

The Select Task Force/Committee on Business Processes

Draft Plan for 2009-12010

Chair, George O. Davis

The Select Task Force/Committee on Business Processes (BP Committee) has decided to take an organizational management analysis approach derived from the Long Range Strategy adopted last July by the Board of Governors which states in part as follows:

“The Board of Governors has the fundamental fiduciary responsibility for the health and success of the State Bar of California, with a focused attention on the governing responsibilities for this organization. The governing functions are those that provide the essential direction, resources and structure needed to meet specific needs of our core constituencies: the public, the judiciary and our lawyer-members.”

The BP Committee has been charged with looking at ways the Bar can (1) achieve greater management efficiencies in the performance of its core functions; (2) determine where greater cost/benefits can be realized; (3) assess where our long term strategic initiatives may be impeded by internal and external factors; and (4) identify how our existing and future technologies can best serve these purposes.

To get at these answers we propose to both meet with and submit questions to senior management and key staffers concerning their specific areas of responsibility and we will also have staff assist us in looking at “best practices” by other bars, large law firms, DA and Public Defender Offices and other organizations as deemed appropriate.

We may also solicit input from other governors to inform our work.

The overall intention is to gain a better understanding of how the board can improve its governance by looking at some of the systems and structures currently in place and by making specific recommendations on how these might be modified to meet the challenges the Bar will face in the years ahead.

Saturday, September 12 Board meeting

Provide General Overview of the process BP will follow.

I. BASIC INFORMATION RETRIEVAL (November & January Meetings & Ongoing)

- + Identify current staffing levels and areas of possible weaknesses.
- + Review the existing organization charts and their functionality for the work being performed, including identification of core and non-core functions

- + Examine the channels of communication through which information flows, the interdepartmental linkages, mechanisms for accountability.
- + Identify the performance measures being used and whether they are the best indicators of achievement based on changing priorities.
- + Identify the principal motivators for Bar employment looking especially at those with longest tenure.
- + Examine the internal approval procedures in HR, Purchasing, Contracting,
- + Look at Best Practices from other State Bars.

II. "IT" LINKAGES BETWEEN THE DEPARTMENTS, ENHANCEMENT OF MEMBER SERVICES AND UNTAPPED REVENUE STREAMS (March Meeting)

- + Identify impediments to achievement of management objectives resulting from technological limitations and defining issues as IT problems when the causes may lie elsewhere. (e.g. Is investing more IT money the answer to reducing Discipline backlogs and would the public see greater benefits)
- + Look at annual expenditures on technology, contractors, maintenance.
- + Analyze the ROI from IT upgrades and look for areas of immediate implementation (e.g. faster conversion to paperless online procedures swifter JNE processing, help with agency billings etc.)
- + Identify sources of long-term funding support

III. INCENTIVIZING SENIOR MANAGERS TO BE EFFECTIVE CHANGE AGENTS (May meeting)

- + Review existing management incentive plan and understand from ED whether it needs to be updated with new openings of Senior Staff.
- + Examining contingency plans when there is changeover among top management.
- + Looking at procedures to help institutionalize change with changing Board makeup.

IV. EXTERNAL/INTERNAL IMPEDIMENTS TO GOVERNANCE (July Meeting)

- + Look at the impact of legislative involvement, local bar relationships.
- + Look at methods for improving public perceptions.
- + Methods to achieve a relatively constant approach as the Board membership changes.