

**COUNTY OF LOS ANGELES
QUALITY AND PRODUCTIVITY COMMISSION**

QUALITY AND PRODUCTIVITY COMMISSION POLICIES

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Administrative Policy Manual

Policy No.: 1.0

Approved: December 14, 2015

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Distribution: Commissioners

SUBJECT: COMMISSION OFFICERS

PURPOSE: To establish the titles and duties of the Officers of the Commission

OBJECTIVE: To implement the Commission's strategic direction, carry out Commission decisions, and ensure Commission operations and administration.

OFFICERS: The Officers of the Commission are the Chair, the First (1st) Vice Chair, and the Second (2nd) Vice Chair.

RESPONSIBILITIES:

1. The Officers of the Commission are responsible for:
 - a. Preparing agendas for Commission meetings
 - b. Ensuring implementation and evaluation of the strategic direction, decisions, policies, programs, and activities of the Commission
 - c. Addressing internal administrative, operational and programmatic matters such as expenditures, personnel, office arrangements, communications, and publications.

In fulfilling these duties, the Officers may consult with the Immediate Past Chair, Chairs Emeriti, Chair of the Productivity Managers Network (PMN), and the Executive Director.
2. In addition to the duties outlined in §1 above, the Chair shall:
 - a. Preside at all Commission meetings, provide executive leadership to the Commission, and serve as the Commission's primary representative and spokesperson
 - b. Review all Commission agendas, publications and other public documents prior to distribution, and review and sign all correspondence on behalf of the Commission
 - c. Serve as the primary liaison for the Commission to the Board of Supervisors, the Executive Office of the Board, the Chief Executive Office, Board Offices, Departments, related agencies, countywide committees, and other public bodies, and represent the Commission in meetings with the CEO and with the Executive Officer of the Board
 - d. Serve as a voting member of all Commission committees and task forces
 - e. In conjunction with the Chief Executive Officer (CEO), recommend to the Board of Supervisors appointments to the Commission

- f. Ensure liaison between the Commission and the PMN by
 - i. appointing one or more Commissioners as liaison(s) to the PMN, and
 - ii. affording the PMN the opportunity to appoint PMN liaisons to Commission committees and task forces, and, as needed, to participate in special Commission activities and assignments
- g. Appoint a 2nd Vice Chair to the Commission, in the event of a vacancy in that office
- h. In collaboration with the Executive Office of the Board, coordinate the selection and periodic evaluation of the Commission Executive Director and, as needed, other Commission staff
- i. Following her/his service as Chair, serve as Immediate Past Chair and subsequently as Chair Emerita/Emeritus.

The Chair also may:

- j. Establish committees and task forces (and appoint Chairs, Vice Chairs, and members thereof), from time to time, to advise and assist the Commission
 - k. Appoint Commissioners to special assignments, as needed
3. In addition to the duties outlined in §1 above, the First (1st) Vice Chair shall:
 - a. Perform the duties of the Chair in the Chair's absence, as needed, or at the request of the Chair
 - b. Assume the Chair's position if the Chair's position becomes vacant
 - c. In the absence of and/or at the request of the Chair, preside at Commission events and programs and represent the Commission before the Board of Supervisors
 - d. Serve in at least one of the following capacities:
 - Coordination of the annual Strategic Learning Report
 - Coordination of Department Visits
 - Chair of a committee or task force
 4. In addition to the duties outlined in §1 above, the Second (2nd) Vice Chair shall:
 - a. Perform the duties of the 1st Vice Chair in the 1st Vice Chair's absence, as needed, or at the request of the Chair or 1st Vice Chair
 - b. Assume the 1st Vice Chair position if the 1st Vice Chair's position becomes vacant
 - c. In the absence of and/or at the request of the Chair and 1st Vice Chair, preside at Commission events and programs and represent the Commission before the Board of Supervisors
 - d. Serve in at least one of the following capacities:
 - Coordination of the annual Strategic Learning Report
 - Coordination of Department Visits
 - Chair of a committee or task force

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Administrative Policy Manual

Policy No.: 2.0

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Distribution: Commissioners

SUBJECT: COMMISSIONER PARTICIPATION POLICY

PURPOSE: To establish Commissioner Expectations for Participation.

ROLE: Members of the Quality and Productivity Commission are selected from the private sector and bring their individual contacts, qualities and expertise. Commissioners serve as a creative force and offer support to projects and programs working with all County departments and Commissions. In addition to sharing individual expertise and knowledge, each Commissioner is expected to participate in Commission activities in support of and commitment to excellence in government.

ANNUAL RESPONSIBILITIES:

1. Attend a minimum of six Commission meetings, and notify the Quality and Productivity office if unable to attend a meeting of the Commission
2. Participate in a minimum of three departmental visits or participate in other equivalent Commission activities as assigned by the Chair
3. Attend a minimum of three PQA Top Ten visits
4. Subsequent to a Department Visit, provide input to the Lead Commissioner and assist the Executive Director in the preparation of the Site Visit report
5. Participate on a minimum of two Committees
6. Participate in recognition of awards for County departments and Commissions, which may include, but are not limited to, such activities as: departmental award ceremonies and the annual PQA Awards event

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Administrative Policy Manual

Policy No.: 3.0

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SUBJECT: PRODUCTIVITY INVESTMENT BOARD (PIB)

PURPOSE: To provide uniform policies, procedures and guidelines to be applied by the Productivity Investment Board (PIB) to evaluate and make recommendations regarding projects submitted by County departments for award of Productivity Investment Fund (PIF) loans and grants and to advance the availability of alternative financial resources for County quality and productivity programs and projects, pursuant to Ordinance 3.51.110.

OBJECTIVE: The Productivity Investment Board (PIB) is a committee of the Quality and Productivity Commission (Commission). It evaluates and makes recommendations regarding projects submitted by County departments for award of Productivity Investment Fund (PIF) loans and grants and advances the availability of alternative financial resources for County quality and productivity programs and projects.

MEMBERSHIP: The PIB shall be comprised of at least seven (7) Commission members. The PIB Chair, PIB Vice Chair, and PIB members shall be appointed by the Chair of the Commission. Alternate members of the PIB may be appointed by the Chair of the Commission, as needed.

RESPONSIBILITIES:

1. Not later than the third quarter of each fiscal year, review existing PIB guidelines and make recommendations to the Commission regarding potential changes to the guidelines at the beginning of the subsequent fiscal year.
2. As needed, establish interim guidelines not otherwise incompatible with existing PIB guidelines.
3. Solicit proposals from County departments for general PIF funding as well as any special PIF funding challenges the Commission may establish from time to time.
4. With respect to each proposal under consideration, receive applicable peer review reports on each proposal, evaluate each proposal, and formulate a recommendation to the Commission, consistent with PIB guidelines, including specific terms and conditions for investment, provided that the PIB shall not recommend investments exceeding the total uncommitted funds available at the time of the PIB meeting at which the proposal is considered. Uncommitted funds include unallocated funds and actual receipts but exclude funds reserved for other Commission

programs and operations as well as projected disbursements.

5. Ensure that its recommendations regarding PIF proposals are consistent with all Commission and PIB guidelines, including but not limited to the following:
 - a. That no recommendation in and of itself would have the effect of making or changing County policy, by-passing actions or intentions of the Board of Supervisors, or funding projects disapproved for cause (other than lack of funds) by the Board of Supervisors.
 - b. That no recommendation would have the effect of replacing or augmenting day-to-day operating budgets, or paying wages, salaries, or other compensation to County employees
 - c. That any revenue or savings actually or projected to be achieved through PIF funding are reallocated within the proposed PIF-funded program or returned to the PIF, except as otherwise required by County policy
6. Request and review progress (annual) reports and final reports on funded projects.
7. Report at least quarterly to the Commission regarding the PIF budget, including funds available, funds committed, and annual and multi-year projected and actual disbursements and receipts.
8. Recommend strategies to maximize the use of the fund to its full potential for raising the level of quality and productivity in County government.
9. Recommend proposals and mechanisms to acquire alternative financial resources for county quality and productivity programs and projects.

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Administrative Policy Manual

Policy No.: 4.0

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SUBJECT: DEPARTMENT VISITS

PURPOSE: To establish aims and procedures for department visits in furtherance of Ordinance §3.51.110 ("Department Visits").

OBJECTIVES:

1. Gain an understanding of departmental operations and priorities and assist County departments in improving productivity and quality.
2. Identify opportunities to assist County departments in defining, assessing, and tracking their performance; identify opportunities to improve departmental quality and productivity in operations, customer service, and workforce development;
3. Identify interdepartmental issues, areas of common concern, and/or areas of possible collaboration;
4. Identify issues for full Commission consideration and/or action.

PROCEDURES:

1. Department Visits shall be scheduled with all County departments and select Offices, Commissions, and related agencies (hereafter "Departments") at least once every two years. Visits to Departments with acting or interim directors, or with newly elected or appointed permanent directors who have served for fewer than twelve (12) months, may be postponed at the discretion of the Commission.
2. Department Visits shall be scheduled and coordinated through the Commission Office. Material sent to the Department Director prior to the meeting, including guidelines, follow-up questions from prior Visits, and pre-meeting requests for information, shall be maintained by the Executive Director.
3. Each year, the Commission shall set the annual and/or biennial schedule of Department Visits and, as needed, review and update the guidelines (including the Departments to be included), materials, agenda formats, and requests for information sent to each Department.

4. Department Visits shall include Commissioner(s) (less than a quorum of the Commission's membership), the Department Director, departmental Productivity Manager(s) and Alternate(s), and the Executive Director or designee. The Department Director shall be encouraged to include the Chief Deputy Director and such Deputy Directors, division heads, and other senior managers as may assist the Commission to fulfill its duties. No Department Visit shall take place in the absence of the incumbent Department Director, whether elected, appointed, permanent, acting, or interim.
5. Following the Department Visit, a summary report shall be sent to the Department Director, Chief Executive Officer, and Executive Officer of the Board, and placed on the Commission agenda for information/discussion.

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Administrative Policy Manual

Policy No.: 5.0

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SUBJECT: NOMINATIONS AND APPOINTMENTS

PURPOSE: To establish procedures for recommending nominees for Commission offices and, in furtherance of Ordinance §3.51.040, for recommending potential joint Chief Executive Officer/Chair appointees, and identifying other potential Commission appointees.

OBJECTIVE: To maximize the Commission's effectiveness through the appointment of and leadership by Commissioners with appropriate expertise and experience.

PROCEDURES:

1. Commission staff shall document current Commissioners' background & expertise in relevant fields as well as their service in specific Commission roles.
2. Nominees for Commission offices:
 - a. At its final regular meeting of each calendar year, the Commission shall elect Officers (Chair, 1st Vice Chair, 2nd Vice Chair) to serve during the upcoming calendar year. No person shall serve more than two one-year terms as Chair except by a three-fifths majority vote.
 - b. Prior Officers and/or current Officers not seeking or not eligible for re-election shall be consulted regarding potential Officer nominations.
3. Potential appointees to the Commission:
 - a. Commissioners may recommend new appointees to the Commission at any time. They should submit pertinent information (i.e. resumé or curriculum vitae) and the candidate's expertise and areas of interest to the Commission Chair and Executive Director.
 - b. In the event of a Commission vacancy subject to joint appointment by the Chief Executive Officer (CEO) and Commission Chair, the Commission Chair shall notify the CEO, share candidate recommendations, and request recommendations from the CEO. The Chair (or designee), along with another Officer (or designee) and the Executive Director, shall interview potential nominee(s), after which the Chair shall make a recommendation to the CEO regarding the appointment. The Officers of the Commission shall be consulted prior to the transmission of recommendations to the CEO.
 - c. In the event of any other Commissioner vacancy, the Executive Director shall share any available candidate information with Commission Services and/or the applicable appointing authority.

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Administrative Policy Manual

Policy No.: 6.0

Approved: December 13, 2004

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Distribution: Commissioners

SUBJECT: QUORUM AND VOTING RULES

PURPOSE: To establish the method by which Commission action is taken.

GOVERNANCE: Section 3.51.070 of the Los Angeles County Code authorizes the Quality and Productivity Commission to “adopt rules and regulations for the internal government of its business.” This section authorizes the Commission to adopt rules governing quorum and voting requirements, so long as such rules are not inconsistent with specific statutory or ordinance requirements.

- RULES:**
1. The Quorum requirement is a simple majority of members (including ex-officio) currently serving on the Commission (not counting vacancies).
 2. To take an action requires the affirmative/negative of a simple majority of those voting Aye or No. Abstentions do not constitute a vote and do not count toward a majority vote.
 3. A motion to table requires a two thirds majority vote.
 4. Any matter not specifically addressed by Commission policy should be governed by Roberts Rules of Order.

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Administrative Policy Manual

Policy No.: 7.0

Approved: May 23, 2005

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Distribution: Commissioners

SUBJECT: COMMISSIONER CONTACTS WITH DEPARTMENT HEADS

PURPOSE: They provide the method by which Commissioners may contact and meet with department heads or County staff regarding Commission business.

POLICY:

1. Requests by Commissioners for individual meetings with department heads or County staff will be coordinated with the Commission Chair.
2. Scheduling of all meetings with department heads or County staff will be arranged by the Commission staff who will advise the department head or County staff of the purpose of the meeting.
3. Attendance by the Executive Director or assigned staff is advisable whenever meetings with department heads are held.
4. Commissioners will update the Chair following any meetings with department heads.

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Administrative Policy Manual

Policy No.: 8.0

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Distribution: Commissioners

SUBJECT: CONFLICT OF INTEREST

PURPOSE: To ensure that all official actions taken by members of the Quality and Productivity Commission are fair and impartial, and that such actions do not constitute a conflict of interest or an appearance of a conflict of interest with the goals and objectives of the Commission.

OBJECTIVES: Consistent with State and local law and policy, ensure that members of the Quality and Productivity Commission maintain the highest standards of conduct and integrity.

GOVERNANCE: Government Code, Section 87100, states: "No public official at any level of state or local government shall make, participate in making or in any way attempt to use his official position to influence a government decision in which he knows or has reason to know he has a financial interest." Pursuant to Government Code Section 87300, on November 7, 2017, the Board of Supervisors has adopted by reference Regulation 18730 (2 California Code of Regulations, Sections 18730) as the Commission's Conflict of Interest Code and uses specialized disclosure categories that are tailored to their unique duties and responsibilities.

EXPECTATIONS: Given the unique duties and responsibilities of the Commission, examples of prohibitive behavior include but are not limited to the following:

1. Engaging in private, public, or other outside employment or rendering paid or voluntary services for private, public, or other outside interests which may interfere with the proper discharge of official duties, or which give the appearance that independence of judgment or actions in the performance of official duties would be prejudicial.
2. Using official influence, insignia of office, or disclosing information, either confidential or not generally known or readily available to the public, concerning the business of the Commission for the purpose of furthering or influencing any private, public, or other outside interest or for purposes unrelated to the business, goals, or objectives of the Commission.
3. Failing to disclose any potential actual or perceived conflicts of interest prior to consideration by the Commission of any item in which the Commissioner may have such actual or perceived conflicts of interest.

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Administrative Policy Manual

Policy No.: 9.0

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Revised: December 17, 2018

Distribution: Commissioners

SUBJECT: **LOS ANGELES SUPERIOR COURT PARTICIPATION IN QUALITY AND PRODUCTIVITY COMMISSION PROGRAMS**

PURPOSE: To provide guidance relating to Los Angeles Superior Court participation in Commission programs.

PREFACE: In 1997, the responsibility for the Los Angeles Superior Court transferred from the County of Los Angeles to the State of California. As a State agency, the Court receives funding to support operations from the State of California. The County of Los Angeles Productivity Investment Fund is supported by County general funds. Productivity Investment Funds are awarded only to County departments.

PARTICIPATION: The Los Angeles Superior Court may participate in the Productivity and Quality Awards program either as the lead or a collaborating agency

The Los Angeles Superior Court is not eligible to receive Productivity Investment Funds and shall not receive funding for general fund purpose projects

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Administrative Policy Manual

Policy No.: 10.0

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Distribution: Commissioners

SUBJECT: STRATEGIC LEARNING REPORT

PURPOSE: To establish procedures for the Commission's reporting of its findings and recommendations related to productivity and quality, as part of its annual report, in furtherance of Ordinance §3.51.110 ("Strategic Learning Report").

OBJECTIVE: The Strategic Learning Report annually identifies issues, ideas, and current and emerging trends that may affect the quality and productivity of County services.

PROCEDURES:

1. The Strategic Learning Report is drafted annually based on documents, reports, findings, and recommendations from all Commission activities, programs, committees, and task forces over the previous eighteen months.
2. As appropriate, the Commission shall note any factors that might affect future Commission priorities and decisions, such as investment or award criteria, or conference themes.
3. The Commission shall ensure that it is gathering consistent data across its interactions with Departments, Department Heads, County officials, and managers, through periodically reviewing all forms used to submit information to the Commission, as well as by other means.
4. The Strategic Learning Report shall be included in the Commission's annual report and may also be circulated separately as a standalone publication.

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Administrative Policy Manual

Policy No.: 11.0

Approved: July 18, 2011

Revised: December 17, 2018

Distribution: Commissioners

SUBJECT: COMMISSIONER ARRIVALS AND DEPARTURES AT MEETINGS

PURPOSE: This will provide the method by which late arriving or departing early Commissioners will be introduced at Commission and Department Visit meetings.

POLICY:

1. Commissioners arriving late for either a Commission or Department Visit meeting will be acknowledged by the Commission Chair at Commission meetings or the Lead Commissioner at Department Visits at an opportune time.
2. The Commissioner will inform the Chair or lead commissioner of their intent to leave early. When the departing commissioner indicates their departure, the Chair or lead commissioner will thank the commissioner for their participation and state that they are leaving.

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Administrative Policy Manual

Policy No.: 12

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Distribution: Commissioners

SUBJECT: SPECIAL REPORTS TO THE BOARD OF SUPERVISORS

PURPOSE: To establish a process for preparation and review of special reports to the Board of Supervisors ("Special Reports")

OBJECTIVE: From time to time, the Board of Supervisors may direct the Commission to develop and issue special findings and recommendations relating to productivity and quality of specific County services.

PROCEDURE:

1. Upon issuance of the Board's direction to provide a Special Report, the Commission Chair shall notify the Commission of the Board's directive. The notification shall include the text or transcript of the relevant action. The Board directive shall be placed on the agenda of the Commission for information/discussion and/or possible action.
2. The Chair and Executive Director shall ensure that appropriate research is conducted, as needed, and that appropriate subject matter experts are consulted, as needed, in order to draft the report.
3. An ad hoc committee may be created to produce the report. If created, the ad hoc committee may consult with subject matter experts to review and comment on the report, if needed.
4. Prior to submission to the Board, the final draft report shall be placed on the Commission's agenda for review, discussion, and consideration for approval. If necessary to meet a Board-mandated deadline, the Commission may authorize the Chair to submit the report to the Board prior to the Commission meeting at which the report is on the agenda, provided that the report has been sent to the Commission prior to submission.

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Administrative Policy Manual

Policy No.: 13

Approved: December 17, 2018

Distribution: Commissioners

SUBJECT: PRODUCTIVITY AND QUALITY AWARDS

PURPOSE: To establish procedures for implementing Commission recognition ceremonies that promote, publicize and sponsor County productivity projects and programs in furtherance of Ordinance §3.51.110.

PROCESS: The Productivity and Quality Awards program promotes awareness and recognition of departmental programs and projects that represent excellence in public service and creatively enhance the quality and productivity of services provided to diverse communities. The Commission produces the program annually in collaboration with the Productivity Managers Network, the Chief Executive Office, and the Executive Office of the Board.

PROCEDURE:

1. Each year, the Commission shall design, establish, review, and update uniform policies, administrative procedures, program budget and guidelines for the annual program, including but not limited to PQA Categorical Awards and Commission Special Awards and award criteria, as well as Awards Program theme and graphic design; and ensure and assess implementation, including project submission and promotion thereof, entry review, evaluation, selection, and recognition, and event planning, promotion, and production.
2. The Executive Director and Commission staff shall provide assistance, guidance, and technical support, and as needed, shall make appropriate arrangements for logistical and technical services.

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Administrative Policy Manual

Policy No.: 14

Approved: December 17, 2018

Distribution: Commissioners

SUBJECT: LEADERSHIP CONFERENCE

PURPOSE: To establish procedures to provide interface with the private sector, academia and experts in the field of quality and productivity and implement quality and productivity training, networking events, and conferences in furtherance of Ordinance §3.51.110.

PROCESS: The purpose of the Leadership Conference is to share critical information about the state of the County, to learn about countywide initiatives, provide advice, innovative ideas, assistance, and support to the County's elected officials, managers, and employees to promote the effectiveness, efficiency, and quality of County public services. The Commission produces the program annually in collaboration with the Productivity Managers Network, the Chief Executive Office, and the Executive Office of the Board.

PROCEDURE:

1. Each year, the Commission shall design, establish, review, and update uniform policies, administrative procedures, program budget and guidelines for the annual Leadership Conference, including but not limited to theme, program design & speakers, and graphic design; and ensure implementation and promotion, event planning and production, and assessment.
2. The Executive Director and Commission staff shall provide assistance, guidance, and technical support, and as needed, shall make appropriate arrangements for logistical and technical services.