

Engineering

*Serving the Present;
Designing for the Future*

Newsletter

No. 91-2 July 25, 1990

TRANSFER OPPORTUNITIES

Several transfer opportunities are available in the Bureau. If you are interested, contact the office listed below by **Tuesday, July 31, 1990**.

Civil Engineering Associate I

Cen - James Corralejo, Ext. 54587
Const CnvCtr - John Cockayne, 388-8980

Civil Engineering Assistant II

WPMD - Lillie Pruitt, Ext. 58268

Civil Engineering Assistant III

Cen - Cliff Masui, Ext. 54587

Civil Engineer

WPMD - Lillie Pruitt, Ext. 58268

Clerk Typist

Adm - Glenda Nuzzi, Ext. 53031

Environmental Associate II

WPMD - Lillie Pruitt, Ext. 58268

Management Analyst I

Adm - Faye Matsuoka, Ext. 57692

Const - Pam McArthur, Ext. 55861

Management Analyst II

WPMD - Lillie Pruitt, Ext. 58268

Structural Engineering Associate II

Const - John Cockayne, Phone 388-8980

WSED - Frank Hodges, Ext 53087

INTERNAL PROMOTIONS

Roger Alworth, CE Assistant II, SED; Basudev Mukherjee, EE Assistant II, HCD.

INTERNAL TRANSFERS

Tri Lam, CEDT from Valley to WSED; Arlin Scheidegger, Mgmt. Analyst, from PMD to WPMD; Rosemary Caraveo, Clerk Typist, from Admin. to WPMD.

DEPARTURES

My Trinh, CEDT from HCD to DW&P; Mary Bullock, Principal Clerk, from Admin. to Fire Dept.

PASSING OF VIC LIMBO

We are sorry to announce the death of Victorino Limbo on Saturday, July 21, 1990.

Vic was a Civil Engineering Assistant III in the Excavation Unit of the Permit Processing Section (One-Stop) and had been battling cancer for some time. He was employed by the Permit Processing Section since January 13, 1984.

Services were held Tuesday, July 24, 1990. Contributions toward funeral expenses in lieu of flowers will be appreciated. Make checks payable to Vic's wife Ofelia J. Manalang, 1541 Oak Grove Drive, Los Angeles, CA 90041.

SANDSTEDT HONORED

Congratulations to Ernie Sandstedt, Civil Engineering Drafting Technician. He is the July, 1990 Construction Division Employee of the Quarter. He was selected for his career excellence, efficiency and diligence.

YOUTH SERVICES ACADEMY

The Mayor has requested that departments identify job training assignments which can provide Youth Services Academy (YSA) participants with a meaningful job experience. The Mayor has also requested that City employees volunteer to be mentors and to serve as role models. The YSA program is sponsored by Workforce L.A., DWP, the Personnel Dept. and the L.A. Unified School District. Its goal is to provide incentives to teenagers to stay in-school and help them in developing marketable skills. YSA job description forms are due to the Personnel Services Section, Administration Division by **July 26, 1990**.

DODGER NIGHT!

Don't forget--Wednesday, **August 1, 1990** is Public Works Night at Dodger Stadium! The Blue Crew will be taking on the San Francisco Giants at 7:05 PM.

EXPOSURE TO CHICKENPOX

The following information was received from Dr. Jothan Staley, Medical Director, Occupational Health and Safety Division:

July 17, 1990

To: City of Los Angeles Employees

You may have been exposed to chickenpox from a co-worker. If you have previously had chickenpox, you can be reasonably assured that you will not become infected since repeat infections are rare.

However, if you have never had chickenpox, have a medical condition or take medication that lowers your resistance to infection, you should consult your physician TODAY or as soon as possible to discuss the need for preventive treatment. Examples of medical conditions or treatments that are associated with a lower resistance include:

- Persons with HIV infection/AIDS
- Persons with cancer, leukemia or lymphoma
- Persons taking certain medications such as steroids or anti-cancer medications
- Persons who have received a transplant

Should you have any questions, please call the Occupational Health and Safety Division at 213 485-4641.

GENERAL SERVICES SURVEY

The Department of General Services, in conjunction with the City Administrative Officer and the Controller's Office, is conducting a *Facilities Assets Management Survey*. The purpose of this survey is to inventory and document all Council-controlled City facilities. The basic data gathered during this inventory will be used for a variety of purposes involving facilities management. General Services has asked for departments to cooperate in this survey. For additional information contact Bert Hinkle, Building Construction and Maintenance General Superintendent II, on ext. 55858.

PHILIPPINE EARTHQUAKE RELIEF

Mayor Tom Bradley issued the following statement:

Our hearts and prayers are with those who are suffering through the aftermath of the horrendous earthquake in the Philippines. As all of us in California know, the destruction of an earthquake can strike at any moment, and leaves its victims unnerved and unsure when another tremor might occur. For the people of Manila and the surrounding Luzon island, who are now withstanding the flood of aftershocks that follow an earthquake, it is a particularly dreadful nightmare.

I particularly want to send my best wishes to the friends and relatives of those who are suffering or who have been injured in the earthquake. I am deeply saddened by the news that so many died during the earthquake. It is a tragedy.

I encourage residents of our city, which has the largest population of Filipinos outside of the Philippines, to help the victims of the earthquake. Financial contributions to the victims of the earthquake should be sent to L.A.F.A.C.E. (Los Angeles Filipino Association of City Employees), c/o Mayor's Office, 200 North Spring Street, Room 305, Los Angeles, CA 90012.

The City stands ready to offer our help in any way possible.

WE'D LIKE TO THANK YOU

The recent devastating earthquake in Iran has left over 60,000 people dead, an additional 250,000 injured and more than 500,000 people homeless--and these figures are still increasing daily.

Through the generous contributions of several divisions in the Bureau of Engineering a total of \$3,165 was collected and sent to the American Red Cross, Iranian Earthquake Relief. Our thanks goes to each and every individual in the Bureau who made the difference. Your kindness and generosity in giving is deeply appreciated by all the people of the earthquake regions in Iran who are fighting to put their lives back together.

Thank you,
Iranian Employees of the
Bureau of Engineering

TRADE TECH CLASSES

Course information for the 1990 Fall semester day and evening classes offered by the Los Angeles Trade Technical College have been distributed. The division training coordinators are to turn in the names of applicants to the Personnel Services Section, Administration by **August 3, 1990**.

WE'D LIKE TO HEAR FROM YOU!

We are looking for news that would be of interest to others in the Bureau. If you have any ideas or articles for the newsletter, contact **Winifred Harano** or **Glenda Nuzzi**, in Administration, Stop 490. Deadline for the next issue is Thursday, **August 2, 1990**.

NORDHOFF GRADE SEPARATION

On July 16, 1990 at 10:00 AM, Councilman Hal Bernson dedicated the Nordhoff Bridge in memory of Charlotte Grossman. Chief Deputy City Engineer **Ralph Kennedy** represented our Bureau along with Project Engineers **Luis Ganaja** and **Yalin Chen** of the Structural Engineering Division. The ribbon cutting ceremony for the \$3.9 Million project was performed by the family members of the late Mrs. Grossman.

COMMENDATION TO KASPARIAN

The Bureau recently received the following letter:

Date: June 15, 1990

To: Robert S. Horii
City Engineer

From: Lillian Y. Kawasaki, General Manager
Department of Environmental Affairs

Subject: Participation on the Air Pollution
Reduction Consulting Study Plan
Review

Dr. Ara Kasparian, Environmental Supervisor II, of your staff is to be commended for his efforts as a member of the review panel to recommend a consultant to provide air pollution reduction consulting services. While the process took longer than initially anticipated, Dr. Kasparian's contribution was necessary to achieve the objectives of the panel.

On Wednesday, June 13, 1990, the City Council approved the panel's selection of Aerovironment, Inc. to perform the consulting study. I appreciate you allowing your staff to devote time to this important effort.

Assessment Meets Goals

Assessment Division has six goals for 1990. All of them have been met or progress has been made toward their accomplishment.

1. Train all employees in use of PC's and relevant programs.

Eighty percent of the employees have taken the "Introduction to PC" class and 50% have taken at least one class on the use of a specific program.

2. Develop a method or program to computerize assessment spreading.

One employee has worked on such a program, but it isn't operational yet. In addition, the Division helped a group of Japanese engineers from Tokyo who wish to copy and improve our assessment procedure. They said they plan to computerize the process and would sell the program back to us when they complete it!

3. Develop Assessment Training Classes to inform new employees and cross-train existing employees.

Starting in the Fall, classes on specific assessment subjects will be offered to Assessment division personnel and interested

district office personnel. Some day, with enough cross-training, people will say, "Bo knows Assessments!"

4. Combine Engineering and Assessments activities within existing pre-and-post construction functions.

Staff meetings have been held to discuss this reorganization and utilization of personnel, but implementation will be more feasible as part of the Division's move to the 8th floor of City Hall.

5. Process the Assessment Division portion of Residential Property Reports within two days of receipt.

Except for heavy workload and holiday periods, this goal is being met.

6. Expand the Community Meeting Program to reduce the potential for Assessment Project abandonment.

The first project is now being tested on a trial basis with a community meeting to be held as soon as an estimate is available. The Council office is involved and no design will begin until there is reasonable certainty the project can proceed to completion.



See Me, Hear Me, Work With Me *By Reza Iranpour, Mario Dombrower and Joe Cuny*

Maximizing productivity has long been a challenge for management in all fields of industry. Ultimately, the performance of people in supervisory positions can be measured by their ability to 1) evaluate a given situation accurately, 2) identify a suitable solution, and 3) effectively implement the beneficial change for the organization without jeopardizing the well-being of its employees. Thus, productivity can be considered in two ways: productivity of managers which depends on the quality of their judgement and instructions and that of subordinates, measured by assessments of how much work is done. The link between the two is communication. So, inevitably the level of productivity, and consequent efficiency of a given organization, is contingent upon the degree and level of clarity in the communications existing within the organization.

Some indicators of problems are common and obvious: high employee turnover, waste, low yield, etc. Less obvious, but equally as hindering, are problems such as: "corporate immersion of job worth," i.e., in many large organizations, the tasks and structure are divided up in such a way that it is difficult for an individual to understand one's part in the process as a whole. Hence the job is perceived to lose its worth and with that perception comes an inherent loss of self-worth, which manifests itself in various detrimental ways in the employee's attitude, ultimately affecting the entire organization. An employee with a clear and positive understanding of one's worth in the corporate whole will display the effect of that

understanding in her/his productivity, because of a rise in job and self-image. This is a prime example of the benefit of extensive communication at work within the organization eliminating fundamental, yet not necessarily obvious, problems.

Another less apparent, and seldom spoken of, difficulty in the arena of identifying problem areas within the organization is "motivational employee/job misplacement." Most people, when it comes to employment, are motivated by at least one of three things: 1) money, 2) responsibility, and 3) recognition. If there is a person in a job that is ill-suited to her/his motivational needs, there will soon be an unhappy and unproductive employee. Here again, a solid network of communication running throughout the organization will prove beneficial.

There are many less significant instances where good supervisor/staff communication can benefit in positive changes, an example being awareness of whether or not the employee is physically and psychologically suited to her/his work space. The condition and suitability of the work space tend to be correlated with the quality of the employee and the company. On a greater scale and at higher supervisory levels where larger and more comprehensive changes are implemented, good communication can be far more crucial. An example would be communicating with politicians and the press.

In conclusion, good supervisory skills and the ability to implement changes that increase productivity are synonymous with the ability to

communicate with the individual and the organization as a whole. It is a matter of being able to help the individual learn how to maximize output by working smarter as opposed to working harder. It is not a matter of encouraging an individual to take pride in her/his work, but a case of pointing out the inherent pride to be taken from doing the work well. The ultimate solution in increasing the efficiency and productivity of the organization lies in being able to understand what it takes to increase the efficiency of the individual, because the organization is nothing more or nothing less than the individuals en masse; and when dealing with individuals, alone or in a group, the only truly essential tool is effective communicative skills. ◆ ◆ ◆

ACKNOWLEDGEMENT:

The above article is a condensation of an article to be submitted to a management Journal. The authors would like to thank R. Cutler, H. Esmaili, D. Hans, R. Haraga, F. Hoepfner, W. Naydo, B. Smith, and C. Tiritilli of the City of LA, D. Lidke of James Montgomery, C. Robertson of Robertson & Cohoon, O. Gandhi of U of U, G. C. Rota of MIT, and M. Waterman of USC, who have commented on this or will be reviewing the original article.

GALANTER THANKS BUREAU

Councilwoman Ruth Galanter has expressed her appreciation to the Bureau and also to several Bureau employees for their work on the Venice Boulevard reconstruction.

She wrote to Robert Horli, "Thank you for your help on the Venice Blvd. reconstruction, particularly your efforts on the design of the bridge over the Grand Canal. This project is of major concern to my constituents as well as millions who annually visit the area.

As you know, the plans for the Venice Blvd Reconstruction and the cooperative agreements were delivered to Caltrans on June 28, 1990. Although much remains to be done, this is a significant milestone in the rebuilding of this major traffic artery. This project had been repeatedly stalled since its initial approval in 1964. For the first time in the 26 year history of this project, the City has completed its approvals for the plans. That is a tremendous accomplishment given the enormous obstacles that had to be overcome, for which your department deserves much of the credit.

Because of the historical status of the Venice canals, the bridge design needed approval from the Cultural Affairs and Cultural Heritage Commissions in addition to sign-offs from the Bureau of Engineering. Although Caltrans recognized this project called for more than its standard bridge design and assigned an architect to prepare a custom design, Caltrans was not prepared for the scrutiny the bridge encountered during the Cultural Affairs Commission review. Caltrans left the initial Cultural Affairs Commission meeting convinced that the Commission's bridge concept could not be realized within the constraints of Caltrans' bridge standards and that Venice Blvd. would be stalled once again for lack of City approvals. Efforts to develop renderings that incorporated the Commission's concerns within the Caltrans parameters were frustrated by Caltrans' refusal to do further work and the City architect's heavy workload. Your intervention enabled us to provide the Commission with renderings of six different designs from which the ultimate redesign emerged. Not only was the redesign approved at the next meeting, the Commission made a point to compliment the Department for the efficient and effective manner in which the Venice Blvd. bridge had been handled.

All of us who have worked on this project have encountered a disbelief, an attitude that this project had always stalled out before and would stall

again. Your staff has been instrumental in convincing other City departments and Caltrans that this time the Venice Blvd. reconstruction will happen.

I am grateful for your help and look forward to working with you as we move toward reconstruction in early 1991."

To L. A. Corwin she stated, "... Your efforts to obtain the necessary right of way was instrumental in moving this project forward. The time needed for the condemnation of the apartment building has been a major concern in getting construction under way by early 1991. My staff has high praise for your work in expediting this process, as well as the work of your staff in acquiring the 70 permits to enter and two construction easements. I understand that as of July 1, 62 permits to enter had been signed, and both constructions easements were under way. ... As you know, the plans for the Venice Blvd. Reconstruction, your "can-do" letter, and the cooperative agreement were delivered to Caltrans on June 28, 1990."

In her letter to Jesus Romo she noted, "... My staff reports that you did an admirable job expediting the appraisals on the two construction easements necessary for the right of way. I know how difficult appraisals are in an area covered not only by the City zoning and building codes, but also under the Coastal Act and an Interim Control Ordinance. I am grateful for your work."

For J. W. Williams she wrote, "... Your efforts to relocate the tenants from the condemned building has been and remains critical in moving this project forward. The time needed for the condemnation of the apartment building has been a major concern in getting reconstruction under way by early 1991. While I realize the human factors involved preclude timetables for completing your work, I appreciate the extra effort you and your staff have put into the relocation effort. I understand Mr. Shimamoto was successful in obtaining the permission of one tenant to conduct preliminary tests for asbestos. Such information is vital to determining the demolition timetable once the building is vacant. While your work continues, I want to thank you for how much has been accomplished."

To Luis Ganaja she wrote, "I want to thank you for your work on the Venice Blvd. reconstruction, particularly your efforts on the design of the bridge over the Grand Canal. ... My staff has praised your extraordinary work coordinating the

bureau's efforts to develop, in less than two days, renderings that incorporated the Commission's concerns within the Caltrans parameters and then to guide the redesign through the approval process. ... I understand you were well aided by Eric Tam and by Jaime Contreras, who did the renderings, but you were the point person for the successful effort."

She wrote to Eric Tam, "I want to thank you for your work on the Venice Blvd. reconstruction, particularly your efforts assisting Luis Ganaja on the design of the vehicle bridge over the Grand Canal. My staff has praised your efforts assisting Luis Ganaja in coordinating the City's efforts to develop a bridge design that incorporated the Commission's concerns and Caltrans' safety parameters."

Her letter to Jaime Contreras stated, "Thank you for your work on the renderings of the vehicle bridge on Venice Blvd. over the Grand Canal, particularly on the short notice and under the unusual pressures that existed. ... My staff tells me that you had less than two days to produce renderings that incorporated the sometimes vague suggestions raised at the Cultural Affairs Commission meeting into the original Caltrans design. You succeeded in producing six distinct designs that formed the basis for the redesign approved at the next Commission meeting. I am grateful for your work."

To Andres Santamaria she wrote, "Thank you for your work as Project Manager for the Venice Blvd. reconstruction. My staff has been particularly complimentary about the job you have done coordinating the many City departments involved in reviewing and commenting on the plans, as well as your assistance in expediting the plans and the cooperative agreement through the final approvals and to Caltrans in advance of the July 1, 1990 deadline. ... Coordinating this project would be a challenge under any circumstances, but you had to overcome a disbelief, an attitude that this had stalled before and would stall again. Your efforts were instrumental in convincing the City staff and Caltrans that the reconstruction will happen."

In her letter to Lawrence H. Burka she wrote, "Thank you for your leadership on the Venice Blvd. reconstruction. My staff has high praise for your efforts to make this happen. ... This is a tremendous accomplishment given the enormous obstacles that had to be overcome. You and the Bureau of Engineering deserve much of the credit."

