



The State Bar *of California*

OPEN SESSION AGENDA ITEM MAY 2019 FINANCE AND PLANNING COMMITTEE III.C

DATE: May 16, 2019

TO: Members, Finance and Planning Committee

FROM: Leah T. Wilson, Executive Director

SUBJECT: Review of Metrics for Offices under Finance and Planning Committee Purview

The 2019 First Quarter Metrics Report has been submitted to the Board of Trustees as an attachment to the Executive Director's May 17 report. This agenda item addresses those metrics under the purview of the Finance and Planning Committee where identified performance targets were not met.

FINANCE AND PLANNING COMMITTEE METRICS PERFORMANCE

- Metric HR2, Performance evaluations processed within 30 days of due date
 - Target, 100 percent; Q1 Performance 57.5 percent vs. 68 percent in Executive Director Report.

Although technically labeled as an Office of Human Resources metric, this measure is more accurately reflective of the performance of State Bar supervisors and managers organization-wide. Timely performance evaluation completion is a key management responsibility. With that in mind, the Office of Human Resources has recently begun to provide reports to the Executive Director, members of the Leadership Team and executive staff regarding outstanding evaluations; these reports enable transparency and mutual accountability with respect to this important issue. Additional steps to improve performance on this metric, including incorporating this metric in the evaluations of supervisors and executive staff, are being discussed by the Leadership Team.

- Metric HR6, Participants report a high level of overall satisfaction with training
 - Target, 90 percent; Q1 Performance 77 percent.

The State Bar has invested in enhanced training and professional development offerings over the last several years. Staff is in the process of reviewing evaluation comments to determine how to increase the high overall satisfaction rate to the performance target,

however this effort is challenging because there is not a specific question on this topic in the current evaluation form. An overall satisfaction question will be added to evaluation forms going forward.

- Metric F2, Reduce number of billing-related phone calls from attorneys to Attorney Regulation and Consumer Resources
 - Target, 10 percent reduction; Q1 Performance, increase of 4.7 percent as compared to Q1 2018.
- Metric F1, Provide accurate, timely and informed budget projections to enable efficient financial planning by client office and the Executive Director
 - Target, 100 percent; Q1 Performance, did not meet. No budget projections provided in Q1.

As of the date of this Committee meeting, budget projections have been completed. The lack of budget projections in the first quarter was problematic. The extensive manual processes and system workarounds required to generate projections make this an onerous task and one prone to error. A Board approved upgrade of the State Bar's financial system is currently underway. Deployment is anticipated to significantly enhance financial reporting and budgeting capabilities as well as reduce what is an excessive turnaround time for the production of even basic management reports.

- Metric F3, Pay vendor invoices within 30 days of receipt by Q1 2019
 - Target, 90 percent; Q1 Performance, 84 percent.

Minor variance from target performance level is not viewed as significant at this time.

- Metric IT2, Process all Information Technology service requests (not requiring parts ordering or software development) within 5 business days of receipt
 - Target, 85 percent; Q1 Performance, 66 percent.

Generating the data for this metric revealed a shortcoming in the Office of Information Technology's (OIT) current "ticket" handling system. Many tickets that have been processed have not been officially closed in the system. OIT believes that tightening up its process for timely recording tickets as closed will result in the target performance for this metric being achieved.