



The State Bar *of California*

OPEN SESSION AGENDA ITEM SEPTEMBER 2019 FINANCE AND PLANNING COMMITTEE III.D

DATE: September 19, 2019

TO: Members, Finance and Planning Committee

FROM: Leah T. Wilson, Executive Director

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

The 2019 June and July Metrics Report has been submitted to the Board of Trustees as an attachment to the Executive Director's September 19 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 F1, Provide accurate, timely and informed budget projections to enable efficient financial planning by client offices and the Executive Director
 - Target, 100 percent; Q2 performance, did not meet.

As mentioned in the May metrics report, this is a manual, complex process that can be prone to error. The deployment of a new financial system is currently in the configuration phase. Once deployed in early 2020, management will have significantly increased ability to create reports and monitor budgets in real time.

- Metric F3, Pay vendor invoices within 30 days of receipt by Q1 2019
 - Target, 90 percent; Q2 performance, 84 percent.

Although a Finance metric, timely vendor payment is dependent on timely submission of invoices to the Office of Finance. Office of Finance staff will remind other Offices about the importance of prompt submission of invoices. The new financial system that is currently being implemented will also cut down on the time it takes Finance staff to process invoices, further ensuring that this metric will be met.

- Metric F4, Process 100 percent monthly financial statements accurately and on time within 20 days of the close of the month
 - Target, 100 percent; July performance, did not meet.

Due to the manual nature of month end closing, staff was not able to meet this metric; staff does not anticipate meeting this metric until the deployment of the new financial system.

- Metric HR2, Performance evaluations processed within 30 days of due date
 - Target, 100 percent; Q2 performance, 73 percent.

Timely performance evaluation completion remains a focus of executive management. The new policy tying executive merit increases to timely performance reviews was implemented after the current metric reporting period. The effect of the new policy will be monitored over the next quarter.

- Metric HR3, Stay Interviews are conducted for 100 percent of new hires within 90 days of hire by Q2 2019
 - Target, 100 percent; Q2 performance, 65 percent.

There was a delay in implementing these interviews due to Office of Human Resources staffing changes. Although only 65 percent of stay interviews were completed on time, the process has yielded valuable information so far. The Leadership Team has reviewed a summary of the first round of stay interview results and discussed the critical importance of using this data to inform retention strategies. Timely administration of these interviews is expected for the upcoming reporting period.

- Metric IT3, Complete 90 percent of planned major IT projects on schedule and on budget
 - Target, 90 percent; Q2 performance, 60 percent.

This metric involved 5 total projects, of which two experienced some delays in implementation. The first project that experienced a delay was the Learning Management System Phase IV project. This system hosts State Bar produced MCLE courses. Phase IV comprised course creation as related to the new rules of professional conduct. The project was delayed due to its scope; the rules course was the State Bar's first MCLE offering open to *all* attorneys. The second delayed project was the translation of the online complaint form into additional languages. The four additional languages, Russian, Korean, Chinese and Vietnamese, were contracted out to a third party vendor and there was a delay in getting the translations completed accurately. Once received back, staff worked quickly to deploy the new forms to the public website.