

**LOS ANGELES COUNTY
CITIZENS ECONOMY AND EFFICIENCY COMMITTEE**

ROOM 743, HALL OF ADMINISTRATION / 500 WEST TEMPLE / LOS ANGELES, CALIFORNIA 90012 / 625-3611. Ext. 64605

MINUTES

FULL COMMITTEE MEETING

Meeting Date: October 13, 1965
Meeting Place: Room 739, Hall of Administration
Meeting Time: 8:30 A.M.

Attendance

Committee Members:

A. C. Rubel, Chairman
Raymond Arbuthnot
John C. Bollens
Max Candiotty
P. S. Magruder
Mrs. Wayne Licher
Kiyoshi Maruyama
Irvin Mazzei
Ferdinand Mendenhall
Robert Mitchell
Burke Roche, Executive Secretary

Advisors:

L. S. Hollinger, Chief Administrative Officer
John R. Leach, Assistant Chief Administrative Officer
T. E. Durkee, Chief, Management Division
Roy Hoover, Chief, Special Services Division
Robert E. Howard, Chief, Budget Division
Harry Hufford, Assistant Chief, Management Division

Others:

Bill Evans, Member, Work Measurement Task Force

Raymond Arbuthnot
John C. Bollens
Myron J. Carr, Jr.
Lathrop Leishman
Mrs. Wayne Licher
Kiyoshi Maruyama
Irvin Mazzei
Maurice McAllister
Harold C. McClellan
Lee McNitt
Ferdinand Mendenhall
Robert Mitchell
A. C. Rubel
Mrs. Benjamin Erick Smith
J. B. Roche,
Executive Secretary

Mr. Rubel called the meeting to order at 8:40 A.M. He introduced Mr. Magruder and Mr. Candiotty to the Committee and expressed the Committee's pleasure at their appointment. He reported that both new members had been assigned to the Budgeting and Fiscal Affairs Task Force and that Mr. Candiotty will assume the task force chairmanship. Mr. Rubel also announced that Mr. McNitt will assume the Chairmanship of the Full Committee at the end of the month and that he will return to his former position as Vice-Chairman. He asked Mr. Roche to send out a revised committee list to the Committee members.

Mr. Rubel stated that the principal item of business before the Committee was the review of the Committee's report on "Productivity in County Departments" which he expected to present to the Board of Supervisors at the October 19 meeting.

Before reading the report, Mr. Rubel announced that the County Management Conference was scheduled for October 14 through October 16 at the UCLA Conference Center at Lake Arrowhead. He said that he was planning to attend.

Mr. Roche reported that Mr. Hollinger had suggested that the Committee's attendance be limited to the Chairman, Vice-Chairman, Task Force Chairmen and Executive Secretary. The subject of the conference will be "Trends in Present Day Personnel Practices." One of the principal speakers will be Kenneth Haymaker, a former member of the Civil Service Commission in Ventura County who was instrumental in revising the civil service system in that county patterned after private industry practices.

Mr. Rubel then read the proposed Committee report to the Board after which he asked for comments from Committee members. Mr. Candiotty suggested that periodic auditing of the program by outside consultants should be included in the report. On a question by Mr. Rubel, Dr. Bollens stated that he supported the approach in which the regular staff people carried on the program in conjunction with periodic use of outside consultants and independent auditing. It was agreed that an addition would be made suggesting that the Chief Administrative Office from time to time employ outside professional help to advise and audit the results of the departmental operations whenever it appeared desirable. On motion by Mr. Arbuthnot the Committee then approved the report.

Mr. Rubel then asked Mr. Roche to report on the activities of the task forces.

Mr. Roche reported that little activity had occurred with the Organization and Management task force since Mr. McNitt had been out of town on other matters a good deal of the time. Mr. McNitt, however, would be free to take over the chairmanship at the end of the month and Dr. Bollens would then assume the chairmanship of the Organization and Management task force. With the Budgeting and Fiscal Affairs task force Mr. Roche reported that Mr. Candiotty and he planned to review the material covering the budgeting process. Mr. Candiotty then expected to call a meeting of the task force to formulate plans for a study of this area.

Mr. Roche also reported on the meeting of the Executive Committee with the Civil Service Commission and his later interviews with Mr. Petrie and Mr. Rainwater. He said that in accordance with the conclusions reached in the meeting with the Commission, he would continue to interview the division chiefs and other management personnel in the Civil Service Department.

Mr. Roche reported that Myron Carr was in Europe and would not return until November 27. Consequently, the study by the Construction, Leasing, and Public Works task force of the County's real property acquisition system was held up awaiting Mr. Carr's return.

Mr. Roche also reported on the Special Industry Committee which Mr. Rubel had organized to study the Joint Salary Survey and the salary setting practices of the County. The Committee had organized a special subcommittee of wage and salary experts from each company represented on the Industry Committee. The Subcommittee had held a meeting on October 6 to review the job rate data which each company had submitted on positions comparable to the Salary Survey benchmark positions. Job rates were above the Joint Salary Survey in approximately half the companies and below in the other half. The Committee has scheduled a meeting for October 20 to hear a presentation from Bob Leonetti and Lou Cornell in the Personnel Division of the CAO on the operation of the Joint Salary Survey and the entire salary setting process. After that meeting, the Subcommittee expects to formulate recommendations for the Special Industry Committee.

Mr. Mendenhall reported that the Health, Welfare and Corrections task force was continuing its study of the welfare area but that the complexities of the operation required further study. Mrs. Licher read a newspaper article reporting on Mr. Hahn's views on the welfare problem and illegitimate children. A general discussion followed on the relationship between the State and the County in the administration of welfare. Mr. Arbuthnot pointed out that, although the State exercised extensive control of the program, this should not limit the Committee in making recommendations. Mr. Mendenhall stated that the recommendations of his task force would include State administration. Mr. Roche suggested that the task force meet with Supervisor Hahn to hear his views.

At this point, Mr. Hollinger and the Committee advisors from his staff joined the meeting. They had been attending the Board of Supervisors' meeting which had just adjourned.

Mr. Rubel reported to Mr. Hollinger that the Committee had approved the report on "Productivity in County Departments." Mr. Hollinger said that his recommendations for a reorganization in his office to establish a division responsible for management audits and work measurement will be before the Board at the same time that the Committee makes its presentation.

Mr. Rubel said that the County Recorder, Mr. Lee, is not happy with the program in his department and the Committee's recommendations for personnel reductions. Mr. Hollinger stated that he felt the new division should move into other departments to prove what can be done. It was agreed that the targets for Mr. Lee's department were realistic and that he should be able to meet them within the twelve-month period recommended by the Committee.

There being no further business, Mr. Rubel adjourned the meeting at 10:15 A.M.