

PERSONNEL, AUDITS, AND HIRING COMMITTEE REPORT relative to the City's succession planning.

Recommendations for Council action pursuant to Motion (Blumenfield – McOsker – Hernandez):

1. INSTRUCT the Personnel Department, with the assistance of the City Administrative Officer (CAO) and Information Technology Agency, to further develop the recommendations within the Report attached to Council File No. 17-1098 and report with tools and trainings to enable City Departments to:
 - a. Formalize knowledge transfer processes and standard operating procedures.
 - b. Conduct needs analysis for process improvements.
 - c. Facilitate intra and inter-departmental meetings utilizing “design-thinking” and other solutions-based methodologies.
 - d. Adapt to operational changes and technological advancements.
 - e. Support the workforce development of youth into City service, and programs such as Targeted Local Hire and Bridge to Jobs.
 - f. Provide cross-training, mentorship, and job rotation opportunities.
 - g. Administer feedback surveys after trainings and exit surveys from employees.
 - h. Document/digitize essential information.
 - i. Reduce workflow and improve productivity.
2. INSTRUCT the Chief Legislative Analyst (CLA) to report back on additional recommendations to advance the implementation of the City's succession planning for the Future of Work and Council File No. 23-1020.

Fiscal Impact Statement: Neither the CAO nor the CLA has completed a financial analysis of this report.

Community Impact Statement: None submitted.

Summary:

On January 16, 2024, your Committee considered Motion (Blumenfield – McOsker – Hernandez) relative to the City’s succession planning. According to the Motion, the “Future of Work” in the City of Los Angeles is a projection of how work, workers and the workplace will evolve and adapt to future circumstances, and the June 26, 2023 Personnel Department’s “Overview of Submitted Succession Plans Report (Report),” Council File 17-1098, assesses the challenges, practices, and goals of the City in relation to the operational, organizational, and workforce changes the City is experiencing. With 31 percent of City employees under 40 years of age, and 30 percent of City employees having less than five years of service, and 48 percent with ten years or less, the strategic recruitment, retention, and training of the City’s workforce that harnesses the advancements in technology and supports the next generations entering into City service, will be key to the successful succession planning of the City.

“Knowledge transfer” is a process in which expert knowledge and expertise is shared with colleagues within an organization, and the City should continue to “implement an ongoing, continuous, and proactive Knowledge Transfer Strategy” (Recommendation No. 4 of the Report). The complexity and scale of operations to deliver services across the City, requires City Departments to retain institutional and specialized knowledge, and this City has benefitted from the dedication and expertise of long-serving employees who have been instrumental in shaping the Los Angeles of today.

With 42.4 percent of City employees 50 years or older, and nearly 30 percent of City employees eligible for retirement in Fiscal Year 2024-2025, processes to standardize and facilitate the transfer of institutional knowledge of valued City employees will require continued focus and funding. Investments into the tools and skills that enable the City workforce to improve City processes through leadership development, training, utilization of technology, fostering a culture of feedback and evaluation, and applying methodologies such as “design-thinking” and process mapping, will promote improvements to the delivery of City services and enable the City to adapt to the Future of Work. After consideration and having provided an opportunity for public comment, the Committee moved to recommend approval of the Motion. This matter is now submitted to Council for its consideration.

Respectfully Submitted,

Personnel, Audits, and Animal Welfare Committee

COUNCILMEMBER VOTE

McOSKER: YES

PADILLA: YES

SOTO-MARTINEZ: YES

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1/16/24

-NOT OFFICIAL UNTIL COUNCIL ACTS-