



COUNTY OF LOS ANGELES
PERSONNEL DIRECTORS COMMITTEE

March 5, 1996

To: Bruce J. Staniforth
Executive Director
Citizens Economy and Efficiency Commission

From: Personnel Directors Committee

Subject: **RESPONSE TO THE RESTATEMENT OF RECOMMENDATIONS
CONTAINED IN THE REPORT ON THE CONSOLIDATION OF THE
DEPARTMENT OF HEALTH SERVICES HUMAN RESOURCES
FUNCTION WITH THE DEPARTMENT OF HUMAN RESOURCES**

Thank you for meeting with us yesterday to discuss the Citizens Economy and Efficiency Commission report and for providing us with the opportunity to submit revised language clarifying the recommendations contained in the restatement draft. While we do not agree or support many of the recommendations or remarks presented in the report, our departments' will be addressing this issue on an individual basis.

Attached is our clarifying language of your draft restatement. Our remarks are presented within the guidelines you stated at yesterday's meeting that the intent of the recommendations could not be changed only clarified. Based upon our understanding of your statements, it is not the intent of the Citizen Economy and Efficiency Commission to centralize departmental operations into the Department of Human Resources but rather to eliminate duplication of countywide policy functions where identified. You clearly stated that the intent was not to interfere with any County department's ability to carry out their mission and human resources functions and operational responsibilities.

If you are proceeding with the recommendations to the Board of Supervisors, we hope that you will incorporate our revised language into the final report.

Please contact Celeste Milby, Chair, Personnel Directors Committee, at (213) 974-8307 if you need additional information.

CYM:raj

Attachment

PERSONNEL DIRECTORS COMMITTEE RESTATMENT

RESTATEMENT OF THE RECOMMENDATIONS MADE IN THE
REPORT ON THE CONSOLIDATION OF THE
DEPARTMENT OF HEALTH SERVICES HUMAN RESOURCES FUNCTION
WITH THE
DEPARTMENT OF HUMAN RESOURCES

Restatement of Recommendations pertaining to Departments:

1. Direct DHR, in coordination with county departments, to develop ~~and implement~~ a **plan** to evaluate all HR positions dedicated to County-wide policy within the county, with the objective of identifying those positions that duplicate responsibilities assigned to the DHR, and to recommend action concerning those positions. (2, 3, 7, 9, 12, 14, 17)
2. Direct the DHR, in accordance with current Civil Service Rules "...to ensure fair and equitable opportunities and services for both current employees and individuals seeking employment with the County..." by reviewing procedures to coordinate the assignment and reassignment of individuals during departmental restructuring, reorganization, layoffs, etc. (6)
3. Direct DHR to develop and review the implementation of a County-wide policy (ies) for the effective utilization of Training and Employee Development functions. (11)
4. Direct DHR in coordination with the Chief Administrative Office, Auditor-Controller and other County Departments to develop a **plan** to implement a County-wide Item Control System which relates the positions filled to the positions budgeted. (19)
5. Direct DHR ~~to develop a program leading to the professional certification of Human Resource positions.~~ in coordination with County departments and the Personnel Director's Committee to provide professional enhancement for HR personnel. (21)
6. Direct DHR to develop, in coordination with department heads, a program that will enable the temporary assignment of work to individuals within the human resources function to on projects responding to crisis needs of the line County departments in the human resources field. These projects should be short-term, ie. 1-3 months, not to exceed 3 months and have a clearly defined and measurable output against which the individuals assigned can be evaluated. The concurrence of the department head is required for each temporary assignment. (22)
7. Direct the DHR when making any proposal concerning restructuring or reorganization of the human resources function or any human resource organization within the County to submit, as part of the proposal, a cost/benefit analysis. This analysis should be coordinated with impacted department (s). (23)
8. Direct the Department of Human Resources to provide Departments with advice on the assignment of professional staff within the Human Resources function, upon request of the department head. (20)
9. Direct the Department of Health Services (DHS) to develop, in coordination with the Department of Human Resources, a plan to evaluate all HR positions dedicated to County-wide policy within DHS to:
 - a. identify positions that may duplicate effort of those currently assigned to the DHR or to other positions within DHS,
 - b. eliminate surplus budgeted positions and related overhead costs,
 - c. transfer those positions to DHR that are more appropriately placed in DHR and can be justified by DHR as being essential to the accomplishment of the DHR mission, and,
 - d. realign the human resources function within DHS to reflect the responsibilities currently assigned to the DHR.
 - e. implement procedures and processes that support the realignment of the human resources function, (1)

2 10. Direct department heads, ~~with advice and oversight of the DHR to realign~~ to ensure that their HR functions ~~in~~ are organized in a manner that ~~reflects~~ facilitates implementation of the responsibilities and operational requirements of ~~the~~ HR functions ~~and the organization of the DHR.~~ (5)

11. Direct the Chief Information Officer, with the advice of and in coordination with the Chief Administrative Office, the Department of Human Resources and the Auditor-Controller, to recommend to the Board the appropriate organizational location and the potential for operational savings of data bases such as the County-wide Timekeeping and Personnel Payroll System (CWTAPPS) and the Workforce Information Tracking System (WITS). (16, 18)

Listing of Recommendations pertaining to the Board of Supervisors

1. Reaffirm the policy that DHR justify, based upon reduced cost and increased efficiency, the transfer of specific positions from within the county human resources function that, in their opinion, may be necessary to insure the effective implementation and monitoring of the human resources function. (4, 8, 10, 13, 15))

2. Direct the Economy and Efficiency Commission to report back to the Board on the implementation of recommendations in this report that have been approved. (24)