Taking It to the Next Level - Training Supervisors in the City of Los Angeles

Michael Gold, PhD
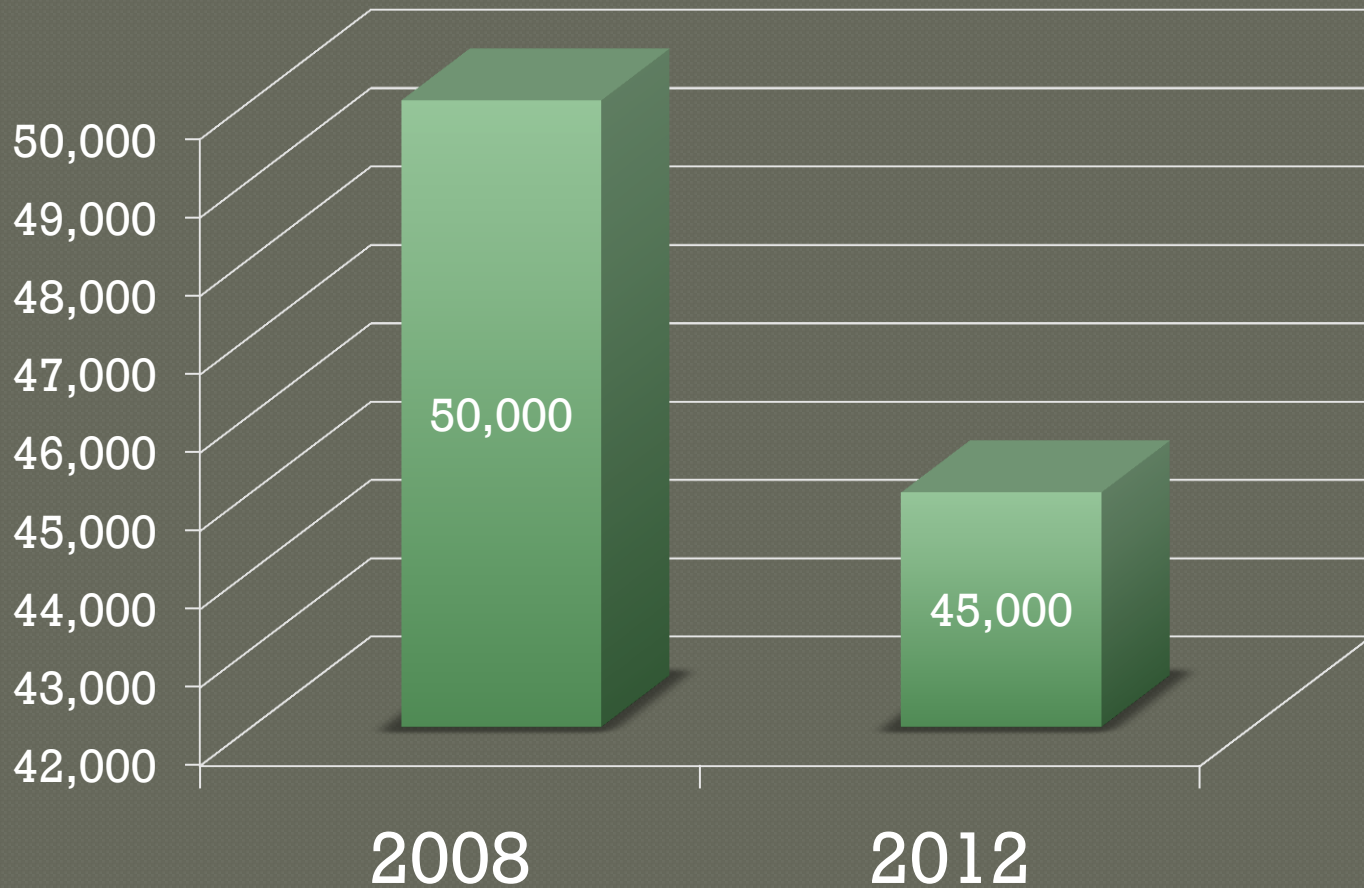
Personnel Testing Council
November 7, 2014
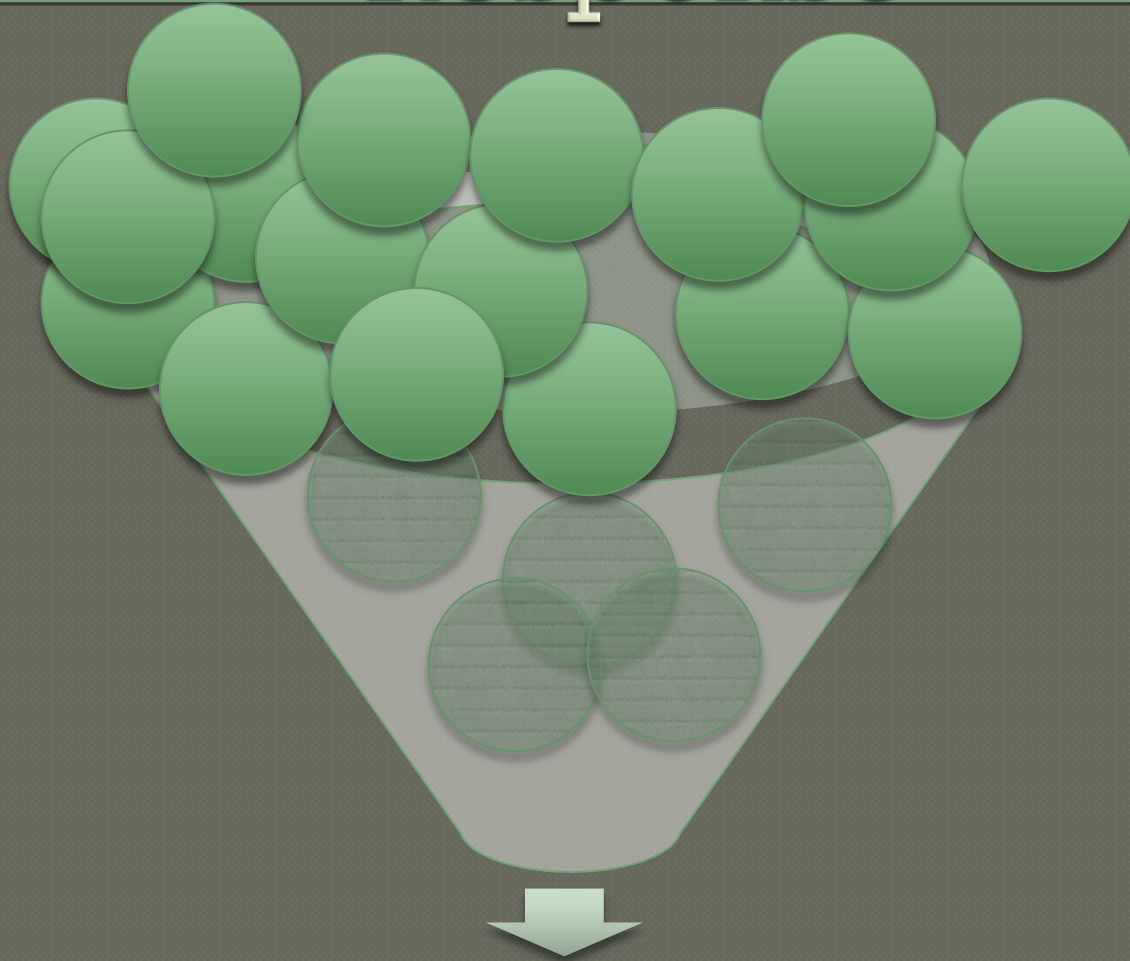
Setting the Stage

- 2008 – 50,000 employees
- 2008-2012
  - 300 employees laid off
  - 2400 took early retirement
  - 5,000 total attrition

Number of Employees

	2008	2012
50,000	50,000	
49,000		
48,000		
47,000		
46,000		
45,000		45,000
44,000		
43,000		
42,000		

Response

Personnel Department

HR Centralization

23 — Departments

3 — Liaison Centers

100 — HR employees transferred to Personnel Department

12,000 — City employees served

The Effect

- Management of HR was in one department
  - Discipline
  - Grievances
  - Leaves

Identified Need to Train

- 12,000 supervisors
- Variety of skills – gardeners, custodians, equipment mechanics, accountants, attorneys
- Variety of topics – attendance, medical, discipline, grievances, selection

Employee Development Resources

Clarification

Personnel Department	Operating Departments
More generic training	Department specific training
Mandatory training	May have own training staff and budget

Solutions

Interactive Website

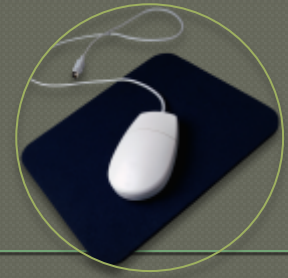Six-week core supervisory course

Online training

Interactive website

- Selecting Employees
- Medical Issues and Accommodations
- Benefits
- Attendance and Leaves
- Safety
- Develop Your Employees
- Develop Yourself
- Issues to Resolve

Six week course

- Role of the Supervisor
- Providing Feedback/Ethics
- Discipline
- Grievance
- EEO/FML/Reasonable Accommodation
- Workplace Violence Prevention

Online Training

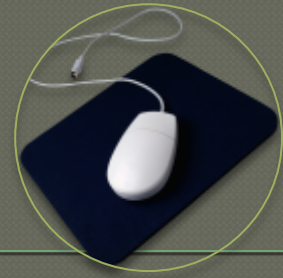- Supervisory Skills
  - Vendor Developed
    - Quizzes
    - Video Vignettes
  - Topics:
    - Motivation and Team Building
    - Performance Management
    - Discipline
    - Grievances
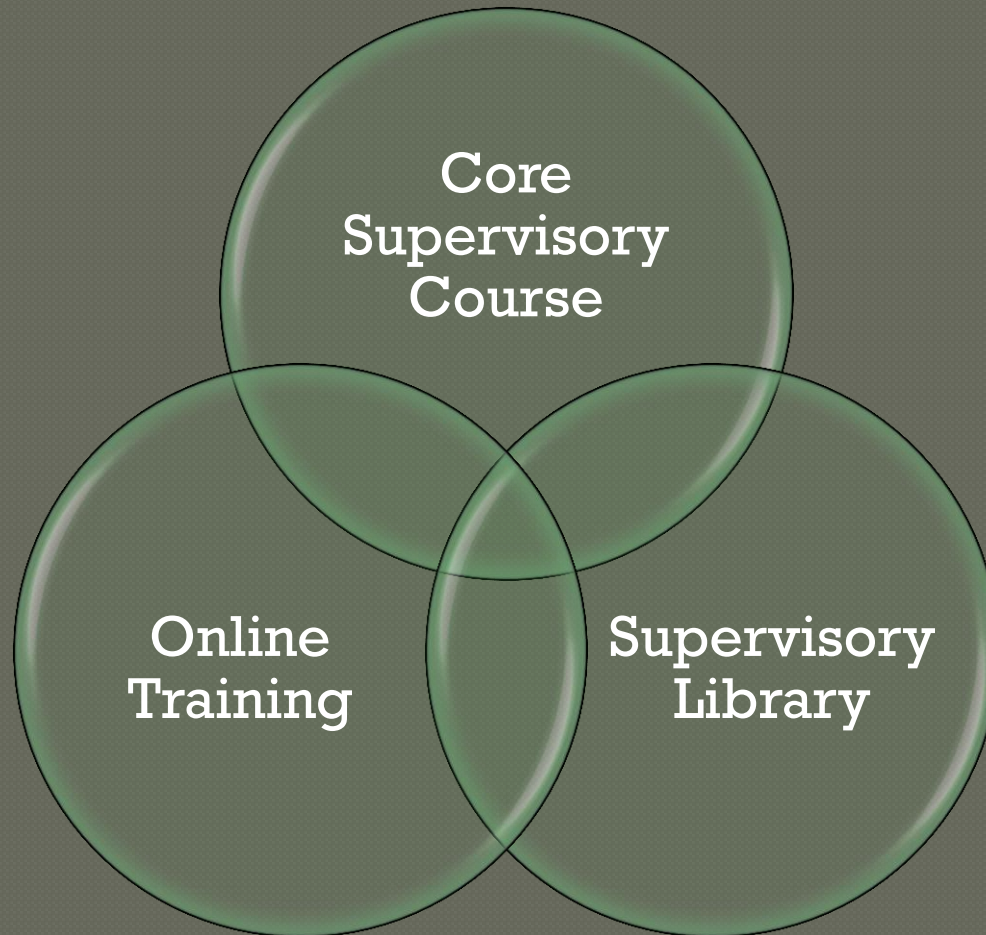   - Delegation

Online Training

- Handling Difficult Performance Appraisals
- Inspiring Leadership
- Solving Difficult Workplace Problems
- Leadership and Teamwork
- Managing Conflict and Difficult Behavior
- Coaching for Performance

Online Training

- Just-in-time vignettes
  - 2-3 minutes each
  - Various Topics
    - Employee who is late
    - Poor performer

Synergy

Core Supervisory Course

Online Training

Supervisory Library

Future Directions

Online Testing

Score Banking

Online Testing

- Looking into having our learning management system function as an online testing platform
- Many of our training courses already have tests within them to make the course more interactive

Score Banking

- Develop a supervisory tests
- Candidate takes once
- Bank scores
- Use scores in future exams

Thank You

Michael Gold
michael.gold@lacity.org