



Equity for Women in the Workplace

Insights and recommendations on the policies, processes, and programs that support the advancement of women in Los Angeles County's workforce

Submitted June 29, 2018

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60% of the County's workforce are women.

46% of all senior to executive level managers are female.

Since 2008, there has been a 19% increase in female Department Heads.



EXECUTIVE SUMMARY

In response to a 2015 report on gender equality for women in the workplace conducted by the worldwide management consulting firm of McKinsey and Company, Board Chair Sheila Kuehl and Supervisor Hilda Solis issued a motion calling for an examination of the County's policies and practices as they relate to promoting women in leadership, fostering gender equality in advancement, and promoting a fair workplace for all. The motion, unanimously adopted on January 16, 2018, charged the Department of Human Resources (DHR), County Counsel, the Chief Executive Office, and the Executive Director of The Women and Girl's Initiative (the Workgroup) to collaborate in examining the County's programs, policies and practices as they relate to supporting and advancing women's equality in the workplace.

As an employer, the County of Los Angeles has a proud history of advancing Equal Opportunity Employment and in creating viable career opportunities both for its employees and applicants. In fact, the County's employee-friendly practices have led to its recognition as an *Employer of Choice* and as one of *America's Best Employers* in 2015, 2016, and 2018 as designated by Forbes. DHR and the Workgroup share the Board's philosophy and commitment to gender equity. Further, we are driven to promote the professional growth and development of our County employees, and to foster a diverse, fair and inclusive work environment.

The Board's motion specifically called for DHR and the County Counsel to consult with the Chief Executive Office and the Executive Director of the Women and Girls Initiative to report back with an assessment of and recommendations related to the following:

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1. The County's family, parental, and medical leave policies as compared with other jurisdictions, corporations, and workplaces of similar size and nature;
 2. An analysis of scheduling practices for hourly workers, including advance notice of shift changes, as well as consistent and predictable hours for which workers can plan classes, child care and family responsibilities accordingly;
 3. Availability of flexible workplace policies, including telework, job share, and flexible work schedules, to facilitate work/life balance for County employees;
 4. The feasibility of increasing on-site or nearby, subsidized child care for County employees;
 5. The number, availability and condition of nursing rooms and/or stations for lactating mothers who are returning to work within County offices;
 6. The existence or need for creation of sponsorship/mentoring programs for advancement in the workplace;
 7. The existence or need for creation of returnship programs for employees who may have left the workforce due to family caregiving responsibilities;
 8. The existence or need for creation of programs with local universities to train and recruit talented women for the County workforce.

In response to the motion's directives, this report offers insight into the County's policies, procedures, programs, and partnerships that impact women in the workforce. In addition, the report features recommendations on how the County can enhance its policies, processes, and programs to better support the advancement of women in its workforce.

While the County has existing programs and policies which serve to support gender equity, women in leadership, and the promotion of a fair work environment, it can do more. DHR and the Workgroup appreciate the opportunity to advance a number of recommendations for the Board's consideration to maximize and expand existing practices and programs, and to explore new programmatic and policy opportunities, to ensure that we remain relevant and responsive to the current and evolving needs of our diverse workforce.

This status report is a precursor to the more comprehensive report due to your Board in November 2018, following the implementation and analysis of an upcoming employee climate survey. DHR recognizes the hard work and collaborative efforts of our partners in this important initiative to ensure that Los Angeles County is established as a national leader in diversity and inclusion, and a creative workplace where women can thrive and excel. Specifically, we thank our Board of Supervisors, the Chief Executive Office, County Counsel, and the Executive Director of the Women and Girls Initiative.

1. Review of Leave Policies

A review of the County's family, parental, and medical leave policies as compared with other jurisdictions, corporations, and workplaces of similar size and nature.

The Workgroup researched and compared family, parental and medical leave policies maintained by private and public sector employers.

Information Relating to Leaves of Absence

The federal Family and Medical Leave Act (FMLA) and its California State counterpart, the California Family Rights Act (CFRA), guarantee eligible employees up to 12 weeks of unpaid leave in the event of pregnancy, childbirth, loss of pregnancy, and related physical and mental conditions. In addition to these, employees have the right to reasonable accommodations and the right to time off from work. In California, Pregnancy Disability Leave (PDL) provides for up to 4 months (17 1/3 weeks) of protected unpaid leave from work to accommodate employees with a pregnancy-related disability. If the employee is enrolled in a medical benefit plan, the employer must pay for the continuation of group health benefits.

A chart provided by the State of California's Department of Fair Employment and Housing offers a comprehensive overview of the requirements and obligations for PDL, CFRA, and FMLA. (Addendum A)

The federal Family Medical Leave Act allows states to set standards that are more expansive than federal law. California is one of twelve states that have extended either the amount of leave available to an eligible employee, or have expanded the classes of persons for whom leave may be taken. In addition, California is one of three states in the nation that currently offers paid family and medical leave. These paid leave benefits are funded through employee-paid payroll taxes and are administered through the State's disability programs; LA County employees are not eligible for the State's Paid Family Leave because the County does not pay into the State Disability Insurance (SDI) program.

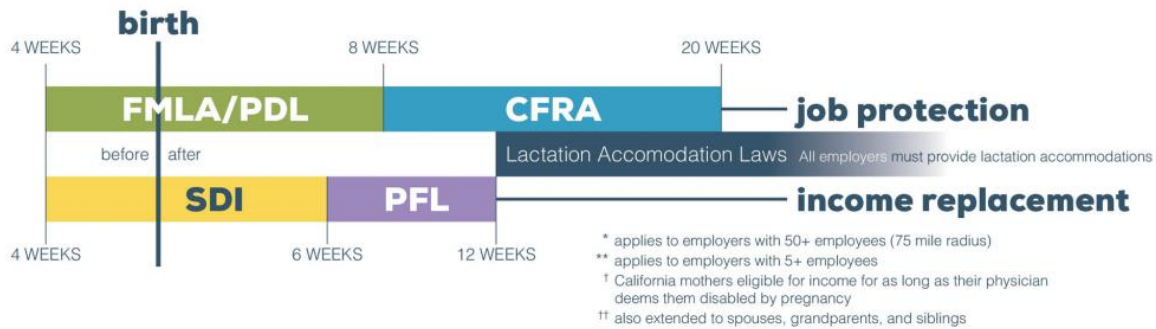
We note that PDL, FMLA, and CFRA all interact when an employee takes leave due to pregnancy. Ultimately, a parent, defined broadly as the biological, adoptive, step, or foster parent,¹ is entitled to up to 12 weeks of baby bonding leave time which can be used at any time during the first year of the child's life. In cases of adoption or foster care placement, the one-year period starts on the date the baby was placed with the parent(s). Although family and medical leave, parental leave, and pregnancy disability leave are generally unpaid, employees may substitute accrued paid sick or vacation leave for the otherwise unpaid time.

The following chart designed by Breastfeed LA illustrates one example of the linear interplay of federal and State leaves that support pregnancy, maternity and bonding leave in the State of California. As noted previously, employees of the County of Los Angeles do not qualify for Paid Family Leave.

¹ www.dol.gov/whd/regs/compliance/whdfs28C.pdf

One example of **CALIFORNIA MATERNITY LEAVE**

Family Leave Medical Act (FMLA)* 12 weeks
 Pregnancy Disability Leave (PDL)** 4 months
 California Family Rights Act (CFRA)* 12 weeks
 State Disability Insurance (SDI)† 10 weeks
 Paid Family Leave (PFL)†† 6 weeks



Source: *BreastfeedLA.com*

Family, Parental, and Medical Leaves for County Employees

The County provides parental and medical leave in accordance with State and federal law. If additional leave is required to recover from a disability, the County department and the employee are required to engage in an Interactive Process Meeting (IPM) as directed by the Americans with Disabilities Act (ADA) and the Department of Fair Employment and Housing (FEHA). The County also provides leave in accordance with the School Partnership Act, which allows a parent or guardian with school-aged children (up to grade 12) to take eight hours per month, up to 40 hours per year, to participate in their children's school, or to attend to child care activities. Employees may use existing vacation, personal, or compensatory time off to attend to these matters. In addition, a County department may grant an employee a leave of absence, with or without pay. When a department grants an unpaid leave, per County practices, an employee is usually allowed to use his or her accrued benefit time. A department may grant an employee's request for a leave of absence in excess of 12 months with the approval of the Director of Personnel.

Family, Parental, and Medical Leave Policies of Other Public Employers

As a part of evaluating Los Angeles County's parental and medical leave policies, the Workgroup evaluated the policies of other local governments with respect to parental and medical leaves and baby bonding. The following California entities responded to the Workgroup's survey:

- City of Anaheim (3,125 employees)
- County of Ventura (9,000 employees)
- City of Burbank (1,500 employees)
- City of Los Angeles (48,000 employees)
- County of Riverside (22,000 employees)
- County of Orange (17,500 employees)

All agencies that responded provided leave in accordance FMLA, CFRA, and PDL. Addendum B in the Appendix provides a comparison of leave benefits by jurisdiction.

Family, Parental, and Medical Leave Policies of Private Employers

While FMLA, CFRA and PDL leaves offer job protection for employees that avail themselves of the protected time off, in the private sector there is a sense that many employees cannot afford to take advantage of the leave time, or take an extended leave because the leaves are unpaid. For example, the Senior Vice President of Human Resources at 3M stated, “[w]e want our people to know that they can thrive at work and at home. Welcoming a child into a family is a special time for a parent. Our new policy provides parents with more time off for this important life event and contributes to building healthy families and better performance at work. This change is an investment in our people and our company’s success.”² Similarly, Accenture also supports new and expanded parental leave policies, stating, “[p]roviding our people with career opportunities that are unmatched in the industry means that we must help them navigate the choices and challenges of caring for a new child while they continue pursuing their careers. These expanded benefits will help us attract, retain and inspire the best people.”³ As such, many corporations and private employers have adopted innovative leave benefits to meet these challenges.

Several private sector employers have adopted new paid leave policies for their employees. These broader leaves expand the reach of the policies to include family caregiving needs, recognize an expanded set of family relationships, and cover all employees equally. The Workgroup compiled a chart which summarized select private sector employers which have implemented expanded paid leave policies. (Addendum C).

2. Analysis of Scheduling Practices for Hourly Workers

An analysis of scheduling practices for hourly workers, including advance notice of shift changes, as well as consistent and predictable hours for which workers can plan classes, child care and family responsibilities accordingly.

Review of County Schedule Classification Descriptions

As part of the effort to conduct an analysis related to hourly workers, CEO’s Benefits and Compensation Policy section ran a number of data queries on schedule classifications to define the number of hourly workers across the County. Additional reports were run to identify all possible work schedules that are available for this population.

The data report showed that there are proximately 2,270 possible Work Cycles (schedules) defined in the County’s payroll system; however, specific work cycles are *not* ascribed to a specific position, whether the position is hourly or salaried. Work schedules vary based on departmental needs for both hourly and

² Leading on Leave, Companies with New or Expanded Paid Leave Policies (2015-2018)

³ Leading on Leave, Companies with New or Expanded Paid Leave Policies (2015-2018).

salaried positions.

Regular work schedules offer employees predictability in managing their time. Beyond the ability to make shift changes for routine childcare and family responsibilities, employees are able to take protected time off to take care of family or tend to personal needs. As noted previously, leave protections are also provided for under ADA/FEHA. Under ADA/FEHA, options like reduced work schedules and flexible work hours may be considered as potential accommodations where reasonable and appropriate. All requests for accommodations are reviewed and discussed through a formal and timely Interactive Process as provided for by ADA/FEHA requirements.

Schedule Flexibility Across County Departments

In addition to offering exempt employees the opportunity to take time away from their work to meet personal needs, hourly employees also have an opportunity to request changes to their shifts or schedules as needed. Requests to modify a schedule are reviewed and approved by management to ensure that County operations or service to constituents are not interrupted.

Related to this analysis, a review of language related to schedule and shift changes was conducted; relevant language was found in MOUs for 56 out of 61 bargaining units across the County of Los Angeles. The MOU language primarily provides a general description of what constitutes a work day, the definition of a work week, and address items such as breaks and working on weekends. While provisions specific to shift and schedule changes were by and large tailored to the specific needs of the jobs in the unit, the following elements were commonly found:

- Requirement of assigning regular shifts with regular shift start and end times
- Provisions requiring advanced notice in writing for shift, schedule, or work location changes made by management
- Availability of alternate work schedules (e.g., 9/80 or 4/40) or telecommuting
- Availability of flexible work hours
- Requirements regarding the posting of work schedules
- Limitation to the number of “on call” hours
- Consideration of avoiding changes to work schedules for employees enrolled in an academic program
- Availability of alternate scheduling for employees in a workforce development training program

3. Analysis of Flexible Workplace Policies

Availability of flexible workplace policies, including telework, job share, and flexible work schedules, to facilitate work/life balance for County employees.

The County offers a variety of options to promote a better work/life balance for its employees; options that are already in place include alternative work schedules, telework and hoteling, and job-sharing. Availability of these options vary by department, and offerings are driven by the department's business needs. What follows is a summary of alternative work schedules that are currently offered by the County, but are not necessarily available in all departments, or available for all employees. This section will explore existing flexible workplace policies like job-sharing, alternate and flexible work schedules, and telework.

Telework

When the Board of Supervisors created the Telework program in July 1, 2008, three primary objectives were defined:

- To promote the achievement of the County's regional clean air and traffic mitigation goals as mandated by the South Coast Air Quality Management District's (SCAQMD) Rule 2202.
- To enhance the County's Employee Commute Reduction Program (ECRP), commonly known as Rideshare, by offering and supporting an off-site work environment that eliminates the trip to work, or deduces travel distance to the worksite by more than 50 percent.
- To establish a family-friendly work environment that enhances the quality of life of County employees, and offer training and orientation sessions that promote telework as an alternative method of working to maximize County resources, reduce absenteeism, increase productivity, reduce overhead, and improve employee morale.

Participation in telework is available to both represented and non-represented employees, and may be offered to employees in any County department. A department's ability and willingness to participate in this program must take into consideration their business needs and operations, and must weigh such factors such as staffing and the nature of the work. For example, a unit whose work requires an in-person service delivery might not be a good candidate for participation in this program; a unit whose work is geared more towards report writing or data analysis might be better suited for successful participation in telework.

Telework offers the flexibility of working from home or working at a County facility that is closer to the employee's home; this latter option is commonly referred to as "hoteling."

Employees who are interested in pursuing the opportunity to telework must be in good standing, and are required to submit a formal request for consideration and approval. Upon approval of a telework request, participating employees and their managers must each complete a training module prior to beginning the telework arrangement; in addition to reviewing program objectives, the trainings offer tips to employees designed to promote successful teleworking, and guidance for managers to successfully tele-manage. Copies of the training slide decks for teleworkers and tele-managers are enclosed with this report for review in Addendums D and E in the Appendix.

All departments are eligible to participate in this program by offering telework where practical. A recent report by Auditor-Controller shows that only 23 departments report time worked coded under the designated telework codes:

- Animal Care & Control
- Auditor-Controller
- Board of Supervisors
- Children & Family Services
- Child Support Services
- County Counsel
- Workforce Development, Aging, & Community Services
- Fire Department
- Human Resources
- Health Services
- Internal Services
- Mental Health
- Probation
- Public Health
- Public Library
- Parks & Recreation
- Public Social Services
- Public Works
- Regional Planning
- Registrar-Recorder/County Clerk
- Sheriff
- Superior Court
- Treasurer & Tax Collector

Job Sharing

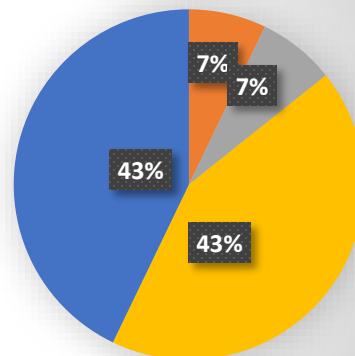
Traditional job sharing is an alternative work schedule in which two employees voluntarily share the responsibilities of one full-time job; salary and benefits are reduced on a pro-rata basis.

On June 7, 2018, DHR sent out a Countywide survey to obtain information about the availability of job sharing programs in departments; 30 of the departments responded to the survey. Based on survey results, only the District Attorney and the Alternate Public Defender offer job-sharing programs, however neither department has formal written policies and procedures on job-sharing.

The Departmental HR Managers (DHRMs) of the 28 responding departments who indicated that they do not presently offer job-sharing were asked to report whether employees in their departments had previously expressed an interest in a job-sharing program. Based on the survey results, DHRMs reported that there was little to no interest in job sharing; however, it should be noted that an absence of expressed interest in a job sharing option may be due to lack of awareness of job-sharing opportunities.

Interest in Job Sharing Opportunities 28 Responding Departments

- Great Interest - 43%
- Strong interest - 7%
- Moderate interest - 7%
- Limited interest - 43%



Flexible Work Schedules

Flexible work schedules offer the opportunity to stagger start shift start times. As with other schedule-driven programs, the opportunity to manage start times is driven by the department's operational/business needs. There is no method to capture the assignment of flexible start times at present.

Alternate Work Schedules

While the predominant work schedule in the County is a 5/40 schedule, departments across the County offer alternative work schedules to provide their employees with a better work-life balance. As with other like programs, departments have the discretion to offer these alternative work schedules based on their business needs. Participation in these schedules is managed by each department, and requires management approval. There is a wide variety of alternate work schedules, with the most common being the 9/80 and 4/40 schedules:

9/80 Schedules

This schedule is essentially a two-week schedule of eight 9-hour workdays, one 8-hour day, and one day off. There are 87 variations of this type of schedule across County departments to support operating hours.

4/40 Schedules

This schedule is a one-week schedule comprised of four 10-hour work days and one day off. There are over 140 variations of this type of schedule across County departments.

Other Schedules

In addition to the more traditional alternative work schedules, some positions offer irregular schedules, such as 3 days/40 hours, 6 days/40 hours, 14 days/80 hours, and others.

There are many benefits associated with alternative work schedules, including an increase in employee engagement, reductions in absenteeism, the ability for the employer to offer extended hours of operations, and the opportunity for employees have greater control over their schedules. Another benefit might be the opportunity to realize some costs savings related to childcare; for example, a compressed work schedule like the 9/80 offers the opportunity to decrease the need for child care one day out of a 10-day work cycle. Alternative work cycles also support the County's efforts to improve air quality, as mandated by the Southern California Air Quality Management District.

All County departments offer alternative work schedules; a schedule listing the types of schedules by department can be found in Addendum F in the Appendix.

4. Feasibility Study for Subsidized Child Care

The feasibility of increasing on-site or nearby, subsidized child care for County employees.

Report of Child Care Centers by Supervisorial District

There are a total of thirteen child care centers in the County of Los Angeles which have agreements to offer priority placement and subsidized rates for County employees. Enrollment capacity and cost of services vary by center.

Supervisorial District	Child Care Center	LA County Work Locations within a 5-Mile Radius of the Center	Number of Employees in the 5-Mile Radius of the Center
First	Child Care Program, LAC/USC Medical Center	181	38,350
	County Kids Place	159	33,322
	Crossroads Child Care Center	74	5,527
	El Monte – Annex Child Care Center	75	7,769
	El Monte – Telstar Child Care Center	73	6,909
	Fairplex Child Care Center	55	2,189
	6 – Child Care Centers Total	617	94,066
Second	Children’s Center, Harbor UCLA Medical Center	49	6,132
	Expo Kids	119	24,922
	Honey-ups Little Angeles	124	11,120
	MLK (under construction)	157	11,224
	4 – Child Care Centers Total	449	53,398
Third	Van Nuys Civic Center Child Development Center	30	1,628
	1 – Child Care Center Total	30	1,628
Fourth	Rancho Los Amigos Children’s Center	136	11,720
	1 – Child Care Center Total	136	11,720
Fifth	Child Development Center, Olive View Medical Center	48	3,952
	Discovery Time	96	11,568
	2 – Child Care Centers Total	144	15,520

The report below shows the number of LA County facilities/work locations within a 5-mile radius of each of these child care centers, and the corresponding number of employees, as well a report on the number of worksites that do not have a child care center within a 5-mile radius of the location.

Report of Work Locations That Do Not Have a Child Care Center within a 5-Mile Radius

Supervisory District	Number of Work Locations without a Child Care Center within a 5-Mile Radius	Number of Employees in the Work Locations
First	35	1,336
Second	21	519
Third	73	2,942
Fourth	119	6,637
Fifth	224	10,769
Total	472	22,203

The Employee Climate Survey that is soon to be released Countywide will provide additional data regarding the current and projected child care needs of our employee population.

Child Care Subsidy/Dependent Care Savings Account

The County currently provides child care subsidies to its employees through its Dependent Care Savings Account (DCSA). All full-time employees may enroll in a Dependent Care Spending Account which allows them to use tax-free dollars to pay for dependent care; since dollars set aside for this account are not subject to State or federal taxes, participation in this plan helps employees realize salary savings of 15 to 30 percent, depending on the employee's tax bracket. These IRS-sanctioned plans are a common feature in the public and private sectors benefits offerings, however the County's plans have an uncommon and valuable feature: a direct dependent care subsidy based on employee base pay. The County makes a monthly nontaxable contribution to each participant's DSCA account based on salary (see table below). Participants have the opportunity to complement the County contribution with their own pre-tax contribution, up to a combined limit of \$4,800 per year, or \$400 per month (based on 2018 contribution limits).

Employee Annual Base Pay	County's Monthly Contribution (subject to annual cap on contributions)
Less than 30,000	\$375.00
\$30,000 - \$34,999	\$300.00
\$35,000 - \$39,999	\$275.00
\$40,000 - \$44,999	\$200.00
\$45,000 - \$49,999	\$125.00
\$50,000 or more	\$75.00

At present, the County's contributions are bargained and capped; based on the numbers of participants, these monies are typically expended well before the end of the calendar year.

Rules established by the Internal Revenue Service (IRS) define eligible dependents as children under age 13, disabled children of any age, or legally dependent adults who spend a minimum of eight hours each day in an employee's home and who are unable to care for themselves. DCSA accounts are also subject to the IRS's "Use it or Lose it" Rule, meaning that if the funds set aside for the plan year (which runs from January to December) are not spent, the funds are forfeited; employee and County contributions that are not claimed each year are forfeited to the County.

In 1998, the County Board of Supervisors issued a directive that established a policy that all unused funds from county employees' Dependent Care Spending Accounts (DCSAs) are shared amongst the County-operated child development and care centers, and not revert back to the General Fund. Furthermore, the redirected DCSA dollars are to be shared equally amongst the County-operated centers, to specifically enhance the centers' facilities and/or programs towards meeting the child development needs of the families and children in these centers. There are currently 12 County-operated centers who are serving county employees as the primary clients and community families as appropriate. Though, these funds do not provide for a predictable stream of income, these forfeited dollars, when available, could be an important supplement to fund County child care centers.

5. Study of Facilities for Lactating Mothers

The number, availability and condition of nursing rooms and/or stations for lactating mothers who are returning to work within County offices.

Breastfeeding Initiative

On November 17, 2009, Supervisor Mark Ridley-Thomas and former Supervisor Michael D. Antonovich put forth a motion committing to support various initiatives including the promotion of breastfeeding. The motion required programmatic action within two years of implementation.

The Department of Human Resources (DHR) partnered with the Department of Public Health's Office of Women's Health, and with Breastfeed LA to draft best practices supporting the breastfeeding initiative. On March 2, 2012, the Director of Personnel, Lisa M. Garrett, released Policy, Procedures, and Guidelines 705 (Addendum G) which required departments to allow for a reasonable amount of break time to support lactating mothers, and to make reasonable efforts to provide the use of appropriate space for those women who desired to express milk during work hours.

In support of this effort the following actions were taken:

- 264 lactation sites across the County were initially identified and a list of sites with addresses and contact information was created;
- Lactation coordinators were designated for each lactation site to support utilization and to facilitate access to the lactation sites;

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- Communication and education collateral was created to advise employees and managers of available services and resources;
 - Training on the lactation accommodation program was developed and delivered to supervisors and managers across the County; and
 - A dedicated web link to the lactation accommodation program was created on DHR's website to ease access to resources and information.
 - Successfully attained the State of California's Mother Baby Friendly Workplace designation in September 2012.

2017 Lactation Program Refresh

DHR's ongoing mission relative to this program is to ensure that resources supporting the County's lactation program and services are readily available to employees, that the directory of lactation sites is up to date, and that lactation sites are complying with designated expectations. In order to attain these goals, DHR launched a Countywide effort in February 2017, requesting that all departments submit updated information on their lactation room locations and that they update the contact list.

Supervisory District	Number of County Facilities in the District	Number of Lactation Spaces
First	153	168
Second	87	106
Third	43	43
Fourth	74	90
Fifth	94	111
Total	451	518

The 2017 effort featured a new approach designed to facilitate the expedient review of lactation rooms across the County. A lactation room checklist (Addendum H) was developed for use by the sites to confirm that specific requirements were met for areas designed to support lactation needs. In addition to the checklist, departments were also asked to submit photographs of the lactation areas. Specifically, the checklists asked for confirmation of the following requirements:

- Designated lactation area is clean and the space is well suited to the purpose; specifically, that the location not a bathroom.
- Rooms are well-lit and equipped with an electrical outlet.
- Clean and comfortable seating is available.
- Rooms provide a measure of security to promote privacy; it is a requirement that the room be lockable, or otherwise securable.

All County departments submitted location information, updates to the lactation coordinator list, and the location checklist along with supporting photographs of the lactation area(s).

Availability & Accessibility of Lactation Rooms Across the County

As of June 2018, there are 1075 identified worksite and facilities across the County of Los Angeles, 451 of these sites have one or more lactation spaces that are available for use by County employees. At present, there are a total of 518 lactation spaces across these facilities; this number represents an increase of 95% in lactation site availability since 2012. Below is the number of lactation spaces identified by supervisorial district:

At present, DHR's Lactation team is working with at least four departments to identify additional locations.

Use and access of the lactation room is scheduled by the lactating mother and the lactation room designated contact. If accommodation issues arise, the issue is escalated to the department's Return-To-Work (RTW) Coordinator and/or to DHR's RTW staff to facilitate the employees' needs.

A list of the current lactation rooms and contact information for the Lactation Program Coordinator is available for review in Addendum I.

Lactation Accommodation Training

Lactation Accommodation training for managers, supervisors, and Return-To-Work staff is provided during various existing training programs such as: the Return-to-Work 101 series, quarterly Return-to-Work seminars, Absence Management Training, the FMLA Symposium, and FMLA Coordinator Trainings. Additionally, DHR has partnered with Breastfeed LA to provide a comprehensive multiple training opportunities; Addendum J shows a sample training slide deck.

During these trainings, the importance of providing both the time to participate in the lactation program, and securing a safe, clean, and accessible lactation accommodation environment is underscored. Relevant policies, including PPG 705, are reviewed with the intent to ensure lactating mothers feel supported and encouraged to continue to nourish their child(ren) with breastmilk upon returning to work. Managers and supervisors are also trained on the Interactive Process and are advised to hold an Interactive Process Meeting (IPM) in the event that an employee's lactation needs are not appropriately met or addressed through the policy alone.

Since 2012, a total of 5,373 employees have attended trainings which have referenced and/or featured the Lactation Accommodation Program.

DHR Lactation Accommodation Website

The DHR website provides a wealth of information on the Lactation Accommodation Program and links to several resources in support of breastfeeding. The site offers the following resources:

- Comprehensive listing of lactation sites by department (address and building specific locations).
- Contact information for County lactation coordinators, including hyperlinks to facilitate ease of sending an email and phone numbers to facilitate immediate contacts.
- Resources for lactation support.
- Links to organizations that support breastfeeding.

Awards & Recognitions

- “Mother Baby Friendly Workplace” from the State of California, August, 2012.
- “Best Practice Employer” by Breastfeed LA at the Sixth Annual Breastfeeding Coalition, February, 2016.
- “Celebrating our Community! Pinnacle of Success” by Breastfeed LA, November, 2016.

Employee Education & Outreach

Employees that request a pregnancy or bonding related leave of absence receive a copy of the County’s lactation policy as well as the Lactation Accommodation brochure entitled “Working and Breastfeeding: It Can Work!” (Addendum K), along with leave of absence information.

Additionally, to further promote the County’s support of the Lactation Accommodation Program, all departments were provided with a “Working and Breastfeeding: It Can Work!” poster (Addendum L) for posting in lunchrooms and highly trafficked areas in the workplace.

6. Sponsorship/Mentoring Programs

The existence or need for creation of sponsorship/mentoring programs for advancement in the workplace.

Los Angeles County University

The DHR-led LAC University has developed the Leadership Development Institute (LDI), which is comprised of programs that offer professional training and development for executives, managers, current supervisors, and future supervisors in County service through blended learning experiences. LDI programs are designed to develop staff through high-quality multi-disciplinary approaches to training with the objective of equipping County managers with the skills they need to be effective leaders. An overview of the program is provided for in the Appendix (Addendum M).

Emerging Leaders Program (ELP)

Launching this summer, the ELP program offers an exploratory course for non-supervisors to help individuals determine if a supervisory role is the right path for an employee.

New Supervisor Development Program (NSDP)

The New Supervisor Development Program, initiated in 2017, is an instructor-led 5-week program designed for employees in their first year in a supervisory role. This program is key to helping new supervisors obtain skills and develop competencies that will not only help them succeed in their new role, but which lay a foundation for on-going leadership development training.

Management Development Program (MDP)

The Management Development Program features a 12-week program offering blended classroom instruction, online training, and networking opportunities to first-level managers and high-level supervisors who aspire to managerial positions.

Executive Leadership Development Program (ELDP)

The Executive Leadership Development Program is an exciting County program designed to enhance the leadership competencies of mid- to senior-level managers who aspire to executive leadership positions. The County is pleased to partner with the University of Southern California's Sol Price School of Public Policy to offer this innovative program. As the oldest and most notable public affairs school on the West Coast, the USC Sol Price School of Public Policy stands with distinction for its academic degrees, research, and executive education programs. The very accomplished faculty brings a wealth of practical and executive development knowledge and experience to County managers.

The ELDP is a 13-week program comprised of:

- 12 in-class sessions
- A dedicated session for the presentation of group projects
- Web-based activities and assignments
- Two 30-minute individualized executive coaching sessions

Each participant is asked to take a 360-degree assessment of skills defined as County Leadership competencies:

1. Effective Communication
2. Building, Managing and Leading Teams
3. Establishing and Implementing a Shared Vision
4. Change Leadership: Managing and Enabling Process Change
5. Building Consensus and Commitment
6. Influencing and Negotiation
7. Partnering
8. Political Acumen
9. Outcome-Based Decision-Making
10. Managing Projects

The results of the skills assessment inform the development of an individualized development plan that is designed to enhance the individual's competence in identified areas of growth opportunity. Each participant also collaborates in a team-based project where the group works on a project that address actual County needs.

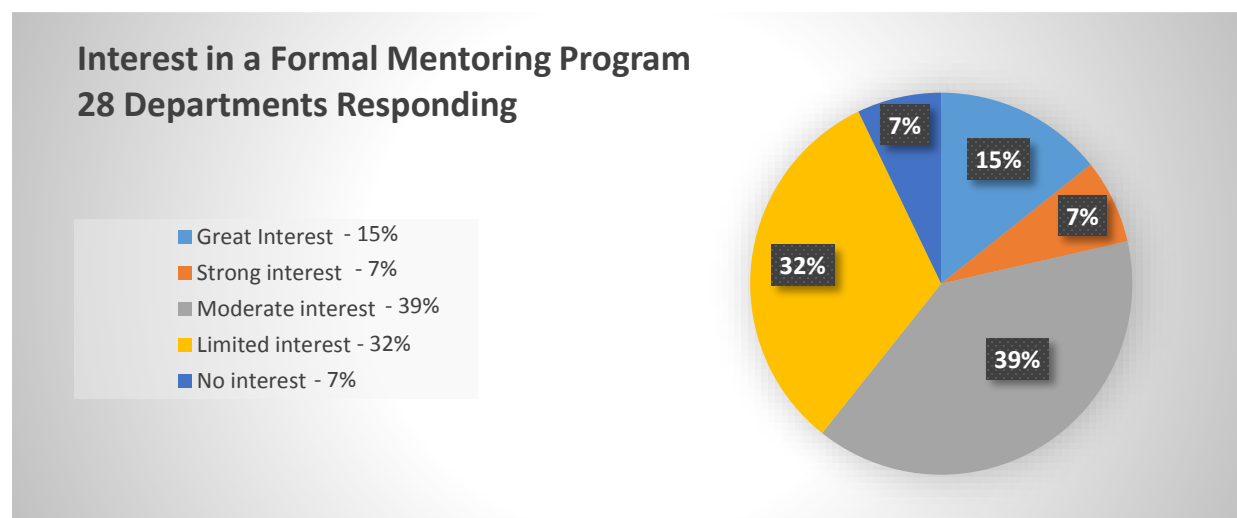
At the end of the program, a special graduation and reception is hosted to recognize the ELDP graduates. The graduates' managers and colleagues are invited to participate and are on hand to recognize this important achievement.

Departmental Survey

A Countywide survey was sent to the Departmental HR Managers (DHRMs) to inquire about both the level of staff interest and the availability of formal job mentoring programs in their departments.

DHRMs were asked to report whether employees in their respective departments have expressed an interest in a formal job mentoring program. The responses were as follows:

- 22% expressed that there was great to strong interest
- 39% expressed that there was moderate interest
- 32% expressed that there was limited interest; as with other programs, this figure might be low given the lack of existing programs



Existing Mentorship Program Models

Of the 28 responding departments, only five (5) indicated that there is a formal job mentoring program in place, and only one (1) department had a job mentorship policy. The departments reported a mix of mentorship program designs. One department reported that a mentorship component is an element of a leadership academy training program; another department reported that employees volunteer to participate as mentees and mentors, and that matches are made based on work preference. Registrar-Recorder/County Clerk (RR/CC) cited that they engage in the County's Emerging Leaders Program (ELP), and that ELP offers an opportunity to participate in a mentorship program to assist both in skills development and the advancement of career goals. In RR/CC's model, individuals are paired with a manager and the mentorship is guided by the results of the mentee's Individual Development Plan.

Treasurer & Tax Collector (TTC) formed a Mentor Team to design the program's structure, establish mentoring goals, and to determine criteria for the mentees. In TTC's model, eligible employees were advised of the initiation of the Program and were invited to apply. Mentors collectively reviewed the applications and ranked the candidates according to defined criteria; the candidate rankings were then reviewed by Executive Management prior to commencement of the program. The first cohort consisted of eight (8) mentees/mentor pairing. The program featured two (2) checkpoints during the nine-month session in order to assess progress and to address issues via mentor and mentee feedback.

TTC identified the following activities as key developmental opportunities for the mentees under their program:

- The opportunity for experienced managers (not necessarily mentors) to share their challenging managerial experiences from the past on specific topics (e.g., discipline, difficult customer/client, addressing vendor problem, resolving a programmatic or operational issue) with an emphasis on the manner in which the manager approached the challenge, resolved it, and the lessons learned.
- The opportunity for mentors to share experiences that they believe led to the development of specific strengths that serve them well in their roles (e.g., calmness in stressful situations, stronger communication/presentation skills) and how they developed these strengths and abilities.
- The opportunity for mentees to attend a session on managerial ethics - with a review of why management ethics are important and how they apply in the workplace.
- In addition to the mentorship activities, mentees were also exposed to briefings on and attendance at Countywide meetings (e.g., Board of Supervisors meetings, Operations Cluster meetings, Risk Management meetings, etc.) to help to prepare them for management level opportunities going forward.

MOU Language on Mentorship

Of the 61 MOUs reviewed by DHR's Impact Team, only four (4) MOUs specifically mention mentoring, although none specifically mention mentoring programs. The MOUs referencing mentoring state in part that Management and Labor may institute discussions of issues at the department level that are of mutual concern, including but not limited to mentoring. For additional details, refer to Addendum O in the Appendix.

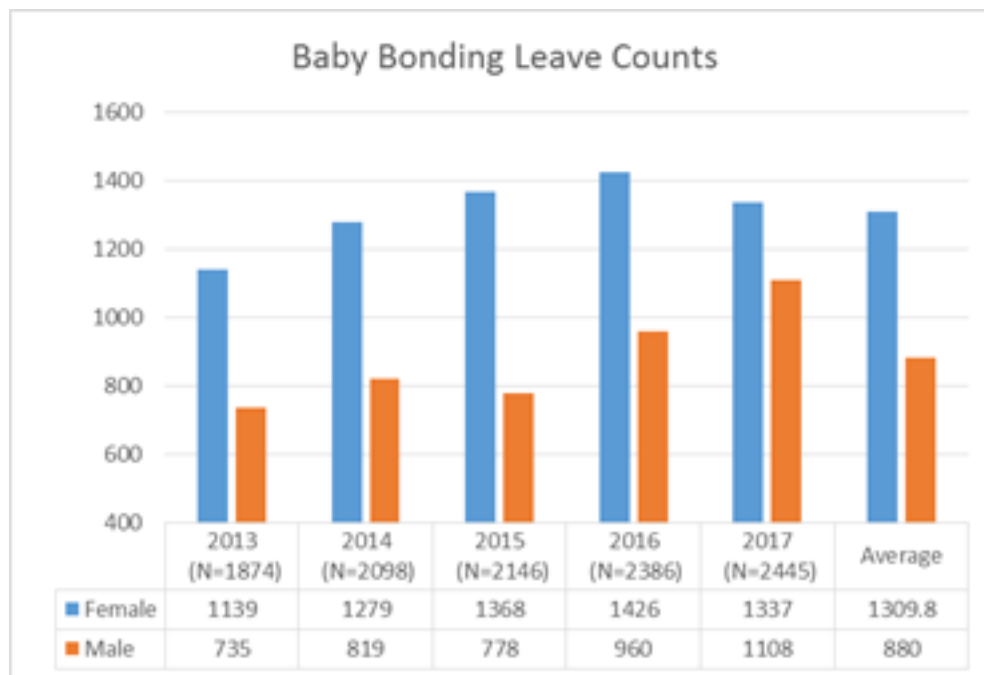
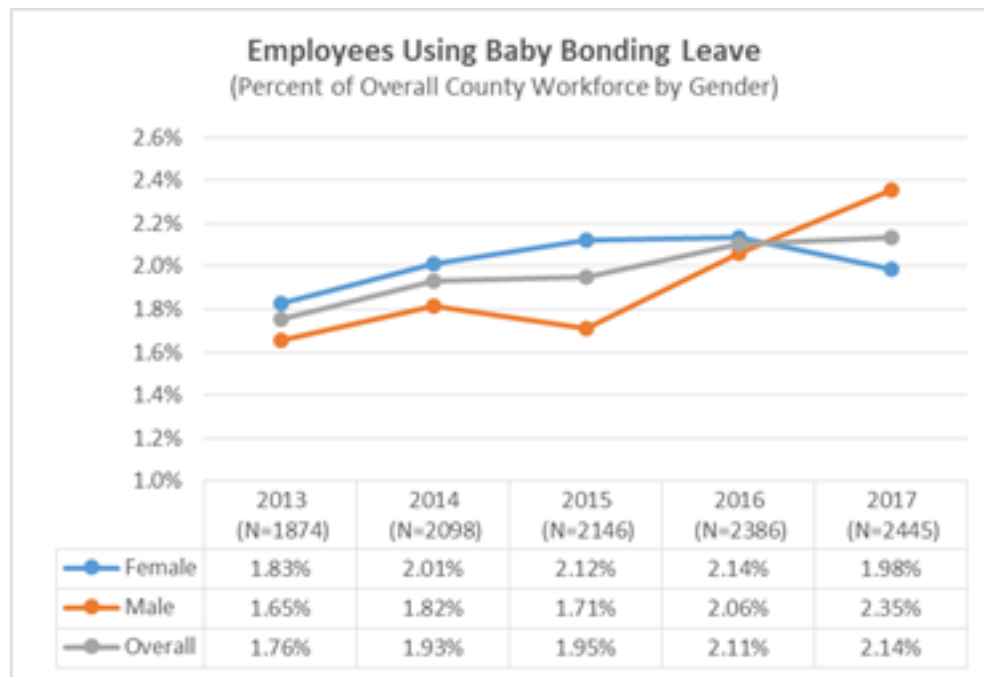
7. Returnship Program Study

The existence or need for creation of returnship programs for employees who may have left the workforce due to family caregiving responsibilities.

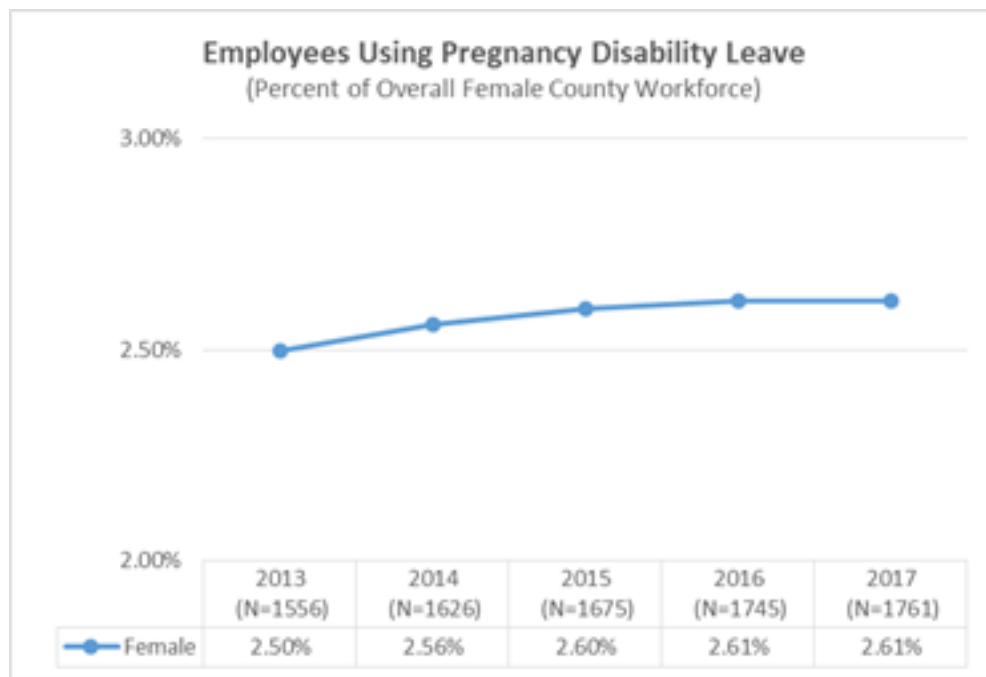
The Los Angeles County's Civil Service Rule 17 (Addendum P) allows for the application of reinstatement and restoration following an employee's departure from County service. It should be noted that the right to re-employment requires that the employee's performance was minimally rated as "competent", or for those employees under the management appraisal and performance plan (MAPP), they must have been minimally rated as "fully meets expectations."

The percent of County employees using baby bonding leave each year has steadily increased from 2013 to 2017, with an average of 1.98 percent utilizing this type of leave across the 5-year period. Although there has been an increase in male employees using baby bonding leave since 2015, female employees use this type of leave at an average ratio of 3:2 when compared with male employees.

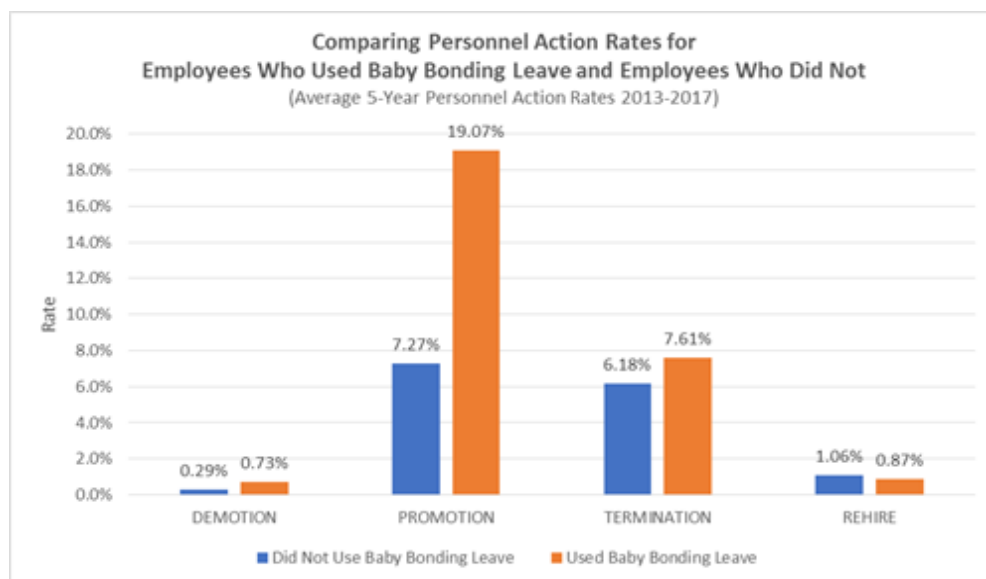
Study of Baby Bonding Leave Utilization, Promotions, and Departure from County Service



The percent of female County employees using pregnancy disability leave each year has generally remained the same from 2013 to 2017, with an average of 2.6 percent utilizing this type of leave across the 5-year period.



In general, County employees using baby bonding leave during the past five years have experienced a substantially higher percentage of promotions when compared to employees who did not use this type of leave. The average promotion rate for the former group was 19.07 percent compared to 7.27 percent for the latter. This is an interesting finding that requires more exploration.



In general, County employees using baby bonding leave during the past five years have experienced a slightly lower percentage of rehires when compared to employees who did not use this type of leave. The average rehire rate for the former group was 0.87 percent compared to 1.06 percent for the latter. Overall, there is an opportunity to leverage rehires as a recruitment method.

However, as described below, these analyses should be used with caution with regard to informing the need for and development of a Returnship Program for employees who have left the County workforce due to family caregiving responsibilities. In addition, baby bonding and pregnancy disability do not represent the full spectrum of leave for family caregiving responsibilities (e.g., elder care).

Several model reports were run in an effort to cull data that would inform returnship trends across the County; a review of those reports highlighted that there are key data elements missing that would provide a clear and comprehensive analysis of reasons for departure from County Service. In analyzing this reports that were run it was clear that termination counts and rates should not necessarily be evaluated as related to/caused by family caregiving needs. Currently, the personnel action codes used to track reasons for termination do not provide the opportunity to specifically pinpoint reasons for leaving due to caregiving needs. Of the existing 22 termination codes, only 5 codes are used to track resignation issues that could possibly be tied to leaving work to attend to caregiving responsibilities (i.e., to remain at home, personal reason, health, salary, and maternity).

8. Partnerships with Local Universities

The existence or need for creation of programs with local universities to train and recruit talented women for the County workforce.

As part of an existing effort to expand and extend pipelines to County employment for women and to strengthen the employment pools for the future, the County also recently explored how government agencies and businesses are engaging with local colleges and universities to partner, train, and recruit both women and men for internship opportunities. The County has cultivated long-standing collegiate relationships which include internship partnerships for established project-based programs such as the Academic Internship Program (AIP). Professional development programs, such as the Management Fellows Program, the Administrative Intern Program, the Career Development Intern Program, the Veteran Intern Program, and the Executive Leadership Development Program are all vehicles that are readily available for women to apply and be considered for participation. The section below contains more detailed information about programs currently being offered by the County.

Current Internship Programs/Partnerships

Management Fellows Program

The County Management Fellows Program is a two-year paid fellowship for individuals who want to pursue a career in County government. The program provides Fellows with a unique opportunity to work in the most populous county in the nation. With opportunities available through 35 County departments, Fellows participate in many dynamic programs and service-oriented operations such as children and family well-being, County business operations, community-based programs, capital programs, health and mental health services, and public safety, among others. The program is managed by the Department of Human Resources.

The program was modeled after the Presidential Management Fellows Program and is designed to be the County's leadership pipeline and manager workforce succession plan. Upon completion of the fellowship, graduates are able to compete for the targeted positions of senior specialist, mid-level manager, or higher.

The minimum eligibility requirement for this internship is a Master's degree or higher from an accredited college or university. Upon selection, Management Fellows may be appointed to any salary within the range of \$65,364.48 - \$98,934.72; placement in the range is dependent on the specialized knowledge and credentials of the Fellow. Management Fellows receive a competitive County benefits package that includes medical and dental benefits, a retirement savings account, and two deferred compensation plans.

Administrative Intern Program

Administrative Interns have the opportunity to experience Los Angeles County government first-hand through a fulltime two-year paid internship that include practical job assignments and on-the-job training. Interns perform analyst-level assignments in such disciplines as human resources, budget, contracts, and public policy, and may be assigned to perform these tasks in various County departments, including the Department of Human Resources and the Chief Executive Office.

Applicants must have successfully completed a four-year bachelor's degree from an accredited college or university in any field of study.

Rotational assignments offer experience in the following areas:

- Employee relations
- Recruitment and selection
- Organizational development
- Asset management
- Classifications
- Budget operations
- Systems and procedures analysis
- Investigative assignments
- Test research assistance
- Preparation of performance standards and budgets
- Job analysis and classification studies
- Drafting and response of letters and constituent inquiries
- Drafting and review of Board letters and memos

Academic Internship Program

The goal of the Academic Internship Program is to place students from partnering accredited colleges and universities within County departments to gain practical and meaningful work experience. Student interns are able work on such things as the completion of specific projects, conducting research, or working on studies that are either ordered by the Board of Supervisors or developed by a County department.

Participating junior, senior, and graduate level students must be currently enrolled in an accredited institution of higher learning, and must be in good academic standing. Although the internships are unpaid, participating students receive internships for academic credit through a partnering college/university. Interns normally spend 8-16 hours per week working at their internship assignment; hours can vary based on the design of the internship, but as a general rule, interns are expected to be available at least 8 hours per week. Interns must be able to provide their own transportation to and from the internship site.

Partnering Colleges and Universities for this internship currently include:

Alliant International University	Missouri State University School of Public Health
Allegheny College	Mount Saint Mary's University
Antioch University	National University
Arcadia College	Northern Illinois University
Argosy University, Inland Empire	Syracuse University
Argosy University, Los Angeles	The Ohio State University
Azusa Pacific University School of Business & Management	Touro University California
Benedictine University	Tulane University
Brescia University	University of California Los Angeles Fielding School of Public Health
California Baptist University	University of California Los Angeles Luskin School of Public Affairs
California State University (All Campuses)	University of California Merced
Capella University	University of California Riverside School of Public Policy
Charles Drew University of Medicine & Science	University of Georgia
Chicago School of Professional Psychology	University of Hawaii at Hilo
Claremont Graduate University Masters of Public Health	University of Kentucky
Columbia University	University of La Verne
Emerson College	University of Massachusetts-Dartmouth
George Washington University, Milken Institute School of Public Health	University of Nevada, Las Vegas
Grand Canyon University	University of North Carolina at Chapel Hill School of Global Public Health
Loma Linda University	University of Southern California School of Communication & Journalism
Missouri State University School of Public Health	University of Southern California Price School of Public Policy
Mount Saint Mary's University	University of Southern California School of Gerontology
National University	University of Southern California School of Public Health
Northern Illinois University	University of Southern California School of Social Work
Emerson College	Walden University
George Washington University, Milken Institute School of Public Health	Washington University in St. Louis
Grand Canyon University	Western University of Health Science
Loma Linda University	Whittier College

Career Development Internship

The goal of the Career Development Internship Program is to inform transition-aged youth about employment opportunities within the County of Los Angeles, and to assist them with gaining the necessary skills and knowledge to compete for full-time permanent positions. Interns are hired to assist in a variety of training assignments, ranging from 12-24 months in duration, based on the training needs of the individual participant.

Career Development Internships are available in one of four specialty areas:

- Office Support / Clerical Intern
- Information Technology / Technical Support
- Craft Support
- Heavy Maintenance and Operational Support

Participation in this program requires that applicants have either completed or are actively enrolled in the Independent Living Programs (ILPs) offered by the Department of Children and Family Services and the Probation Department. Individuals who are presently eligible for participation in the ILP, or who were eligible at one time, may also apply to the program.

Veteran's Internship Program (VIP)

The Veteran's Internship Program offers paid internships to qualified veterans of the Armed Forces of the United States. The internships afford veterans with on-the-job training and practical work experience that will enable them to effectively compete for full-time permanent employment with the County of Los Angeles. Depending on the internship, veterans can be hired for a 12-24 month on-the-job training program in one of the following areas:

- | | |
|---|----------------------------------|
| • Administrative Support | • Information Technology Support |
| • Crafts Support | • Office and Clerical Support |
| • Heavy Maintenance and Operational Support | • Technical Support |

No experience is required to participate in this program. Eligible VIP applicants include veterans who have been discharged or released from the Armed Forces of the United States under honorable conditions. Discharged veterans must possess a valid DD214 -Certificate of Discharge or Separation from Active Duty or other official documents issued by the branch of service.

California State University Los Angeles (Cal State LA) Technology Pilot Partnership

In October of 2017, a Board motion encouraging the collaboration between the California State University Los Angeles (Cal State LA) and the County of Los Angeles was put into action. This motion required the County to identify technology projects that would benefit from youthful perspectives as well as provide eligible students with challenging blended-learning assignments in which they could earn academic credit.

The ideas generated by participants in this pilot partnership provided fresh and innovative solutions to the County's well-served but aging systems. The report presented to the Board documented that this experimental pilot achieved overwhelming success and demonstrated the ability to create student pathways to full-time permanent employment with the County.

As we recognize the benefits from this collaboration, we are acting to keep the momentum going by expanding the program to other academic institutions. In addition, we are capitalizing on this newfound energy by conducting on-campus interviews for County positions, and we considering contracting with these institutions to engage in partnerships on an as-needed basis.

Los Angeles Trade Technology College Pilot Partnership

This pilot partnership has a special emphasis in the field of Information Technology. As part of a Board motion, the County identified technology projects that would benefit students with blended learning assignments while earning college credits.

The County also worked on the development of a pipeline for culinary students at the Los Angeles Trade-Technical College, and other trade students. This program is currently awaiting final approval of the agreement with the County from the Community College District.

Established & Departmental Partnership Programs

There are two key partnership programs that have positively impacted women in the County. Although a relatively new initiative, the TempLA Program has already become a key partnership program with many LA County departments. The Los Angeles County FIRE Girls Camp is also worth highlighting given its objectives, and the long-term potential impact of the program's efforts.

BRIDGES Program and TempLA

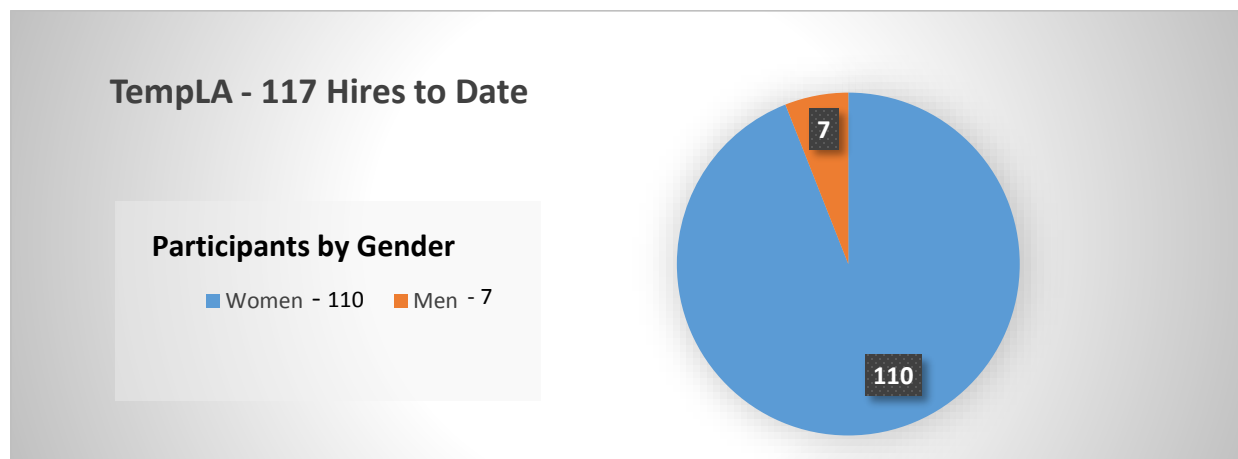
DHR created the BRIDGES (Better Roads to Developing Greater Skills) to offer entry-level internships and on-the-job training to underserved populations. Housed under the BRIDGES Program is the DHR Temporary Services Registry, or TempLA; the program came about as a collaboration between the Chief Executive Office, and the departments of Workforce Development, Aging and Community Services, and Public Social Services.

TempLA is departmental partnership program that focuses on preparing employees for permanent private or public sector employment through developmental and on-the-job training. With this program, participants have the opportunity to develop multiple “core” competencies that aid candidates in competing for permanent employment. These core competencies include:

- Accountability
- Conflict resolution
- Customer service
- Initiative
- Problem solving
- Team building
- Technology management

The TempLA onboarding process is designed to create a solid foundation for TempLA employees to smoothly transition from orientation to placement in pilot departments. To prepare TempLA employees for permanent employment, DHR created a professional development plan that includes up to 11 core courses offered at no cost. The courses are delivered through the Lynda.com learning platform, and include topics like computer software, customer service, communication, team building, organization skills, grammar and writing, and keyboarding. These foundational courses were selected with the objective of equipping TempLA employees with the skills needed to succeed in today's business world. After completion of the recommended curriculum, TempLA employees receive Certificate of Achievement from the Department of Human Resources. However, development does not end with the completion of the coursework; DHR hosts “Lunch and Learn” sessions throughout the year to offer continuous education and skills building for TempLA staff and alumni.

When the program was initiated in April 2017, the plan had been to maintain a pool of 100 individuals ready to be deployed to a department; to date, over 100 individuals have successfully secured fulltime regular employment in the County of Los Angeles and in the private sector. Of the 117 individuals that have secured full-time permanent placement in the County of Los Angeles, 94% of those hired were women.



There is no doubt that TempLA will continue to make a difference in the lives of those experiencing barriers to employment, and has positively impacted the lives of constituents who are seeking a better quality of life. DHR is scheduled to deliver the next quarterly report on TempLA to the Board of Supervisors on July 2, 2018.

Los Angeles County Fire Girls Camp

Los Angeles County Fire Girls Camp offers young women a unique opportunity to experience what a career as a firefighter with the Los Angeles County Fire Department entails by presenting apparatus demonstrations, an opportunity to try on turnout gear, and by having attendees participate in a sample firefighter workout session.

The Girls Fire Camp affords the Fire Department's female firefighters a great opportunity to take on a mentorship role and connect one-on-one with the firefighter hopefuls. Participants are encouraged to keep in touch with the instructors they meet at the Camp, and to pursue opportunities in the Explorer Program as a next step toward their career in the fire service.

The experience at the camp also provides an understanding of the importance of the team dynamic and introduces the paramilitary structure of the fire service. Teaching the girls how to jog in cadence with a team during a workout session is just one way that instructors demonstrate the importance of working in tandem, being prepared to take orders, and answering to a chain-of-command.

As the Fire Department continues to partner with DHR and the County to promote an inclusive culture in the fire series, the Recruitment Unit is especially committed to inspiring this next generation of women and guiding them along the way.

Partnerships for Women Beyond Internships

Based on research from employers located throughout Los Angeles County, it was found that tuition reimbursement, work/life balance, flexible schedules, and telecommuting options were some of the most consistent and currently trending benefits available for employees. Furthermore, many companies are

offering desirable incentives such as, tuition reimbursement, college loan repayment programs, student loan forgiveness programs, continuing education programs, and coverage of professional memberships and licenses.

LA County Home Grown

The County may want to consider expanding its support of learning and development for hourly employees by offering a program that allows all County employees the opportunity to receive college course credit on a limited basis (e.g. one class per semester) while on County time. Depending on department needs and available budget, paid time off to pursue continuing education can dovetail with any existing tuition reimbursement is offered by department. This may also involve union approval and sponsorship.

The below excerpt from Madeleine Burry's article, "Companies That Offer Tuition Reimbursement Programs,"⁴ lists examples of companies that offer higher education benefits:

Here's how it typically works: an employee pays upfront for college, graduate, or continuing education classes, and once the class or semester is complete, the employee pays back a portion, or the full amount, of money spent.

There are several incentives for companies to offer this perk: Like any benefit, it helps attract and retain the best employees. Relevant coursework can also sharpen workers' skills and know-how, strengthening the company. Finally, tuition reimbursement is tax deductible up to \$5,250 per employee per year, making this program an affordable perk to offer.

Implementation of this program varies greatly from company to company: Some reimburse for any educational classes, some require that coursework is done through specific schools to be eligible for reimbursement, and others only cover tuition costs for approved classes.

Companies may require a certain grade to qualify for reimbursement, or that employees remain with the company for a set period of time following the completion of the class to qualify for reimbursement. Some companies may cover the costs associated with classes, such as textbooks or internet connection fees.

15 Companies Offering Tuition Reimbursement as a Benefit

From fast food chains to telecommunications companies to banks, these are some of the top companies that pay workers' education costs.

- **AT&T:** As part of its benefits package, AT&T offers tuition assistance — employees must meet certain eligibility requirements to get the reimbursement, and the costs must be approved by the company.
- **Anthem, Inc.:** Employees at this health benefits company are eligible for up to \$5,000 a year in reimbursement for tuition and textbooks.
- **BP:** At this oil giant, there are many requirements for eligibility, but tuition reimbursement is a generous 90 percent of the costs of tuition, fees, and books. Among other requirements, employees must get approval for the classes in advance of registration and receive a passing grade.
- **Bank of America:** Employees can get up to \$5,250 in job-related courses or degree programs covered each year.

⁴ Burry, M. 2018. "Companies That Offer Tuition Reimbursement Programs." www.thebalancecareers.com/companies-offer-tuition-reimbursement-4126637

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- **Chipotle:** Both hourly and salaried employees at this fast-food chain are eligible for tuition reimbursement. To offer this benefit, Chipotle partnered with Guild Education, which offers online classes, programs, and degrees from a variety of universities. Employees can work toward degrees (undergrad or graduate), take classes, earn a GED, or study ESL, eligible for up to \$5,250 annually.
 - **Ford Company:** This car company has a generous education program that will pay for up to \$6,000 per year in tuition and fees in advance of class completion.
 - **Home Depot:** Tuition reimbursement rates for Home Depot employees vary by role — salaried employees can get up \$5,000 annually, while full-time hourly employees are reimbursed up to \$3,000, and part-time hourly employees can get up to \$1,500 back.
 - **JetBlue:** The upscale airline runs a program known as JetBlue Scholars — employees can apply to enroll, and once accepted, take approved online courses. To be eligible, employees must have worked at JetBlue for two years, and have prior college credits in place.
 - **Proctor & Gamble:** Up to 80 percent of tuition and fees are reimbursed at P&G, makers of a vast range of consumer and household goods. Employees must get programs and fees pre-approved, and there is a cap of \$40,000 of reimbursed expenses.
 - **Smucker's:** The J.M. Smucker's company makes more than jam — its brands include big names like Folgers, Pillsbury, and Meow Mix. The company offers up to 100 percent reimbursement for tuition costs for company-approved college courses.
 - **Starbucks:** All benefits-eligible United States employees of this coffee purveyor can have their full-time college tuition covered, essentially a free bachelor's degree. One important note on this program: Employees can only study at Arizona State University's online program.
 - **UPS:** Part-time UPS employees who work in package handling can participate in the company's Earn and Learn Program, covering up to \$25,000 in college expenses (each year, the program reimburses a maximum of \$5,250). According to the company website, employees are eligible for this perk from their start date. (Other education assistance programs are available for employees in different roles.)
 - **Walmart:** Like Starbucks, Walmart partnered with an educational institution — for Walmart, it's American Public University — as part of its educational assistant program. Both part-time and full-time Walmart and Sam's Club employees, as well as eligible family members, may receive a tuition grant that reduces the cost of courses by 15 percent. Employees who have a high school degree or GED are eligible on the first day of employment.
 - **Wells Fargo:** The banking giant offers up to \$5,000 in annual (and eligible) tuition expenses.
 - **Verizon:** All employees at Verizon, the telecommunications giant, are eligible for up to \$8,000 in tuition reimbursement each year. Verizon's program requires that classes be related to the business.

College Loan Repayment Program

The latest student loan debt statistics for 2017 show how serious the student loan debt crisis has become for borrowers across all demographics and age groups. Across the United States there are more than 44 million student loan borrowers. According to the Institute for College Access and Success, California has the 3rd highest average student loan debt standing at \$21,191. Women hold nearly two-thirds of the outstanding student debt in the United States — almost \$900 billion as of mid-2018.⁵

With the County of Los Angeles being the largest employer in Los Angeles County, we can safely assume the County has a large number of women holding a large figure student loan debt.

As part of the development of a college loan repayment program, a benchmark survey would be conducted to understand the outstanding student loan debt facts of our current workforce. As a benefit to employees who have already taken on student loan debt, the County could look into the feasibility of

⁵ According to the American Association of University Women

offering a College Loan Repayment Program.

After conducting research on some of the leading companies who either offer and/or have implemented Loan Repayment Programs, there are two possible options which would help both women and men who are struggling to pay off their student loan debt. The section below contains options the County can consider for implementation.

Option 1: The County of Los Angeles could offer a “Get Ahead” Student Loan Repayment Program that is similar to a program offered by Fidelity. With this program, employees at the manager level and below would be eligible to receive up to \$2,000 per year (with a maximum benefit of \$10,000 over the course of employment) toward the repayment of student loans with accredited colleges, universities or trade programs. A third-party employee benefit platform (e.g., Tuition.io) could be used to send payments directly to each employee’s lender to facilitate repayment. The program would be designed to pay the benefit on a monthly basis, eliminating financial liability for an employee that leaves County service.

Option 2: The County could also consider creating a program similar to one offered by First Republic Private Bank that would provide its full-time employees with a tiered student loan repayment benefit. During the employee’s first year of employment, the employee could receive up to \$1,200 toward student loan repayment. During the second year, the student loan repayment benefit increases to \$1,800. Thereafter, the student loan repayment benefit increases to \$2,400 per year. In addition, full-time employees who took out an educational loan on behalf of their child could also be eligible. There would be no lifetime cap on the student loan repayment benefit to promote retention with the County.

Loan Forgiveness Programs

Upon verification that the County qualifies as an eligible participant, it can offer loan forgiveness through the Federal Loan Forgiveness Program. Public Service Loan Forgiveness is an established federal program that forgives federal student loans for borrowers who are employed full-time in an eligible State, local or federal public service job or 501(c)(3) non-profit job, who have made 120 eligible on-time payments after October 1, 2007 (the payments equate to 10 years of student loan payments).

Tuition Reimbursement, Continuing Education, Professional Memberships and Certification Programs

Tuition reimbursement programs are a type of employee benefit in which an employer reimburses eligible employees for some of the costs associated with continuing education; covered costs typically include registration fees, tuition, and books. In a survey conducted by the Society of HR Management (SHRM), 60% of corporations offered some type of benefit to defray the cost of continuing education, including the cost of courses required to maintain professional licensure (nursing, medicine, law, etc.). Although the County has offered tuition reimbursement programs in the past, the offering of this benefit is now a practice at the discretion of each department.

Review of MOU Language Related to Tuition Reimbursement Programs

DHR’s Impact Team conducted a review of MOU language across the County’s 61 bargaining units and found that only 18 MOUs included language related to participation in tuition reimbursement programs, or referenced reimbursements related to education. This included reimbursement for job-required licenses and/or certificates. A report with the MOU language details is included in the Appendix (Attachment O).

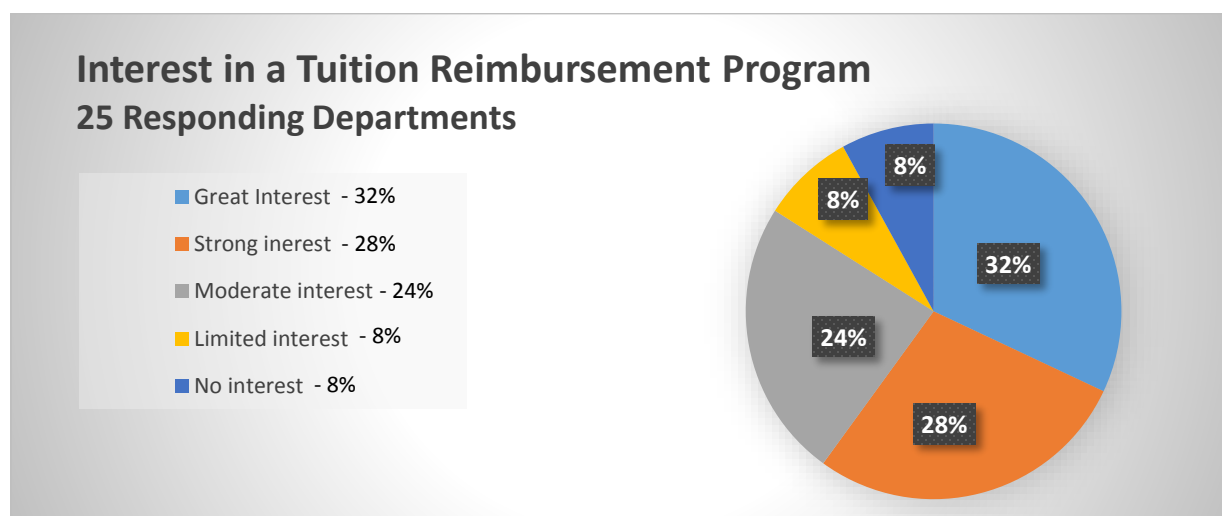
Survey of Interest in a Tuition Reimbursement Program

A recent survey of departments to inquire about the existence of tuition reimbursement programs Countywide yielded 28 responses; 50% of responding departments reported that they had a tuition reimbursement program in place.

A separate survey determined that there are 13 departments that current offer some type of tuition reimbursement program:

- Assessor
- Beaches & Harbors
- Board of Supervisors Executive Office
- Child Support Services
- Fire Department
- Health Services
- Internal Services
- Public Library
- Registrar-Recorder/County Clerk
- Mental Health
- Public Health
- Public Social Services

An inquiry of DHRMs across the County (with 25 DHRMs responding) showed that 92% of respondents had employees who expressed some degree of interest in a tuition reimbursement program.



While each department has the discretion to determine which items (positions) are eligible for participation in the tuition reimbursement program, almost all require that the employee be in good standing, and that courses enable the employee to either acquire new skills or to accomplish career goals that align with the department's mission and objectives.

Depending on the department, reimbursement is available for matriculation or application fees, lab fees, books, and course fees. Currently one department offers scaled reimbursement – providing progressively higher tuition reimbursement rates for undergraduate and graduate-level courses. Some departments offer a flat reimbursement amount per semester or quarter, while other departments offer specific reimbursement limits. There are tax implications that are associated with this program. If an employer pays the employee more than \$5250.00 in tuition reimbursement in one year, the employee must generally pay taxes on any dollar amount that exceeds \$5250.00. In addition, employers are required to report monies paid under this program as wages earned on the employee's W2 form.

9. Areas of Opportunity

Recommendations for the County of Los Angeles to better meet the needs of its female employees.

Based on the data presented in the previous sections, the Workgroup has identified the following areas of opportunities for the County of Los Angeles.

Alternate Workplaces and Work Schedules

Telework

Part of the research into this type of flexible workplace offering showed that while telecommuting, had been a growing trend for several decades, recent trends in the public sector show that employers are moving away from telework and returning to a traditional work setting. The 2018 Workplace Trends Forecast published by Forbes reports a growing re-commitment to in-person interactions in the workplace. Large employers like Best Buy, Yahoo, Google, and Apple are moving away from telework citing that there is a higher level of engagement and productivity that comes from increased interactions with colleagues. As the County considers the value of telework, the following recommendations are made to shore up the program as it exists today:

Create a centralized record-keeping mechanism in DHR to track all active telecommuting agreements in order to promote accurate reporting on participation in the program across the County.

Create a mechanism to elevate the importance of correctly coding and capturing telework hours across departments. One suggestion would be to explore the option of adding a dialogue box that must be checked before an employee electronically submits a timesheet that would prompt the employee to affirmatively state that there are no telework hours to report; another dialogue box could be used to prompt a manager to affirm the same.

Language in the current policy states that the selection criteria for participation in the program should be based in part on the tele-manager's willingness to manage remote workers. The County may want to consider expanding the required skill sets of its managers to include remote supervision and mandating all supervisors to complete the Tele-manager Training module. This action would not only contribute to building a manager's experience and skill sets, but it would create an opportunity to promote and expand telework across the County.

Telework policies and procedures discourage working at home if distractions will be present, and specifically indicates that an employee should not telework if they have an infant (or elderly person) who requires their attention. The Telework Agreement which participating employees are required to sign prior to initiating a telework assignment states, "Telework is not a substitute for dependent care, and teleworkers must make regular dependent care arrangements". The language could be modified to acknowledge that distractions may be present, and to offer suggestions for how to address those distractions, rather than discourage participation in the program for those who have a child or adult at home that may require care and attention.

Likewise, in another model, telework and/or hoteling could be offered to individuals enrolled in courses at accredited institutions if working remotely would reduce commuting times and would help the

employee be more successful in managing their time while they pursue higher learning.

Job-Sharing

Consider conducting a series of surveys to gather data about job sharing:

- Given the interest expressed by departments, DHR will create a job-sharing model and accompany policies and procedures to provide departments with opportunity offer this program.
- Survey department executives to determine whether current positions exist that are compatible with job-sharing. Identify the positions that might fit a job-sharing model.
- Survey department managers to gauge their interest in supporting a job-sharing program; ask for their feedback in identifying benefits and challenges at the department level.
- Based on the results of the executive and managements surveys, consider an employee survey to gauge interest in job-sharing opportunities.

Flexible Work Schedules

Determine if there is a need to capture participation in flexible scheduling. If the need is validated, design and implement a mechanism to capture this information through the timekeeping software currently in place; part of this effort would be to ensure that the current time keeping system would support the collection of this data.

Accommodation for Lactating Mothers

To continue to promote the benefits of breastfeeding and expand existing programs and resources for lactating mothers across the County's employment population, DHR recommends the following:

1. Implement annual lactation site reporting, including the submission of photographs of the sites to be accompanied by a minimum of 25 unannounced site visits each quarter to conduct spot checks of the condition, accessibility, and availability of lactation sites accompanied by random site visits.
2. Design and implement a quarterly reporting system to track lactation accommodation requests received as well as actual utilization of lactation rooms, by department and by location.
3. Expand the number of existing locations to ensure that a lactation site is available in every facility owned or leased by the County of Los Angeles. Collaborate with CEO, Real Estate Division to negotiate lactation room spaces into new lease agreements, floor designs, and office renovations.
4. Development of a partnership with a company that builds "lactation pods" to pilot the use of these units in select locations across the County.
5. Development of a partnership with a company that makes breastfeeding pumps to pilot the offering of industrial-grade lactation pumps in select locations across the County. This program would also include the opportunity for participating employees to purchase the accompanying individual accessory package at a discount.
6. Development of a partnership with organizations, such as *La Leche League*, to promote education on the importance of breastfeeding, and the provision of educational seminars to support lactation.

-
7. Continue to designate the month of August as “LA County Breastfeeding Awareness Month” to coincide with Global Breastfeeding Awareness week in the first week of August, and National Breastfeeding Day on August 18.
 8. Create and distribute information and resources Countywide to promote the Lactation Accommodation Program, including an annual on-line refresher course on the topic for managers and supervisors, and the offering of a special training for Lactation and Return to Work Coordinators.
 9. Meet with representatives from the County’s health plan carriers to identify partnership opportunities to provide education and resources in support of breastfeeding.
 10. Partnership with First 5 LA and DHR to provide “Welcome Baby Kits” (which include information and resources on breastfeeding) to new mothers following the birth of their child.

Returnship Program

Identify a processes and procedures to consistently track separation data across County departments. Consider Countywide implementation of DHR’s Exit Interview Survey (Addendum Q) that asks exiting employees to identify the standardized reasons for leaving County employment. Response options for leaving employment include the following categories relevant to this report:

- Career Advancement / Promotional Opportunities
- Childcare Facilities
- Commuting Distance
- Personal or Family Resources
- Return to School
- Stay at Home
- Telecommuting / Teleworking
- Training / Development Opportunities
- Tuition Reimbursement
- Work Cycle (e.g., 5/40, 9/80, 4/10)
- Work/Life Balance

Create data fields for reporting that would track the following:

- Previous department
- Previous position
- Re-entry department
- Re-entry position
- Re-entry to a higher classification
- Re-entry to a lower classification

In addition, the data should be managed electronically to facilitate both reporting and analysis on re-entry statistics and trends.

Opportunities for New or Expanded Partnership Programs

After an in-depth review of current partnership programs, it is clear that the County can benefit from expanding some of the existing partnerships or by creating new partnerships that will have a greater focus on women and girls. We believe that data from the upcoming Women and Girls Initiative survey will offer valuable information as to the future direction and shape of these programs. It would also be valuable to develop and host on-going focus groups dedicated to women, in which we can consult with them to talk through upcoming ideas, programs, and initiatives before they are rolled out.

Barring cost and feasibility, the County may consider the strategic expansion or design and implementation of some of the following programs that would not only benefit women and girls, but which would also benefit all employee populations:

Recommended Program Expansions

Los Angeles County Fire Girls Camp

An expansion this program could include a two-day camp for young women (age 14 thru 18) to explore the possibility of a future career with LACFD. Participants could spend 2 days with active duty female fire captains/fire fighters who would demonstrate different hands-on activities, run through controlled simulation programs, and learn about the day-to-day operations. The objective would be for this two-day camp to be as realistic as possible to expose young girls to the exciting career opportunities that await them in this field.

This program can also be considered as a model for developing an Emergency Medical Technicians (EMT) or Ocean and Life Guard's two-day camp program. In both iterations, the camp experience can include hands-on activities, controlled simulation programs, and the overview of day-to-day operations.

Career Development Internship Program

An expansion, this program would provide for a two-year part-time internship within the County of Los Angeles for students who are attending college part-time. With full ride tuition benefits covered by the County and the opportunity to work on a flexible schedule, the structure of this program could begin as a pilot of two part-time positions. By promoting and facilitating education, and by providing an employment opportunity, the County could potentially reduce the youth homelessness rates, impact unemployment rates in the County, and forestall college debt fallback.

This program could also integrate a partnership with the Health Services or Mental Health Departments to provide ongoing counseling services to support the mental well-being of program participants. The program would create a positive environment for the youth that promotes education, personal and professional development, the value of work ethic and personal determination.

Recommended New Programs

County of Los Angeles Career Days

A partnership program with local middle schools, high schools, colleges and universities to introduce students to public service and career opportunities within the County of Los Angeles. Opportunities would include:

- The ability to design outreach efforts to interest and encourage young girls to a variety of traditionally male career choices, including Deputy Sheriff, Firefighter, and tech positions in IT departments/divisions.
- The ability to identify college programs with predominantly female enrollment and to create a partnership with those departments and professors to participate in County of LA Career Days.

County Rotational Internship Program

This program would entail a new partnership with accredited colleges and universities to provide practicum/internships to first year, first generation college students. By targeting students who have not yet declared a major, LA County has the opportunity to expose participants to the wide variety of career opportunities across its departments through curated rotational assignments.

LA County Summer Mentorship Program for Young Girls

A new pipeline mentorship program for young girls would include touring County departments to learn about their mission and objectives, the opportunity to participate in job shadowing, and participation in a job readiness program.

LA County on Tour

A tour of County departments could offer the opportunity to learn about the inner workings of the departments, and to learn about the specific department's mission and objectives.

- Internal Services Department - introduces girls to career options in the information technology industry.
- Health Services – offers an insight into the healthcare industry and related career opportunities.
- Fire - introduces girls to exploring a career as a firefighter or lake or ocean lifeguard.

Job Shadow Days

The creation of an opportunity to job shadow with various County departments (District Attorney, Public Defenders, Assessor, and Coroner) to give young girls the opportunity to obtain exposure to career opportunities in the areas of law, science, and math.

Job Readiness Program

The creation of a job readiness program to assist young girls in building the professional skills needed to pursue a job in a variety of occupations within the County.

In Summary

The County of Los Angeles and its departments demonstrates a commitment to the shared responsibility of engaging in continuous process improvement and program development to ensure that the County is maximizing employment opportunities for all employees and applicants.

DHR has consistently championed the development our workforce at every level, and we have taken bold moves to ensure a diverse, inclusive, and accepting workplace. DHR is also passionate about increasing employees' capacity through high-quality, multi-disciplinary training, career development, and succession planning. We are committed to ensuring that these programs serve all our employees, and to ensuring that we create and manage programs that are inclusive and unbiased.

We look forward to continuing our efforts in this regard with our County Workgroup partners, our private partners, philanthropy, our communities, and all who believe in the greatness of public service and its ability to transform lives and the outcomes of individuals and families.



PDL, CFRA, and FMLA Requirements and Obligations

ADDENDUM A

	Pregnancy Disability Leave (PDL)	Bonding Leave (CFRA)	Family & Medical Leave Act (FMLA)
I am eligible if:	I have a pregnancy disability, and my employer has at least 5 employees. (<i>Cal. Code Regs., tit. 2, § 11035(h) & 11037.</i>)	I have worked for my employer for 1+ year, I have 1250+ hours of service in the past year, and 20+ employees work within 75 mile radius. (<i>Cal. Code Regs., tit. 2, § 11087(e).</i>)	I have worked for my employer for 1+ year, I have 1250+ hours of service in the past year, and 50+ employees work within 75 mile radius. (<i>29 U.S.C.A. § 2611(2) & 29 C.F.R. § 825.110.</i>)
How much leave do I get?	4 months, based on hours worked per week (see chart above). (<i>Cal. Code Regs., tit. 2, § 11042.</i>)	12 weeks within one year of the child's birth, adoption, or start of foster care. This leave will run after PDL and may run after FMLA. (<i>Cal. Code Regs., tit. 2, § 11087(h) & Gov. Code, § 12945.2(p) & (s).</i>)	12 weeks within one year of the child's birth adoption, or start of foster care OR because of a serious pregnancy-related medical condition. This leave will run at the same time as PDL. (<i>29 U.S.C.A. § 2612; 29 C.F.R. § 825.701; Gov. Code, § 12945.2(p) & (s).</i>)
Should I notify my employer when I'm going to take leave?	Yes. Give your employer as much notice as possible. (<i>Cal. Code Regs., tit. 2, § 11050(a)-(b).</i>)	Yes. (<i>Cal. Code Regs., tit. 2, § 11091.</i>)	Yes. Give your employer 30 days' notice if possible. (<i>29 U.S.C.A. 2612(e)(1).</i>)
Am I required to take leave all at once?	No. You may take your leave all at once or intermittently. (<i>Cal. Code Regs., tit. 2, § 11042(a).</i>)	No. You may take bonding leave in separate 2-week blocks, so long as it is within 1 year of birth. (<i>Cal. Code Regs., tit. 2, § 11090.</i>)	Maybe. You are entitled to intermittent leave if you or your child has a serious health condition related to the pregnancy. Otherwise, you need the approval of your employer to take intermittent leave. (<i>29 U.S.C.A. § 2612(b); 29 C.F.R. § 825.202(c).</i>)
Will I lose my job while on leave?	No. You will be reinstated to your same or comparable job notwithstanding layoffs, etc. (<i>Gov. Code, § 12945; Cal. Code Regs., tit. 2, § 11043.</i>)	No. You will be reinstated to your same or comparable job notwithstanding layoffs, etc. (<i>Cal. Code Regs., tit. 2, § 11089.</i>)	No. You will be reinstated to your same or comparable job notwithstanding layoffs, etc. (<i>29 U.S.C.A. § 2614(a); 29 C.F.R. §§ 825.214 & 825.216.</i>)
Will I be paid on leave?	Maybe. If your employer pays employees on temporary disability, if you use vacation time/paid time off, or if you pay into SDI. (<i>Cal. Code Regs., tit. 2, § 11044(a).</i>)	Maybe. If you use paid vacation time, paid leave, or Family Leave. Otherwise, bonding leave is unpaid. (<i>Cal. Code Regs., tit. 2, § 11092(b).</i>)	Maybe. If you use accrued paid leave during FMLA leave, you will be paid. Otherwise, FMLA leave is unpaid. (<i>29 C.F.R. § 825.207.</i>)
Am I required to use sick/vacation time?	You may be required to use sick time. You are not required to use vacation time or paid time off. (<i>Cal. Code Regs., tit. 2, § 11044(b).</i>)	You may elect to use, or your employer may require you to use: vacation time, sick leave, or paid time off. (<i>Cal. Code Regs., tit. 2, § 11092(b).</i>)	You may elect to use, or your employer may require you to use: vacation time, sick leave, or paid time off. (<i>29 C.F.R. § 825.207.</i>)
Will my employer continue to pay for my health coverage?	Yes. Your employer must pay for the continuation of your group health benefits for all 4 months of PDL if your employer normally pays for those benefits. (<i>Cal. Code Regs., tit. 2, § 11044(c).</i>)	Yes. Your employer must pay for the continuation of your group health benefits if your employer normally pays for those benefits. (<i>Cal. Code Regs., tit. 2, § 11092(c).</i>)	Yes. Your employer must pay for the continuation of your group health benefits if your employer normally pays for those benefits. (<i>29 U.S.C.A. § 2614(c); 29 C.F.R. § 825.209.</i>)
Will I lose seniority or benefits?	No. You may accrue seniority or benefits if your employer allows accrual for other disability leave. (<i>Cal. Code Regs., tit. 2, § 11044(d)-(e).</i>)	No. You may accrue seniority or benefits if your employer allows accrual for other forms of leave. (<i>Cal. Code Regs., tit. 2, § 11092(e).</i>)	No. You may accrue seniority or benefits if your employer allows accrual for other forms of leave. (<i>29 U.S.C.A. § 2614(a)(2); 29 C.F.R. § 825.209(h).</i>)
Do I need to provide a medical certification?	Maybe. Your employer may require medical certification. (<i>Cal. Code Regs., tit. 2, § 11050(c).</i>)	Maybe. Your employer may require medical certification of a serious health condition. (<i>Cal. Code Regs., tit. 2, § 11091(b).</i>)	Maybe. Your employer may require medical certification of a serious health condition. (<i>29 U.S.C.A. § 2614(a)(4); 29 C.F.R. § 825.306.</i>)
Is my partner/spouse entitled to leave?	No. PDL only applies to the parent who has a disability related to the pregnancy. (<i>Cal. Code Regs., tit. 2, § 11035.</i>)	Yes. Both parents are entitled to bonding leave, but if you both work for the same employer, your employer may allow 12 weeks leave total for both parents. (<i>Cal. Code Regs., tit. 2, § 11087.</i>)	Yes. (<i>29 U.S.C.A. § 2611; 29 C.F.R. § 825.110.</i>)

Local Governments – PAID and UNPAID Leave

Pregnancy Disability Leave & Baby Bonding

ADDENDUM B

Paid Leave	Unpaid Leave	Mothers	Fathers	Adoptive Surrogate Foster	Other Policies	Location	Size
City of Anaheim							
Short Term Disability (STD)- 6 mos	*FMLA PDL CFRA	Same	FMLA & CFRA	Same	Can request a leave of absence if necessary. Maximum days based on bargaining unit.	CA	3,125
If needed, Long Term Disability (LTD) 6-12 mos	*applied according state and federal law						
County of Ventura							
Employee can use accrued time or unpaid leave.	*FMLA PDL CFRA	*FMLA PDL CFRA	*FMLA/ CFRA	*FMLA/ CFRA			
Or STD (optional benefit)	*applied according state and federal law	*applied according state and federal law	*applied according state and federal law	*applied according state and federal law		CA	9,000
If needed, LTD*							
*Benefit eligibility period determined by bargaining unit.							
City of Burbank							
Employee can use accrued time or unpaid leave.	*FMLA PDL CFRA	*FMLA PDL CFRA	*FMLA/ CFRA	*FMLA/ CFRA	Parent classes available through the Citywide Training Program		
Or STD- 24 wks	*applied according state and federal law	*applied according state and federal law	*applied according state and federal law	*applied according state and federal law	Additional leave can be approved outside of protected leave (FMLA, PDL, CFRA)	CA	1,500
LTD							

Local Governments – PAID and UNPAID Leave

Pregnancy Disability Leave & Baby Bonding

ADDENDUM B

Paid Leave	Unpaid Leave	Mothers	Fathers	Adoptive Surrogate Foster	Other Policies	Location	Size
City of Los Angeles							
Employee can use accrued time or unpaid leave.	*FMLA PDL CFRA	*FMLA PDL CFRA	*FMLA/ CFRA	*FMLA/ CFRA	Workplace Lactation Program for employees.		
STD & LTD (*24-month limit combined)	*applied according state and federal law	(720 hrs PDL & 720 hrs for bonding) *applied according state and federal law	(720 hrs. for bonding) *applied according state and federal law	(720 hrs. for bonding) *applied according state and federal law		CA	48,000
County of Riverside							
Employee can use accrued time or unpaid leave.	*FMLA PDL CFRA	*FMLA PDL CFRA	*FMLA/ CFRA	*FMLA/ CFRA			
STD or LTD* *Benefit eligibility determined by bargaining unit	*applied according state and federal law	*applied according state and federal law	*applied according state and federal law	*applied according state and federal law		CA	22,000
County of Orange							
Employee can use accrued time or unpaid leave.	*FMLA PDL CFRA	*FMLA PDL CFRA	*FMLA/ CFRA	*FMLA/ CFRA	If additional leave is desired, the employee may request additional leave.		
STD & LTD *Benefit eligibility determined by bargaining.	*applied according state and federal law	*applied according state and federal law	*applied according state and federal law	*applied according state and federal law		CA	17,500
County of Los Angeles- MegaFlex (nonrep.)							

Local Governments – PAID and UNPAID Leave

Pregnancy Disability Leave & Baby Bonding

ADDENDUM B

Paid Leave	Unpaid Leave	Mothers	Fathers	Adoptive Surrogate Foster	Other Policies	Location	Size
Short Term Disability (STD) STD is applied during disability period. Leave falls under FMLA= 12 wks and PDL = max 17.33 wks Or Can use any accrued time.	FMLA* (12 wks) PDL* (17.33 wks) (run concurrent) CFRA*- 12 wks Leave can be paid or unpaid. *applied according state and federal law.	Receives STD (FMLA/PDL) for 6 wks – normal delivery Or 8 wks –Csec (or longer if needed) After birth, balance of FMLA is applied and CFRA starts. CFRA - 12 wks of baby bonding. Can be taken later but prior to baby's first year of birth.	FMLA & CFRA (run concurrently) 12 wks – prior to birth of a child to care for spouse due to serious health condition (CFRA only for Domestic Partner (DP)) FMLA & CFRA (run concurrently) 12 wks – baby bonding after birth of child. Can be taken later but prior to baby's first year of birth. Leave can be paid or unpaid	FMLA & CFRA (run concurrently) 12 wks Leave can be paid or unpaid	Workplace Lactation Program	CA	103,000
County of Los Angeles- Flex/Choices/Options							

Local Governments – PAID and UNPAID Leave

Pregnancy Disability Leave & Baby Bonding

ADDENDUM B

Paid Leave	Unpaid Leave	Mothers	Fathers	Adoptive Surrogate Foster	Other Policies	Location	Size
Can use any accrued time Leave falls under FMLA and PDL = max. 17.33 wks	<p>FMLA *- 12 wks PDL* (run concurrent up to 17.33 wks)</p> <p>CFRA* – 12 wks</p> <p>*applied according state and federal law.</p> <p>Leave can be paid or unpaid.</p>	<p>FMLA/PDL for 6 wks – normal delivery</p> <p>Or</p> <p>8 wks –Csec (or longer if needed)</p> <p>After birth, balance of FMLA is applied and CFRA starts.</p> <p>CFRA - 12 wks of baby bonding. Can be taken later but prior to baby's first year of birth</p>	<p>FMLA & CFRA 12 wks – prior to birth of a child to care for spouse due to serious health condition</p> <p>(CFRA only for DP)</p> <p>FMLA & CFRA 12 wks – baby bonding after birth of child. Can be taken later but prior to baby's first year of birth.</p> <p>Leave can be paid or unpaid</p>	<p>FMLA & CFRA (run concurrently) 12 wks</p> <p>Leave can be paid or unpaid</p>	Workplace Lactation Program	CA	103,000

Private Corporations – PAID Leave

ADDENDUM C

Company	Paid Leave	Mothers	Fathers	Adoptive Surrogate Foster	Other Policies	Location	Size	Date Adopted
Bill & Melinda Gates Foundation	52 wks	same	same			WA	1,400	Oct. 2015
Netflix	52 wks	same	same	same	Return part-time, full-time, or return and then go back out as needed.	CA	5,400	
ETSY	6 mos				Parental Coaching		700	
Spotify	6 mos	same	same		Part-time/work from home schedule upon return	Sweden	1,600	
American Express	5 mos	Add'l 6-8 wks	5 mos	Adoptive & surrogate	\$35k to assist w/Adoption/Surrogacy	NY	56,000	Dec. 2017
Amazon	20 wks	4 wks before 10 wks after	6 wks		Can share/split leave w/ partner if not offered by P's company (must approve) Ramp Back – For 8 wks, moms/primary caregivers reduced schedule to become re-acustomed to work	WA	541,900	Nov. 2015
Twitter	20 wks	same	10 wks	10 wks		CA	3,600	
Google	18 wks	Same +4wks for complications	12 wks	12 wks	7 wks – non-primary caregivers	CA	74,000	
Sheppard Mullin (law firm)	18 wks + 4 wks unpaid	same	same (4 weeks if secondary caregiver)	same	-\$25k to assist w/IVF or surrogacy -Free Milkstork acct (breastmilk delivery service for business travel) -Bright Horizons backup childcare plan (w/10 free uses/year)	CA	774	Sept. 2017
Johnson & Johnson	17 wks	same	9 wks	same	Leave can be spread out	NJ	127,000	
Facebook	17 wks	same	same	same	\$4,000 stipend	CA	20,700	
Reddit	17 wks	same	same		Leave can be spread out in 2wk stretches	CA	230	
**Ironworkers Union	*6 mos before	6-8 wks after					130,000 (2,100 women)	Apr. 2017

1 year

4-6 months

Private Corporations – PAID Leave

Company	Paid Leave	Mothers	Fathers	Adoptive Surrogate Foster	Other Policies	Location	Size	Date Adopted
Ikea	4 mos	same	same	Same (includes foster care for newborns)		Sweden	194,000	
Goldman Sachs	16 wks	same	4 wks	16 wks		NY	34,400	
Yahoo	16 wks	same	8 wks		\$500 stipend	CA	8,500	
Starbucks	12 wks	12 wks 100% salary	12 wks	12 wks		WA	238,000	Oct. 2017
Bank of America	12 wks	Same	Same	Same	Can take additional 14 wks (unpaid) \$8,000 for adoption 25 days of childcare if primary caregiver unavailable. \$240/mo per child for childcare costs incurred while working	NC	208,000	
Microsoft	12 wks	20 wks (birth) 2 wks before	12 wks	same	Leave can be spread out	WA	124,000	Nov. 2017
Wal-Mart	90 days	Same	14 days	14 days		AR	2.4 Mil	
COUNTY MegaFlex	0	Short Term Disability 4 wks before 6-8 wks after	0	0				
COUNTY Non-MegaFlex	0	Sick Leave	0	0				

3-4 months

Telemanager Training



An overview of policies, procedures, and best practices
for managers and supervisors in L.A. County

Topic Overview

- 1) An Overview of Teleworking
- 2) Designating a Telework Assignment
- 3) Your Responsibilities as a Telemanager
- 4) Administration of the Teleworking Arrangement

1

An Overview of Telework



3

1

An Overview of Telework

- Telework Program Basics
- Los Angeles County Telework Program
- Alignment with Strategic Goals
- Telework Benefits

4

Telework Program Basics

- ▶ At it's core: working from a non-traditional office location
- ▶ The option to work from home, or near home at an alternate location which must
 - Support an off-site work environment
 - Reduce the commute distance by more than 50%



5

Los Angeles County Telework Program (CTP)

- ▶ An *innovative* workplace option
- ▶ Represents the County's commitment to clean air and the **South Coast Air Quality Management District's (SCAQMD) Rule 2202** regulations
 - The Board of Supervisor's Telework Policy Chapter 9.090 indicates the County's Telework Program is administered to support the County's Clean Air efforts through its Employee Commute Reduction Program (Rideshare)



6

Los Angeles County Telework Program (CTP), cont.

- ▶ The number of County employees participating in this program has grown...
 - from approximately 100
 - to several thousand!



7

Telework Aligns with the County's Strategic Goals

Telework supports:

- ▶ Making Investments That Transform Lives
- ▶ Foster Vibrant & Resilient Communities
 - Supporting the wellness of our communities
 - Making environmental sustainability our daily reality

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Telework Aligns with the County's Strategic Goals, cont.

- ▶ Realize Tomorrow's Government Today
 - On-going development of our workforce
 - Embracing digital government
 - Striving for organizational effectiveness, fiscal responsibility and accountability
 - Engaging and sharing information

Telework Return on Investment (ROI)

- ▶ Increase in worker productivity
- ▶ Reduction in employee absenteeism
- ▶ Increase in employee morale, recruitment, retention
- ▶ Extension of work hours without adding staff
- ▶ Solution for business continuity
- ▶ Lowered facility costs, less demand for parking spaces
- ▶ Environmentally friendly “green” program

Benefits & Adjustments for the County of Los Angeles



BENEFITS

- ▶ Increased productivity for the teleworker
- ▶ Improved employee morale
- ▶ Reduced absenteeism
- ▶ Improved recruitment and retention
- ▶ Decreased turnover and related training
- ▶ Reduced utilization of office and parking space

ADJUSTMENTS

- ▶ Adjustment in philosophy and procedures
- ▶ Increased need for accountability in management
- ▶ Increased operating costs might be incurred
- ▶ Increased for need of security of data

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Benefits & Adjustments for the Teleworker



BENEFITS

- ▶ Increased productivity
- ▶ Increased flexibility
- ▶ Reduced commute time and related costs
- ▶ Reduced stress
- ▶ Increased job opportunity
- ▶ Increased family interaction
- ▶ Reduced job-related expenses

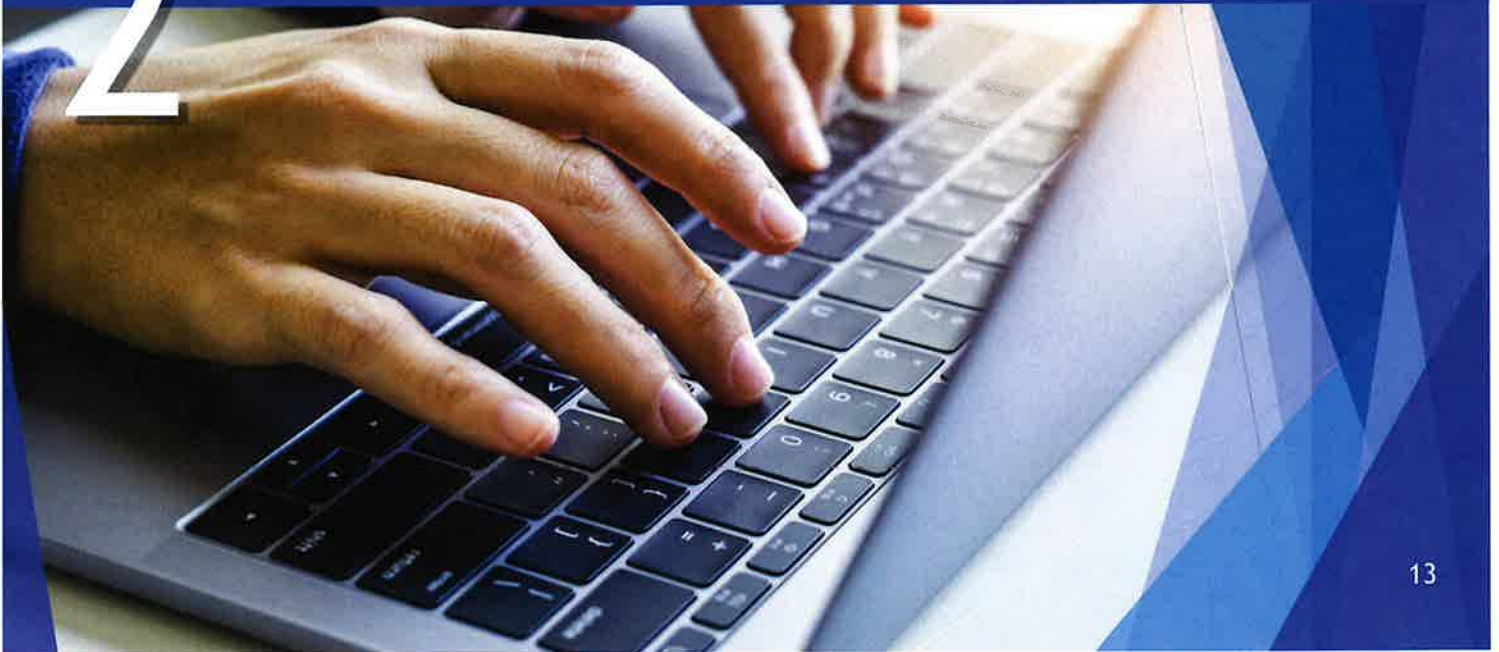
ADJUSTMENTS

- ▶ Possibility of reduced visibility at the traditional work-site
- ▶ Reduced living space to accommodate work area
- ▶ Increased at home costs
- ▶ Increased distractions from the home environment
- ▶ Increased communication responsibility for security of information

12

2

Designating a Telework Assignment



13

2

Designating a Telework Assignment

- Evaluating Job Function Compatibility
- Evaluating Employee Compatibility
- Things to Keep in Mind About Telework

14

“I love working here!
... when can I start telecommuting?!”



15

BEFORE you approve the request and sign them up for training, there are a few things you need to consider as a manager!

- ▶ Does the **employee's job** lend itself to a telework arrangement?
- ▶ Is the employee a **good candidate** for participating in this program?
- ▶ What are the **technology needs** that will be required to ensure that teleworking will be a successful and efficient option?

16

Are you ready to make the commitment to be a Telemanager?

- ▶ How are you going to help your teleworker(s) **organize their work**?
- ▶ How will you **provide resources and support** for task completion?
- ▶ How will you establish and ensure **communication** to stay engaged and on track?
- ▶ How will you manage your **non-telecommuting staff**?

17

Criteria for Evaluating Job Function Compatibility for Telework

Job Function	Always	Sometimes	Never
Tasks can be done independently			
Work completed is measurable based on deliverables			
Quality and quantity of work are measurable			
Non-teleworker functions are minimally affected			
Need for specialized material or equipment is minimal			
The position deals with confidential and/or proprietary information			
Performing the job requires teamwork			
The need for face to face interaction cannot be replaced or managed			

18

Criteria for Evaluating Employee Compatibility with Telework

Employee Behaviors	1	2	3	4	5
Self-disciplined					
Experience and skill-level					
Past and current performance / productivity levels					
Organizational skills					
Communication skills					
Relationship with Stakeholders					
Ability to be flexible					

19

Things to keep in mind about Telework

- ▶ Keep in mind that telework is a **voluntary** arrangement and not an entitlement
 - It is your prerogative as a manager to approve telework assignments
- ▶ Teleworking does not have to be a full-time arrangement
 - At minimum, an employee participating in this program should telework for two days each month



20

Things to keep in mind about Telework, cont.

- ▶ Teleworking is not a replacement for child care or dependent care



- ▶ Every teleworker has different communication / management needs

3

Your Responsibilities as a Telemanager



3

Your Responsibilities as a Telemanager

- Tips for Being an Effective Telemanager
- Understanding the Importance of Managing by Objectives
- Successfully Managing the Telework Arrangement

23

An Effective Telemanager

Telemanagement has specific challenges and opportunities for the supervisor. To improve your chances for success...

- ▶ Approach tasks and deliverables by creating **SMART goals**
- ▶ **Delegate** with trust, but manage through **active engagement**
- ▶ Maintain **consistent communication** and contact to allow for course correction
- ▶ Find ways to **promote engagement** for the remote worker so they stay connected to the team
- ▶ Strive to be **accessible** and **responsive**

24

Managing by Objectives

A management approach to promote clear communication and define specific expectations

- ▶ Prepare an itemized list of what you expect in terms of deliverables. Develop the list **in collaboration** with your teleworker.
 - **Be specific.** Use the SMART Goal approach for the most clarity.
 - **Revisit this list periodically** to ensure that it is on course (weekly, monthly, quarterly).
 - **Document any changes** to the list and share the revisions in writing with your teleworker.
 - **Hold periodic check-ins** to track results and course correct.
 - Use the Telework Task Schedule as a helpful tool

25

Keys for Success in Managing Telework Arrangements

- ▶ Act on problems or issues as they arise
 - Be honest with your teleworker
- ▶ Ask for input / feedback from colleagues
 - Use the feedback to inform the arrangement

26

Keys for Success in Managing Telework Arrangements, cont.

- ▶ Respect the teleworker arrangement
 - If you need your teleworker to come to the office, allow for notice
- ▶ Integrate on-going communication and a review process
 - Keep in mind that you need to consistently work on engagement

27

4

Administration of the Teleworking Arrangement



28

4

Administration of the Teleworking Arrangement

- Step-by-Step Procedures
 - └ Initiating a Telework Assignment
 - └ Ending a Telework Assignment
- Resources

29

Initiating a Telework Arrangement Step-By-Step

1. A telework opportunity is identified
 - ▶ Can be initiated by you or by your employee
 - ▶ You receive a request for telework training from your employee for approval.
2. You review and approve form.
3. Your departmental HR office must receive, approve, and submit the formal request for training to DHR's Workplace Programs Division.
 - ▶ Rideshare@lacounty.gov

30

Initiating a Telework Arrangement Step-By-Step, cont.

5. The telework candidate will need to complete a telework overview course and obtain a certificate of completion prior to starting the telework assignment.
 - ▶ You must also complete a telework training program and have your certificate of completion on file.
6. The **Teleworker Agreement** must be completed and submitted to your departmental HR and a copy placed in the employee's personnel file.

31

Initiating a Telework Arrangement Step-By-Step, cont.

7. Use the **Telemanager's Checklist** in order to ensure you have completed all the necessary steps and that all the required forms have been received.
8. 90-days later you must complete a **Job Performance Survey** for the new teleworker.

32

Ending a Telework Arrangement Step-by-Step

Telework arrangements can come to an end at either YOUR direction or the employee's request

1. Determine the end date for the arrangement.
2. Create a plan to “re-board” the employee to the traditional work place.

33

Ending a Telework Arrangement Step-by-Step, cont.

3. Complete the **Termination of Telework Participation** form.
 - Clearly document the reason that the Teleworking arrangement is coming to an end
 - Submit the completed form to your departmental HR and DHR's Workplace Programs Division.
 - Place a copy in the employee's personnel file
 - Keep a copy for your records

34

Ending a Telework Arrangement Step-by-Step, cont.


4. Check in with your staff member during the first few weeks to facilitate a smooth transition.

35

Resources

- ▶ DHR's Workplace Programs Division
 - Rideshare@lacounty.gov
- ▶ Visit the Rideshare Website for program information
 - <http://rideshare.lacounty.gov/county-employees/telework/>
 - Telework Program Policies and Procedures
 - Board of Supervisors Telework Policy Chapter 9.090
 - County Code 5.90 - Vehicle Trip Reduction - Ridesharing
 - South Coast Air Quality Management District's Rule 2202

36



Thank you for
contributing to the
County's workforce
of the future!



Teleworker Training

An overview of policies, procedures, and best practices
for teleworking employees in L.A. County

Topic Overview

- 1) An Overview of Teleworking
- 2) Becoming a Teleworker
- 3) Your Responsibilities as a Teleworker
- 4) Telework Security Best Practices
- 5) Managing a Telework Arrangement

1

An Overview of Teleworking



3

1

An Overview of Teleworking

- Telework Program Basics
- Los Angeles County Telework Program
- Alignment with Strategic Goals
- Telework Benefits

4

Telework Program Basics

- ▶ At it's core: working from a non-traditional office location
- ▶ The option to work from home, or near home at an alternate location which must
 - Support an off-site work environment
 - Reduce the commute distance by more than 50%



5

Los Angeles County Telework Program (CTP)

- ▶ An *innovative* workplace option
- ▶ Represents the County's commitment to clean air and the **South Coast Air Quality Management District's (SCAQMD) Rule 2202** regulations
 - The Board of Supervisor's Telework Policy Chapter 9.090 indicates the County's Telework Program is administered to support the County's Clean Air efforts through its Employee Commute Reduction Program (Rideshare)



6

Los Angeles County Telework Program (CTP), cont.

- ▶ The number of County employees participating in the program has grown...
 - from approximately 100
 - to several thousand!



7

Telework Aligns with the County's Strategic Goals

Telework supports:

- ▶ Making Investments That Transform Lives
- ▶ Foster Vibrant & Resilient Communities
 - Supporting the wellness of our communities
 - Making environmental sustainability our daily reality

8

Telework Aligns with the County's Strategic Goals, cont.

- ▶ Realize Tomorrow's Government Today
 - On-going development of our workforce
 - Embracing digital government
 - Striving for organizational effectiveness, fiscal responsibility and accountability
 - Engaging and sharing information

9

Telework benefits you and the County Return on Investment (ROI)

- ▶ Increase in productivity
- ▶ Reduction in absenteeism
- ▶ Increase in morale, recruitment, retention
- ▶ For managers, extension of work hours without adding staff
- ▶ Telework is a good solution for business continuity
- ▶ Lowered facility costs, less demand for parking spaces
- ▶ Environmentally friendly “green” program

10

Benefits & Adjustments for the County of Los Angeles



BENEFITS

- ▶ Increased productivity for the teleworker
- ▶ Improved employee morale
- ▶ Reduced absenteeism
- ▶ Improved recruitment and retention
- ▶ Decreased turnover and related training
- ▶ Reduced utilization of office and parking space

ADJUSTMENTS

- ▶ Adjustment in philosophy and procedures
- ▶ Increased need for accountability in management
- ▶ Increased operating costs might be incurred
- ▶ Increased for need of security of data

11

Benefits & Adjustments for the Teleworker



BENEFITS

- ▶ Increased productivity
- ▶ Increased flexibility
- ▶ Reduced commute time and related costs
- ▶ Reduced stress
- ▶ Increased job opportunity
- ▶ Increased family interaction
- ▶ Reduced job-related expenses

ADJUSTMENTS

- ▶ Possibility of reduced visibility at the traditional work-site
- ▶ Reduced living space to accommodate work area
- ▶ Increased at home costs
- ▶ Increased distractions from the home environment
- ▶ Increased communication responsibility for security of information

12

Benefits & Adjustments for the Community At Large



BENEFITS

- ▶ Reduced traffic congestion
- ▶ Reduced fuel consumption
- ▶ Improved air quality by elimination of greenhouse gases generated by mobile emissions

ADJUSTMENTS

- ▶ Increased potential for relocation, non-reduction of traffic
- ▶ Increased potential for urban sprawl

2

Becoming a Teleworker



2

Becoming a Teleworker

- Job Compatibility for Telework
- Evaluation of Telework Compatibility
- Things to Keep in Mind About Telework

15



“I love working here!
... when can I start teleworking?!”

16

Becoming a teleworker is not an automatic process. Your manager has a number of things to consider before approving a teleworking arrangement.

- ▶ Does the **employee's job** lend itself to a telework arrangement?
- ▶ Is the employee a **good candidate** for participating in this program?
- ▶ What are the **technology needs** that will be required to ensure that teleworking will be a successful and efficient option?
- ▶ How many others in the unit are teleworking? Is it a viable option to **add another teleworker** to the staffing mix?

17

Your manager has to put some supports in place for a successful telework arrangement.

- ▶ How they will help you **organize** your work.
- ▶ How they will provide **resources and support** to help you with task completion.
- ▶ How they will establish **communication** to ensure that you stay engaged and on track with deliverables.

18

Your manager's evaluation of Job Function Compatibility for Telework

Your manager will be evaluating these criteria, among others:

- ✓ Can job tasks be performed independently?
- ✓ Can completed work be measured on deliverables?
- ✓ Can the quality and quantity of work be measured?
- ✓ Would non-teleworker functions be minimally affected?

19

Your manager's evaluation of Job Function Compatibility for Telework, cont.

- ✓ Is the need for specialized material or equipment minimal?
- ✓ Does the position deal with confidential and/or proprietary information?
- ✓ Does the job require teamwork?
- ✓ Is there a need for face-to-face interaction that cannot be substituted?

Your eligibility to participate in a telework arrangement will be informed in part by your manager's answers to these questions.

20

Your manager's evaluation of an employee's compatibility for Telework

Ideally, a strong candidate for telework will have the following strengths:

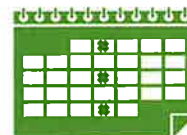
- ✓ Self-discipline
- ✓ The right skills and experience on the job to work independently
- ✓ A good history of performance and productivity
- ✓ Good organizational skills
- ✓ Good communication skills
- ✓ Good adaptation skills
- ✓ Good relationships with stakeholders

Your eligibility to participate in a telework arrangement will be informed in part by your manager's evaluation of these factors.

21

Things to keep in mind about Telework

- ▶ Keep in mind that telework is a **voluntary** arrangement and not an entitlement
 - It is your manager's prerogative to approve telework assignments
- ▶ Teleworking does not have to be a full-time arrangement
 - At minimum, a participating teleworker should work remotely for two days each month



22

Things to keep in mind about Telework, cont.

- ▶ Teleworking is not a replacement for child care or dependent care



- ▶ Every teleworker arrangement requires different communication / management needs - don't assume your teleworking arrangement will be similar to that of your co-worker.

3

Your Responsibilities as a Teleworker



3

Your Responsibilities as a Teleworker

- Tips for an Effective Telework Arrangement
- Telework Security Best Practices
- Keys for Telework Success

25

Tips for an Effective Telework Arrangement

- ▶ Teleworking has specific challenges and opportunities for the supervisor and for the employee. To improve your chances for success...
 - **Set up/define tasks and deliverables** by using S.M.A.R.T. goals
 - Maintain **consistent communication** and be responsive to course correction
 - Work with your manager to identify ways to **stay engaged** with your team and co-workers.
 - Be sure to be **accessible** and **responsive**.

26

Keys for Successful Telework Arrangements

- ▶ Elevate problems or issues as they arise
 - Be honest with your supervisor
 - Address issues as they arise - don't wait!

27

Keys for Successful Telework Arrangements, cont.

- ▶ Understand that telework requires flexibility
 - Your manager may periodically need you to come into the office for meetings, or to touch base
 - Your assignment may end if business needs change

28

Keys for Successful Telework Arrangements, cont.

- ▶ Actively participate in on-going communication and review processes
 - Keep in mind that you need to consistently work on engagement and communication with your manager

29

4

Telework Security Best Practices

30

Objectives

What is PII

Safeguarding Sensitive PII

Email Communications

Reporting of Suspected Security or Privacy Incidents

31

Definition of PII

► Personally Identifiable Information

► Sensitive PII

- An individual's first name or initial AND last name...
- In combination with any of the following categories of information

► Non-sensitive PII

32

5

Managing a Telework Arrangement



33

4

Managing a Teleworking Arrangement

- Step-by-Step Procedures
 - Initiating a Telework
 - Ending a Telework
- Resources

34

Initiating a Telework Arrangement Step-By-Step

1. A telework opportunity is identified
 - ▶ Can be initiated by you or by your manager
2. You complete and submit a **request for telework training** to your supervisor/manager for approval.
3. Your supervisor/manager obtains departmental HR approval.
4. Your departmental HR office must submit a formal request for training to DHR's Workplace Programs Division.
 - ▶ Rideshare@lacounty.gov

35

Initiating a Telework Arrangement Step-By-Step, cont.

5. You need to complete this telework training course!
 - ▶ Your manager must also have completed a tele-manager training course and have a certificate of completion on file.
6. You and your manager must complete and sign the Teleworker Agreement.
7. The **Telework Training Certificate of Completion** and the **Teleworker Agreement** must be completed and submitted to your departmental HR, and copy placed in your personnel file.

36

Starting a Telework Arrangement Step-By-Step, cont.

8. Your manager must complete and submit the **Telemanager's Checklist**
9. You can start teleworking!
10. 90-days later, your manager must complete a **Job Performance Survey** form.

37

Ending a Telework Arrangement Step-by-Step

Telework arrangements can come to an end at either YOUR request or at your manager's request

1. You and your manager determine the end date for the arrangement.
2. You and your manager develop a plan to re-enter the traditional work place.

38

Ending a Telework Arrangement Step-by-Step, cont.

3. Complete the **Termination of Telework Participation** form.
 - Document the reason that the Teleworking arrangement is coming to an end
 - Your manager submits the completed form to your departmental HR and DHR's Workplace Programs Division.
 - A copy is placed in your personnel file
 - Keep a copy for your records
4. Check in with your manager during the first few weeks of your transition.

39

Resources

- ▶ DHR's Workplace Programs Division
 - Rideshare@lacounty.gov
- ▶ Visit the Rideshare Website for program information
<http://rideshare.lacounty.gov/county-employees/telework/>
 - Telework Program Policies and Procedures
 - Board of Supervisors Telework Policy Chapter 9.090
 - County Code 5.90 - Vehicle Trip Reduction - Ridesharing
 - South Coast Air Quality Management District's Rule 2202

40

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ADDENDUM F**Report of Alternate Work Schedules by Department**

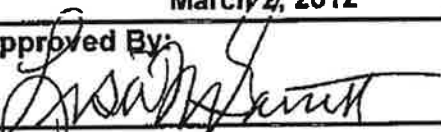
Department	Alternate Work Schedule
Agricultural Commission / Weights & Measures	A, B, C, H
Alternate Public Defender	A, C, H
Animal Care & Control	A, B, C, H
Assessor	A, B, C, H
Auditor-Controller	A, C, H
Beaches & Harbors	A, B, C, H
Board of Supervisors	A, C, H
Child Support Services	A, B, C, H
Children & Family Services	A, B, C, H
Consumer & Business Affairs	A, C, H
County Counsel	A, B, C, H
Department of Human Resources	A, B, C, H
District Attorney	A, B, C, H
Fire	A, B, C, D, F, H
Health Services	A, B, C, D, H
Internal Services	A, B, C, D, H
Medical Examiner-Coroner	A, B, C, H
Mental Health	A, B, C, D, H
Military & Veterans Affairs	A, C, H
Parks & Recreation	A, B, C, H
Probation	A, B, C, D, F, H
Public Defender	A, C, H
Public Health Programs	A, B, C, D, H
Public Library	A, B
Public Social Services	A, B, C, H
Public Works	A, B, C, H
Regional Planning	A, B, H
Registrar Recorder	A, C, H
Sheriff	A, B, C, D, H
Treasurer & Tax Collector	A, C, H
Workforce Development, Aging & Community Services	A, B, C, H

Legend

A	5 / 40
B	4 / 40
C0 / C1	9/80 or 12/80
D	Irregular 2 Day 40 Hour Work Week, or Irregular 3 Day 40 Hour Work Week, or Irregular 5 Day 40 Hour Work Week, or Irregular 6 Day 40 Hour Work Week, or Other Irregular Schedules
F	Special Schedules for Fire and Probation Only
H0 / H1	9/80 or 12/80



County of Los Angeles
Department of Human Resources
POLICIES, PROCEDURES, AND GUIDELINES

Subject:	Policy Number: 705	Pages: 4
LACTATION ACCOMMODATION PROGRAM	Effective Date: March 2, 2012	
	Approved By: 	

POLICY

All County departments must provide a reasonable amount of break time and make reasonable efforts to provide the use of appropriate space for employees who desire to express milk for their infant child during work hours.

GUIDELINES

The County of Los Angeles recognizes that breastmilk is the optimal food for growth and development of infants and encourages employees and management to have a positive accepting attitude toward employed mothers and breastfeeding. The County of Los Angeles promotes and supports breastfeeding and the expression of breastmilk by employees who are breastfeeding when they return to work. Breastfeeding reduces serious acute and chronic diseases, including obesity. Healthier employees and babies mean fewer employee absences and lower health care costs.

1. Breaks

- a. A reasonable amount of break time must be provided to accommodate an employee desiring to express breastmilk in private for the employee's infant child.
- b. The lactation breaks can run concurrently with the employee's existing break periods.
- c. If it is not possible for the lactation break to run concurrently with the employee's existing break, a separate and unpaid break time must be made available for the employee.
- d. Covered employees may use earned accrued time to cover the unpaid break time. Managers, supervisors and employee may also agree, based on the needs of service, to adjust the employee's work schedule to cover the unpaid break time.
- e. Managers and supervisors must consult directly with their department's human resources office for assistance in complying with this policy.

Subject: LACTATION ACCOMMODATION PROGRAM	Policy Number: 705 Effective Date: March 2, 2012
---	---

2. Space

- a. Managers and supervisors must make reasonable effort to designate a private room or location that is close to the employee's work area. The room may not be a bathroom stall. Consideration for designation of workplace spaces used for lactation accommodation includes, but is not limited to, the following:
 - i. A room equipped with an electrical outlet
 - ii. A room that contains comfortable seating
 - iii. A room that can be locked, if possible
 - iv. The employee's work area if it can be sufficiently made private
 - v. A room which can be arranged to be used by the lactating employee during specific times of the day
- b. Managers and supervisors who are unsure whether the designated space is appropriate must consult with the department's human resources office.

3. Non-traditional worksites

- a. For employees who work in a non-traditional worksite, the Return-to-Work Coordinator, managers and supervisors and employee shall enter into a good faith, interactive process to identify reasonable accommodations for the employee.

4. Notification

- a. This policy will be communicated to employees by:
 - i. All departments at new hire and transfer orientations
 - ii. FMLA Coordinators when an employee takes a pregnancy- or adoption-related leave
 - iii. Return-to-Work Coordinators when an employee returns from a pregnancy- or adoption-related leave

5. Lactation Break Request Procedure

- a. An employee who needs a lactation accommodation should inform her manager or direct supervisor and the department's Return-to-Work Coordinator and discuss any relevant workload or scheduling issues.
- b. Managers, supervisors and/or Return-to-Work Coordinators who receive a lactation accommodation request shall do the following:
 - i. Review designated lactation space in the County at http://hr.lacounty.gov/wps/portal/dhr/employee_benefits and/or other appropriate space within their department and prepare to provide appropriate nearby space and break time.

Subject: LACTATION ACCOMMODATION PROGRAM	Policy Number: 705 Effective Date: March 2, 2012
---	---

- ii. If unable to locate appropriate space to meet an employee's request, contact the Department of Human Resources, Employee Benefits Division, Lactation Accommodation Program, for advice and assistance.
- iii. Return-to-Work Coordinators will complete the Lactation Accommodation Request form (with employee's signature), noting that the employee was notified of her rights. (Appendix "A")

6. Atmosphere of Tolerance

- a. Breastfeeding and lactation are promoted under County policy and shall not constitute a source of discrimination in employment or in access to employment. It is prohibited to harass a breastfeeding and/or lactating employee. Such conduct may unreasonably interfere with an employee's work performance and creates an intimidating, hostile or offensive working environment. Any incident of harassment of a breastfeeding and/or lactating employee will be addressed in accordance with the County's policies and procedures.
- b. Non-compliance could result in citation and a civil penalty for each violation. The procedures for citations and civil penalties are provided for in state and federal laws.
- c. Any questions regarding this policy should be directed to the department's human resources manager or the Department of Human Resources, Employee Benefits Division, Lactation Accommodation Program at (213) 738-2266.

AUTHORITY

Board of Supervisors' Motion, November 17, 2009
Board of Supervisors' Motion, August 2, 2011
California Labor Code 1030 - 1033
California Labor Code 1197.1
Fair Employment and Housing Commission, (2010), Title 2, Sections 7291.2 - 7291.16
US Department of Labor, Wage and Hour Division, FLSA of 1938 Section 7(r), (29 U.S.C. 207)
US Surgeon General's Call to Action to Support Breastfeeding (2011)

DATE ISSUED/REVIEW DATE

Issue Date: September 14, 2011
 Review Date: March 2, 2012

Subject: LACTATION ACCOMMODATION PROGRAM	Policy Number: 705 Effective Date: March 2, 2012
---	---

Appendix "A"

COUNTY OF LOS ANGELES, LACTATION ACCOMMODATION REQUEST

Department: _____ Division: _____
 Employee's Name: _____ Employee #: _____
 Payroll Title: _____ Date of Request: _____

Approximate Lactation Break Schedule: (insert requested break schedule)

Covered Employees: ☐ Flexible Schedule ☐ Accrued Time ☐ Unpaid

Space

[] Dedicated Mother's Lounge (location): _____
 [] Office space (location): _____
 [] Employees' work area if private and secure (location): _____
 [] Other: _____

I have received a copy of and read the Countywide Policy on Lactation Accommodation Program, and I agree to comply with the Program Guidelines. I understand that I will notify my direct supervisor and the Return-to-Work Coordinator as soon as I do not require a lactation accommodation.

 EMPLOYEE'S SIGNATURE DATE

COMMENTS:

To request changes, please fill out a new form.

MANAGEMENT REVIEW AND APPROVAL SIGNATURE

Return-to-Work Coordinator _____	Date _____
Printed Name _____	Position/Payroll Title _____

NOTE: After signature, give a copy to the Employee and a copy to the direct supervisor. The original is maintained by the Return-to-Work Coordinator.



LACTATION ACCOMMODATION PROGRAM (LAP)
LACTATION ROOM CHECKLIST & ONSITE LACTATION COORDINATORS LIST

ADDENDUM H

Department Name		Department Headquarter's Address			Number of Locations (Including Headquarters & Satellite)			Primary LAP Contact										
		Address:						Name:										
		City:						Phone:										
		Zip Code:						Email:										
<input type="checkbox"/> Please check box to indicate that the following information has been verified and accurately reflects your department's locations, designated lactation spaces, and coordinator contact information.																		
Name and Title																		
Please Note: Designated lactation spaces may be used by other County employees while performing County business within the facility.																		
Work Location Address (List all locations)	Lactation Room Location	A ROOM HAS NOT BEEN IDENTIFIED. ASSISTANCE IS NEEDED FROM DHR.		Onsite Lactation Room Contact			IS THE SPACE LOCATED IN A BATHROOM?		THE ROOM IS EQUIPPED WITH AN ELECTRICAL OUTLET		THE ROOM CONTAINS COMFORTABLE SEATING		THE ROOM CAN BE LOCKED		THE ROOM IS CLEAN AND WELL LIT		THE ROOM CAN BE ARRANGED TO BE USED BY LACTATING EMPLOYEE DURING SPECIFIC TIMES OF DAY	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
1234 Main Street Suite 123 Los Angeles, CA 90010	4th Floor Lounge (Adjacent to Women's Restroom)		X	Name: Sara Smith Phone: (713) 123-4567 Email: sara.smith@dhr.lacounty.gov				X		X		X		X		X		X
				Name: Phone: Email:														
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ADDENDUM I

[illegible]

Department of Human Resources
Return-to-Work and
Disability Management

**LACTATION ACCOMMODATION
PROGRAM**



D H R

Department of Human Resources
County of Los Angeles

**Countywide Lactation
Accommodation Program**



It's The Law



- California Labor Code § 1030
- FEHA: “Breastfeeding women are a protected class”
- Federal Law FLSA § 7(r)
- EEOC: “Lactation discrimination is unlawful sex discrimination”
- Affordable Care Act of 2010

3

Our Policy



PPG 705 – Lactation Accommodation Program (LAP)

Policy adopted March 2, 2012

All County departments must provide a reasonable amount of break time and make reasonable efforts to provide the use of appropriate space for employees who desire to express milk for their infant child during work hours.

4

Policy: Notification

- Every incoming employee at new hire and transfer orientations
- FMLA & RTW Coordinators provide Absence Management packet with all forms, brochures, and policy
- Managers & Supervisors contact Coordinators prior to employee returning to work for lactation accommodation needs
- During the **Interactive Process Meeting** upon the employee's return

5

Employed Mothers Need....

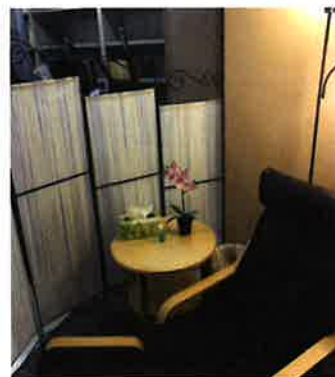
✓ Time

- Remove milk
- Store milk
- Clean up



✓ Space

- Private
- Clean
- Close proximity
- Not a bathroom



✓ Pump

- Provided by the employee



6

LACTATION ACCOMMODATION SPACE COMPLIANCE CHECKLIST



- ✓ The room is close to employees' work area
- ✓ The room is NOT a bathroom
- ✓ The room is equipped with an electrical outlet
- ✓ The room contains comfortable seating
- ✓ The room can be locked
- ✓ The room is clean and well lit
- ✓ A sink is located within close proximity of room
- ✓ If requested, the employee's work area can be sufficiently made private
- ✓ Schedule for the room, key/code available, and lactation coordinator contact information
- ✓ LAP posters are posted in common areas such as lunchrooms, break rooms

7

Do's & Don'ts

Do's

- ✓ Ensure returning mothers and their supervisors are aware of the policy
- ✓ Be flexible in providing additional time if needed (unpaid breaks or use of benefit time)
- ✓ Ensure priority is given to lactating mothers in designated lactation rooms
- ✓ Revisit the Lactation Space Checklist periodically to ensure compliance
- ✓ Notify DHR LAP Coordinator when changes are made to your department's contact or designated lactation space

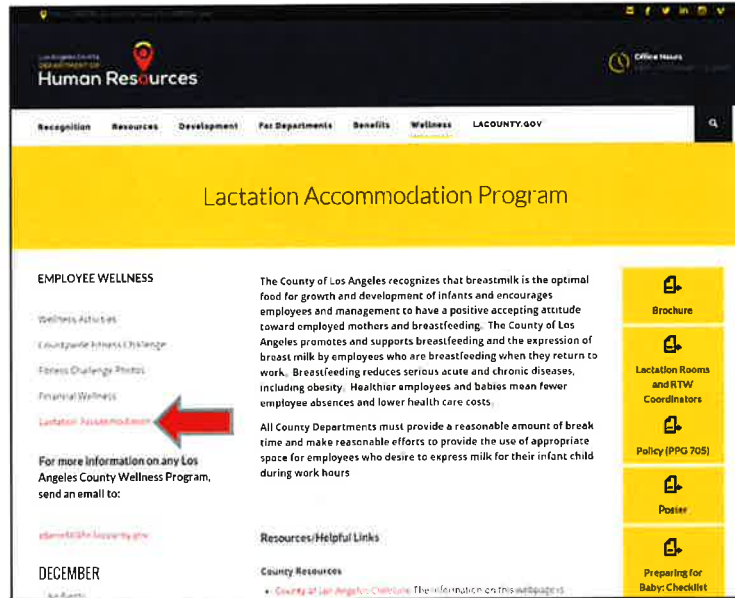
Don't

- x Tolerate insensitive comments from other employees
- x Express opinions such as "What takes you so long when you take your lactation breaks?," "Formula feeding is much easier, you should stop breast feeding"
- x Require a medical note for lactation accommodation requests
- x Hesitate to contact the DHR's LAP Coordinator if additional assistance is needed

8

LAP Website

DHR - Lactation Accommodation Program



9

LAP Website/Resources

Lactation Accommodation Program Website

- Posters & Brochure
- FAQs
- Lactation Rooms and Coordinators
- Policy (PPG 705)
- Preparing for baby: Checklist
- Training PPT
- Resources/Helpful Links

<http://employee.hr.lacounty.gov/lactation-accommodation-program-2/>



10

Thank you!



D | H | R

Department of Human Resources
County of Los Angeles

Contact

Kamesha Kelley

Lactation Accommodation Program Coordinator

kkelley@hr.lacounty.gov

(213) 738-2342

Supporting Your Co-Workers

"Whether you're a clinician, a family member, a friend, or an employer, you can play an important part in helping mothers who want to breastfeed."
*General Regina M. Benjamin, MD, MBA,
 18th United States Surgeon General*

To create a supportive atmosphere:

- Congratulate the employed mother who has returned to work
- Read County of Los Angeles Lactation Accommodation Program Policy (PPG 705)
- Respect the privacy of the area designated for expressing milk
- Share this pamphlet with co-workers



Resources for New Parents

Breastfeeding Support and Supplies

All County-sponsored health insurance plans must provide new mothers with a breast pump. Contact your insurance provider while you are pregnant to learn what pump and other breastfeeding support you can expect to receive.

You can also save money by paying for your lactation supplies with before-tax dollars using a Health Care Spending Account (HCSA). You may enroll in a HCSA when you first become eligible for these plans, during annual enrollment, or when you have a qualifying life event such as the birth of a child. For more information on enrollment and the rules for participating in an HCSA, log on to www.mylacountybenefits.com and download a copy of the Summary Plan Description.



Breastfeeding Resources

For a list of breastfeeding resources, or more information on the County of Los Angeles Lactation Accommodation Program Policy (PPG 705) go to: <http://employee.hr.lacounty.gov/lactation-accommodation-program-2/> or www.breastfeedla.org.



BreastfeedLA is dedicated to improving the health and well-being of infants and families through education, outreach, and advocacy to promote and support breastfeeding.

Working and Breastfeeding:



It Can Work!



Lactation Accommodation Program
County of Los Angeles
Department of Human Resources

D | H | R

Department of Human Resources
 County of Los Angeles



Breastfeeding is Important!

- Babies who breastfeed get sick less often
- Babies who breastfeed have a lower risk for diabetes, obesity, and cancer later in life
- Mothers who breastfeed have a lower risk for breast and ovarian cancer
- Families of breastfeeding babies save money
- Families of breastfeeding babies miss fewer days of work

The American Academy of Pediatrics (AAP) recommends continued breastfeeding through the first year of life and beyond.

The County of Los Angeles Supports Breastfeeding!

Did you know?

California State Labor Code §1030-1033 protects your right to pump breastmilk while at work.

Your employer must provide you with a clean space (not bathrooms) and break time to pump.

The County of Los Angeles understands the importance of supporting employed mothers to continue breastfeeding after they return to work. The County is committed to creating a work environment which encourages all mothers to breastfeed. Employees who are supported to pump:

- Have fewer sick days
- Are more productive
- Have lower health care costs

The County of Los Angeles adopted a Lactation Accommodation Policy, PPG 705, to ensure that all mothers get the support they need to continue breastfeeding once they return to work. The policy can be found at: <http://employee.hr.lacounty.gov/lactation-accommodation-program-2/>.

County of Los Angeles Board of Supervisors

Hilda L. Solis
Supervisor, 1st District



Sheila Kuehl
Supervisor, 3rd District

Mark Ridley-Thomas
Supervisor, 2nd District

Janice Hahn
Supervisor, 4th District

Kathryn Barger
Supervisor, 5th District

What Do I Do?

Talk to your direct supervisor and/or your

Return-to-Work Coordinator:

- Before you deliver your baby
- Before you return to work

Discuss with your supervisor:

Where you can pump:

- Designated lactation room
- Unused office or cubicle
- Converted storage room
- NOT a bathroom

When you will pump:

- Possibly during your break times and lunch

What if pumping takes more than your break time?

You are allowed to take the time you need. If you need more time than your scheduled work break, discuss alternatives with your supervisor. These can include adjusting your work schedule or using accrued paid time benefits.

What if I work in a non-traditional worksite?

Talk to your supervisor and/or your Return-to-Work Coordinator.

For more information about the County of Los Angeles Lactation Accommodation Program, go to:

<http://employee.hr.lacounty.gov/lactation-accommodation-program-2/>



Working and Breastfeeding: It Can Work!

For information about the
County of Los Angeles
Lactation Accommodation Program,
visit <http://employee.hr.lacounty.gov/lactation-accommodation-program-2/>



In accordance with PPG 705, the County of Los Angeles is committed to creating a work environment that provides support and encouragement to all mothers who breastfeed and wish to express milk for their infant child during working hours.



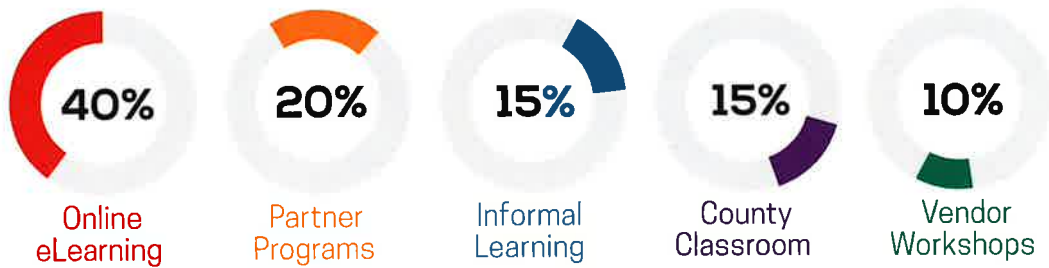


ADDENDUM M

Board of Supervisors &
Chief Executive Office
Focus on Employee
Development and
Succession Planning
in the 2016-2021
Los Angeles County
Strategic Plan

- **Develop Staff Through High Quality Multi-Disciplinary Approaches to Training:**
Implement training models that envision learning and professional growth occurring over time that includes relevant departments, academia, labor, and other stakeholders.
- **Develop Effective Manager-Leaders:**
Recruit, train and equip County executives and managers with the technical, problem solving, and relationship skills characteristic of professional and effective leaders.
- **Succession Planning:**
Implement an executive development plan designed to equip executive level staff to assume leadership of a department.

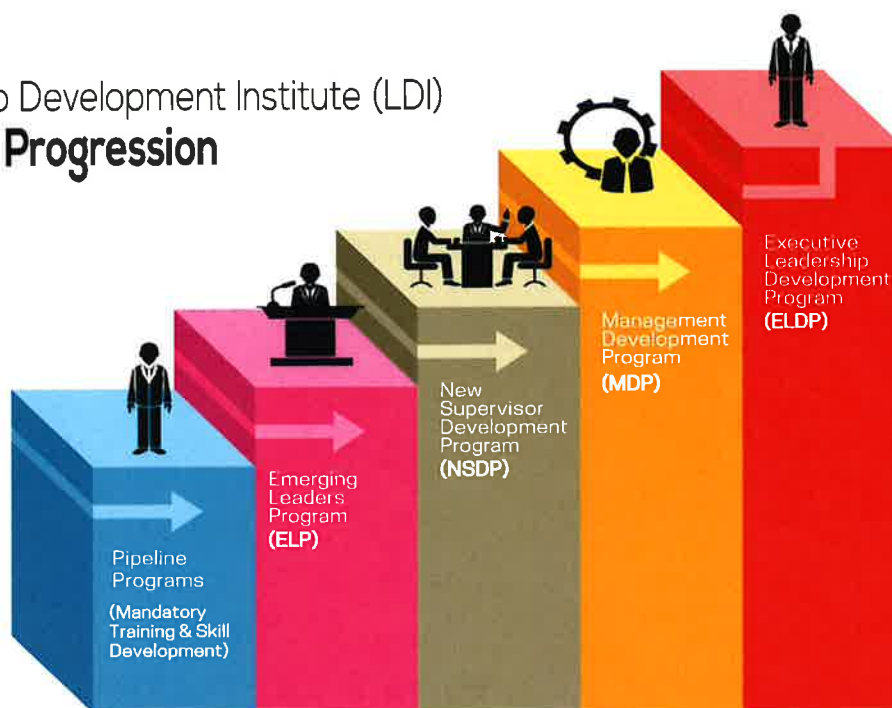
The County's new employee university aims to elevate understanding, awaken innovation, and build employees' capacity to achieve career success.



Los Angeles County University (LACU) is a new workforce development framework to meet the County's evolving operational needs and enable all County employees to pursue their career goals.



Leadership Development Institute (LDI) Program Progression



Leadership Development Institute
Programs for Executives, Managers,
New Supervisors, and Emerging Leaders

MODULE
D

Leadership &
Management
Development

- **Executive Leadership Development Program** – Executive competency building course for mid-level and senior-level managers who are aspiring to executive-level positions
- **Management Development Program** – Applied course for first-level managers and high-level supervisors to build management competencies, County IQ, and Countywide networking opportunities
- **New Supervisor Development Program** – Survey course for new supervisors to support successful transitions to a supervisory role
- **Emerging Leader Program** – Exploratory course for non-supervisors to determine if a supervisory role is the right path





Skill Building Workshops (2016–2017)

- New Employee Orientation
- Customer Service
- Project Management
- Communication
- Employment Law
- Domestic Violence
- Supervisor Orientation
- Selection Interviewing
- Coaching
- Team Building
- Performance Evaluations
- Employee Discipline



EEO/Diversity Workshops (2016–2017)

- ADA: Employment Guidelines for the Reasonable Accommodation Process
- Diversity: Skills for the 21st Century Workforce
- Employment Discrimination Prevention for Managers and Supervisors
- Transgender Awareness (new course)

Compliance Training Online (2016–2017)

- Sexual Harassment Prevention Training
- Fair Labor Standards Act (FLSA) for Managers
- County Policy of Equity (CPOE)





- **Career Planning Guide** – Career planning overview with tools (arriving 2017)
- **Career PathFinder** – Online, interactive career planning tool (arriving 2017)
- **Job Search Guide** – Step-by-step guide on County job search (available online)
- **Resume Guide** – Comprehensive guide on crafting effective resumes (available online)

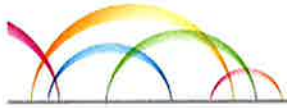


Countywide Succession Planning Program

- What** A comprehensive program that enables the County to proactively address leadership turnover by forecasting retirements, identifying vulnerabilities, and providing resources to assist in developing the County's leaders
- Who** Management Appraisal and Performance Plan (MAPP) participants* – the County's leadership bench of employees holding our top 1,200 positions, approximately
- How** Five-Phase Model for leadership development that is adaptable for implementations at various levels (County, department, and individual) – built on the philosophy of strengthening all MAPP employees by offering each of them unique developmental opportunities
- When** Implemented on an 18-month cycle

** The needs of non-MAPP employees are addressed in the **Workforce Planning Program***





5-Phase Leadership Development Model

Countywide Succession Planning Program



County University

11

CAREER PATHFINDER

An online, interactive career planning tool that enables current and prospective employees to explore actual career movements at the County and build an individualized career plan



County University



12



MOU Language Regarding Mentorship Programs

Unit #	Bargaining Unit Name	Term Dates	Mentoring Programs
105	Student Workers	10-01-15 to 9-30-18	N
111	Clerical and Office Services Employees	10-01-15 to 9-30-18	N
112	Supv. Clerical & Office Services	10-01-15 to 9-30-18	N
121	Admin, Technical & Staff Services	10-01-15 to 9-30-18	N
122	Supv. Admin, Technical & Staff Services	10-01-15 to 9-30-18	N
131	Appraisers	10-01-15 to 9-30-18	N
132	Supervisory Appraisers	10-01-15 to 9-30-18	N
201	Bldg. Custodians & Services Employees	10-01-15 to 9-30-18	N
211	Institutional Support Services Employees	10-01-15 to 9-30-18	N
221	Paramedical Technical Employees	10-01-15 to 9-30-18	N
222	Supervisory Paramedical-Health Employees	10-01-15 to 9-30-18	N
301	Pharmacist	10-01-15 to 9-30-18	N
311	Registered Nurses	10-01-15 to 9-30-18	N
312	Supvg. Registered Nurses	10-01-15 to 9-30-18	N
321	Physician Assistants and Senior Physician Assistants	10-01-15 to 9-30-18	N
323	Interns and Resident Physicians	10-01-15 to 9-30-18	N
324	Physicians	10-01-15 to 9-30-18	N
325	Mental Health Psychiatrists/Dental Professionals	10-01-15 to 9-30-18	N
331	Health Investigative & Support Services	10-01-15 to 9-30-18	N
341	Health Science Professionals	10-01-15 to 9-30-18	N
342	Supv. Health Science Professionals	10-01-15 to 9-30-18	N
401	Operating Engineers	10-01-15 to 9-30-18	N
411	Bldg. Trades and Skilled Craftsmen	10-01-15 to 9-30-18	N
412	Supv. Bldg. Trades & Oper. Engineer Empls	10-01-15 to 9-30-18	N
421	Automotive & Equip. Maint. & Repairmen	10-01-15 to 09-30-18	N
431	Artisan and Blue Collar Employees	10-01-15 to 09-30-18	N
432	Supv. Artisan and Blue Collar Employees	10-01-15 to 09-30-18	N
501	Professional Engineers	10-1-15 to 9-30-18	Y
502	Supvg. Professional Engineers	10-1-15 to 9-30-18	Y
511	Engineering Technicians	10-1-15 to 9-30-18	Y
512	Supvg. Engineering Technicians	10-1-15 to 9-30-18	Y
601	Fire Fighters	01-01-15 to 12-31-17	N
602	Supv. Fire Fighters	01-15-15 to 12-31-17	N
603	Fire Specialists	10-1-15 to 9-30-18	N
604	Supv. Fire Specialists	10-1-15 to 9-30-18	N
611	Peace Officers	1/31/2018	N
612	Supv. Peace Officers	02-01-15 to 01-31-18	N

ADDENDUM O

613	Public Defender Investigators	02-01-15 to 01-31-18	N
614	Criminalist	10-1-15 to 9-30-18	N
621	Correction Officers	10-1-15 to 9-30-18	N
631	Safety Police Officers	10-1-15 to 9-30-18	N
632	Supervising Safety Police Officers	10-1-15 to 9-30-18	N
641	Beach Lifeguards	01-15-15 to 12-31-17	N
642	Supervising Beach Lifeguards	01-15-15 to 12-31-17	N
701	Deputy Probation Officers	02-01-15 to 01-31-18	N
702	Supervising Deputy Probation Officers	10-1-15 to 9-30-18	N
703	Probation Directors	10-1-15 to 9-30-18	N
711	Social Workers	10-1-15 to 9-30-18	N
721	Psychiatric Social Workers	10-01-15 to 9-30-18	N
722	Medical Social Workers	10-01-15 to 9-30-18	N
723	Children's Social Workers	10-01-15 to 9-30-18	Y
724	Supv. Professional Social Workers	10-01-15 to 9-30-18	N
725	Supervisng Child Support Offices	10-01-15 to 9-30-18	N
729	Health Financial Support Services	10-01-15 to 9-30-18	N
731	Social Services Investigators	10-01-15 to 9-30-18	N
732	Supvg, Social Services Investigators	10-01-15 to 9-30-18	N
777	Supvg. Social Workers	10-01-15 to 9-30-18	N
801	District Attorneys	9/30/2018	N
802	Child Support Attorney	9/30/2018	N
811	Librarians	10-01-15 to 9-30-18	N
821	Agricultural Inspectors	10-01-15 to 9-30-18	N

RULE 17. REINSTATEMENT AND RESTORATION**17.03 Restoration.**

After approval of the director of personnel, the appointing power may restore an employee at any time to any position previously held by virtue of an appointment from an eligible list, or to any position for which a transfer or reassignment would be authorized by these Rules, provided service has been continuous since holding such position, or that any break in service since holding such position has been followed by reinstatement or appointment from a reemployment list which resulted from a layoff or reduction in lieu of layoff. (Ord. 88-0020 § 1 (part), 1988.)

17.04 Restoration after subsequent appointment.

A. An employee with permanent status shall be restored to the last prior position held on a permanent basis (or at the discretion of the appointing power to a position to which a transfer or reassignment from such prior position would be authorized by these Rules) without loss of seniority in the event that:

1. Such employee's subsequent appointment to a permanent position, or the examination or eligible list from which such subsequent appointment was made, is held to be void or voidable by the court at any time;

2. Such employee is released during a probationary period, released from a position to which the employee had been appointed on a temporary basis, or reduced in rank from a subsequent higher permanent position at any time.

B. In either case, if the subsequent appointment was from a position in one department to a position in another department, then the restoration shall be to the nearest equivalent position in the new department (or at the discretion of the appointing power, to a position to which a transfer or reassignment from such equivalent position would be authorized by these Rules), unless both appointing powers concur in the employee's return to the old department.

C. If, however, the new department does not have a position equivalent in rank to the one which the employee formerly held in the old department to which the employee can be reduced, then an employee who fails to successfully complete a probationary period shall have the right to be placed on an appropriate department reemployment list for his/her former department. When a vacancy occurs in the same or related lower class of position, the appointing power shall appoint the person highest on the list who is available before any other appointment may be made. The right to reemployment does not apply to an employee whose last performance rating in the old department was less than "competent," or for employees under the management appraisal and performance

ADDENDUM P

plan or performance-based pay plans rated "Needs Improvement Meeting Expectations," "Needs Improvement," "Failed to Meet Expectations," "Unsatisfactory Performance," or less than "fully meets expectations," as the case may be, provided it was on file with the former department prior to the date the employee's service began in the new department. By accepting the new position, the employee does not waive the right to appeal the performance evaluation from the old department. (Ord. 2007-0061 § 1, 2007: § 2, Board of Supervisors Amendment adopted 10/10/96: § 2, Board of Supervisors Amendment adopted 9/29/88; Ord. 88-0020 § 1 (part), 1988.)



EXIT INTERVIEW QUESTIONNAIRE

Introduction

Thank you for your commitment and service to the County of Los Angeles.

Please take several minutes to complete this questionnaire so the County of Los Angeles can better understand your reasons for leaving. This information will enable us to make improvements and does NOT go into your Personnel Folder or become part of your permanent personnel record.

How Will This Information Be Used?

Information will be aggregated across departments to identify areas where the County is doing well and where future improvements can be made. At the individual department level, the information you provide will be reviewed by your Department's Human Resources Division, and they may contact you for an in-person exit interview.

Topics in This Questionnaire

You will be asked about the following topics in relation to your CURRENT job:

- Employee information
- Reason for separation
- Introduction Period in Department and on New Assignments
- Work Assignments
- Supervision
- Upper Management
- Professional and Career Development
- Policies, Procedures, and Practices
- Work Environment
- General Information

Saving and Submitting Your Questionnaire

We recommend saving a copy of this form to do so:

- Save the file using the "save as" function and name it as: "First and Last Name_Exit Interview" (e.g., "John Smith_Exit Interview")
- Complete the questionnaire and save the file
- Email your completed questionnaire to your Human Resources Division contact.

The questionnaire begins on the following page.

I. Employee Information

Please provide the following information. Please do not use abbreviations in your responses.

A. What is your first name?

B. What is your last name?

C. What is your employee number? (e.g., 012345, 987654)

D. What is your official job classification title?

E. What is your current Department?

F. Within your Department, what specific Unit or Division do you work in?

G. How long have you worked in this Department?

- ☐ Less than 1 year
- ☐ 1 to 3 years
- ☐ 3 to 5 years
- ☐ 5 to 10 years
- ☐ 10 to 20 years
- ☐ 20 to 30 years
- ☐ Over 30 years

II. Reason for Separation

A. Please indicate the reason for your separation (Select **only one** answer)

- ☐ Accepted another position in a different LA County department
Please indicate what department: _____
- ☐ Accepted another position outside of LA County
- ☐ Retirement
- ☐ Other: _____

B. If you are leaving your current position for a reason other than retirement, please select the **TOP THREE** reasons you are leaving. If not applicable, please skip to the next question.

- | | |
|---|--|
| <input type="checkbox"/> Benefits | <input type="checkbox"/> Stay at home |
| <input type="checkbox"/> Career Advancement/Promotional Opportunities | <input type="checkbox"/> Supervisor/supervision |
| <input type="checkbox"/> Career change/Interest in another field or specialty | <input type="checkbox"/> Team members/Co-workers |
| <input type="checkbox"/> Child care facilities | <input type="checkbox"/> Technology and technology management practices |
| <input type="checkbox"/> Commuting distance | <input type="checkbox"/> Telecommuting/teleworking |
| <input type="checkbox"/> County or Departmental culture | <input type="checkbox"/> Training/development opportunities |
| <input type="checkbox"/> County mission | <input type="checkbox"/> Tuition reimbursement |
| <input type="checkbox"/> End of Rotation or service | <input type="checkbox"/> Type of projects |
| <input type="checkbox"/> Job-related resources (e.g., tools, equipment, software, etc.) | <input type="checkbox"/> Upper management/leadership |
| <input type="checkbox"/> New or different challenges | <input type="checkbox"/> Work assignments/job duties |
| <input type="checkbox"/> Perks (e.g., bonuses, complementary services) | <input type="checkbox"/> Work cycle (e.g., 5/40, 9/80, 4/10) |
| <input type="checkbox"/> Personal or family reasons | <input type="checkbox"/> Work location |
| <input type="checkbox"/> Parking | <input type="checkbox"/> Work schedule (e.g., day shift, night shift, 9-5pm) |
| <input type="checkbox"/> Relocation | <input type="checkbox"/> Working conditions/environment |
| <input type="checkbox"/> Return to school | <input type="checkbox"/> Workload |
| <input type="checkbox"/> Salary | <input type="checkbox"/> Work/life balance |
| <input type="checkbox"/> Self-employment | |
| <input type="checkbox"/> Other (please specify): _____ | |
| <input type="checkbox"/> Other (please specify): _____ | |
| <input type="checkbox"/> Other (please specify): _____ | |

Instructions

On the next pages you will be presented with a series of statements. Please rate your level of agreement for each statement. When responding to the statements, rate your responses using your **CURRENT** job.

III. Introductory Period in Department and on New Assignments	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)	Not Applicable
A. I felt welcomed and made to feel part of the team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. I was given a tour of my work facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. I received the necessary equipment (e.g., tools, manuals, computer, etc.) to begin my job in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Relevant Countywide policies and procedures were provided and explained to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Relevant Department policies and procedures were provided and explained to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. My supervisor and I reviewed my job duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. My job duties matched what I was told to expect when I was first hired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. My supervisor explained what was expected of me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. Work Assignments						
	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)
A. My Department provided sufficient training for me to perform my work duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. The duties assigned to me were within the responsibilities of my current position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. I received enough support to perform my job duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. I was assigned a manageable workload for my position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. My assignments utilized my knowledge and skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. I received recognition for my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. I had the opportunity to make recommendations and/or decisions about how I performed my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V. Supervision						
	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)
A. My current supervisor provided clear instructions and performance expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. My current supervisor provided fair, constructive evaluations of my performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. My current supervisor provided direction when I faced on-the-job challenges in accomplishing my job duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. My current supervisor communicated information about decisions and policies that could affect my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. My current supervisor and I worked well together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. My current supervisor provided guidance to successfully accomplish my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. My current supervisor appropriately handled my complaints, grievances, and problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

VI. Upper Management						
	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)
A. Upper management provided a clear picture of the direction the Department is headed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Upper management communicated information about important initiatives, strategies, and/or changes in the Department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Upper management was willing to invest in the development of our Department's employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Upper management showed strong leadership and led by example	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Upper management showed respect and professionalism when interacting with staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

VII. Professional and Career Development						
	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)
A. I received regular feedback about my job performance from others (e.g., supervisor, clients/customers, colleagues)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Promotion decisions in my Department were fair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. There were opportunities for career advancement or promotion within this Department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Opportunities for professional growth (e.g., training, assignments/projects, conferences, etc.) were available to help me reach my career goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. My supervisor supported me in pursuing my professional and career development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

VIII. Personnel Policies and Practices							
	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)	Not Applicable
A. I was kept informed of relevant changes in policies, procedures, and practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Reasonable efforts were made to accommodate my preferences in work location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Reasonable efforts were made to accommodate my preferences in work hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. My work schedule allowed for work/life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. My salary was appropriate for my position given the education, skills, and experience requirements for the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. I was satisfied with the employee health benefits (e.g., medical, flexible spending accounts, short- and long-term disability)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. I was satisfied with the employee retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. I was satisfied with the employee benefits from my own Department (e.g., telework, tuition reimbursement)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IX. Work Environment							
	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)	Not Applicable
A. The working conditions were suitable (e.g., space, heat, furniture, equipment, parking, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. I felt safe at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. My workplace supported teamwork and cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. My co-workers and I worked well together to accomplish tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. My suggestions for making improvements were considered by management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

X. General Information		Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)	Not Applicable
A. I felt that my job was meaningful		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. I felt that my job benefited the citizens of LA County		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. I care about the mission of the Department		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. I made a significant contribution towards the goals of my Department		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. I would consider returning to work for LA County		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. I would consider returning to work for this Department		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. I would recommend working for LA County to a friend		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. I would recommend working for this Department to a friend		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

XI. Additional Information

What did you like **MOST** about working in your Department (Select all that apply)?

- | | |
|---|--|
| <input type="checkbox"/> Benefits | <input type="checkbox"/> Team members/Co-workers |
| <input type="checkbox"/> Career Advancement/Promotional Opportunities | <input type="checkbox"/> Technology and technology management practices |
| <input type="checkbox"/> Commute distance | <input type="checkbox"/> Telecommuting/teleworking |
| <input type="checkbox"/> County or Departmental culture | <input type="checkbox"/> Training/development opportunities |
| <input type="checkbox"/> County or Departmental mission | <input type="checkbox"/> Type of projects |
| <input type="checkbox"/> Creativity/Innovation | <input type="checkbox"/> Upper management/Leadership |
| <input type="checkbox"/> Impact of work | <input type="checkbox"/> Utilization of background and experience |
| <input type="checkbox"/> Job related resources (e.g., tools, equipment, software, etc.) | <input type="checkbox"/> Variety of work |
| <input type="checkbox"/> Job stability | <input type="checkbox"/> Work assignments/job duties |
| <input type="checkbox"/> Opportunities to provide input or ideas | <input type="checkbox"/> Work cycle (e.g., 5/40, 9/80, 4/10) |
| <input type="checkbox"/> Professionalism | <input type="checkbox"/> Work location |
| <input type="checkbox"/> Salary | <input type="checkbox"/> Work schedule (e.g., day shift, night shift, 9-5pm) |
| <input type="checkbox"/> Serving the public | <input type="checkbox"/> Working conditions/environment |
| <input type="checkbox"/> Supervisor | <input type="checkbox"/> Work/life balance |
| <input type="checkbox"/> Other (please specify): _____ | |
| <input type="checkbox"/> Other (please specify): _____ | |
| <input type="checkbox"/> Other (please specify): _____ | |

If you would like to report any waste, fraud, or misappropriation of County resources, please report this information to the LA County Fraud Hotline via phone at 1(800) 544-6861 or via the Internet at <http://fraud.lacounty.gov/>

Saving and Submitting Your Questionnaire

We recommend saving a copy of this form to do so:

- Save the file using the "save as" function and name it as: "First and Last Name_Exit Interview" (e.g., "John Smith_Exit Interview")
- Complete the questionnaire and save the file
- Email your completed questionnaire to your Human Resources Division contact.

**Thank you for taking time to complete this survey.
We wish you the best in your future endeavors.**