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Economy & Efficiency Commission Presentation

Editorial Note: Although every effort has been made to insure the accuracy of the material in this presentation, the scope of the material covered and the discussions undertaken lends itself to the possibility of minor transcription misinterpretations.

PRESENTATIONS BY
Managing Director, Jonathan P. Bellis
Senior Director, Lauren Chung
HBR Consulting
Los Angeles County

February 14, 2013

CChairman Barcelona greeted Mr. Bellis and Ms. Chung from HBR Consulting, and welcomed them while turning it over for Mr. Bellis to speak to the Economy and Efficiency Commission.

HBR Consulting

< Pacific Asia and Zealand, New Australia, Africa, East, Middle Europe, U.K., U.S., the in departments law hundred several with worked has he career his over that stated He systems. programs methods, concepts, management relevant implement identify helping experience of years twenty-five Group. Consulting Department Law leads HBR Director Managing is Bellis>

Mr. Bellis stated that his consulting work typically relates to the entire legal function within an organization, although many projects relate to specific focus areas, such as outside counsel management; litigation; contract management; and legal risk management. A major area of focus in the past decade has been to define roles, relationships and organizational structures between legal, compliance, ethics and risk management functions. He stated that his client wok spans all aspects of legal management and technology including: strategic and operational planning, organizational structure and staffing design, legal talent development and management, client alignment and satisfaction, cost and financial management, performance management, metrics and reporting, process analysis and improvement, managing and optimization of inside and outside legal resources, and process and technology alignment and improvement initiatives. He stated that he established the leading benchmarking and compensation survey of U.S. law departments in the mid-1980s which is now the annual HBR Law Department Survey. He stated that since the mid-1990s, he has led the identification and definition of best practices in global legal function management.

HBR Department Overview

Mr. Bellis stated that HBR Consulting is a leader in consulting for the legal sector, with more than three decades of experience helping law firms and law departments plan, implement and measure business,

information and technology initiatives. He stated that HBR helps Los Angeles County holistically address their needs in the areas of Core Infrastructure, Strategic Sourcing and Business Operations, IT Strategy & Planning, Information Lifecycle Management and Law Department Consulting. He stated that HBR Consulting continues to expand on its foundation as a leading provider of legal business and consulting services. He stated that his department has completed law department consulting projects with hundreds of law departments global as well as in the U.S. across all industries and sectors. He stated that his department are thought leaders in law department management and technology and have identified trends and defined best practices over the past 25 years.

He stated that the HBR Consulting approach is to combine state of the art consulting and analytical skills to effectively anticipate and respond to any clients' needs. He stated that HBR Consulting combines market intelligence with their assessment of a firm's culture and circumstances. He stated that they provide solutions to challenges along with a roadmap for effectively implementing the required changes.

Los Angeles County Counsel Department

Mr. Bellis stated that his team will be assessing the: quality of collaboration in the County Counsel's office both internally and externally to the degree in which it works with the community openly and clearly with its clients; degree of consistency; expertise approach; and coordination across the office. He also stated that his team will also be evaluating the: degree of proactiveness and decisiveness practiced by the County Counsel's office; its ability to anticipate and avoid legal exposure learned from past experience and communicate that knowledge to the County family to reduce future exposure; and the level to which the Office is up-to-date in its management, organization and operations as the counsel to the largest county in the nation in the 21st Century.

Mr. Bellis stated the within the 13 divisions of the County Counsel's office, most of the divisions have a specific departmental focus such as Health Services, Public Works, Public Defender, and Sheriff's Department, and some that are crossed cut such as employment contracts and government services. He stated that the ability of the County Counsel's office to assist clients achieve their goals, even if it requires a different course than clients requested, as opposed to simply advising clients their course is not feasible. He stated that there are 5 overarching themes which will be key in determining how well the County Counsel meets client needs in addressing such critical, high priority operations as: Advising the Board of Supervisors; Contracting; Employment practices; egislative and regulatory issues; and Risk management.

Mr. Bellis stated that HBR is about 45% complete with the project and about 80% finished with the data gathering. He stated that they have reviewed all documentations in January, met with all management levels within the County Counsel, and had telephone interviews with the cross section lawyers. He stated that this week they will interview the Board Offices and then more client interviews this week by phone. He stated that they have also launched a survey of the lawyers because they weren't all interviewed and that more than half of the surveys have been completed. He stated that in total, more than half the department has responded to the online survey. He stated that they will be doing an external benchmarking exercise with larger County operations to see how they are organized, and HBR will also be talking to a group of judges. He stated that in March and April, HBR will take all the data and put it in the grinder and come out with some meaningful recommendations to close the gaps for the County in terms of a wide range of issues ranging from structure, staffing, to client service attributes and services.

Questions/Comments:

Commissioner Murray asked if there is a sense from County Counsel how much eagerness there is for real change? Mr. Bellis replied that clearly they are being evaluated and it didn't come from within the Office of County Counsel. He stated that it is not a normal reaction for people to say you are a consultant and you are here to help. He stated that consultants are not often greeted with open arms. He stated that no one was defensive at any level and he never received any defensiveness or negativity.

Chair-Emeritus Philibosian commented that having looked at County Counsel and other public law offices at the State and Federal Level, he feels that the Office of the County Counsel is a well-run operation. He stated

that the E&E Commission's experience with the County Counsel's office in terms with getting Brown Act advise has always been very responsive and on target.

Commissioner Kalm commented that he is struck by the level of detail in what HBR is doing in the County Counsel's office and struck a parallel of what this Commission has done over the years long before he arrived in such studies as (1) the CEO's establishment working as effectively as it was intended to do and (2) the Strategic Planning process and if it is being accomplished Countywide. He stated that from the remarks heard today, there is a an amount of parallelism between what HBR is doing in a narrow sense only in the County Counsel's Office to what the Commission has done in a broader sense.

Chair-Emeritus Philibosian asked what other County Counsel operations HBR Consulting has looked at for their data gathering? Mr. Bellis replied that not many-other than New York City. He stated that many won't be comparable but HBR is going to do some benchmarking nevertheless. He stated that he did a large project for the City of New York in terms of their internal legal functions some years ago.

Commissioner Kamenir-Reznik commented that the E&E Commission did an analysis on the Civil Service System and recommended modifications in many areas and that some of which have already been implemented by the Civil Service Commission. She asked if HBR is aware of those type of reports and the information available for their analysis? Mr. Bellis replied that it is a no-holds-bar look at the County Counsel's office from structure to operations, management, service delivery and staffing.

Commissioner Fuhrman asked if that would include an assessment of the quality of advice? For example, the quality of advice that the Civil Service Commission is getting from the County Counsel assigned Representative? Mr. Bellis stated yes but with great limitations. He stated that the HBR team are not lawyers but management consultants. He stated that he would be cautious in saying that HBR is going to come in and give you a precise evaluation of the quality of legal work that is done.

Chairman Barcelona expressed his appreciation to Mr. Bellis and invited him to come back to speak to the EEC in the near future and the Commissioners applauded.

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