

# CITIZENS ECONOMY AND EFFICIENCY

## COMMISSION

OF LOS ANGELES COUNTY



April 3, 1996

TO: Honorable Michael D. Antonovich  
Supervisor, Fifth District

FROM: Gunther Buerk  
Chairman

A handwritten signature in cursive script that reads "Gunther W. Buerk".

SUBJECT: CAO'S MARCH 18th RESPONSE TO THE COMMISSION'S  
REPORT ON HUMAN RESOURCES FUNCTION CONSOLIDATION

On February 20, 1996 your Board instructed the Chief Administrative Officer to solicit comments from departments on the report issued by the Commission concerning the consolidation of human resource functions between the Department of Health Services and the Department of Human Resources. On March 18, 1996 the CAO submitted to your Board a memo which included the requested departmental comments. In this memo the CAO also proposed Board actions on the recommendations included in the Commission's report.

The Commission is encouraged that the approach proposed by the CAO is a meaningful beginning to accomplishing the recommendations that are presented in the Commission's report. We do feel however, that some comments are necessary to further clarify the intent of the Commission's recommendations.

◆ During the course of this study it was recognized that the actions being contemplated at the Department of Health Services (DHS) could potentially impact the Human Resource Function within the County. For this reason the Commission felt that it was necessary that any actions be developed and implemented recognizing the need to optimize the management and operations of the Human Resource Function county-wide. Taking this approach would minimize the potential of taking premature action at DHS that could possibly result in a negative impact on the Human Resource Function or on a specific department.

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The Commission report recognized that with the creation of the Department Human Resources (DHR) there existed a possibility that as a new department the duplication of

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some of the activities previously being accomplished by departments could exist. The Commission study did not determine that duplication or overlap existed, but rather recommended that DHR review and report on this potential in the Human Resources Function. If, as many departments have claimed, no duplication or overlap exists, the “appropriate action” could be no action. Given the current fiscal circumstances facing the County this approach appears to be prudent.

◆The Commission feels that it is vitally important that the Department of Human Resources strive to fulfill its leadership, coordination, and advisory role in the Human Resource Function through the development of policies and programs that can serve as an effective guide to departmental human resources offices. To date the departments of DHR and DHS have demonstrated a cooperative spirit in the areas of human resource management and for that both should be commended. It is important for DHR to continue to develop this relationship with all county departments.

Subsequent to the issuance of the Commission’s report, the Department of Human Resources has recommended the transfer of the Compensation function to DHR. The Commission has informed both the CAO and DHR that its report did not specifically recommend such action. What report did say was “. . . that appropriate action be taken on those Classification and Compensation positions County-wide that duplicate efforts within the department or DHR.” This recommendation that “appropriate action” be taken was made to address the potential for duplication within this activity. This recommendation was not intended to address the question of a transfer of the Compensation function between the CAO and DHR. **The Commission has not taken or implied any position on the transfer of the Compensation function between the CAO and DHR.**

Concerning the specific recommendations of the CAO, the Commission supports the initiation of a pilot project to “. . .determine if any human resource functions performed by Health Services are duplicative of the Human Resources departmental mission;”. This pilot project should concentrate on identifying policy functions within the DHS and on the appropriateness of transferring these functions to the Department of Human Resources.

c: Each Commissioner  
Sally Reed, Chief Administrative Officer  
Mike Henry, Director, Department of Human Resources  
Mark Finucane, Director, Department of Health Services