

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

Recommendation for Council action:

NOTE and FILE the March 7, 2024 Personnel Department report relative to the City's succession planning.

Fiscal Impact Statement: Not applicable.

Community Impact Statement: None submitted.

Summary:

On March 19, 2024, your Committee considered a March 7, 2024 Personnel Department report relative to the City's succession planning. According to the Personnel Department, in the area of knowledge transfer/cross-training/mentorship/job rotation, according to responses collected for the FY 2023-2024 Equitable Workforce and Service Restoration Plan, 24 of 41 departments (59%) stated that they employ cross-training, 23 of 41 departments (56%) utilize job rotations/reassignments, and 10 of 41 departments (24%) use a mentorship program. The Personnel Department offers various opportunities for employees that will help prepare for future retirements, employee transfers, and new staff. These resources include an online Knowledge Transfer course, a Mentorship Program Template, and available training resources on the Cornerstone training platform. These are described in detail in the Personnel Department report.

As stated in the motion, with 30% of City employees having less than five years of service, departments need to ensure smooth transition of key roles and continuity of City services. Technology is fundamental in enhancing succession planning in organizations. In addition to identifying key roles (people) and developing knowledge transfer practices (processes), City Departments should leverage Citywide modern digital tools (technology) for meeting succession planning and transfer of knowledge challenges. Specifically, 13 key technologies were identified by the ITA, along with collaboration from other City departments, and have been recommended in the City of Los Angeles Digital Strategy, published on [ITA.LAcity.gov](https://ita.lacity.gov) (link), that if implemented, would dramatically improve City services and build a permanent foundation for a long-term, effective digital workforce and support departments' succession planning process. The ITA has published these technologies and been providing assistance to City Departments.

After consideration and having provided an opportunity for public comment, the Committee moved to continue the matter. Subsequently, on August 20, 2024, the Committee further considered this matter. Representatives from the Personnel Department presented an updated overview of the Personnel Department's report and answered questions from the Committee members. After further consideration and having

provided an opportunity for public comment, the Committee moved to note and file the Personnel Department report. This matter is now submitted to Council for its consideration.

Respectfully Submitted,

Personnel, Audits, and Animal Welfare Committee

COUNCILMEMBER VOTE

McOSKER: YES

SOTO-MARTINEZ: YES

PRICE: ABSENT

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8/20/24

-NOT OFFICIAL UNTIL COUNCIL ACTS-