

CITY OF LOS ANGELES  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: February 11, 2020

To: The Mayor  
The City Council

From: Richard H. Llewellyn, Jr., City Administrative Officer



Subject: **INNOVATION AND PERFORMANCE COMMISSION RECOMMENDATION –  
KNOWLEDGE TRANSFER STUDY**

**RECOMMENDATIONS**

That the Council, subject to the approval of the Mayor:

1. Establish and appropriate a new appropriation account entitled Personnel Department – Knowledge Transfer Study in the amount of \$40,000 within the Innovation Fund No. 105/10 from the available cash balance of the Innovation Fund.
2. Transfer \$40,000 from the Innovation Fund 105/10, Account to be Established, Personnel Department – Knowledge Transfer Study to Fund 100/66 as follows:

<u>Fund/Dept.</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
100/66	006010	Office and Administrative	\$40,000

3. Instruct the Personnel Department to:
  - a. Separately track all encumbrances and expenditures of Innovation Fund monies so that unspent funds can be returned to the Innovation Fund at the end of the fiscal year;
  - b. Report to the Innovation and Performance Commission with an accounting of the funds, the lessons learned, and any obstacles faced; and,
  - c. Report to the Innovation and Performance Commission if, after the receipt of funds, the scope of the funded item differs from the scope approved for funding by the Mayor and the City Council.
4. Authorize the City Administrative Officer to make technical corrections as necessary to those transactions included in this report to implement Mayor and Council intentions.

## SUMMARY

The City Administrative Officer herewith transmits the recommendation of the Innovation and Performance Commission (IPC) to approve funding in the amount of \$40,000 from the IPC's Performance Evaluation Funds for the Personnel Department (Personnel) to evaluate the effectiveness of knowledge transfer methods utilized by City departments. Funding for this project is provided by additional funding of \$100,000 that was provided to the Innovation Fund in the 2019-20 Adopted Budget to enhance the IPC's ability to review, evaluate, and recognize the performance of City functions and departments. Please note, as with all IPC recommendations, this report presents the idea as submitted by the Department and approved by the IPC along with the necessary recommendations to implement the idea as presented. If the scope of the Innovation Fund item changes after the Department receives funding, the Department must return to the IPC to present the revised scope to the Commission to determine whether alternative recommendations are required.

The IPC recognizes that the City has a significant number of its employees who are eligible to retire in the near future. As a result, many City departments have acknowledged the important role that knowledge transfer has in supporting the continuity, effectiveness, and efficiency of City services. With appropriate knowledge transfer, as individuals retire, their knowledge applicable to programs, initiatives, and projects is not lost. The IPC is aware that various departments have implemented informal and formal knowledge transfer methods to address this issue, including, but not limited to, procedural manuals, meetings to share best practices, and mentoring programs. However, at present, the City as a whole may not have a firm grasp of which knowledge transfer methods are the most effective. Understanding the effectiveness and impact of these knowledge transfer methods is of paramount importance so that the City can continue to improve its responsiveness, efficiency, and quality of services.

To address this issue, the IPC has collaborated with Personnel to evaluate the effectiveness of current knowledge transfer programs and methods currently utilized by City departments. To initiate this project, on January 6, 2020, in accordance with the Mayor's Executive Directive No. 15, Personnel sent a notice to all General Managers and Department heads requesting departments prepare their required annual update to the department's Equitable Workforce and Service Restoration Plan. As part of the updated Plan submission, Personnel surveyed departments regarding current knowledge transfer methodologies. Working with the IPC, Personnel suggested it would be beneficial to not only survey and evaluate the methods of knowledge transfer within the City, but to also develop a knowledge transfer toolkit and associated knowledge transfer training for City departments. The goal of this toolkit and training is to ensure the City can support, utilize, and allocate resources toward those knowledge transfer methods that demonstrate the greatest effectiveness and impact for the City.

The IPC is recommending the authorization of \$40,000 of IPC Performance Evaluation Funds to engage Personnel to a) evaluate the effectiveness of current knowledge transfer methods utilized by City departments, and b) develop a toolkit and training materials necessary to disseminate effective knowledge transfer methodologies Citywide. Personnel will lead this endeavor and will roll it out in three phases, including research, toolkit development, and training. The \$40,000 will be used for costs associated with the project, which include supplies, materials, and software licenses for the development of the online toolkit. Personnel estimates it will take

nine months to complete this project and make the toolkit available to City departments. The IPC has requested that Personnel provide monthly progress updates to the Commission throughout the development and implementation of the project.

### **FISCAL IMPACT STATEMENT**

Approval of these recommendations will allocate \$40,000 of the remaining \$80,000 Performance Evaluation Funds 2019-20 available balance. The \$40,000 will be transferred to the Personnel Department to begin implementation of the project that has been approved by the Innovation and Performance Commission. In some cases, departments will incur ongoing costs.

### **FINANCIAL POLICIES STATEMENT**

The recommendations in this report comply with the City's Financial Policies in that one-time funds budgeted in the Innovation Fund will be used for one-time expenditures.

*RHL:BLS: 11200067*