



LOS ANGELES

IT WORKFORCE PLAN

ITA

Information Technology Agency
City of Los Angeles

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EXECUTIVE OVERVIEW

- Technology is *fundamental* to how the City of Los Angeles serves its residents, businesses, and visitors (*page 3*).
- Since the COVID-19 pandemic, Angelenos demand easy-to-use online services. To do this, the City needs a high quality, diverse I.T. workforce.
- The City of Los Angeles has had 12,125 employee departures (~25% of the entire workforce) between Mar '20 and Dec '22 (L.A. Personnel Department).
- I.T. employees are uniquely at risk of seeking other job opportunities, doing so 63% more than non-I.T. employees (2022 Gartner Labor Market Survey).
- Competing for I.T. talent requires an understanding of the “attraction drivers” that pull prospects to us and “attrition drivers” that push them away (*page 6*).
- The City of Los Angeles requires more than the stereotypical “young person who can code”, we need four distinct categories of tech talent (*page 11*):
- To attract this talent, we must communicate a new ‘Employee Value Proposition’ of Quality of Life, Good Pay, Training, and Stability (*page 17*).
- Improving our IT workforce requires improvement across the I.T. Workforce Lifecycle: recruitment, development, retention, and succession (*page 14*).
- The Information Technology Agency (ITA) and partner departments are committed to completing our Los Angeles I.T. Workforce Playbook, including 12 key programs to transform I.T. talent at the City of LA (*page 19*):
 - *Recruitment*
 - Perform additional I.T. outreach & recruitment events
 - Develop new I.T. recruitment tools and publications
 - Modernize the I.T. civil service classifications
 - Reinvent civil service testing for I.T. classifications
 - *Development*
 - Identify high-value I.T. skills for development by class
 - Establish new I.T. training to develop high-value skills
 - Provide supervisor tools to help develop staff by career stage
 - *Retention*
 - Establish social, professional & fitness employee activities
 - Modernize I.T. career ladders to improve opportunities
 - Pursue pay parity with LADWP
 - *Succession*
 - Build network of I.T. retirees for 120-day contracts
 - Launch knowledge database to capture lessons learned

THE L.A. CITY TECH WORKFORCE: WHY THEY MATTER?

Technology is *fundamental* for the City of Los Angeles to serve its residents, businesses, and visitors. Through information technology (I.T.), the City of Los Angeles makes a vast array of public services more efficient, effective, and accessible. Only through modern technology can the City currently provide 1,275 different services to over 4 million residents! While historically important, the demand for information technology is now unprecedented. With a city spanning 469 square miles, the recent COVID-19 Pandemic, and major global events coming to L.A. (e.g. 2023 U.S. Open of Golf, 2026 World Cup, 2028 Olympics, etc), digital tools have become a primary method of engaging and delivering services to the public. Angelenos expect online and easy-to-use “contactless services”. To deliver on these expectations, L.A. needs a high quality, diverse I.T. workforce.

Our technology workforce is vital in various ways. For example, I.T. employees are the vanguard for identifying and implementing technologies that transform how City departments operate. They also deploy the digital tools that make other City employees much more effective. Additionally, in a digital world, they are responsible for securing the public’s data to prevent data breaches. From outside of the tech industry, technology can look as simple as just “buying the latest tech.” In reality, successful organizations are strategic and work diligently to implement the right hardware, software, and infrastructure needed by the second largest city in the U.S. This requires substantial I.T. talent.

Unfortunately, due to mass retirements, the Separation Incentive Program of 2020, the Great Resignation, and an inability to fill vacant positions, the City is reaching a crisis level in recruiting and retaining quality IT employees. For this reason, the Information Technology Agency (ITA) facilitated a citywide ‘IT Leadership Conference on Tech Talent’ in the Fall of 2022. Leveraging feedback from city departments and best practice research from Gartner Consulting, the ITA has worked with the citywide I.T. Policy Committee (ITPC) to develop this L.A. IT Workforce Plan. In our modern age, technology has become “the how” of government. Through implementation of this plan, our city will be positioned to compete, hire, and retain the high-quality I.T. that our residents deserve.

Ted Ross
General Manager and CIO
City of Los Angeles, Information Technology Agency

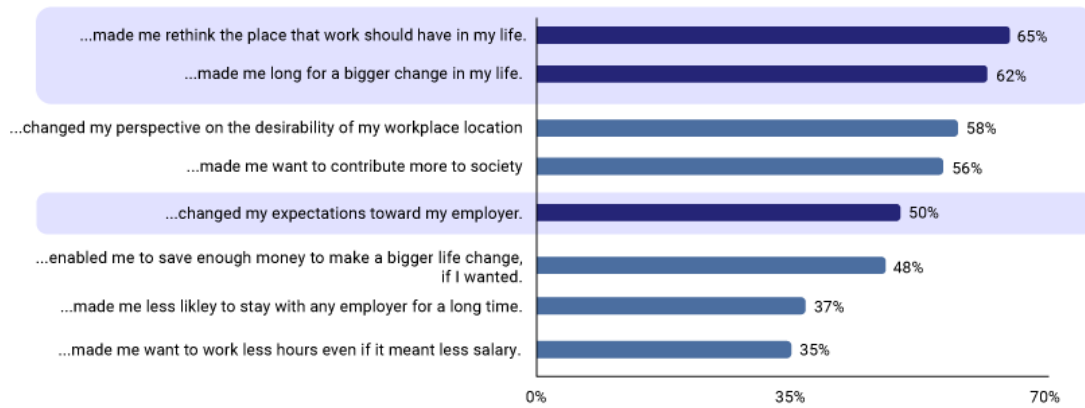


OUR TECHNOLOGY TALENT DILEMMA

One in five U.S. workers quit their job in the year 2022 (PriceWaterhouseCoopers, *Global Workforce Hopes and Fears Survey, 2022*). Regardless of whether you call it the Great Resignation, the Great Reflection, or the Great Rethink, the COVID-19 Pandemic initiated an earth shaking change in how employees view their work and workplace. This macroclimate was particularly felt in the City of Los Angeles. Due to the economic crisis resulting from the pandemic, the City instituted a Separation Incentive Program (SIP) to accelerate the retirement of over 1,200 existing employees. Coupled with the high volatility in the job market and a national reshuffling of residences, the City of Los Angeles experienced 12,125 employee departures between March 2020 and December 2022 per the City of L.A. Personnel Department (~25% of our entire workforce). As you can imagine, this mass exodus of experienced human resources is a tremendous challenge to maintaining critical government services across the 2nd largest city in the United States, especially with ongoing urban challenges and lingering effects of the COVID-19 Pandemic.

Mass workforce shifts have been particularly impactful for Information Technology (I.T.) professionals. The COVID-19 Pandemic demanded a global shift to digital tools and technologies. Businesses, governments, and nonprofits have been investing heavily in new technologies and digital processes, greatly increasing the demand for I.T. professionals. This shows in the increased opportunities and job offers made available to I.T. professionals when they enter the current job market. According to the Gartner Inc. Labor Market Survey, 76% of I.T. professionals get at least 3 job offers when they enter the job market versus 49% of non-I.T. professionals. This further fuels I.T. employee job searching. According to Gartner, I.T. employees are actively seeking other job opportunities 63% more than non-I.T. employees (31% vs 19%). But, this is not a random social movement. Employees around the country have been looking to re-balance the meaning of work in their life, hence the Great Resignation is sometimes termed the Great Reflection. As evidenced below, most respondents to the 2021 Gartner Hybrid and Return to Work Survey stressed how the pandemic resulted in a re-assessment of work.

Please indicate the extent to which you agree with the following statements. The pandemic has ...



n = 3,515 employees
Source: 2021 Gartner Hybrid and Return to Work Survey

Gartner

In other words, while the Great Resignation has been a national phenomena affecting all industries, it is significantly more impactful to I.T. employees who are in greater demand due to the technology needs accelerated by the COVID-19 Pandemic and are actively re-assessing their career options. For the City of Los Angeles to effectively compete for high demand Information Technology workers in a post-pandemic world, we must understand what I.T. employees now value and take proactive steps (our LA I.T. Workforce Playbook) to deliver an attractive workplace and culture (aka Employee Value Proposition) to maximize employee interest and retention for these great L.A. City I.T. jobs.

What Motivates I.T. Employees in a Post-Pandemic World?

Many books are written about what motivates employees. For most Americans, compensation (pay) is the classic answer as to what motivates an employee. In reality, compensation is simply one of many employee satisfaction drivers, especially in our post-pandemic world. In fact, employee satisfaction has both “attraction” drivers (factors that draw employees to a position), and “attrition” drivers (factors that motivated an employee to leave their previous job). Below is a list of key employee satisfaction drivers identified during our research:

Key Employee Satisfaction Drivers

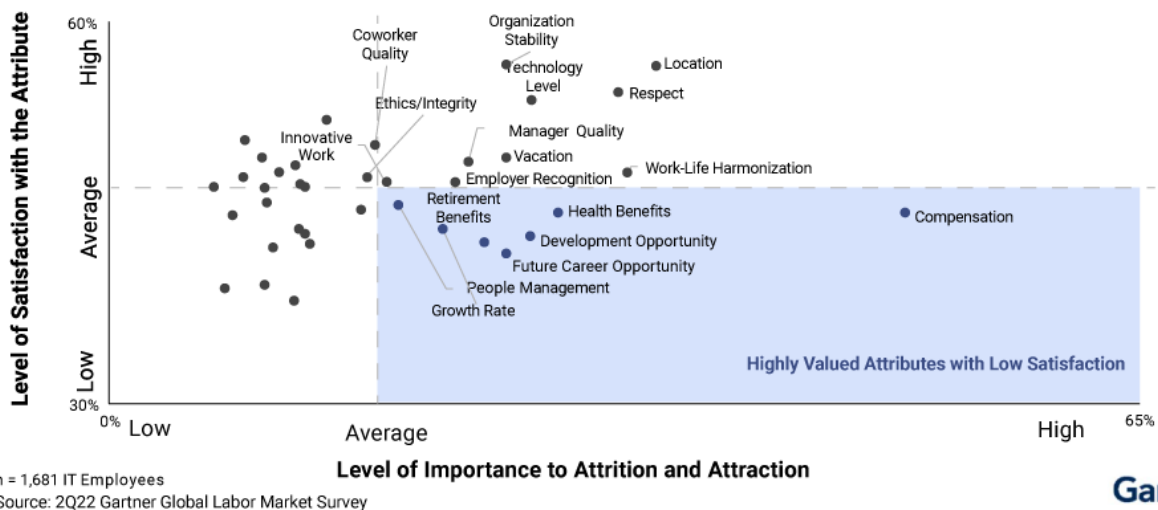
Employee Attraction Drivers ("pulls" employees to an employer)

- Compensation
- Work-Life Balance
- Mission and purpose
- Career Growth Opportunities
- Health Benefits
- Retirement Benefits

Employee Attrition Drivers ("pushes" employees away)

- Quality of Supervisor
- Burn-out
- Outdated Technology
- Poor Pay
- Lack of Professional Growth
- Lack of Recognition

Notice that competing for high-demand I.T. professionals requires a focus on both the pull factors that attract employees to our organization and push factors that give employees motivations to leave. In fact, the City of Los Angeles should give the greatest attention to attraction and attrition factors that have high levels of importance, but low levels of satisfaction. In other words, the City should focus on improving factors that are very important to employees that they are highly unsatisfied with (i.e. prime candidates for leaving City employment). Below are the results of a Gartner industry survey in 2022. While compensation has a high level of importance, it is only one of seven factors with above average importance to employees with below average levels of satisfaction.



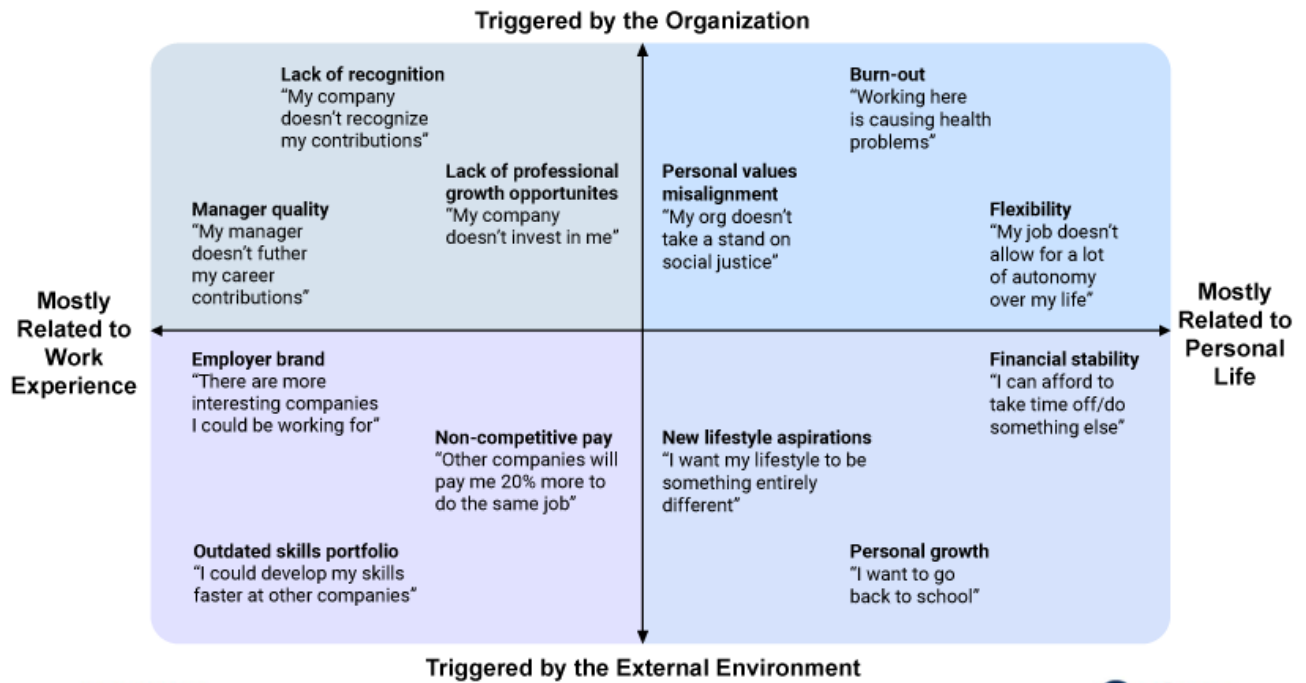
Across various internal surveys, the City of Los Angeles generally scores well with its employees on the list of Employee Attraction Drivers, while the scores for

Employee Attrition Drivers vary greatly between L.A. City department and divisions. These factors have been researched in detail and incorporated into the Los Angeles I.T. Workforce Playbook later in this document. Most importantly, while the City of Los Angeles is generally competitive in the compensation category, our competitive advantage is specifically across the other factors, like allowing employees more flexibility, benefits, sense of mission, and having more opportunities than most organizations. This is reflected in our New Employee Value Proposition covered later in this report.

In addition, employees who leave a job have motivations that typically fall into one of four categories: Work vs Personal Reasons and Organizational vs External Reasons. As demonstrated by the quadrant graphic below:

1. An employee leaves due to bad work experiences (which requires the employer to “fix what’s broken” to prevent this in the future)
2. An employee leaves due to a better job opportunity (which requires the employer to “selectively outcompete” their competition and demonstrate more value to their employees)
3. An employee leaves due to personal life changes that the employer cannot accommodate (which requires the employer to “humanize your Employee Value Proposition” with additional flexibility and work-life balance)
4. An employee leaves due to personal life changes unrelated to their employer (which requires the employer to “double down on recruitment” to ensure a steady supply of prospects).

Drivers of Attrition



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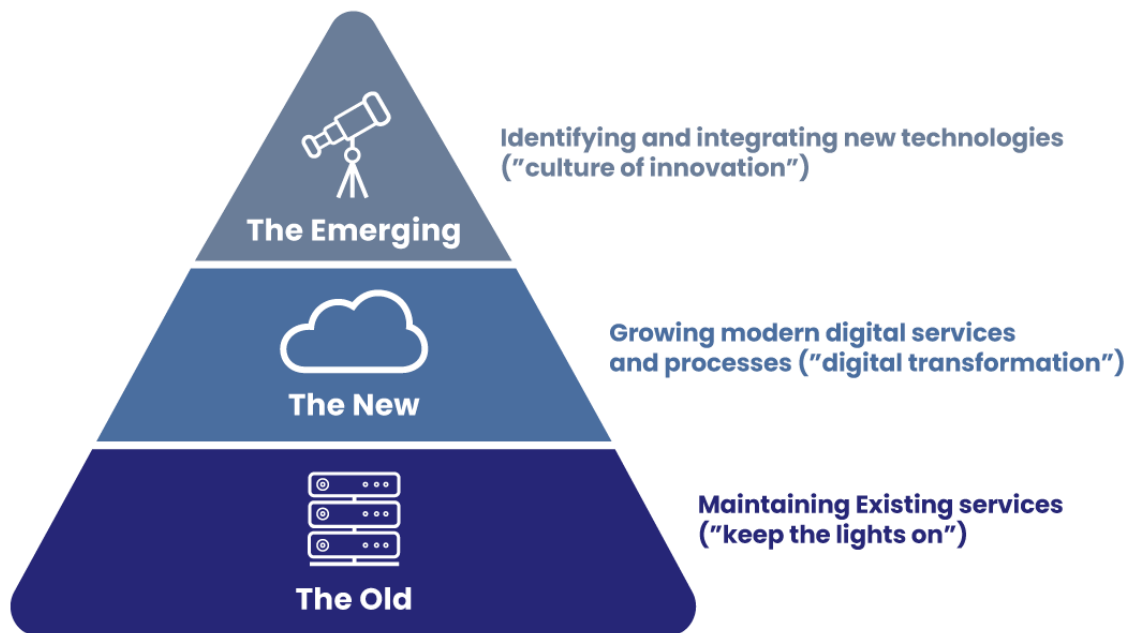


These are four distinct mindsets for leaving or selecting a job. By addressing these mindsets and making the key improvements detailed in the LA I.T. Workforce Playbook below, the City of Los Angeles greatly improves its competitiveness in the recruitment, development, and retention of valuable I.T. professionals.

STRATEGIC DRIVERS FOR TECHNOLOGY TALENT

Information Technology is a large industry and its employees are necessarily diverse. While we commonly think of computer programmers and computer technicians, the I.T. industry also includes a pantheon of data center, network, database, communications, and digital media professionals. If you ask a non-I.T. manager what type of I.T. employees are needed at the City of Los Angeles, a typical answer would be “a young person with the latest I.T. skills.” In reality, this is simply a stereotype that is often reinforced in television and movies. Recruiting only this one employee persona will likely result in both a serious lack of diversity in our I.T. workforce and a neglect of the broader I.T. talent needed for City of Los Angeles departments and their operations.

As detailed in our [Application Modernization Strategy](https://ITA.LACity.gov/Publications) (ITA.LACity.gov/Publications), the City of Los Angeles actively uses 791 business applications (aka the L.A. City Application Portfolio) across 45 departments to deliver over 1,275 different services to L.A.’s residents, businesses, and visitors. Each application and accompanying infrastructure is at a different level of maturity, ranging from state-of-the-art Cloud-hosted platforms to a few remaining, but mission critical, old mainframe applications. By definition, technology is constantly changing. Today’s modern systems will become tomorrow’s legacy systems as new methods, technologies, and customer requirements innovate the world of digital services. Like most modern organizations, the City of Los Angeles is continuously working to replace the older legacy systems with new Cloud-hosted, IP-based platform solutions (along with enhanced business processes). In reality, the City of Los Angeles does not have the massive funding, the organizational change capacity, or the exceptional public patience required to modernize every business application or communications system at once. Therefore, this requires a broad application portfolio strategy of implementing modern software platforms that will consolidate multiple legacy systems while still maintaining the older, but highly relied upon, heritage systems until they can be replaced. This requires a focus on three strategic drivers of technology at the City of Los Angeles, maintaining legacy systems until replacement, growing modern systems, and integrating emerging technologies:



The skills required to introduce the latest emerging technologies, build on current technologies, maintain heritage technologies, and coordinate across these different teams are all very different. This requires identifying employee personas (groups) to ensure the City of Los Angeles has the right types of talent.

The Four I.T. Employee Personas We Need

An employee persona is a group of employees that share common characteristics, wants, and needs. In other words, the City of Los Angeles requires more than the stereotypical “young person with the latest I.T. skills”; the City of Los Angeles needs tech talent across the four categories listed below. One employee persona is not more important than another. While some employees start in one persona and migrate to another during the course of their career (e.g. from Modern System Developer to Flexible Technology Leader), these personas do not represent an evolution from one persona to another. Instead, these are four discrete groups of employees that play an important role at the City of Los Angeles. Based on our research and City department feedback, the City of Los Angeles can group its various job classifications into these four distinct I.T. employee personas:



1. Emerging Technology Architect
2. Modern System Developer
3. Heritage System Expert
4. Flexible Technology Leader

While every employee is an individual, the employee personas help the City of Los Angeles advertise and target these distinctly different I.T. characteristics that are necessary for effective technology delivery. The following are key descriptions for each persona:

Critical Talent Pool #1 - The Emerging Technology Architect

Description

The Emerging Technology Architect is responsible for understanding the latest emerging technologies, assessing the maturity of these technologies (i.e. not every technology is proven enough for a large government organization), identifying which technologies would be valuable to a City department, and then working with other I.T. professionals to architect and integrate those technologies into business operations.

Characteristics

- Highly technical (Unified Modeling Language diagrams, DevOps, APIs, etc)
- Innovative
- Creative

Target Areas for Recruitment

- Current employees with experience in systems architecture & integrations
- Consultants with systems architecture experience seeking work-life balance

- University campuses with graduating Master’s-Level programs in software engineering, computer architecture, advanced networking, etc.

Critical Talent Pool #2 - The Modern System Developer

Description

The Modern System Developer is responsible for designing, developing, implementing, and improving modern software and communications systems used by the public or other City of Los Angeles employees.

Characteristics

- Technical (system configuration, programming, IP-based communications, Cloud hosting, etc)
- User experience focus
- Understands business operations they support
- Familiarity with Agile development and project management

Target Areas for Recruitment

- University campuses with graduating Bachelor’s-level programs in computer science, software engineering, computer information systems, etc
- Coding academy graduates
- Veterans with military experience related to this field
- City of Los Angeles feeder classifications (Applications Programmer, Student Worker, Systems, Aide, Hiring Hall, etc)

Critical Talent Pool #3 - The Heritage System Expert

Description

The Heritage System Expert is responsible for maintaining and stabilizing older software and communications systems still in use by the City of Los Angeles employees. In addition, these experts assist modernization projects working to replace these systems, providing invaluable expertise and gaining skills in the new system (thereby becoming Modern Systems Developers in that area if they choose).

Characteristics

- Technical (troubleshooting, system programming, etc)
- Reliable and consistent
- Understands business operations they support

- Familiarity with the older technology they support

Target Areas for Recruitment

- Late-career private sector employees with experience in this technology
- Contractors with experience in older technology seeking work-life balance
- Veterans with military experience related to this field
- City of Los Angeles feeder classifications (Applications Programmer, Student Worker, Systems, Aide, Hiring Hall, etc)

Critical Talent Pool #4 - The Flexible Technology Leader

Description

The Flexible Technology Leader is responsible for supervising and leading teams of I.T. professionals in the delivery of software, hardware, network, and communications solutions to the public or other L.A. City departments. This leader must balance the technical acumen of the technologies used with the people-centered nature of serving customers and managing employees, hence the “flexibility” required in this role.

Characteristics

- Technology strategist (understands traditional and emerging technologies in their area, how to combine them to solve issues, and implement them in cost effective manner)
- Business relationship manager (understands the business units they support, partners to provide effective digital solutions, and actively manages the relationship with their customers)
- Strong written and verbal communications skills
- Project and budget management skills
- Contract and vendor pricing negotiations

Target Areas for Recruitment

- Mid-career L.A. City employees with technical skills and leadership aptitude
- Private sector employees with IT leadership experience, especially in government

By acknowledging and tailoring our recruitment, development, and retention to the four distinct employee groups listed above, the City of Los Angeles will be much more effective in attracting the tech talent needed to deliver world-class, easy-to-use technology to the public.

A NEW ERA OF RECRUITING & HIRING TECHNOLOGY TALENT

Applying the Digital Talent Management Framework

In the following playbook, the City of Los Angeles is leveraging key components of the Digital Talent Management Framework developed by Gartner Consulting. Through the course of this effort, the Information Technology Agency is:

1. Integrating I.T. workforce planning with our I.T. strategic planning, including engaging key stakeholders in identifying and prioritizing shifts in the roles and skills required to execute digital strategy now and into the future
2. Applying a holistic approach to building workforce capabilities through the Workforce Lifecycle of recruitment, development, retention, and succession.

The playbook lists key objectives around each of the four phases in the Workforce Lifecycle.



By making improvements across the entire I.T. employee lifecycle (from recruitment to succession), the City of Los Angeles is targeting a holistic approach to acquiring and retaining quality I.T. employees. Of course, this starts with a fundamental question of what value the City of Los Angeles has to offer an I.T. job prospect (aka the Employee Value Proposition).

Our New Employee Value Proposition (EVP) for Tech Talent

An Employee Value Proposition (EVP) is the value an employer offers to employees in exchange for the value they bring to the employer. In other words, the compensation, benefits, and work experience the City of Los Angeles can offer to a potential I.T. employee for the skills, experience, and qualities they bring to the job. Fundamentally, this is more than just the paycheck. As evidenced in the ‘Our Technology Talent Dilemma’ section on page 7, there are at least sixteen factors with above average importance that employees consider when going to or leaving a job. Seven of those factors have above average importance with below average levels of satisfaction. Compensation, while important, is only one of the seven. The Great Resignation (aka Great Reflection) has been uniquely defined by a U.S. workforce that is reconsidering their career choices and quality of life. For the City of Los Angeles to compete for high quality, diverse I.T. talent, it needs to clearly communicate its total value to job prospects through a clear Employee Value Proposition.

When asked, L.A. City employees and managers provide a variety of answers as to what value the City of Los Angeles provides to them. The following is a list of the various factors that they have mentioned.

Attraction Drivers Given By L.A. City Employees (alphabetical)

- | | | |
|---|---|---|
| <ul style="list-style-type: none">• Enjoy challenges• Enjoy teamwork• Feel creative• Feel fulfilled• Feel important | <ul style="list-style-type: none">• Feel trusted• Feel valued• Good atmosphere• Good hours• Good location | <ul style="list-style-type: none">• Good supervisor• Learn new things• Paycheck• Socialize with others• Stability |
|---|---|---|

This list of fifteen drivers is valuable, but does not lend to a clear and concise value proposition for recruitment purposes. To identify key elements for an Employee Value Proposition that can be clearly communicated to job prospects, the Information Technology Agency conducted an analysis of best practice research, previous employee surveys, and exit interview results. In addition, we conducted discussions with diverse groups of high performing employees, discussions with other City of Los Angeles departments, and other local government organizations.

The following are the key elements identified for our Employee Value Proposition:



1. **Quality of Life** - The City of Los Angeles offers superior work-life balance, work schedules, and amenities compared to other employers.
2. **Good Pay** - The City of Los Angeles is one of the highest paying government organizations in the United States with compensations on par with many private sector companies, especially if you include benefits and a defined-benefit retirement plan.
3. **Training & Learning Opportunities** - The City of Los Angeles invests in and empowers employees to work on mission critical systems touching over four million residents, five-hundred thousand businesses, and forty-eight million visitors. Employees have promotional opportunities across dozens of departments and I.T. job classifications.
4. **Stability** - The City of Los Angeles is public-funded and rarely affected by the various market forces that drive employee layoffs in private sector tech companies. The City of Los Angeles uniquely offers job security in an increasingly unstable world.

The four key areas listed above offer a compelling competitive advantage for the City of Los Angeles in the areas of I.T. recruitment. These four elements have additionally been summarized into a concise tagline that can be leveraged in our recruitment materials:

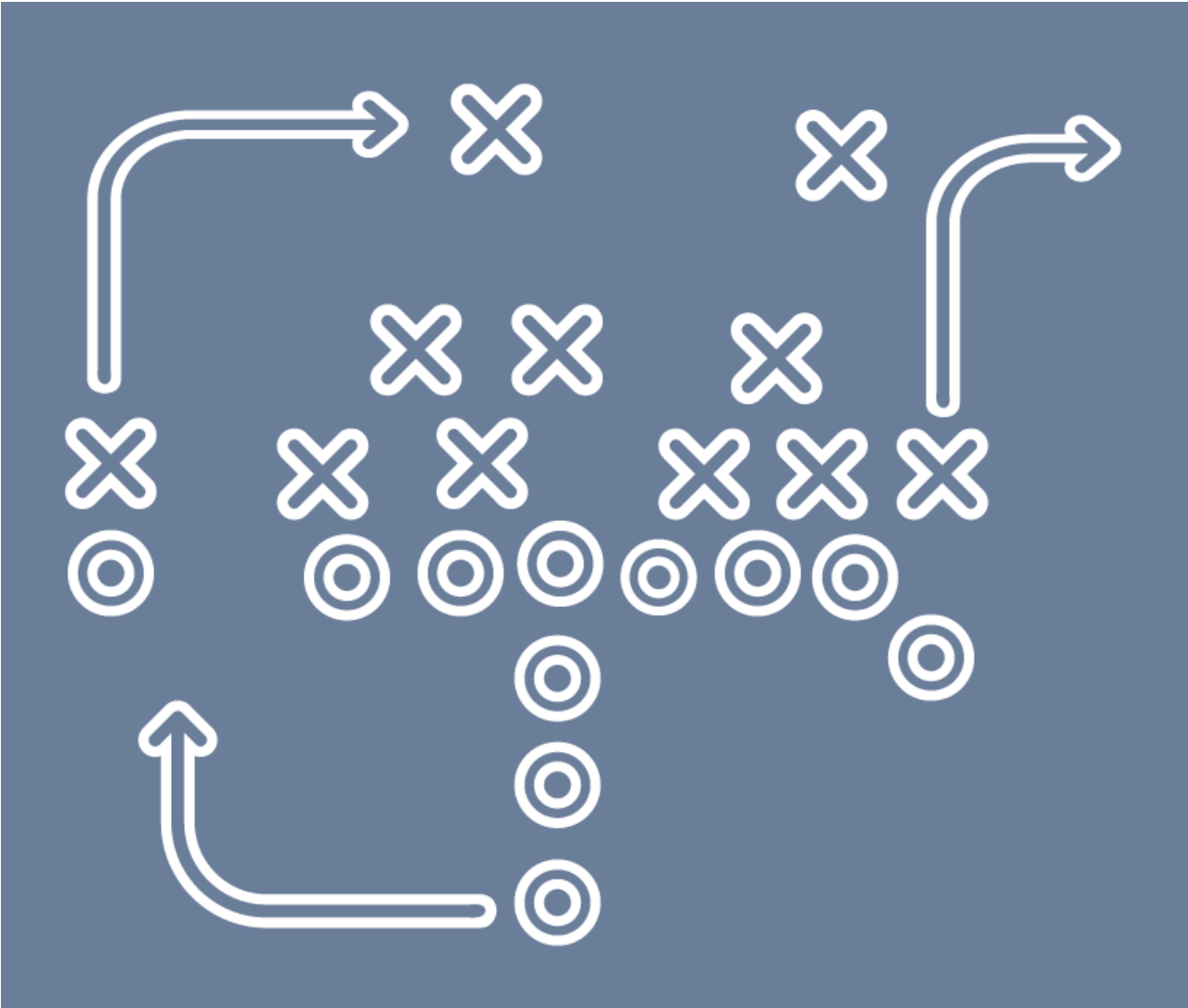


Come join the City of Los Angeles where you can grow your career, earn good pay, make a difference, and get the quality of life few can offer.



By understanding our technology talent dilemma, our strategic drivers for tech talent, and our compelling new Employee Value Proposition, the City of Los Angeles is positioned to effectively attract, develop, and retain the I.T. talent needed to deliver world-class, easy-to-use technology to the public. The Los Angeles I.T. Workforce Playbook below explains our approach to doing this.

LOS ANGELES I.T. WORKFORCE PLAYBOOK



THE LOS ANGELES I.T. WORKFORCE PLAYBOOK

The Information Technology Agency, with assistance from I.T. managers across the City of Los Angeles, is committed to the following efforts in the Los Angeles I.T. Workforce Playbook to dramatically improve the recruitment, development, retention, and succession of critical I.T. staff at the City of Los Angeles.

Lifecycle Phase #1 - Employee Recruitment Initiatives

Recruitment involves finding job candidates, assessing their qualifications, selecting the best candidate, and hiring them into an open position. The purpose of recruitment is not to simply “sell” candidates on our jobs, but to thoroughly educate job prospects on the nature of the work, the customers we serve, the culture of our organization, and the various benefits of working for the City of Los Angeles. This ensures that job prospects both understand what they are competing for and fit well with the employee value proposition that we offer. In other words, the City of Los Angeles needs to concisely and effectively communicate who we are, what it means to work here, and what we do.

The following are key L.A. City initiatives that will greatly improve our recruitment of I.T. workers:

Objective 1A - Establish I.T. Recruitment Event Calendar by March 2023

I.T. recruitment is at the heart of this playbook. While historically the City of Los Angeles has relied on applicants proactively pursuing City jobs, we are in a new era that requires the proactive recruitment of qualified job candidates by the City. The I.T. Recruitment Event Calendar will be developed through the Information Technology Policy Committee (ITPC) and will focus on the following:

- Events that target one or more of the four I.T. employee personas we need (Emerging Technology Architects, Modern System Developers, Heritage System Experts, and Flexible Technology Leaders). These events can include:
 - College Campus Recruitment Events
 - Local Job Fairs

- Local Technology Conferences
- Hackathons
- Diversity Seminars and Targeted Recruitment Events (e.g. Veterans)
- Coding Academies
- Public Safety Job Fairs, etc.
- Events that target the types of job prospects that can flourish in an enterprise government technology environment.
- A variety in the types of events to ensure important racial and gender diversity in our job prospects.
- Events where a cross-department team of volunteers can participate during their normal work hours (or staggered shifts) since recruitment funding for dedicated recruiters is minimal.
- Events where City of Los Angeles participants can use tools and materials developed with our new Employee Value Proposition described above.

The Information Technology Agency, with the assistance of other departments in the Information Technology Policy Committee (ITPC), will develop an I.T. Recruitment Event Calendar identifying and participating in key recruitment events throughout the year to attract a diverse, qualified list of job prospects by March 2023.

Objective 1B - Develop I.T. Recruitment Tools & Website by June 2023

Effective I.T. recruitment requires digital and in-person tools. Social media, websites, and recruitment videos play a critical role alongside job fair booths, handouts, and handshakes. The Information Technology Agency and Personnel Department, with input from the Information Technology Policy Committee (ITPC), will develop an initial set of recruitment tools, as well as a website for the recruitment of I.T. positions. This can include, but is not limited to, the following:

- Job fair handouts by key job classifications
- Postings on high-traffic online job boards
- Social media campaign content for City of Los Angeles I.T. positions

- A website that includes information about the City of Los Angeles, our technology stacks/tools used, I.T. position descriptions, I.T. project highlights, steps to becoming a City employee, compelling benefits of working for the City, IT exams coming up, positions open, etc.

The Information Technology Agency and Personnel Department, with input from other departments in the Information Technology Policy Committee (ITPC), will develop I.T. Recruitment Tools and a website to support recruitment events and attract job prospects by June 2023.

Objective 1C - Modernize I.T. Classifications (Positions) by September 2023

The City of Los Angeles utilizes a civil service hiring process where employees compete for a ranking on a job classification list and are then interviewed for specific job positions when they become open. It is critical for the City of Los Angeles to modernize its I.T. classifications, with modern requirements and descriptions, to ensure job prospects can understand the nature of the job classification and compete for those that they qualify for. For example, the City of Los Angeles historically utilizes the Communications Electrician classification as Data Network Technicians and Systems Programmers as Systems Administrators. Job candidates frequently misunderstand or misapply for job classifications simply because they are not comparable to modern I.T. job positions in other governments or the private sector.

The Information Technology Agency, in partnership with other departments in the Information Technology Policy Committee (ITPC), will work with the Personnel Department to modernize I.T. Classification names and descriptions to ensure easy-to-understand position titles with modern position duties for our job prospects by September 2023.

Objective 1D - Reinvent Civil Service Testing by December 2023

The City of Los Angeles civil service hiring process requires examination of job prospects to place them onto a list before offering them the interview for specific job positions in City departments. While changing this civil service examination can require changes to L.A. City Charter, simplifying the process using technology can be a transformative method to accelerate hiring while maintaining civil service safeguards. For example, 'Anytime, Anywhere Testing' has been an ITA proposed

method to convert civil service examinations from multi-month written exams and interviews offered once every two years into a daily, online examination that instantly places qualified candidates onto lists for City departments to immediately interview and hire. Some other City jobs have held job interviews on college campuses with job offers on the spot. These types of hiring process improvements are essential for the City of Los Angeles to compete for highly qualified I.T. job candidates in an increasingly competitive world.

The Information Technology Agency, in partnership with other departments in the Information Technology Policy Committee (ITPC), will work with the Personnel Department to reinvent civil service testing using technology to accelerate civil service hiring lists while maintaining essential civil service safeguards by December 2023.

Lifecycle Phase #2 - Employee Development Initiatives

Development is the process of improving I.T. employee skills while developing new skills valuable to the digital goals of the City of Los Angeles. Employee development is more than just learning a new software, security method, system, protocol, or programming language. Employee development includes soft skills, such as customer communications, conflict resolution, cultural awareness, and supervision. To develop these skills, it is critical for the City of Los Angeles to identify the high-value skills to be developed by I.T. classification (i.e. Communications Electricians perform different duties than Database Architects). Objective 2B incorporates these high-value skills into an annual I.T. training calendar where I.T. employees from throughout the City of Los Angeles can take advantage of in-person and virtual training. Lastly, through our analysis, supervisors, more than organizations, play the biggest role in an employee's work environment and development. Therefore, we include Objective 2C for developing supervisor resources to facilitate employee development in all three phases of an employee's career (early, mid, and late-stage). For example, early-career employees are often gaining their technical acumen, while mid-career employees may be seeking leadership skills, and late-career employees may consider job rotation or mentorship opportunities.

In a world of changing technology and evolving best practices, it is critical for I.T. employees to have opportunities to grow, adapt, and transform their skills and careers for the good of the employee and the City of Los Angeles. The following

are key L.A. City initiatives that will greatly improve the development and skills of City of Los Angeles I.T. workers:

Objective 2A - Identify High-Value IT Skills to Develop by April 2023

I.T. employees uniquely need to periodically upgrade their skills as the technologies they support are constantly modernizing. Towards this end, the City of Los Angeles will identify the high-value I.T. skills for each job classification to ensure that training opportunities develop the critical skills needed by the City of Los Angeles to best serve its customers. If not, training opportunities may continue to build older, legacy skills that add little value to the City of Los Angeles and the promotional opportunities of our I.T. employees.

The Information Technology Agency, in partnership with other departments in the Information Technology Policy Committee (ITPC), will work to develop succinct lists of high-value skills for each I.T. classification as a guide for training and developing the critical skills needed by the City of Los Angeles by April 2023.

Objective 2B - Establish I.T. Training Event Calendar by July 2023

With the high-value I.T. skills identified by classification (see Objective 1A), the City of Los Angeles can then establish an I.T. Employee & Manager Training Event Calendar with periodic training opportunities to grow and develop these skills. Where possible, these training events would be offered citywide for all I.T. employees, supervisors, and managers to participate, regardless of department. Training courses would be available across a variety of topics, developing employees in each of the four IT. employee personas. Self-paced IT training libraries, such as Codecademy, Udemy, or A Cloud Guru, can also be made available to IT staff based on department funding. In addition, training events can include open houses or other in-person events to expose employees and managers to different technology fields and job types (e.g. the ITA Data Center in City Hall East, the Integrated Security Operations Center, Piper Tech Communications Shop, Van Nuys Avionics, L.A.'s Emergency Operations Center, etc).

The Information Technology Agency, with the assistance of other departments in the Information Technology Policy Committee (ITPC), will develop an I.T. Employee Training Event Calendar with periodic training opportunities to develop high-value I.T. skills and expose staff to various technologies throughout the year by July 2023.

Objective 2C - Develop Supervisor Toolkits by Career Stage by October 2023

Most of us remember what it was like to work for a great (and not so great) supervisor. In fact, the quality of your supervisor is one of the most important factors in keeping or leaving a job. So, it is important for the City of Los Angeles I.T. leaders to be the great supervisors that our I.T. staff deserve. Towards this end, the City of Los Angeles should develop key resources for I.T. supervisors to make them effective, especially as employees transition between the three career stages. Through our research, we identified three major phases in an employee's career (early, mid, and late-stage). Early-career employees (typically first two years working for the City of L.A.) are forming their opinions about the City of Los Angeles. They are learning good (and bad) habits that they will carry through their career and are most vulnerable to leaving for another employer. Supervisor resources should facilitate effective onboarding, development, and engagement of these employees. Typically, these employees are looking to build their technical acumen in their field (communications, media, programming, infrastructure, etc). Mid-career employees (five to ten years into their L.A. City career) have developed technical acumen and are deciding between supervisory roles or advanced technical ones. Supervisor resources should facilitate employees in evaluating their job opportunities through career ladders, gaining supervisory skills, or developing advanced technical skills. Late-career employees (fifteen or more years) often have well developed technical or supervisory skills and are looking for additional opportunities to try something different or make a larger impression in their field. Supervisor resources should facilitate employees in job rotation to another field or opportunities to make a larger impact in their existing field (e.g. large software project, mentorship opportunities, etc).

The Information Technology Agency, in partnership with other departments in the Information Technology Policy Committee (ITPC), will work to develop I.T. supervisor career toolkits by I.T. employee career stage to assist supervisors in developing I.T. employees throughout their career by October 2023.

Lifecycle Phase #3 - Employee Retention Initiatives

Retention are the practices the City of Los Angeles takes to retain I.T. staff to minimize employee turnover and maximize the investments made in employee recruitment and development. According to Gallup, employee turnover costs U.S. organizations \$1 Trillion a year in turnover costs. In addition to the cost, employee

turnover results in reduced service-levels, low productivity, and even low morale. We cannot control the choices our employees make, however, we can incentivize the City of Los Angeles I.T. employees with growth opportunities and an engaging work environment. Objective 3A encourages employee group activities to improve the work environment, engagement, and social connections between employees. This has been especially important in an era of hybrid telework and the social disconnection that can result from persistent virtual meetings. Objective 3B works to modernize the I.T. career ladders to ensure promotional opportunities and the ability for all qualified employees to compete. Objective 3C seeks to resolve a fundamental employee retention issue at the City of Los Angeles, the pay disparity between L.A. Department of Water & Power (LADWP) employees and the other 44 City departments. Disparity in pay between the LADWP and the rest of the City of Los Angeles creates an ongoing crisis with little benefit to all parties involved.

The following are key L.A. City initiatives that will greatly improve the retention of City of Los Angeles I.T. workers:

Objective 3A - Establish I.T. Employee Activities Calendar by March 2023

Employee engagement is the emotional connection that an employee has with their work, the organization, and its goals. As any Human Resources specialist will tell you, employee engagement is arguably the most important factor in good morale, productivity, and long-term retention. Proactive steps to connect employees with the work they do and the teams they do it with becomes paramount. In a world of hybrid telework, employee engagement has become even more difficult. Through this plan, the Information Technology Agency and partner departments will establish an I.T. Employee Activities Calendar with periodic social and group opportunities to promote employee engagement and better connect teams.

The Information Technology Agency, with the assistance of other departments in the Information Technology Policy Committee (ITPC), will develop an I.T. Employee Activities Calendar with periodic social and group opportunities to connect teams and their work by March 2023.

Objective 3B - Modernize I.T. Career Ladders by October 2023

The City of Los Angeles utilizes a civil service hiring process where employees and job prospects pursue “open” (available to all candidates) and “promotional”

(available to current City employees) opportunities. Existing job classifications have career ladders of advancement increasing responsibility, duties, and pay. However, the changes in job classifications and consolidations of positions over the years has resulted in civil service positions with limited career ladders and promotional opportunity. It is critical for the City of Los Angeles to modernize its I.T. Career Ladders to ensure wide competition and promotional opportunities for employees. Flexible career ladders do not ensure promotion (that is competed for through testing and interview processes for each position), but they allow more qualified candidates to compete for promotional opportunities, improving the motivation and engagement of employees during their career.

The Information Technology Agency, in partnership with other departments in the Information Technology Policy Committee (ITPC), will work with the Personnel Department to modernize I.T. Career Ladder structures to promote wider competition and promotional opportunities by October 2023.

Objective 3C - Pursue Pay Parity with LADWP by April 2024

Compensation for City of Los Angeles employees is set citywide based on classification (job position) and step (time in that job). Unfortunately, the Los Angeles Department of Water and Power (LADWP) is the only department (among 45 departments) that is allowed to set their own compensation schedules. As such, LADWP has a number of job classifications with higher pay than comparable positions in all of the other departments. It is impossible to effectively recruit, develop, and retain City of Los Angeles I.T. employees across City departments when a single department is offering higher compensation for the same work. The City of Los Angeles must work to resolve this ongoing pay disparity issue.

The Information Technology Agency, in partnership with other departments in the Information Technology Policy Committee (ITPC), will work with the City Administrative Office and relevant labor unions to resolve the LADWP pay disparity to promote I.T. employee retention by April 2024.

Lifecycle Phase #4 - Employee Succession Planning Initiatives

Succession planning is the process of ensuring the knowledge transfer and talent pipeline to fill critical roles if they are vacated. While most City of Los Angeles positions adhere to a competitive civil service selection process (as opposed to the

“grooming” candidates that can happen in the private sector), the Information Technology Agency has identified key steps that can greatly improve the succession planning process as employees leave positions and new employees are expected to maintain critical operations. Objective 4A seeks to establish a network of I.T. retirees that are available for temporary service using the City of Los Angeles 90-day contract process. These experienced retirees are often capable of temporarily stabilizing department operations and training new employees in their roles. Objective 4B utilizes our existing ServiceNow (SNow) IT Service Management software to build and maintain a knowledge base of issues and resolutions. This has proven to be an effective method of maintaining proprietary technical knowledge during the transition of staff.

The following are key L.A. City initiatives that will greatly improve the succession planning of City of Los Angeles I.T. workers:

Objective 4A - Build Network of I.T. Retirees for 120-day Contracts by June 2023

City of Los Angeles retirees have typically gathered decades of experience across multiple City departments and can be a highly effective solution for department succession planning issues. Unlike contractors, retirees bring a deep familiarity with City processes and systems. As retirees, they are often not looking for long-term employment, but have an appreciation for intermittent work to supplement their earnings and routine. As recent late-career professionals, they often have the experience and demeanor to mentor and train new employees in their roles. Utilizing the existing 120-day contract process is a substantial tool for departments facing succession planning challenges.

The Information Technology Agency, in partnership with the Personnel Department, will work to establish a list of I.T. employee retirees with an interest in 120-day contracts by June 2023.

Objective 4B - Establish ServiceNow Knowledge Base by August 2023

ServiceNow is an industry-leading IT service management solution used to implement and maintain I.T. services to customers. One of ServiceNow’s (aka SNow) strengths is its ability to record customer issues and I.T. staff solutions in an easy-to-search knowledge base, allowing new I.T. employees a database of known solutions. Departments like the Information Technology Agency record over 53,000 issues per year, providing a fantastic database of institutional knowledge for

inexperienced new staff. The effective use of SNow as a knowledge base for I.T. troubleshooting is another effective means to reduce the impact of staff loss for organizations that utilize it.

The Information Technology Agency, in partnership with other departments in the Information Technology Policy Committee (ITPC), will work to make a ServiceNow Knowledge Base of issues and solutions available to I.T. staff across the City of Los Angeles by August 2023.

I.T. Workforce Plan - Summary of Key Milestones

	2023											2024
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Apr	
Objective 1A: Establish I.T. Recruitment Event Calendar	█											
Objective 3A: Establish I.T. Employee Activities Calendar	█											
Objective 2A: Identify High-Value IT Skills to Develop		█										
Objective 1B: Develop I.T. Recruitment Tools & Website				█								
Objective 4A: Build Network of I.T. Retirees for 120-day Contracts				█								
Objective 2B: Establish I.T. Training Event Calendar					█							
Objective 4B: Establish ServiceNow Knowledge Base						█						
Objective 1C: Modernize I.T. Classifications (Positions)							█					
Objective 2C: Develop Supervisor Toolkits Career Stage								█				
Objective 3B: Modernize I.T. Career Ladders								█				
Objective 1D: Reinvent Civil Service Testing									█			
Objective 3C: Pursue Pay Parity with LADWP											█	

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We acknowledge the 150+ technologists in our Information Technology Policy Committee (ITPC) from all City of L.A. departments who work diligently to recruit, develop, and retain great I.T. talent across the City of Los Angeles.

City of Los Angeles Departments

Aging	Harbor
Airports	Housing Authority
Animal Services	Los Angeles Housing Department
Building & Safety	Information Technology Agency
Cannabis Regulation	Library
Chief Legislative Analyst	LA City Employee Retirement System (LACERS)
City Administrative Officer	Mayor's Office
City Attorney	Neighborhood Empowerment
City Clerk	Office of Public Accountability
Civil & Human Rights	Personnel
Community Investment for Families	City Planning
Controller's Office	Los Angeles Police Department
Convention & Tourism Development	Board of Public Works
Cultural Affairs	Public Works, Bureau of Contract Administration
Disability	Public Works, Bureau of Engineering
Economic & Workforce Development	Public Works, Bureau of Sanitation
El Pueblo de Los Angeles	Public Works, Bureau of Street Lighting
Emergency Management	Public Works, Bureau of Street Services
Employee Relations Board	Recreation & Parks
City Ethics Commission	Transportation
Office of Finance	Water and Power
Los Angeles City Fire Department	Youth Development
Fire and Police Pensions	Zoo
General Services	

*This concludes the City of Los Angeles I.T. Workforce Plan.
For more information, please visit ITA.LACity.org*