



The State Bar *of California*

OPEN SESSION AGENDA ITEM 41 MARCH 2019

DATE: March 15, 2019

TO: Members, Board of Trustees

FROM: Leah T. Wilson, Executive Director

SUBJECT: Report from Executive Director

I introduced the new State Bar performance metrics in my January Executive Director's report. Since that time staff has begun collecting data as related to those metrics that will be reported on a monthly basis (Monthly Metrics). The first report on the metrics, which includes only those Monthly Metrics, is provided as Attachment A.

PERFORMANCE ON THE METRICS

Of the 20 Monthly Metrics, performance targets were not met for the following 6:

- Metric 1, Internal customers reporting a high level of overall satisfaction with services received
 - Target, 90 percent; Performance 76 percent to 89 percent.
- Metric 2, External callers report a high level of overall satisfaction with call center experience
 - Target, 75 percent; Performance 59 percent.
- Metric 3, Participants [staff] report a high level of overall satisfaction with training
 - Target, 90 percent; Performance 56 percent.
- Metric 5, Performance evaluations processed within 30 days of due date
 - Target, 100 percent; Performance 48 percent.

- Metric 6, 100 percent of financial statements accurately generated within 20 days of the close of the month
 - Target 100 percent; Performance, 0 percent.
- Metric 7, Develop standardized on-boarding process for all State Bar sub-entities
 - Target, Completion; Performance, Partial Completion.

As noted below, for some of these metrics the failure to meet stated performance targets actually highlights the need to modify the metric, rather than a performance issue per se. For other areas, this initial round of data collection provides useful benchmark information that will be used by the Chiefs and their management teams as they work to improve outcomes over time. The exact nature of these improvement activities will of course vary by metric, but universally the approach will include evaluation of the underlying data, identification of situational or limited-term factors impacting performance, identification of other causal factors, and implementation of remedial steps as appropriate.

In addition to modifications needed to improve the metrics, additional changes from the version presented to the Board in January are needed to address inadvertent differences between the new metrics and the discipline metrics adopted by the Board last fall, given the goal of having one all-inclusive set of performance targets for the organization. An updated listing of all of the metrics, with these additions highlighted, is provided as Attachment B.

ADJUSTMENTS NEEDED

During the creation of the first Metrics Report, staff identified a number of areas where the metrics can be improved to increase transparency and clarify the presentation of information. These changes include:

- Metric 3, Level of Satisfaction with Training
 - Due to fluctuations in training schedules, this metric is more suitable to quarterly data collection and reporting. For the current reporting cycle for example, the sample size was 9.
- Metric 4, Level of Satisfaction with Training & Development Program
 - Due to the limited number of staff participating in the program, this metric is more suitable for semi-annual collection and reporting. For the current reporting cycle for example, the sample size was 1.
- Metric 6, Timely Preparation of Financial Statements
 - December fiscal year close reports are not completed until April of the subsequent year. It is therefore impossible to meet this metric in the first 5 months of the year. This performance target should be modified to go into effect June 1 annually.

- Metric 8, Increase Attorney Awareness of the New Rules of Professional Conduct
 - A target number of calls to be received during the reporting period on the new rules should be established.
- Metric 9, Minimize the Number of P-1 Cases in Backlog
 - A target for the percentage of P-1 cases in backlog at any point in time needs to be established; “minimize” on its own does not enable meaningful assessment of performance.
- Metrics 10 and 14, Caseload Clearance Rates
 - Clearance rate data fluctuates significantly on a month-to-month basis. These metrics should be modified to reflect that each month a rolling annual clearance rate will be reported.
- Metric 11, Maintain Level of CRU Reopens for Reasons Other Than New Evidence
 - A baseline comparison target needs to be established; “maintain” on its own does not enable meaningful assessment of performance.
- Metrics 13 and 20 , Case Disposition Time
 - These metrics should be modified to reflect rolling annual median and 90th percentile data at each reporting period.

At this time, I plan to work with the Board Chair and Vice Chair to finalize these modifications. I believe however that a Board Committee should be assigned overall responsibility for the metrics; given Finance and Planning Committee’s similar strategic planning duties, I believe that this would be the appropriate body to house this work, and have asked staff to draft an amendment to that Committee’s charter, as reflected in the Board Book Executive Committee agenda item, to that end. Under this proposed approach, Finance and Planning’s overarching responsibility for the metrics would be augmented by a more in-depth focus on relevant metrics by the Programs and Regulation and Discipline Committees, an approach previewed for the Board in the agenda items for both of these Committees’ March meetings.

OTHER UPDATES

As the Board is aware, we are in the midst of reviews being conducted by both the California State Auditor and the Legislative Analyst’s Office. The associated workload cannot be overstated. One interesting ancillary benefit has been the opportunity to review the incredible body of work we have produced over the last couple of years including: the Backlog Report and Spending Plan, the Workforce Planning Report, the Classification and Compensation Study, the Client Security Fund Report, and the Discipline System Workload Study. Most recently our efforts include the successful launches of not one but two major case management systems, Odyssey and the Admissions Information Management System, within a period spanning less than 30 days. It is highly unusual for a public sector agency of our size to pull off one major case management system overhaul successfully— let alone two – and yet the Bar has quietly done so.

In addition, the Board has adopted forward-leaning and thoughtful strategic objectives advancing the Bar's diversity and inclusion goals. We have supported the Malpractice Insurance Working Group to a successful conclusion and launched the California Attorney Practice Analysis Working Group and the Task Force on Access Through Innovation of Legal Services, initiatives which may result in significant changes for the Bar and the profession. I continue to marvel at all that we are asked, expected, and have self-initiated to do - and to do well - as an organization, and once again hope that you join me in recognizing the tremendous effort of staff in realizing all of these accomplishments.

ATTACHMENT(S) LIST

- A.** Metrics Report
- B.** Updated Listing of All the Metrics



The State Bar of California

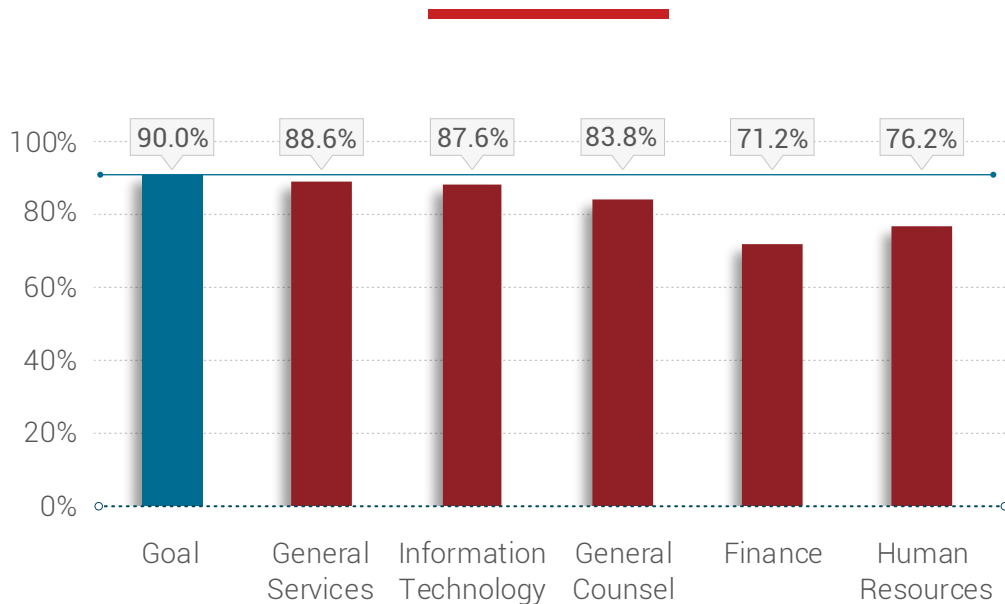
Metrics

January 2019

State Bar Metrics

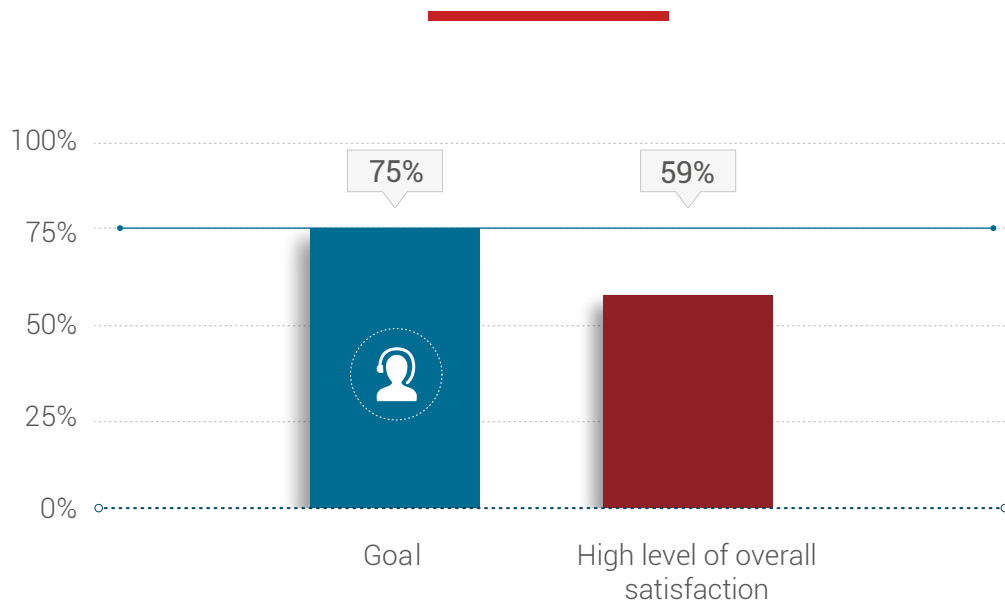
1

Internal customers who report high level of overall satisfaction **with services received**



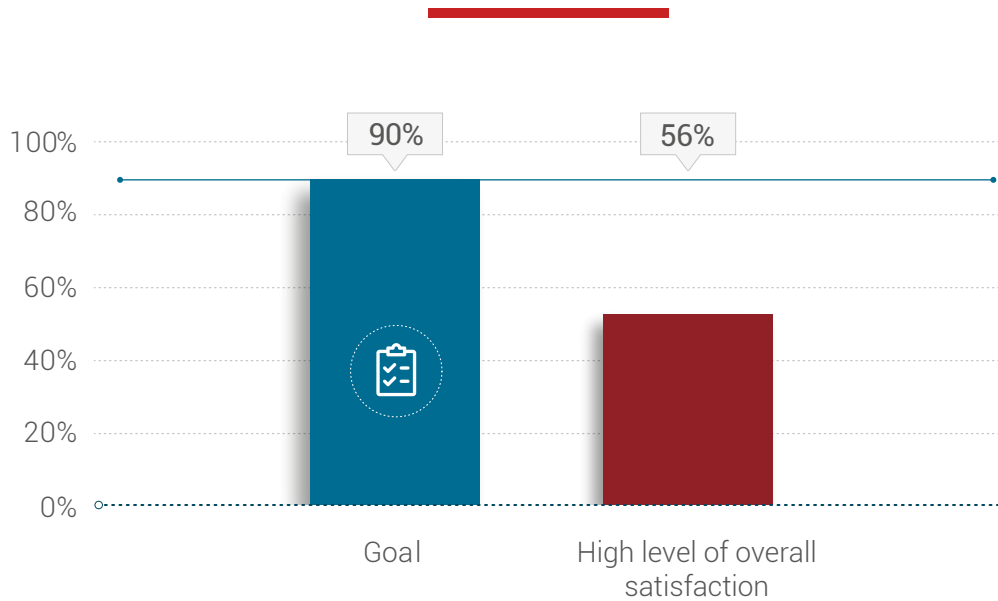
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External callers who report a high level of overall satisfaction **with their call center experience**



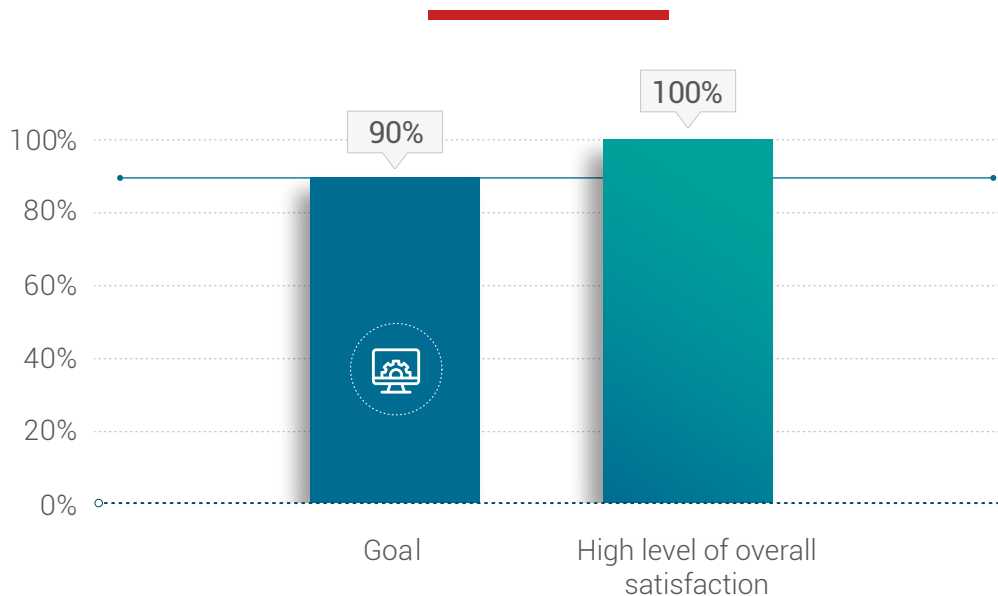
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Participants report a high level of overall satisfaction **with training**



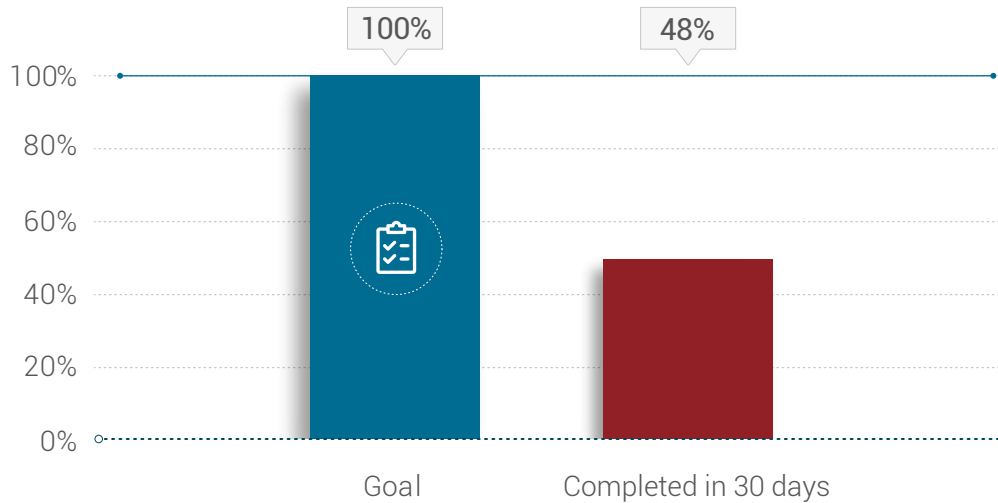
4

Participants report a high level of overall satisfaction with **the Training and Development (T&D) program**



5

Process performance evaluations within 30 days of due date



6

Process **100% monthly financial statements accurately and on time** within 20 days of the close of the Month



7

Develop standardized **on-boarding process** for all state bar sub-entities by Q4 2018



8

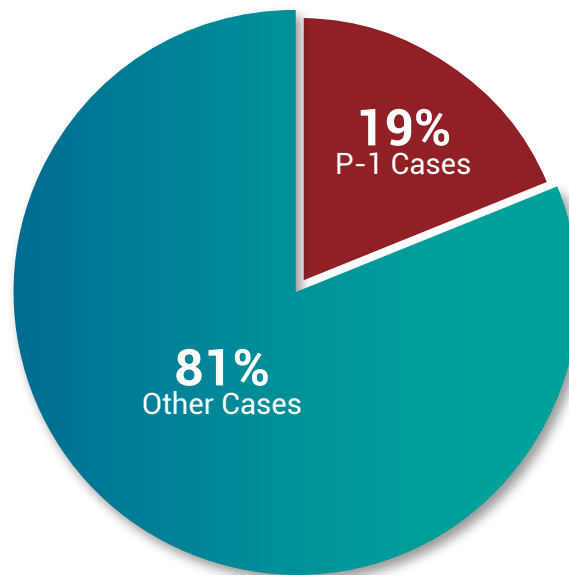
Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018



Office of Chief Trial Counsel

9

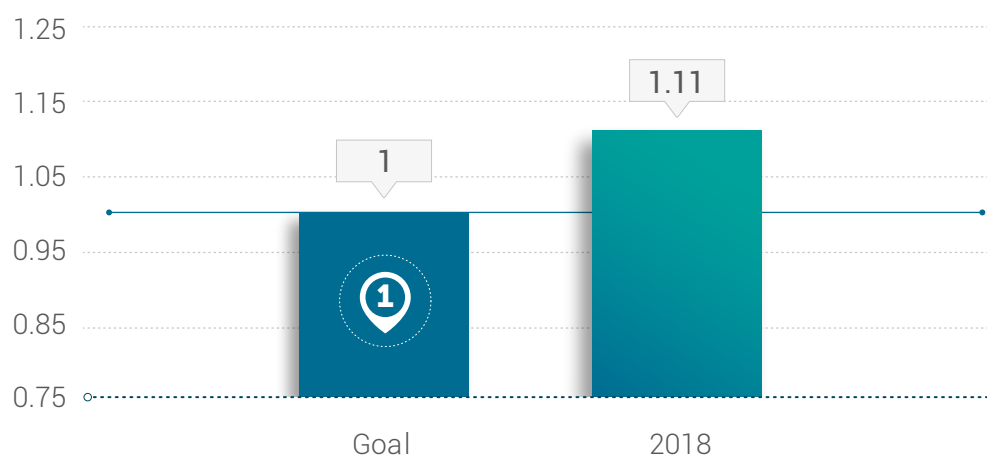
Minimize number
of **P-1 cases in
backlog**



*Number of P-1 cases in backlog in December 2018 was 19%.

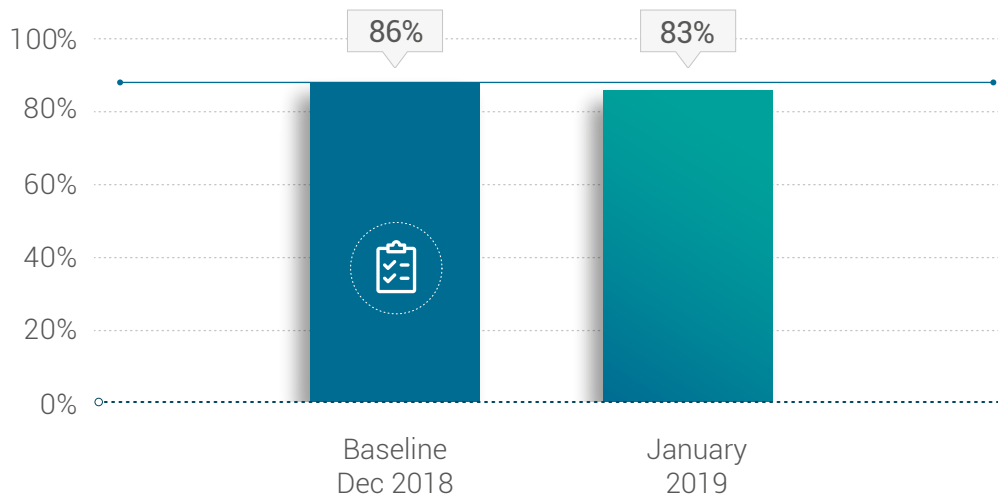
10

**Maintain annual caseload clearance
rate of 1.0 or higher**



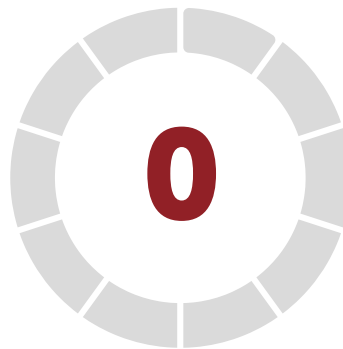
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Maintain current level of CRU reopens for reasons other than new evidence



12

Number of Walker Reopens



13

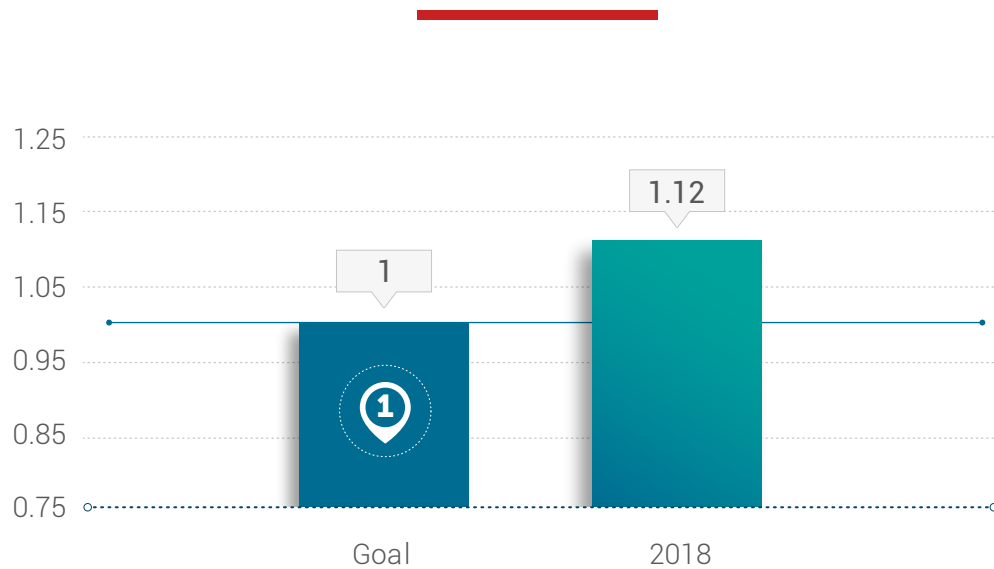
January case disposition times

	Days
Median	58
90th	208

State Bar Court

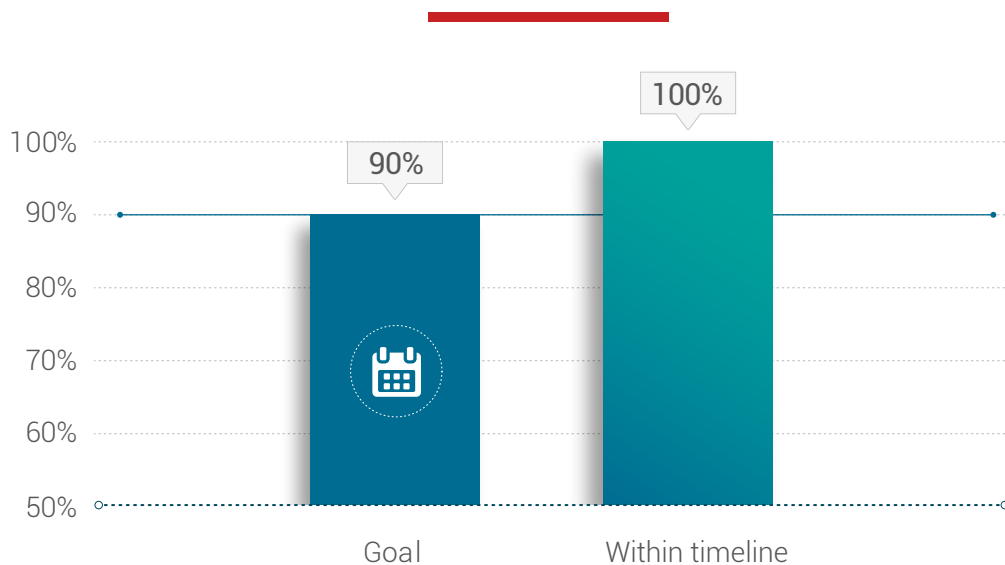
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**Maintain annual caseload clearance
rate of at least 1.0 or above**



15

**Hearing Department: 90% of cases reach final
outcome within timelines**



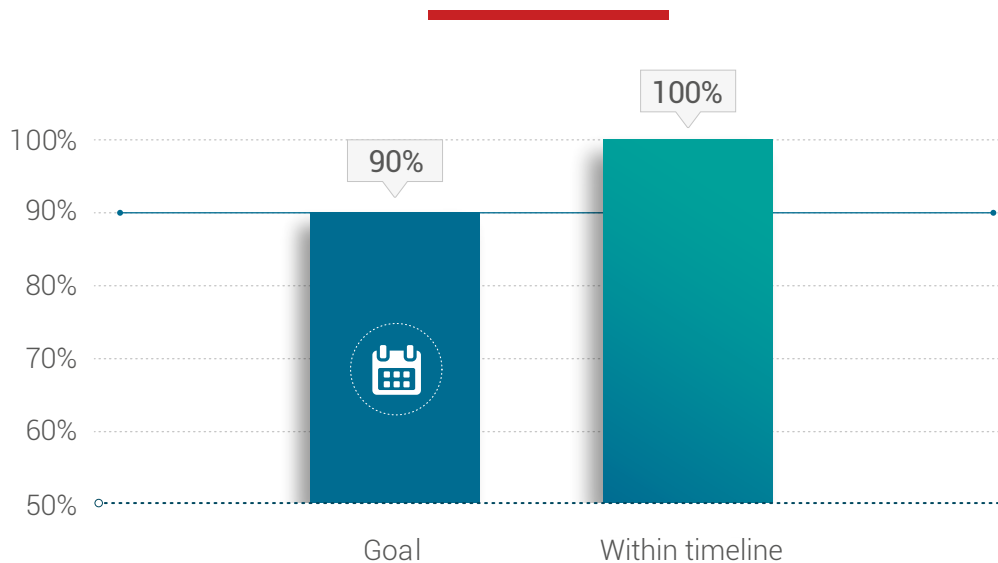
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Hearing Department: **All cases final outcome within 150% of timelines**



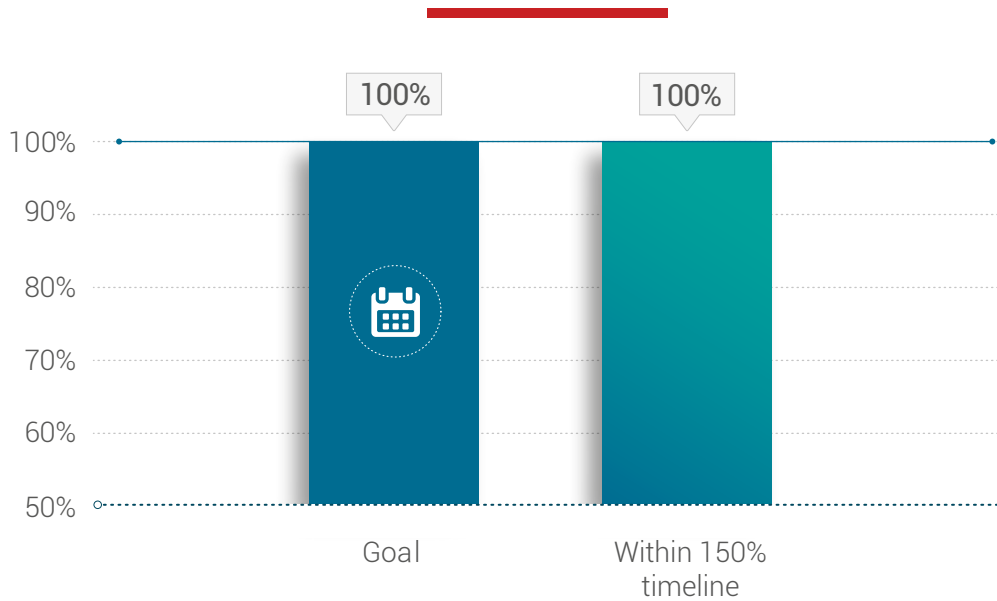
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Review Department: **90% of cases reach final outcome within timelines**



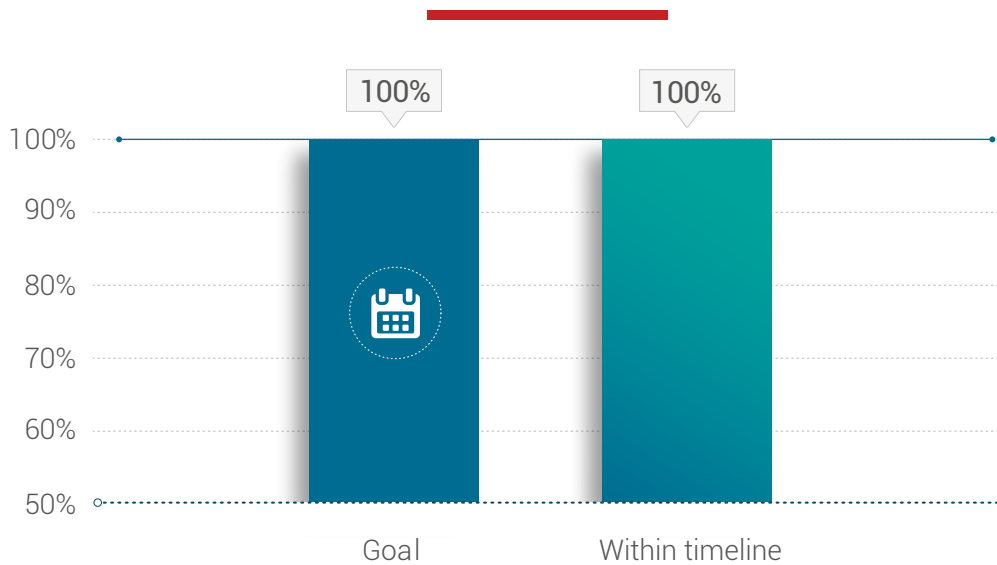
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Review Department: **All cases final outcome within 150% of timelines**



19

Effectuations: **100% of cases processed within established timeframes**



20

January case disposition times

Days

Median	761
90th	4024

Performance Metrics

(March 15, 2019)

DATA COLLECTION PLAN - MAYTE DIAZ

Division/Office: Administration – General Services/Procurement

Measurement Focus: Cycle Time, Quality

	Performance Target	Data Sources	Data Collection Method	Timing	Responsible
1	Process 90% Procurement Requisitions with 100% accuracy within 3 days by Q1 2019	Procurement Team	Oracle system Excel Tracking Sheet	Quarterly	General Services
2	Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less	Facilities Team	Angus Work Order Request System	Quarterly	General Services
3	Complete 90% of capital improvement projects on the annual capital improvement plan	Facilities Team	CBRE Reports	Quarterly	General Services
4	Process all capital improvement projects within budget	Facilities Team	CBRE Reports Oracle system	Quarterly	General Services
5	90% of internal customers report a high level of overall satisfaction with services related to Procurement, Facilities and Administrative Support functions	Staff Survey	Annual Staff Survey	Annually	ORIA

DATA COLLECTION PLAN—JENNIFER AGUILARDivision/Office: Administration—Human Resources Including TEDMeasurement Focus: Efficiency, Cycle Time, Engagement, Organizational Capacity, Customer Satisfaction

	Performance Target	Data Sources	Data Collection Method*	Timing	Responsibilities
1	Reduce average time to hire to 60 days by Q3 2019	Human Resources	Requisition logs Employment records	Quarterly	Human Resources
2	Process performance evaluations within 30 days of due date	Human Resources	Monthly HR reports	Monthly	Human Resources Supervisors and Managers
3	Stay Interviews are conducted for 100% of new hires within 90 days of hire by Q2 2019	Human Resources	Stay Interviews	Quarterly	Human Resources
4	Increase % of internal hires Target: Identify baseline data for internal hires by Q1 2019	Human Resources	Human Resources	Annually	Human Resources Supervisors and Managers
5	90% of participants report a high level of overall satisfaction with the Training and Development (T&D) program and training	Participants surveys	Participant surveys	Onset and conclusion of T&D's and training offerings	Human Resources Supervisors and Managers
6	90% of internal customers report a high level of overall satisfaction with services provided by Human Resources	Staff Survey	Annual Staff Survey	Annually	ORIA
7	Track and report on retention of key positions (i.e. investigator positions) by Q1 2019; provide strategies to Supervisors and Managers designed to increase retention Target: identify other targeted job classifications by end of Q1 2019. Target: Identify baseline data for time to hire and/or turnover for all key positions where retention effort may be needed by Q1 2019)	Human Resources	Human Resources	Quarterly	Human Resources

DATA COLLECTION PLAN - RESTY BUENAVIDEZDivision/Office: Administration – Office of Information Technology (IT)Measurement Focus: Efficiency, Customer Satisfaction/Service

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	90% of stakeholders report a high level of overall satisfaction with new technology deployments by Q2 2019	User survey	Project Management Reports, SDLC and Agile deliverables, post project surveys, Annual Staff Survey, Service or Help Desk Tickets	Quarterly	IT ORIA
4	Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less	IT Team	Footprints ticketing system	Quarterly	IT
3	Complete 90% of planned major IT projects on schedule and on budget Target: by Q1 2019, finalize an annual inventory/schedule for IT projects	State Bar Strategic Plan specific to IT projects and services, and IT Technology Plan	Project Management Reports, SDLC and Agile deliverables, Project Inventory Report	Quarterly	IT CAO
4	90% of internal customers report a high level of overall satisfaction with desktop and network support, and applications and project management services provided by IT	Staff Survey	Annual Staff Survey	Annually	ORIA

DATA COLLECTION PLAN – AMY NUÑEZDivision/Office: Programs -AdmissionsMeasurement Focus: Quality Control, Cycle Time, Cost Control

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Implement 100% of Sept 2018 BOT adopted reforms by Q4 2019 Target: Develop project plan, with quarterly target dates, for codifying all new standards by Q1 2019	Board reports BOT	Track against implementation plan / project plan	Quarterly	Admissions
2	Advance 80% of Moral Character applications from “received” to “filed” status within 60 days by Q2 2019	Moral Character applications Admissions Case Management system	Number of filed Moral Character applications	Bi-annually	Admissions
3	Reduce exam costs by 5% by Q3 2019	Average exam cost, per taker, per accommodation Oracle Financial System	Review of exam costs per exam taker	Annually	Admissions
4	Reduce time to grade bar exams from 11 weeks to 9 weeks by Q4 2019	Reviewer input Graded Bar exams	Number of graded Bar exams Process time averages for graded Bar exams	Bi-annually	Admissions

DATA COLLECTION PLAN - DINA DILORETO

Division/Office: Programs - Attorney Regulation & Consumer Resources (ARCR)

Measurement Focus: Efficiency (Operational Management), Cycle Time

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	By Q1 2019 develop targets for average wait times, calls abandoned, and % of calls transferred to other State Bar offices	ARCR Admissions OCTC Websites	Survey/feedback from ARCR, Admissions, OCTC, and General Services	Quarterly	ARCR
2	75% of participants completing phone system survey report a high level of OVERALL satisfaction with a "4" or above rating (on a scale of 1 to 5, with 5 being the highest rating) with their call center experience	Reports from Cisco System ARCR, IT	Cisco System report	Monthly	ARCR
3	Process 75% of MCLE applications within 30 days of receipt	ARCR	AS400 reports and queries	Quarterly	ARCR
4	Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2019	ARCR IT	Online renewal system	Annually	ARCR
5	Convert 20% of Law Corporations to a strictly online renewal process by Q3 2019	ARCR IT	Online renewal system	One-Time	ARCR
6	Fulfill 100% of requests for certificates of standing within 5 days of receipt	ARCR	ARCR database	Quarterly	ARCR

DATA COLLECTION PLAN – MICHELLE HARMONDivision/Office: Programs – Case Management and Supervision (LAP)Measurement Focus: Utilization, Customer Service, Outreach

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Finalize and implement detailed operational plan reflecting BOT's November 2018 direction regarding separation of a portion of LAP by Q1 of 2019	BOT	TBD*	Monthly	LAP
2	Increase intakes by 10% by Q4 2019	LAPIS	LAP data collection system	Annually	LAP ORIA
3	Respond to 100% of requests for presentations within 2 business days by Q1 2019	LAP	Number of presentation requests	Quarterly	LAP
4	Complete 20 law school presentations and 10 Bar Association / law firm presentations in 2019	LAP	Number of presentations to students at CA law schools	Ongoing	LAP
5	80% of participants responding to quarterly satisfaction survey report they agree or strongly agree with the following statements: "The information and services provided by LAP effectively and appropriately address my goals"; "Overall I am satisfied with my LAP experience."	LAP	Satisfaction surveys	Quarterly	LAP
6	Track successful completion rates for ADP cases by Q2 2019 (and reasons for termination)	LAP	LAP data collection system	Quarterly	LAP ORIA

DATA COLLECTION PLAN – TERRIE GOLDADEDivision/Office: Programs – Case Management and Supervision (Probation)Measurement Focus: Outcomes

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Track successful completion rates and reasons for non-completion by Q2 2019	ODY, AS400, Spreadsheets	ORIA Probation	Quarterly Annually	Probation ORIA
2	Track rates of successful satisfaction of restitution orders by Q2 2019	ODY, AS400, Spreadsheets	ORIA Probation	Quarterly Annually	Probation ORIA

DATA COLLECTION PLAN – LORI MELOCHDivision/Office: Programs – Client Security FundMeasurement Focus: Customer Satisfaction, Efficiency, Cost Control, Cycle Time

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Provide status update to 100% of applicants at least twice a year	CSF Discipline System Metrics	Status update distribution records	Bi-annually	CSF
2	Ensure timely, accurate budget allocations for reimbursements	CSF/Finance	Reimbursements and budget tracked through CSF and Finance	Annually	CSF Finance
3	Develop and monitor annual benchmarks for number of cases to be resolved based on annual budget and pending inventory by Q1 annually	CSF ORIA	CSF data report Adopted budgets	Annually	CSF ORIA
4	Develop and monitor target for time to payout after final disposition based on re, source availability by Q1 annually	CSF ORIA	ODY AS 400 CSF report	Annually	CSF ORIA
5	Develop and monitor annual benchmarks for cases resolved by staff to monitor caseload clearance rate, caseload inventory, and improvements in efficiency after transitioning Tentative Decisions to staff	CSF	AS 400	Annually	CSF

DATA COLLECTION PLAN – DONNA HERSHKOWITZDivision/Office: Programs – Office of Access & InclusionMeasurement Focus: Efficiency (Operational Management), Compliance

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Demonstrate full integration of grant- making, diversity, and legal services policy work by Q2 2019	Staff assignments Policy outputs	Staff survey Assignment review	Q2 and annually thereafter	A&I
2	Develop detailed operational plan for Legal Services Trust Fund & Access Commissions based on BOT decisions in January 2019, with a target goal for implementation of 90% of identified changes by Q4 2019	BOT adopted changes for these two sub-entities	Review documentation re implementation	Q4 2019	A&I
3	Identify 3-5 key improvement opportunities in data reporting and collection from the 2017 Main Benefits Report by Q1 2019	2017 Main Benefits Report	Data analysis of reporting needs and gaps	One time, Q2	A&I
4	Roll out 75 % of identified data reporting and collection improvements by Q2 2019 for changes involving State Bar only, and by Q3 2019 for changes impacting data collection by legal services programs for collection beginning 2020	2017 Main Benefits Report	Data collection report reviews	One time, Q3 and Q4	A&I
5	Monitor bank compliance with agreed upon interest rates.	Bank remittances Agreement letters	Review remittances and compare against agreed rates	Quarterly	A&I
6	Complete Justice Gap Study by end of Q4 2019	Household Panel telephone and online surveys Intake Census Law School Focus Groups / surveys Young Lawyer surveys	Manager contract with NORC; review and analyze intake census data; review law school and new lawyer data	End of Q4	A&I NORC Legal Services Providers ORIA

DATA COLLECTION PLAN – RANDALL DIFUNTORUMDivision/Office: Programs-Professional CompetenceMeasurement Focus: Outreach/Access, Customer Satisfaction

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Ethics Hotline: Maintain historical benchmark of a ratio of 60% new callers to 40% returning callers within a 10% variance	Hotline users OPC staff	AS400 computer database Survey	Quarterly	OPC
2	Rules of Professional Conduct: Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018	Hotline users provide data via online survey	Online survey AS400 - Track number of calls prompted by changes to the rules or newly adopted rules; daily call logs	Monthly	OPC
3	E-learning courses: 85% of participants completing evaluation report that courses met their expectations and contained significant relevant with a “4” or above rating (on a scale of 1 to 5, with 5 being the highest rating) on course feedback	Online evaluation forms	Learning Management System (LMS)	Quarterly	OPC

DATA COLLECTION PLAN – JOHN ADAMSDivision/Office: FinanceMeasurement Focus: Fiscal Management/Operational Efficiency, Quality, Cycle Time

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Provide accurate, timely and informed budget projections to enable efficient financial planning by client department and the Executive Director	Oracle	Financial statements	Quarterly	Finance
2	Reduce number of billing-related phone calls from attorneys to ARCR by 10% by Q1 2019	ARCR to collect number of attorney calls related to billing matters	Call logs Billing records Invoices	Quarterly	ARCR Finance
3	Pay 90% of vendor invoices within 30 days of receipt by Q1 2019	Info available after Oracle upgrade	Invoices Oracle reports (Need to have invoices sent to Finance first, then distributed for approval)	Quarterly	Finance
4	Process 100% monthly financial statements accurately and on time within 20 days of the close of the Month	Month end monthly financial information	Financial statements distribution records	Monthly	Finance
5	90% of internal clients report a high level of overall satisfaction with finance services	Staff survey	Annual Staff Survey	Annually	ORIA

DATA COLLECTION PLAN – SARAH COHENDivision/Office: Mission Advancement and Accountability – Board Support JNE Commission and AppointmentsMeasurement Focus: Efficiency (Operational Management), Diversity/Inclusion

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	90% of stakeholders report a high level of overall satisfaction with quality of operational support provided, by Q4 2019 Target: define stakeholders by Q1 2019	Board, stakeholders	Survey	Ongoing Quarterly	MAA
2	100% of JNE candidates evaluated within 90 days	JNE data system	Records Review	Bi-annually	MAA
3	Ensure diversity of Board and committee applicant pool by establishing baseline data of applicant pool by Q1 2019	Board and committee applicants	Survey	Ongoing	MAA
4	Develop standardized on-boarding process for all state bar sub-entities by Q4 2018	Onboarding material	Review material	Ongoing	MAA OGC Sub-entity lead staff
5	90% utilization of a standardized on-boarding process by all state bar entities by Q2 2019	Onboarding records Survey	Records review Survey	Bi-annually	MAA OGC Sub-entity lead staff
5	All Board Committee Coordinators and sub-entity coordinators trained and oriented on standardized meeting management procedures by Q2 2019	Board committee coordinators and sub-entity coordinators	Board support staff	Quarterly	Board Committee Coordinators Sub-Entity lead staff MAA

DATA COLLECTION PLAN – HATEM KHALEKDivision/Office: Mission Advancement and Accountability – Research and Institutional AccountabilityMeasurement Focus: Efficiency (Operational Management)

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	90% of all ORIA projects meet project milestones by Q2 2019	ORIA project plans	Project plan review	Monthly Quarterly Annually	ORIA
2	Compliance monitoring systems established with respect to statutes, rules, procedures and policies by Q3 2019	Compliance tracking spreadsheet and other related reports.	ORIA performance audits and self-reporting.	Quarterly Annually	ORIA/MAA
3	95% on time distribution of Discipline Reports from ODY by Q2 3019	Discipline reports	ODY	Ongoing	MAA
4	90% of regular management reports and performance metrics are automated by Q2 of 2019	ODY, AS400, financial databases	SQL, Stata	Monthly Quarterly Annually	ORIA

DATA COLLECTION PLAN – REBECCA FARMERDivision/Office: Strategic Communications and Stakeholder EngagementMeasurement Focus: Outreach (Brand Image, Public Perception), Customer Satisfaction

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Increase positive narrative about the State Bar by effectively communicating regarding key State Bar initiatives Target: identify 2019 initiatives by Q1 2019	Strategic Plan BOT ED	Communication project plans developed and implemented	Q1	Communications
2	90% of stakeholders report a high level of OVERALL satisfaction with quality of internal communications by Q1 2019	State Bar staff	Annual staff survey Number of newsletter views or comments Pulse polls (tbd)	Quarterly	Communications ORIA

DATA COLLECTION PLAN – MELANIE LAWRENCEDivision/Office: Office of Chief Trial Counsel (OCTC)Measurement Focus: Cycle Time, Quality

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Minimize number of P-1 cases in backlog	ODY, AS400 OCTC documentation of reasons for P-1 cases in backlog	ORIA	Monthly	OCTC ORIA
2	Ensure P-2 cases are processed in an expedited fashion Target: identify appropriate P-2 timeframe goal by end of Q1 2019	ODY, AS400	ORIA	Monthly	OCTC ORIA
3	Maintain annual caseload clearance rate of 1.0 or higher	ODY, AS400	ORIA	Monthly	ORIA
4	Case disposition time at median and 90 th percentile.	ODY, AS400	ORIA	Monthly	ORIA
5	Maintain current level of CRU reopens for reasons other than new evidence; maintain current level of Walker reopens; decrease the number of random audit reopens for substantive reasons	OGC; OCTC Calibration Manager	Manual counts	Monthly	OCTC
6	Case inventory trends	ODY, AS400	ORIA	Monthly	ORIA

DATA COLLECTION PLAN – VANESSA HOLTONDivision/Office: Office of General Counsel (OGC)Measurement Focus: Cycle Time, Customer Satisfaction, Organizational Capability

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Complete/resolve an average of 60 CRU cases per month by end of Q4 2019	OGC system	OGC review	Monthly	OGC
2	90% of clients report a high level of overall satisfaction with OGC services	Staff survey	Annual Staff Survey	Annually	ORIA
3	Staff 100% of the attorney positions in the Office of General Counsel	Oracle	Oracle review	Annually	OGC Human Resources

DATA COLLECTION PLAN – ANTONIA G. DARLINGDivision/Office: State Bar CourtMeasurement Focus: Efficiency, Cycle Time

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
1	Maintain a caseload clearance rate of at least 1.0 or above	ODY, AS400	ORIA	Monthly	SBC ORIA
2	Hearing and Review: 90% of cases reach final outcome within timelines. All cases final outcome within 150% of timelines Effectuations: 100% of cases processed within established timeframes	ODY, AS400	ORIA	Monthly	SBC ORIA
3	Case disposition time at median and 90 th percentile	ODY, AS400	ORIA	Monthly	SBC ORIA
4	Track number of appeals filed by Q2 2019; maintain current level of reversals and remands	OGC Supreme Court	Manual	Bi-annually	SBC OGC