

LOS ANGELES COUNTY
CITIZENS ECONOMY AND EFFICIENCY COMMITTEE

ROOM 743, HALL OF ADMINISTRATION / 500 WEST TEMPLE / LOS ANGELES, CALIFORNIA 90012 / 625-3611, Ext. 64805

M I N U T E S
FULL COMMITTEE MEETING

MEETING DATE: August 5, 1965
MEETING TIME: 11:30 AM
MEETING PLACE: Room 739, Hall of Administration

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

ATTENDANCE

Committee Members:

A. C. Rubel, Chairman
Harold McClellan, Vice-Chairman
Myron Carr, Jr.
Mrs. Wayne Licher
Irvin Mazzei
Maurice McAlister
Lee McNitt
Ferdinand Mendenhall
Robert Mitchell
Mrs. Benjamin Erick Smith
Burke Roche, Executive Secretary

Committee Advisors:

L. S. Hollinger, Chief Administrative Officer
Ted Durkee, Chief, Management Division
Roy Hoover, Chief, Special Services Division
Ray Schoeppe, Chief, Capital Projects Division
Harry Hufford, Asst. Chief, Management Division

Others:

Bill Evans, Member, Work Measurement Task Force

Mr. Rubel opened the meeting at 12:10 PM. He stated that the purpose of the meeting was to review and act upon certain recommendations of the Executive Committee and to review task force progress.

Mr. Rubel reported that the Executive Committee at its July 15 meeting had nominated Mr. McNitt for Chairman of the Full Committee to take office in October. Mr. Rubel will continue as Acting Chairman until October, at which time he will again take the position of Vice-Chairman. The motion was made and approved.

Mr. Rubel asked Mr. Roche to report on the status of Committee appointments to replace Mr. Leishman and Mr. Sciarotta. Mr. Roche reported that Mr. Sciarotta had submitted his resignation due to insufficient time to devote to the Committee. Mr. Leishman had also asked that he be replaced with a new individual who could spend more time on Committee activities. Mr. Roche said that Mr. Rubel and he had talked with Mr. Hahn about a replacement for Mr. Sciarotta, but Mr. Hahn had not yet selected a candidate. Mr. Rubel, Mr. McClellan and he had also talked to Mr. Dorn about a replacement for Mr. Leishman. Mr. Dorn had suggested Mr. Phil Magruder who has indicated that he is interested in joining the Committee.

Mr. Dorn had also suggested Mr. John McCone. Mr. Rubel has talked to Mr. McCone about the Committee. Mr. McCone has not yet made a decision but if he is interested in joining the Committee, Mr. Roche reported that perhaps the best arrangement would be to ask Mr. Hahn to appoint Mr. McCone even though he does not live in his district. Mr. Rubel pointed out that these two men were both excellent choices and the Committee agreed that if it could be arranged, both men should be appointed.

Mr. Roche then gave a brief report summarizing the Committee's report to the Board on Special Studies Requested by the Board. Mr. Roche stated that these three studies were (1) the continuation of the study of the Joint Salary Survey, (2) the motion by Mrs. Frisina to amend the County Charter, Section 47, pertaining to wages, and (3) the proposal by Mr. O'Connor regarding the Public Tax Defender. Mr. Roche reported that the Committee had submitted a letter to the Board under Mr. McClellan's signature stating that the Committee would continue its study on the Joint Salary Survey. The other two items will be included in its overall study of County operations.

Mr. Rubel then reported on the progress of the study of the Joint Salary Survey. He stated that in order to pursue an objective and comprehensive study of the matter he had formed an ad hoc committee consisting of top industrial relations people from eleven representative private firms. The committee's activities will be directed by Mr. Bob Gray, Director of Industrial Relations Center at the California Institute of Technology. He said that this committee is now working and should report its first findings after the middle of September.

Mr. Rubel then asked Mr. Roche and Mr. McNitt to present their reports on "Plan of Action for Task Force Assignments" and "Guide to Task Force Departmental Studies" which had been approved by the Executive Committee for submission to the Full Committee. Both reports were approved.

Mr. McNitt stated that he felt that the Committee should have its recommendations completed by April 1966 in time to be considered in connection with next year's budget. He stressed the need for time schedules and the development of study priorities. A general discussion followed covering the responsibility of the Committee in the implementation of the recommendations. It was agreed that the Committee should stand ready to push the implementation of its recommendations depending upon the reaction of the Board of Supervisors.

Mr. Rubel then asked for reports from each task force chairman.

Mr. Roche reported for the Health, Welfare, and Corrections task force in the absence of Mr. Mendenhall who had left the meeting early to attend to a business matter. Mr. Roche reported that the task force had met with Mr. Barr and Mr. McLaughlin on August 4, to discuss the problems involved in the respective responsibilities of the State and County in the administration of the welfare programs. He stated that Mr. Barr had submitted material covering his recommendations for simplification of welfare administration. Mr. McLaughlin had proposed that the task force talk with Mr. Paul Ward top welfare agency administrator in the State. Such a meeting is now scheduled on September 1. Mr. J. M. Wedemeyer, Director of the State Department of Social Welfare has organized a small task force to study the simplification problem but nothing yet has been accomplished. The task force, therefore, feels that it should push for greater simplification and stream lining of procedures at the State level. Mrs. Smith stated that after the meeting with Mr. Ward, the task force should be in a position to submit definitive recommendations to the Full Committee.

Mr. Roche also reported on his study of the Civil Service system. He said that he had conducted over twenty interviews with department heads and personnel officers to supplement the material from Mr. McNitt's questionnaire. He said that he expected to present his findings to the Executive Committee within the next few weeks at which time he recommended that the Executive Committee should meet with the Civil Service Commission to hear their views on Civil Service operations.

Mr. Carr reported for the Construction, Leasing and Public Works task force. He stated that the task force had met with Mr. Frank O'Neill, a local attorney who has had considerable experience with the County in condemnation proceedings. He and Mr. Roche had also met with Arthur Will, Director, Real Estate Management. The task force plans to meet with Mr. John Lambie, County Engineer, and Mr. Terrance Smith, Head of Condemnation

Proceedings in the County Counsel's office. The objective is to review in detail the County's real property acquisition system, centering first on the appraisal system and the condemnation process.

Mr. Rubel commented that he felt the task forces were making constructive progress. He stated that if they needed outside assistance from experts in a given area, the Executive Committee would assist them in enlisting such help.

Mr. Rubel then asked Mr. Roche to introduce Mr. Bill Evans, the Committee's representative on the Work Measurement task force. Mr. Roche stated that Mr. Evans had been selected from a number of recommended candidates. Mr. Evans has had eight years experience in work measurement with U. S. Steel, Lockheed, and North American Aviation.

Mr. Evans then presented his report to the Committee covering the status and progress of the task force. He reported that in 1964 the Board, upon the recommendation of the Grand Jury, adopted a pilot work measurement study in County offices. The Department of Weights and Measures and the Recorder's Office were selected for the pilot study. Arthur Young and Company conducted the study with County analysts using "time study" to develop standard time data.

The study resulted in recommending a reduction of 41 people for the two departments. The Sealer felt that the recommendation for his department was in line. However, the Recorder did not feel that he could realistically operate his office with this type of reduction.

Mr. Hollinger, in a letter to the Board, recommended that the work measurement study be referred jointly to his office and the Efficiency and Economy Committee. A work measurement task force was formed consisting of Mr. Earl Pope from the Recorder's office, Mr. Douglas Steele from the CAO's office and Mr. Evans representing the Economy & Efficiency Committee.

The task force has completed its evaluation of the basic time study techniques and is now reviewing the time values. To date they have covered six groups and expect to complete the remaining three groups next week. The time values in the first six groups appear to be attainable. After evaluation of the time values, the task force will move into the area of allowances and staffing which will conclude its study.

A general discussion of work measurement, its application and approach in the County departments followed. Mr. Hollinger stated that he had anticipated that Arthur Young would be able to sell the program to the two department heads and that the technique could then be extended to other County departments. Mr. Rubel asked Mr. Evans when he thought the task force would be in a

position to present its final recommendations. Mr. Evans estimated that it would take approximately seven more weeks. Mr. Durkee stated that work measurement is simply one more management tool and that it should be incorporated in a broad program for improving departmental operations. Mr. Rubel commended Mr. Evans for his report, stating that the Committee is keenly interested in the final recommendations.

Mr. McAlister reported that he had been discussing the possible consolidation of the Municipal Courts in his district with one of the local judges. He said he felt considerable savings could be accomplished by maintaining close control over expansion of court facilities. Mr. Rubel advised Mr. McAlister to continue his study of the matter and to report his recommendations to the Committee.

Mr. Rubel adjourned the meeting at 10:30 A.M.