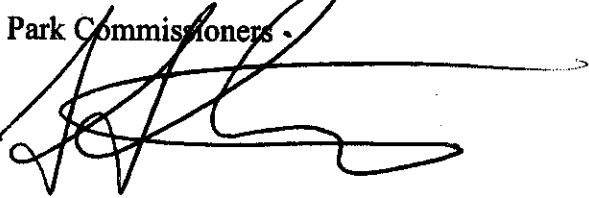


FOR INFORMATION ONLY

**CITY OF LOS ANGELES
Department of Recreation and Parks**

January 21, 2004

TO: Board of Recreation and Park Commissioners

FROM: George Stigile
Acting General Manager 

SUBJECT: Impact of Filling Forty (40) Maintenance Positions Currently Filled by Acting Supervisors

At the meeting of December 10, 2003, the General Manager of Service Employees International Union (SEIU) Local 347 addressed the Board in public comments and expressed concern over members who have been "acting" in maintenance supervisor positions for extended periods.

In the attached letter dated January 2, 2004, the General Manager requested the Mayor and the Council President to consider exempting positions that are critical to Department operations from the hard hiring freeze, including 40 park maintenance positions being filled in an acting capacity.

On January 7, 2004, the attached informational report on this matter was presented to the Board. At that time, the Board requested staff to report back on the necessity of having acting maintenance supervisors, the impact that would result from eliminating the acting maintenance supervisors, and the cost of appointing individuals to fill the 40 positions that are currently being filled by acting maintenance supervisors.

The Department of Recreation and Parks (RAP) is authorized 196 Senior Gardener positions; 24 of these positions are currently being filled by Gardener Caretakers acting in the capacity of Senior Gardeners.

RAP is authorized 36 Park Maintenance Supervisor positions; 15 of these positions are currently being filled by Senior Gardeners acting in the capacity of Park Maintenance Supervisors.

RAP is authorized 8 Senior Park Maintenance Supervisor positions, 1 of which is currently being filled by a Park Maintenance Supervisor who is acting in the capacity of Senior Park Maintenance Supervisor.

The high vacancy level resulting from a prolonged hiring freeze has taken a toll on staffing and forced RAP to give employees acting assignments as a means of ensuring a minimal level of supervision. At this point, acting supervisors have become essential to maintaining the productivity, efficiency, and safety of our workforce.

RAP is authorized 497 Gardener Caretaker positions. Senior Gardeners are working supervisors assigned to a large regional park or to a cluster of multiple smaller parks. They normally are responsible for directly supervising Gardener Caretakers and Special Program Assistants (as-needed staff) who maintain the parks and facilities. The acting supervisors are performing all customary Senior Gardener duties, including interfacing with the public, directing and reviewing the work of line maintenance employees, providing on-the-job training, ensuring that subordinates adhere to safety rules and guidelines, monitoring work progress, evaluating employee performance, and recommending appropriate disciplinary action when warranted. A lack of adequate supervision at this level would decrease contact with the public, have a negative effect on productivity, increase RAP's risk or liability exposure, and negatively affect the ongoing effort to mitigate Workers' Compensation costs incurred by RAP maintenance employees.

Park Maintenance Supervisors are responsible for a maintenance district and Senior Park Maintenance Supervisors are responsible for areas containing multiple maintenance districts. Senior Gardeners report to a Park Maintenance Supervisor. Park Maintenance Supervisors report to a Senior Park Maintenance Supervisor.

There are at least several compelling reasons for filling these supervisory positions via regular appointments. "Morale" is one reason. Many of these employees have taken the civil service exam and are on the eligible list for the position they are acting in; these employees have become frustrated at not being able to be considered for a "regular" appointment and at the prospect of having to take the exam again and again. And, while applicable collective bargaining agreements provide RAP with the ability to confer acting pay amounting to 5.5% in additional income, for the majority of the employees that additional income is neither considered "final compensation" (meaning it is not counted for the purposes of calculating retirement income) nor is it paid when the employee is off work on compensated time.

"Productivity" is another reason. Acting supervisors have reported that they do not feel they are always accorded the respect of their acting assignment; in a few cases subordinates have challenged the direction of acting supervisors saying that they are not "real" supervisors. In addition, the effectiveness of acting supervisors in employee relations matters may be limited when acting supervisors feel uncomfortable recommending discipline against individuals who still regard them as peers.

"Cost" or financial impact is the final reason. The difference between the compensation these employees are already receiving for being assigned additional responsibilities and the cost of making regular appointments to positions whose work is currently being accomplished by acting supervisors is not as significant as one might expect. Faith Mok, the Finance Director, has calculated that the cost for the remainder of the fiscal year to fill the acting maintenance positions would amount to approximately \$30,000. And, the cost of eliminating all acting supervisory positions, including the acting recreation supervisors, would amount to approximately \$40,000.

Acting assignments were never meant to be indefinite. It is an artificial construct of the prolonged hiring freeze that some employees have been acting supervisors for so long. To further good labor relations with SEIU Local 347 and for the aforementioned reasons, it would benefit RAP to resolve this matter. However, it must be acknowledged that these acting positions were not the sole positions addressed in the January 2, 2004 letter referred to at the beginning of this report. And, if the Mayor and Council wish us to offer the recreation programs during spring break and this summer that RAP has offered in past years, it is critical that RAP have the ability to hire into the 32 as-needed classifications that the General Manager also asked be exempted from the hiring freeze. Staff is concerned that the Mayor and Council be fully cognizant that staffing plans necessary for the opening of RAP swimming pools must be formulated well in advance of the summer season. RAP must have the ability to hire into the as-needed classifications by next month if it is to conduct its customary recreation programs this spring break. And, hiring approval granted after next month will impair, and possibly jeopardize, RAP's ability to open swimming pools this summer.

Prepared by Harold T. Fujita.

Attachments

ATTACHMENT A

**BOARD OF RECREATION AND
PARK COMMISSIONERS**

MIKE ROOS
PRESIDENT

CHRISTOPHER C. PAK
VICE-PRESIDENT

CHRISTOPHER W. HAMMOND
CHRISTINA SANCHEZ-CAMINO
LISA SPECHT

CITY OF LOS ANGELES
CALIFORNIA



JAMES K. HAHN
MAYOR

**DEPARTMENT OF
RECREATION AND PARKS**
200 N. MAIN STREET
13TH FLOOR
LOS ANGELES, CA 90012

(213) 473-8833
FAX - (213) 978-0014

MANUEL A. MOLLINEDO
GENERAL MANAGER

January 2, 2004

Honorable James K. Hahn
Mayor
City of Los Angeles
City Hall Room 300

Honorable Alex Padilla, President
City Council
City of Los Angeles
City Hall Room 465

Dear Mayor Hahn and Council President Padilla:

On behalf of the Department of Recreation and Parks, I request that you consider selective exemptions to the hard hiring freeze on certain specific classes and positions in order that the Department may continue its baseline services to the people of Los Angeles.

I am mindful of the serious budgetary constraints facing the City, including cuts in this year's budget of the Department that will likely result in a one-time transfer of several million dollars from our general salaries account. However the grave vacancy problems in the Department are destructive to morale and compromise our ability to provide service as expected. We will continue to accrue full-time salary savings because of our 22% vacancy rate, and transfers to the salaries-as-needed account recently approved by the Board of Commissioners give sufficient funds for our projected part-time employee needs. I believe that the Department will generate sufficient savings to allow consideration of exemptions from the hard hiring freeze as follows.

- Exempt one position of Assistant General Manager, Class Code 9241, as the Department has only one filled position, out of three funded positions and five positions utilized in the past. The Department is too large, and the scope of work too complex, to handle without a sufficient management team.
- Exempt all intermittent positions paid out of Account No. 1100 - Hiring Hall Salaries. Funds for work performed by hiring hall are entirely special funds such as revenue from operations or grants, transferred to Account 1100. The work performed by Hiring Hall staff is necessary to sustain revenue operations or fulfill grant obligations.

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BOARD OF RECREATION
AND PARK COMMISSIONERS

Honorable James K. Hahn

Honorable Alex Padilla

January 2, 2004

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- Exempt the following full-time positions necessary to provide public safety, to meet clean water regulatory requirements, or to meet State child care licensing requirements.

<u>Code</u>	<u>Classification</u>
2423-3	Aquatic Facility Manager III
2490-2	Child Care Associate II
2491	Child Care Center Director
1461-3	Communications Operator III
3585	Motor Sweeper Operator
1966	Park Ranger
1967-1	Senior Park Ranger I
1967-2	Senior Park Ranger II

- Exempt the following full-time positions which are currently filled in an acting capacity and for which the employees already receive acting or other compensatory pay, and therefore will have negligible impact on the Department's budget.

<u>Code</u>	<u>Classification</u>	<u>No.</u>
3145	Park Maintenance Supervisor	15
2464-1	Principal Rec Supervisor I	1
2464-2	Principal Rec Supervisor II	2
2434	Recreation Facility Director	18
2460	Recreation Supervisor	4
3143	Senior Gardener	24
2446-1	Senior Recreation Director I	14
2446-2	Senior Recreation Director II	4
3146	Senior Park Mtce Supervisor	1

- Exempt the following 32 as-needed positions from the hiring freeze. Without these positions the Department will not be able to open swimming pools or summer camps, provide day camps for children out of school, or sustain our revenue programs.

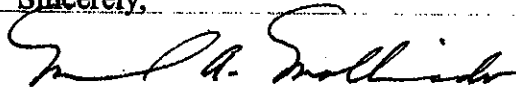
<u>Code</u>	<u>Classification</u>
1535-1	Administrative Intern I
1535-2	Administrative Intern II
2418H	Assistant Park Services Attendant II
2421	Camp Counselor
2490-1	Child Care Associate I
1358H	Clerk Typist
3364-1H	Cook I
0835	Day Camp Director
1121-1	Delivery Driver I
2476	Lifeguard Recruit
0844H	Locker Room Attendant
2401	Museum Guide
0848	Observatory Lecturer

Honorable James K. Hahn
Honorable Alex Padilla
January 2, 2004
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<u>Code</u>	<u>Classification</u>
0834	Park Activity Monitor
2420-1H	Patrol Lifeguard I
2413H	Pool Lifeguard
1550	Program Aide
2435	Recreation Aide
2498	Recreation Assistant
2441H	Recreation Assistant IV
2499	Recreation Instructor
2421	Residential Camp Counselor
2409-H	Seasonal Pool Manager I
2408-H	Seasonal Pool Manager II
3181-H	Security Officer
2427	Senior Residential Camp Counselor
2415H	Special Program Assistant II
2416H	Special Program Assistant III
1502	Student Professional Worker
1501	Student Worker
1131-1H	Swimming Pool Clerk I
1131-2H	Swimming Pool Clerk II

Thank you for considering these important hiring freeze exemption recommendations. If your staff members need any further information, please do not hesitate to contact Harold Fujita of the Department's Human Resources Division at 473-6954 or Faith Mok of the Department's Finance Division at 473- 7035.

Sincerely,



MANUEL A. MOLLINEDO
General Manager

MAM/la

cc: ✓ Members of the Board of Recreation and Park Commissioners
Ronald F. Deaton, Chief Legislative Analyst
William T. Fujioka, City Administrative Officer
Barbara Sandoval, Deputy Mayor
George Stigile
Harold Fujita
Faith Mok
Robert Kadomatsu

ATTACHMENT B

FOR INFORMATION ONLY

**CITY OF LOS ANGELES
Department of Recreation and Parks**

January 7, 2003

TO: Board of Recreation and Park Commissioners
FROM: Manuel A. Mollinedo
General Manager
SUBJECT: Acting Maintenance Supervisor Positions

At the meeting of December 10, 2003, the General Manager of Service Employees International Union (SEIU) Local 347 addressed the Board in public comments and expressed concern over members who have been "acting" in supervisory positions for extended periods.

In both maintenance and recreation operations, the Department has numerous employees that have been designated as "acting" supervisors. This situation is the result of a hiring freeze that prevents us from filling positions as people leave. Staff reports that there are 39 employees acting as supervisors in maintenance positions. In accordance with the applicable collective bargaining agreement (Memorandum of Understanding or MOU), these employees are receiving acting pay or other lead bonus pay, typically amounting to 5.5% in additional pay, to compensate them for the extra responsibilities they are assigned. However, due to the hiring freeze these employees have not been able to compete for regular appointments to the supervisory positions they are filling on an acting basis. This has created a significant morale problem among these employees.

In July, I requested that 155 various maintenance positions be exempted from the hiring freeze. Approval of this request would have resolved a number of staffing problems, including allowing us to make regular appointments to the maintenance positions that are currently being filled by acting supervisors. That request was being processed by the CAO and, after considerable effort by staff to respond to requests for information, it appeared that the CAO would recommend approval of the request to the City Council. Upon Council approval of that request, it was my intent to ask for another exemption that would have allowed us to make regular appointments to the recreation positions that are currently being filled by acting supervisors, which number 46 according to staff reports.

Unfortunately, on December 17, 2003, the City Council approved a "harder" hiring freeze to address the City's anticipated fiscal crisis. Unfortunately, this action effectively killed any chance of addressing this matter in the immediate future.

I have directed staff to monitor this situation and to resolve it at the first available opportunity.