will create a new pathway for Vocational Workers to transition into Animal Care Assistant and eventually into Animal Care Technician. TLH Staff is currently working towards updating all TLH Program documents and the website to include this new pathway.

TLH Staff has continued to onboard new Referral Agencies and as of this meeting date, there are a total of twenty-five (25) in addition to the sixteen (16) WorkSource Centers.

Mr. Gavin Koon asked if TLH Staff follows-up with TLH terminations to determine the issue.

Mr. Cordero stated that the majority of the individuals who have separated from the TLH Program are individuals who have accepted higher-paying jobs. One individual in particular is actually working for the County of Los Angeles. In terms of the terminations, there has been a mixture of behavioral and performance-based issues.

Mr. Koon recommended analyzing the screening process.

Mr. Cordero stated that TLH Staff would continue to monitor the termination rate and if it increases then options could be presented to the TLH Working Group for consideration.

Ms. Carmen Hayes-Walker, American Federation of State, County, and Municipal Employees (AFSCME) asked if City departments worked with the Personnel Department before terminating TLH employees.

Mr. Cordero stated the some departments worked with the Personnel Department before the issues escalated to a termination; however, other departments did not because TLH employees are considered "at-will" employees; therefore, it is within each City department's purview to terminate their employment if it is deemed necessary.

Ms. Goldberg asked that the TLH Staff monitor the number of terminations carefully to determine if there are cases wherein having an intervention with the employee could have prevented that employee from being terminated.

Mr. Jaime Orozco Pacheco recommended comparing the TLH termination rate to the civil service rate to establish a comparison. If it is determined that there is an issue, then either the individual employee can contact the WorkSource Centers and/or Referral Agencies for additional support or City Departments can also do this.

Ms. Goldberg agreed that City departments should reach out to WorkSource Centers and/or Referral Agencies to connect TLH employees to as many resources as possible to help them succeed on the job.

Mr. Cordero stated that TLH Staff actually made an analysis to compare the TLH terminations to civil service terminations and found that TLH terminations are actually lower than those in the civil service process.

A public comment was made to state that the TLH Program should be expanded to include jobs that address the deteriorating City infrastructure and to fix the streets.

Ms. Goldberg mentioned that Maintenance Laborer, which is part of the TLH Program employs individuals to fix the sidewalks. Additionally, some of the positions that will work on the deteriorating City infrastructure may not be entry level. The TLH Program targets entry-level jobs that can be learned on the job and City departments make a decision to hire from the TLH Program or through the civil service process.

**(5) Discussion about the Feasibility of Converting Part-Time and "As Needed" Positions to Full-Time, Regular Positions.**

Ms. Melissa Fleming, Office of the City Administrative Officer (CAO), stated that the Council recently introduced a motion requesting that the CAO and Personnel Department report back regarding the City's use of "as-needed" positions and whether these could be converted to full-time positions through the TLH Program.

In order to respond, the CAO's staff extracted a report from PaySr of all "as-needed" employees and aggregated the data by department and classification to determine which classifications could be hired through the TLH Program. Personnel Department reviewed the list and identified those that could be hired through the TLH Program. Of those classifications determined to be eligible for the TLH Program, City departments were asked if the type of work that the "as-needed" employees were performing is work that should be performed by full-time employees. City departments were also asked a series of other questions and CAO is currently awaiting their responses.

Ms. Walker asked if there is a deadline for City departments to respond.

Ms. Fleming stated that the deadline is Friday, March 30, 2018.

Ms. Breana Weaver, Office of Councilmember Harris-Dawson, Council District 8, asked if the report to Council would include an explanation as to why "as-needed" work cannot be performed by full-time employees, assuming this is part of the findings.

Ms. Fleming stated that City departments were asked to provide such explanation in the questions that were sent to them.

Mr. Pacheco-Orozco asked if all City departments were asked to respond to these questions.

Ms. Fleming stated that all City departments who are hiring "as-needed" employees in classifications used by the TLH Program were asked to respond.

Mr. Pacheco-Orozco recommended looking at work that is contracted out that can be performed by individuals hired through the TLH Program.

Ms. Fleming stated that in the same motion regarding "as-needed" employees, Council included the contract issue and it will be analyzed.

**(6) Discussion about (a) Allowing Departments to Receive Department-Specific Referrals for Existing Part-Time or "As Needed" Staff and (b) Linking Skillsets of the Job Candidates to the Jobs for Which They are Being Hired.**

Ms. Esther Chang, Personnel Department, stated that when an applicant submits a TLH application they indicate their preferences as they relate to job interests, work location, work shift, and work environment. When a City department is ready to hire, they submit their needs in a Department Request Form. Based on the department's needs, the candidate pool is filtered to identify all candidates that match the needs of the department. Of those candidates that match, a random number of candidates are selected for referral with 80% being part of the under-served populations and 20% being part of the general public.

One proposal to change the referral process is to allow departments that have currently "as-needed" or part-time staff to directly hire them through the TLH Program. One thing to consider in regards to this first proposal is that City departments have their own unique criteria to hire part-time or "as-needed" staff; therefore, there is no uniform requirement. From that standpoint, there could be a perception that the TLH Program is not actually hiring the under-served populations that it was intended to help. Secondly, there are many

more part-time and “as-needed” staff than there are full-time positions, which raises the question of how departments will select those who are transitioned to full-time positions through the TLH Program. TLH Staff recommends continuing to utilize the random selection process.

The second proposal is to connect specific skillsets to jobs. This proposal creates a requirement for the candidate pool. The intent of the TLH Program is to allow individuals with little or no experience to obtain on-the-job training. A requirement for a specific skillset mirrors the civil service process, therefore, City departments seeking specific skillsets should be able to certify a civil service eligible list. Once again, TLH Staff recommends continuing to utilize the random selection process.

Ms. Anna Hovasapian, Office of Councilmember Krekorian, Council District 2, asked if it is possible that some of the part-time and “as-needed” staff are not part of any of the under-served populations.

Ms. Goldberg confirmed that it is possible that they are not part of the under-served populations.

Ms. Weaver objected both proposals on the basis that there is currently not enough job openings for the 4,697 applicants currently in the TLH candidate pool and it would defeat the purpose of the TLH Program especially if there is no guarantee that they are part of the under-served populations.

Ms. Chang stated that City departments are currently acting as Referral Agencies and may refer their current part-time and “as-needed” employees to apply for the TLH Program. These current part-time and “as-needed” employees may or may not identify as part of the under-served populations; however, with this current process, part-time and “as-needed” employees have the same opportunity to be randomly selected as anyone else in the candidate pool.

Ms. Rhodes asked how many City departments are requesting the changes.

Mr. Cordero stated that there is no specific number of departments that have requested these changes but it is a recurring theme among various City departments. In the candidate pool, there are 470 individuals who have received a direct referral from City departments and noted that there are part-time and “as needed” employees who may have simply gone to a WorkSource Center and bypassed the referral from the City department.

Ms. Teresa Sanchez, American Federation of State, County, and Municipal Employees stated that she supports keeping the current random selection process without any changes because it solves the problem of nepotism.

Ms. Goldberg asked if there are any Working Group members who would like to argue in favor of making a change to the current random selection process.

Ms. Fleming pointed out that allowing the TLH Program to serve as a mechanism to convert part-time and “as-needed” employees to full-time employees would result in current part-time and “as-needed” employees losing their jobs because there are not enough full-time jobs for everyone.

Ms. Karen Kalfayan, Office of the Chief Legislative Analyst, stated that there should be some thought given to a mechanism to transition part-time and “as-needed” positions to full-time positions even if it is not through the TLH Program.

Ms. Salazar stated that criteria may be created to allow part-time and “as-needed” employees to be converted to full-time employees if departments have invested a number of years in their training and those individuals have demonstrated that they are good employees, assuming that there is no nepotism.

Mr. Pacheco-Orozco stated that the TLH Program was created with the intention to give those individuals that have traditionally been marginalized a fair opportunity to obtain a civil service job.

Ms. Goldberg asked that two Working Group members representing Labor and two Working Group Members representing management discuss this issue further and report back with a recommendation.

Ms. Rhodes and Ms. Sanchez agreed to volunteer on behalf of Labor. Ms. Kalfayan and Ms. Fleming agreed to volunteer on behalf of management.

Ms. Weaver asked how many of the 470 part-time and “as-needed” employees in the candidate pool are part of the under-served populations.

Mr. Cordero stated that 398 are part of Tier 1 and seventy-two (72) are Tier 2.

Ms. Goldberg stated that the second proposal of linking skillsets to jobs would be a massive change to the TLH Program because currently, the only requirements are having the permanent legal right to work in the US and obtaining a referral form.

Ms. Hayes-Walker stated that there should be no additional requirements added because these are entry-level jobs that can be learned through on-the-job training.

Mr. Koon stated that it is too early in the process to make such a big change to the TLH Program.

Ms. Weaver stated that her office has been meeting with over twenty (20) City departments and asking them what entry-level positions they would like to see in the TLH Program. As a result, CD 8 has compiled a list of eighteen (18) entry-level positions that City departments have recommended for the TLH Program. If additional entry-level positions with minimal experience requirements are added to the TLH Program then maybe we can consider adding the requirement of basic skillsets for specific jobs.

Mr. Cordero stated that the six (6) classifications that are currently part of the TLH Program are those that are in question.

Ms. Goldberg stated that in the future we can consider adding the skillset requirement but at this time, it may not be appropriate. This proposal should be revisited in the future.

Ms. Hovasapian stated that even if classifications that require minimal skills are added in the future, the TLH Program should always have classifications that require no experience or skills because the intent of the TLH Program is to give under-served populations the opportunity to obtain City jobs and those populations may not have the opportunity to fulfill any requirements, even if the requirements are minimal.

Ms. Kalfayan asked what classifications are departments trying to hire when they request an experience requirement, what are they trying to hire.

Mr. Cordero stated that often times, departments ask for general experience in different areas for example in accounting.

**(7) Discussion about Reasons for Potential Referral “Pauses” for Applicants in the Targeted Local Hire Applicant Pool.**

Ms. Maria Koo, Personnel Department, stated that an analysis of the rate of referrals was performed to determine if there are candidates who receive more referrals more frequently than others and if a process should be developed to “pause” a candidate’s referral opportunities.

The analysis revealed that one (1) candidate was referred seven (7) times; nine (9) candidates were referred six (6) times; twenty-three (23) candidates were referred five (5) times; and thirty-three (33) candidates were referred four (4) times. This reveals that only a small percentage of the candidate pool has been referred multiple times. The rate of referrals supports that the random selection process is effective even though it does give the opportunity to be referred multiple times.

It is noteworthy that the lapse rate is currently approximately 30% which means that 30% of candidates are not responding when given a referral opportunity. Although some candidates may self-select out due to background issues, some candidates may have actually moved on. On more recent referrals, there has been lapse rates as high as 50%. To compensate for this issue, TLH Staff refers more candidates for consideration. TLH Staff would like to report back in the next meeting with a recommendation of sending e-mails to candidates who do not report in. The e-mails would give candidates an opportunity to withdraw from the TLH Program if they are no longer interested in the Program by simply clicking a button in the e-mail. Additionally, TLH Staff would like to send these e-mails to the entire candidate pool every six (6) months. If candidates do click the button to withdraw from the TLH Program, they will receive a confirmation e-mail stating that they have elected to withdraw and explaining there is a grace period if they change their mind. TLH Staff believes this process will maintain a more active candidate pool and be more efficient for departments.

Mr. Pacheco-Orozco stated that those candidates who are “failed to hire” should also be analyzed. This refers to those candidates who reported in, went through the process, but were selected.

Mr. Cordero stated that as of February 28, 2018 there are a total of 139 requests and of those, only 15 resulted in non-hired so this is not an area of concern.

Ms. Salazar recommended that when the TLH candidate pool is surveyed, there should be a question asking if they found other employment.

Mr. Cordero agreed to include such question.

Ms. Goldberg stated there may be many people who do not check their e-mail; therefore, we should look at a telephone notification service to notify candidates when they have an interview. It is important to find out how many of the candidate pool regularly checks their e-mail and uses the internet.

Mr. Koon agreed that there is a need to drill down and find out why people are not responding.

Ms. Hovasapian asked how many times the TLH Staff attempts to contact candidates to inform them of the referral opportunity.

Mr. Cordero confirmed that the referral notice is e-mailed once.

Ms. Kalfayan asked if there is a way to ask candidates during the intake process to indicate their preferred method of communication.

Mr. Cordero stated that TLH Staff is limited to system capabilities and at this time, the system only allows e-mail notifications. Therefore, as part of the intake process, candidates receive help with creating an e-mail address.

Mr. Pacheco-Orozco recommended looking at those candidates who failed-to-report and determine how many of them did not report due to a background issue.

Mr. Koon asked if the timeframe for candidates to report in can be extended.

Mr. Cordero stated the timeframe to report in is determined by each department; therefore, it is slightly different on each referral. The most common is about one (1) week.

Ms. Rhodes asked if Referral Agencies can help candidates prepare for their interview.

Ms. Goldberg stated that TLH Staff and she have met with Referral Agencies and informed them that in general, candidates need to improve their interview skills and have asked them to follow-up with their clients.

Ms. Rhodes asked if WorkSource Centers and/or Referral Agencies can help candidates monitor their e-mail or be notified when candidates are selected for a referral opportunity.

Ms. Chang stated that WorkSource Centers and/or Referral Agencies have been encouraged to set-up an e-mail proxy so that they receive a copy of the referral notices that are e-mailed to their clients.

## CONCLUDING ITEMS

### **(8) Request for Future Agenda Items**

Ms. Goldberg stated that Employment Development Department (EDD) contacted her to inquire about the possibility of referring TLH candidates to outside employers; therefore, this should be an item for discussion in the meeting.

### **(9) Future Meeting Dates**

To be determined.

### **(10) Adjournment**

**A motion was made by Ms. Salazar, seconded by Ms. Rhodes, to adjourn the meeting; the motion was unanimously adopted.** The meeting adjourned at 4:30 p.m.