

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

ROOM 139, HALL OF ADMINISTRATION/500 WEST TEMPLE/LOS ANGELES, CALIFORNIA 90012/625-3611, Ext. 64605

M I N U T E S

COMMITTEE MEETING

DATE: Thursday, March 4, 1971
TIME: 9:30 a.m.
PLACE: Hall of Administration, Room 739

Members Present:

P. S. Magruder, Chairman
Davis Brabant
John Byork
Maurice Rene Chez
Dixon Harwin
Harlan Loud
Irvin Mazzei
Ferdinand Mendenhall
Robert Olin
Mrs. Donelle Smith

Members Absent:

Dr. John Bollens
Roc Cutri
Mrs. Ray Kidd
R. J. Munzer
Louis Rogers
George Shellenberger
Sam Soghomonian
William Torrence
Gus Walker
Robert Mitchell

Robert Mitchell,
Chairman

Raymond Arbuthnot
Dr. John C. Bollens
Davis Brabant
John D. Byork
Maurice Rene Chez
Roc Cutri
Dixon R. Harwin
Mrs. Ray Kidd
Harlan G. Loud
P. S. Magruder
Kiyoshi Maruyama
Irvin Mazzei
Ferdinand Mendenhall
R. J. Munzer
Louis Rogers
George Shellenberger
Mrs. Donelle Smith
William Torrence
Gus A. Walker

Burke Roche,
Executive Secretary

GUEST SPEAKERS: Robert Alshuler, Chairman, Architectural Evaluation Board
Clinton Ternstrom, past Chairman, Architectural Evaluation Bd.

Gordon Nesvig, Director, Department of Personnel

Mr. Magruder called the meeting to order at 9:33 a.m. He explained that as Vice Chairman he would preside at the meeting in place of Chairman Robert Mitchell who was traveling. He said the first item on the agenda would be a presentation by Robert Alshuler, Chairman of the Architectural Evaluation Board, and Clinton Ternstrom, former Chairman. This Board was established on the recommendation of the E & E Committee. It has been in existence about a year, and its duty is to examine the qualifications of architects who wish to do work for the County and to submit a list of qualified architects to the Board of Supervisors for each County project.

Mr. Alshuler said the Board had its first meeting in August, 1969 and since then had been meeting at least once a month and as often as once a week on some occasions. Before they could perform their selection responsibilities they had to develop effective evaluation procedures. Until this was done, they declined to make any recommendations to the Board of Supervisors.

Mr. Alshuler then asked Mr. Ternstrom, as the first Chairman of the Board, to continue the presentation.

Mr. Ternstrom said that the basic approach of the Architectural Evaluation Board is simply this: the County deserves not only the best service, but the best architecture. On that basis every project has a peculiar problem. After evaluating the project, the Board selects those architects best qualified to meet the demands raised by this single commission. In order to do

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that they evaluate the architects to determine their capabilities; then they evaluate the requirements of the project. By a unique system that is now computerized they are able to mesh these two and come out with a set of architects who can fulfill the requirements for that job. Their lists generally contain three to six firms qualified for the particular project.

The architectural profession has gradually come to recognize that this is a process in which their qualifications will be presented, will be reviewed, and will be considered. The architect and the engineer selected for work also recognize they are also, in a sense, on trial. He said Mr. Alshuler had initiated the practice of sending letters congratulating those chosen for a project and also telling them that the Board will be very interested in the outcome of their work.

In conclusion, Mr. Ternstrom said that all the Board members were motivated by the hope and desire that their work is meaningful. They hope to serve the County well, to serve the people well, and to make a contribution. The Board has been fortunate in the selection of its members, and the future success of the Board rests more on the selection of the members than on any other thing.

Mr. Chez asked Mr. Ternstrom to name the other members of the Board. Mr. Ternstrom said besides Mr. Alshuler and himself the other three members are: Daniel Dworsky, architect; John Case, engineer; and Walter Hagedohm, architect. The Board is made up of three architects, one engineer and one layman.

Mr. Roche said that the committee had recommended that two members not be architects, that two architects be appointed by the AIA and one by the ARA. He asked Mr. Alshuler if he thought this composition of the Board has worked effectively. Mr. Alshuler said that it had.

In answer to questions from committee members, Mr. Ternstrom explained that ultimately their evaluation procedure will be strongly gauged by past performance. They have developed an extensive rating system on the performance for the County. It will take time to come into play, however, because only those appointed under the new system will have received this evaluation.

Mr. Ternstrom was asked how a newcomer who has never done work for the County could break into the system. Mr. Ternstrom explained that a number of County projects can be handled adequately by smaller, less experienced firms.

Mr. Roche said the committee had recommended in its report that young and fairly inexperienced architects be given a chance to start on a fairly simple project. He said that according to the record 28 appointments have been made under this new selection system. Nineteen of these were to architects without previous experience with the County.

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In concluding the presentation, Mr. Alshuler said that approximately 300 firms have submitted the forms required to show they are interested in doing work for the County.

Mr. Magruder thanked Mr. Alshuler and Mr. Ternstrom for their appearance before the committee.

Mr. Magruder next introduced Mr. Nesvig, Director of the Department of Personnel. He said Mr. Nesvig had previously appeared before the committee a number of times to report on the employment programs he has implemented in the County organization.

Mr. Nesvig said that for the benefit of the new members of the committee he would go over what had happened since 1966 when the charter amendment was approved by the voters. He said the initial move was to consolidate all personnel functions into one department under a Director of Personnel. There were two basic principles involved in the amendment. One was the consolidation of the classification and pay structures in the County which were split between two agencies - the Civil Service Commission and the CAO. The other was to institute an employee relations function.

The Civil Service Commission appoints the Director of Personnel and he administers the system under their direction. This has worked very effectively. There is some overlap in the Civil Service Commission's responsibilities and the Employee Relations Commission, but these difficulties are being worked out.

Mr. Nesvig said a different concept in terms of dealing with employees has been created. The Occupational Health Services has been created. This function works in close relationship with the new Workmen's Compensation program which the County now operates on a self-insured basis. The objective is to keep employees as healthy as possible while they are on the job and until they retire. The County guides an employee who has been injured through the rehabilitation process with the purpose of getting him back on the job, even to the point of retraining him for some other job if he has some degree of disability.

An Affirmative Action Program has also been created. The purpose of this program is to insure that County departments are not discriminating against minority employees or the employment of minorities. The individuals responsible for the program have changed some rules and are in the process of reviewing the testing procedures to make sure they are culturally fair for all individuals.

Mr. Nesvig said that in regard to the employee relations program it took two years to get an acceptable employee relations ordinance adopted by the Board of Supervisors and another two years to put it into effective operation. He said collective bargaining in a public agency requires some basic changes.

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Everybody's role has to change - the Board of Supervisors, department managers, and the employees. The procedures they have set up are called collective negotiations to distinguish them from the collective bargaining procedures in private industry. Negotiations in a public agency are different. One of the basic differences is that in the private sector the only people organized in the unions are the first line workers. In the County only 2% of the employees are designated confidential management employees. So that leaves almost an entire work force up through middle management organized into bargaining units.

Mr. Nesvig said that there is a bill in Sacramento that would give binding arbitration to police and fire classifications. The County is fighting it since it will take the responsibility for setting salaries for these classifications away from a local governing body and give it to a third party arbitrator.

The first year under the ordinance was spent in determining the bargaining units. The County now has 43. They have 32 memorandums of understanding negotiated and approved by the Board of Supervisors. Four memorandums have been signed by the unions and management but have been tabled by the Board because of the financial condition. They have concluded two negotiations which they have not finalized into memorandums of understanding. They have one matter in dispute which had been submitted to a fact finder, but the employee organization rejected the fact finder's report. They have three other matters in dispute which have been referred to a fact finder, but the County rejected the fact finder's recommendations.

In accordance with the committee's recommendation, the Personnel Department asked the Board of Supervisors for an outside consultant to review the County's 2,000 classifications that have not been reviewed for over 30 years. The Board did not approve hiring a consultant but agreed to giving the Personnel Department four or five additional people to do the job itself. This project is now underway. The task force is now completing the engineer series involving over 3,000 positions. They expect to complete the project in three years.

Mr. Nesvig was asked if in effect the Board had not overruled him in tabling the four memorandums of agreement which he had signed as a representative of management.

Mr. Nesvig said he was not overruled because the Board had tabled the agreements rather than reject them. There is a fine distinction. He said he did not think this would happen again. He said that he and Art Will would work together to reach an agreement on the appropriate management position. They will then go to the Board of Supervisors for their direction. This will then be their position at the bargaining table. If there is no agreement at the bargaining table, then they will go back to the Board for more direction.

Mr. Magruder thanked Mr. Nesvig for his report and said he hoped he would be available to talk to the committee on the County's personnel problems in the future.

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Before leaving, Mr. Nesvig distributed copies of the 1965-1967, 1967-1969 Biennial Report of the Department of Personnel to the committee members.

Mr. Magruder called on Davis Brabant to report on the County's self-insurance program. Mr. Brabant is the E & E Committee's representative on the Insurance Consultant Selection Committee.

Mr. Brabant reported that the self-insurance program was going along at a somewhat less rapid pace than had been hoped. The committee is meeting tomorrow to review the progress that has been made and to determine what can be done to speed up and expedite the implementation of the recommendations it has made. There is a problem in the area of malpractice insurance due to some resistance in the hospitals on the part of the doctors.

He said the report of the consultant firm indicated that the County could follow the self-insurance approach in a good many areas. After the program gets underway, he thinks one of the fringe benefits will be that claims against the County will be considerably reduced if the County defends itself rather than let an insurance company defend them. He is going to recommend that specialists be hired in the County Counsel's office to strengthen it in the claims area.

Mr. Magruder thanked Mr. Brabant for his report and adjourned the meeting at 11:25 a.m.