

09-0995

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MOTION

PERSONNEL

The City of Los Angeles is one of the largest employers in the State of California, with more than 50,000 employees. Unlike other levels of government, who allocate the majority of their budgets in the form of grants for services or capital expenditures, the vast majority of the City's budget (over 80 percent) goes toward personnel costs.

The City Controller recently released an audit of the City's Personnel Department. One of the more interesting findings is that the City's workforce is older than the national average. With the City Council in the middle of the budget process this is an important observation that seems to support the idea of offering an early retirement plan.

Concerns have been raised that services would be too greatly affected if the City were to offer its older workers this option. While there is no doubt that losing some of our most knowledgeable and experienced workers would be difficult, our civilian unions are right that our first priority as policy makers needs to be to prevent layoffs to younger workers.

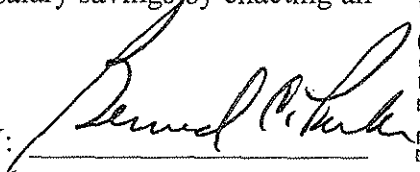
The Controller's report provides a number of helpful recommendations, many which may not be implementable in the next few years since they involve either the hiring process or would cost too much money to implement. Others that might be possible now because they have a low cost include improved training of employees and doing a strategic plan.

The Personnel Department used to have a Workforce Planning Unit that analyzed data from the retirement system to plan for vacancies and any potential burdens. This unit was eliminated in budget cuts last year so there is limited planning at this point. The efficiency of having at least a position focus on this should be explored. The audit makes the following recommendations to improve strategic planning and mitigate potential retirement burdens on the City's workforce:

- 1) Mayor and City Council should commit the necessary resources to allow Personnel and city departments to work together to develop, implement, and maintain workforce and succession planning strategies and activities, including identifying critical skills needed presently, conducting analyses, surveys and research needed to project future requirements, and anticipating gaps in leadership.
- 2) Personnel should develop, as part of succession planning efforts, training and mentoring programs to transfer institutional knowledge, critical skills, and expertise from retiring workers to new leaders and managers.
- 3) Personnel should work with the City's retirement systems to receive information and reports by classification and department on a regular basis related to projections of future retirements and ensure the information is analyzed and utilized within strategic planning efforts.
- 4) Personnel should develop regular and on-going processes to receive vacancy information, by classification and department, generated from the new position control module within PaySR and ensure the information is analyzed and utilized within strategic planning efforts.
- 5) Personnel should proactively and regularly work with client departments to identify current and future needs related to vacancies, transfers, retirements, and changing business needs and ensure information is analyzed and utilized within strategic planning efforts. Personnel should continue its related efforts to develop and implement a "Competency Model" program.

I THEREFORE MOVE that the CAO be requested to report back to Council on the Controller's recent audit of the Personnel Department and how the findings made in it might assist the City in developing our 2009-10 Budget, particularly the realization of 10% salary savings by enacting an early retirement option for eligible City workers.

PRESENTED BY: 
JOSE HUIZAR
Councilmember, 14th District

SECONDED BY: 

ORIGINAL

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