

BB

PERSONNEL, AUDITS & HIRING

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% of City employees under 40 years of age, and 30% of City employees having less than five years of service, and 48% with 10 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 #4 of 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% of City employees 50 years or older, and nearly 30% of City employees eligible for retirement next 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.

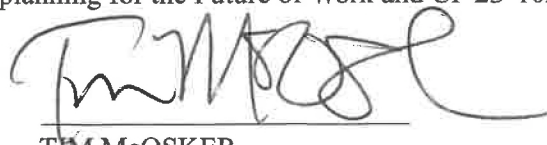
I THEREFORE MOVE to instruct the Personnel Department, with the assistance of the City Administrative Officer and Information Technology Agency, to further develop the recommendations within the Report attached to Council File 17-1098 and report back with tools and trainings to enable City departments to:

- Formalize knowledge transfer processes and standard operating procedures
- Conduct needs analysis for process improvements
- Facilitate intra and inter-departmental meetings utilizing “design-thinking” and other solutions-based methodologies
- Adapt to operational changes and technological advancements
- Support the workforce development of youth into City service, and programs such as Targeted Local Hire, Bridge to Jobs
- Provide cross-training, mentorship, and job rotation opportunities
- Administer feedback surveys after trainings and exit surveys from employees
- Document/digitize essential information
- Reduce workflow and improve productivity

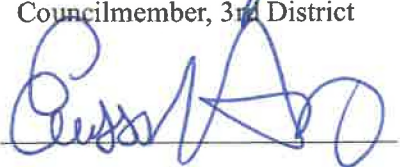
I FURTHER MOVE to instruct the Chief Legislative Analyst to report back on additional recommendations to advance the implementation of the City’s succession planning for the Future of Work and CF 23-1020.

PRESENTED BY:


BOB BLUMENFELD
Councilmember, 3rd District


TIM McOSKER
Councilmember, 15th District

SECONDED BY:



ORIGINAL

LCS 12 2023