



The State Bar of California

OPEN SESSION AGENDA ITEM FINANCE COMMITTEE III.E

DATE: March 4, 2020

TO: Members, Finance Committee

FROM: John Adams, Chief Financial Officer

SUBJECT: Review of Metrics for Offices Under Finance Committee Purview

A brief explanation of performance metrics under the Finance Committee's purview that did not meet their target is provided below.

FINANCE COMMITTEE METRICS PERFORMANCE

- **F-1, Provide accurate, timely and informed budget projections to enable efficient financial planning by client division/office and the Executive Director**
 - Goal not met

Significant progress has been made towards implementing a new financial system and staff expects to go-live during March of 2020. Once implemented, the system will eliminate the manual nature of this work and streamline month end closing processes, which should enable staff to meet this goal by the end of the second quarter of 2020.

- **F-2, Reduce number of billing-related phone calls from attorneys to ARCR by 10%**
 - Target, reduce by 10 percent; Q4 2019 performance, +65 percent

Comparing Q4 2018 to Q4 2019, the total number of calls related to billing increased by 65 percent (1,584 calls to 2,418 calls). Unfortunately our system does not capture the question behind each billing related call. However, Q4 2019 included the period when the increased annual fees started to be collected; it is likely this contributed to the increase in calls. Finance staff will continue to monitor this metric and make efforts to reduce billing-related calls.

- **F-3, Pay 90% of vendor invoices within 30 days of receipt**
 - Target, 90 percent; Q4 2019 performance, 82 percent; target not met

Although this represents an improvement over Q3 2019, it is still short of the 90 percent target. Meeting this target requires a cooperative effort of the Office of Finance and the office that is responsible for the vendor contract. Office of Finance staff will continue to remind other offices about the importance of prompt submission of invoices. The new financial system that is currently being implemented will automate the approval process, which should decrease the time it takes to process invoices.

- **F-5, 90% of internal clients report a high level of overall satisfaction with services provided by finance staff services**
 - Target, 90 percent; annual 2019 performance, 85 percent

The Office of Finance has focused on working collaboratively with other offices to better serve the organization as a whole. The implementation of a new financial system will provide staff with increased opportunities to better serve their colleagues. We anticipate continued improvement in this metric.

- **HR-1, Process performance evaluations within 30 days of due date**
 - Target, 100%, Q4 2019 performance, 75 percent

Human Resources is engaging in key initiatives to ensure greater understanding of the importance of performance management (including evaluations) to employee engagement including the redesign of the Performance Management process to include:

- Restructure of the Executive Performance Evaluation tool
- Move to an electronic system (Oracle) second quarter, 2020
- Comprehensive training on Performance Management to executive staff, supervisors and non-supervisory staff

The HR Director will also do two things: 1) send friendly reminder to supervisor and their Chief 30 days prior and on due date of performance evaluations, and 2) review and discuss with supervisor all evaluations that have one or more needs improvements and also review any performance evaluations (prior to delivery) for employees who has performance/attendance issues

- **HR-3, 90% of internal customers report a high level of overall satisfaction with services provided by Human Resources staff**
 - Target, 90 percent; annual 2019 performance, 76 percent

Until December of 2019, HR had a vacancy rate of more than 50 percent, with one of those vacancies being the HR Director. Recent and ongoing recruiting included a focus on bringing in staff with subject matter expertise in areas that will supplement the current team's knowledge and experience.

- **IT-2, Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less**
 - Target, 85 percent; Q4 2019 performance, 84 percent

The slip below 85 percent in Q4 was likely the result of reorganizing the applications team into dedicated delivery teams that focus on four strategic service areas: the public, future licensed attorneys, current licensed attorneys, and internal customers (State Bar staff). The purpose of this reorganization was for team members to build stronger alignment between IT and key areas of the Bar and allow IT staff to develop deeper skills and knowledge which, in turn, will lead to faster and higher quality service. IT also implemented the project management tool Agile which required concentrated workshop sessions and trainings. This reorganization began in late October 2019 and continued throughout Q4. The implementation of the new delivery teams was officially in place on January 1, 2020.

- **OGC-2, 90% of clients report a high level of overall satisfaction with services provided by the Office of General Counsel staff**
 - Target, 90 percent; 2019 performance, 89 percent

The specific staff survey items that fell under 90 percent satisfaction pertain to "prompt" and "reliable" service. To address these areas, OGC has been discussing the need for timely responses at staff meetings; attempting to set up better tracking system within our current IT capabilities; formally requiring attorneys to indicate for a weekly list to OGC management dates upon which they receive assignments, deadlines, and completion dates; coaching certain staff on the improvement of turnaround time; and having management more closely monitor turnaround time. Management has also emphasized the need for attorneys to keep clients informed as events occur in their cases.

- **RR-6, Increase percent of internal hires**
 - Baseline, 44%, annual 2019 performance, 43 percent

In 2018, 44 percent of the 156 hires were internal candidates. In 2019, 43 percent of 161 hires were internal candidates. Although this internal higher rate did not increase, it is significantly higher than the 26 percent internal hire rate reported by the Society for Human Resource Management based on responses of 74 government agencies to its 2019 human capital survey. In this regard, we feel positive about our internal hire rate and will continue to engage in several activities to promote strong outcomes. For example, we will continue to follow our process of posting all bargaining unit positions internally for five days before posting externally. We have also leveraged our Training and Development (T&D) Assignment program in developing our employees. Eighteen employees participated in T&D assignments in 2019; 10 of them subsequently applied for and received a promotion. The Recruitment and Retention Unit also provides regular career development sessions for employees including Resume Writing, Intentional Interviewing, and Managing Your Career.



The State Bar *of California*

Metrics for Offices Under the Finance Committee's Purview

Finance
General Services
Human Resources
Information Technology
Recruitment and Retention

The State Bar of California, Finance Committee Meeting, March 5, 2020

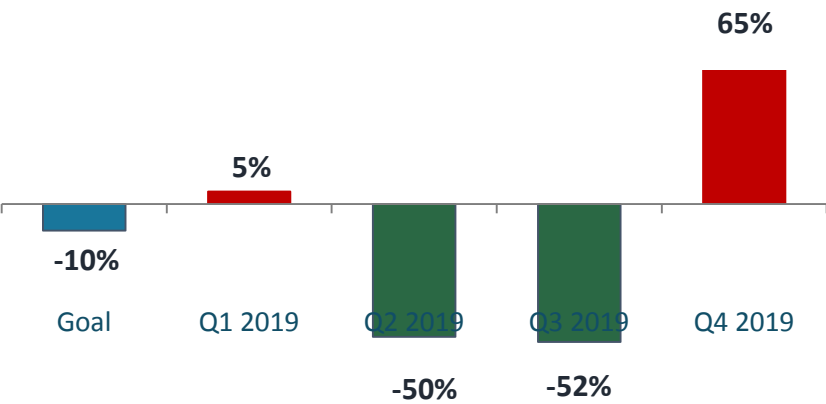
FINANCE

F-1 Provide accurate, timely and informed budget projections to enable efficient financial planning by client division/office and the Executive Director

Goal Not Met

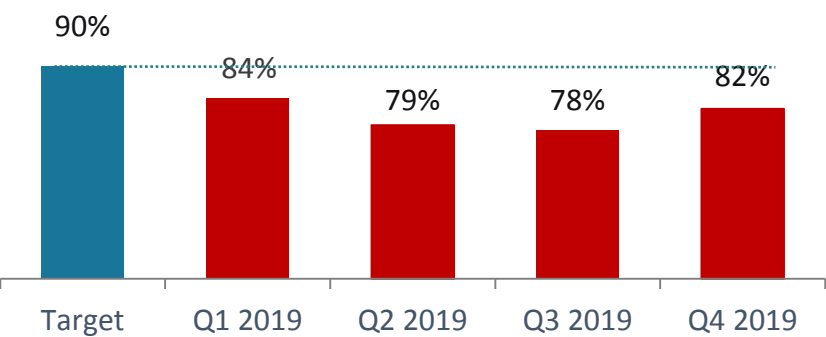
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F-2 Reduce number of billing-related phone calls from attorneys to Attorney Regulation & Consumer Resources by 10%

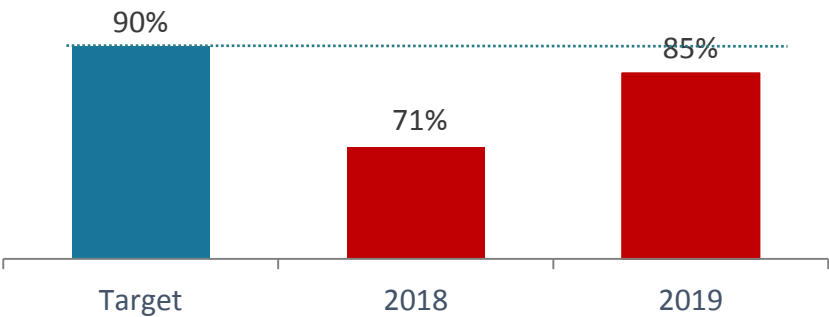


FINANCE

F-3 Pay 90% of vendor invoices within 30 days of receipt

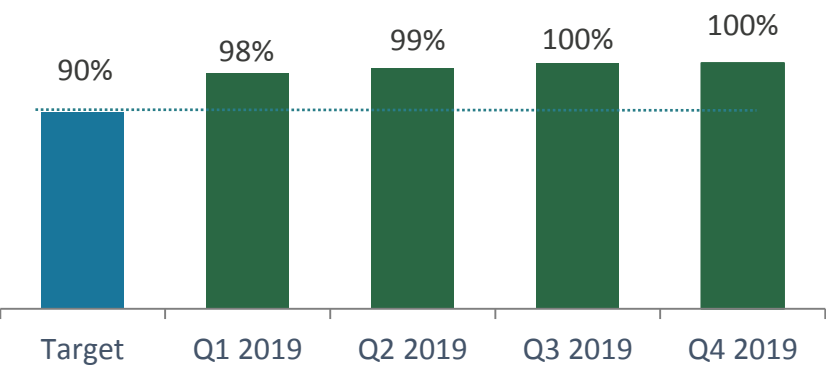


F-5 90% of internal clients report a high level of overall satisfaction with services provided by Finance staff

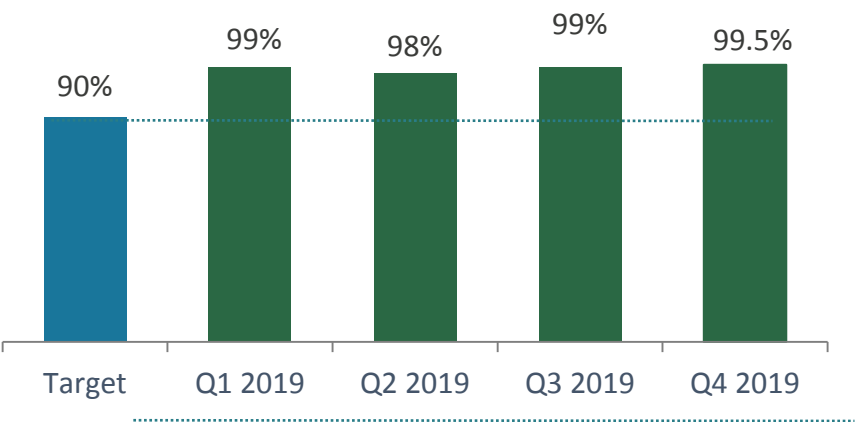


GENERAL SERVICES

GS-1 Process 90% of procurement requisitions with 100% accuracy within three business days



GS-2 Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less



GENERAL SERVICES

GS-3 Complete 90% of capital improvement projects on the annual capital improvement plan

Target Met

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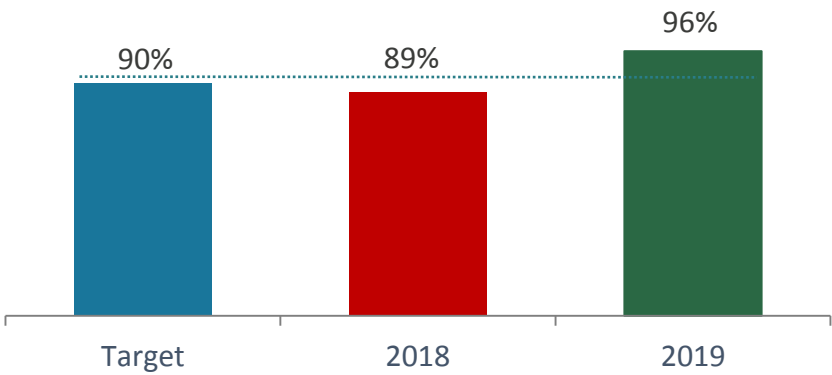
GS-4 Process all capital improvement projects within budget

Target Met

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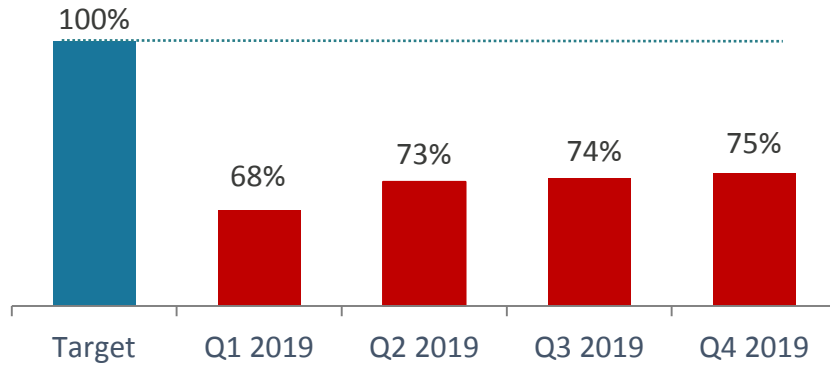
GENERAL SERVICES

GS-5 90% of internal clients report a high level of overall satisfaction with services provided by General Services staff

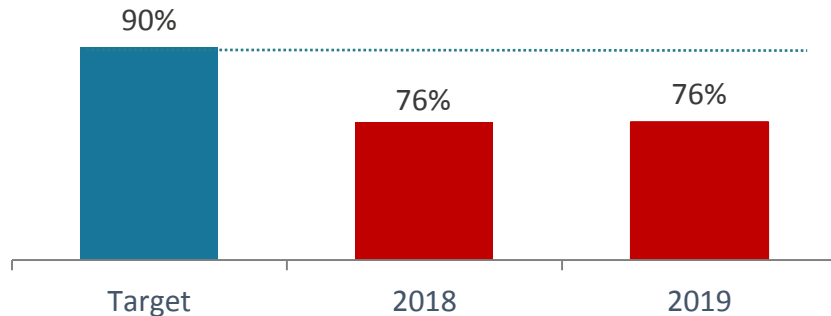


HUMAN RESOURCES

HR-1 Process performance evaluations within 30 days of due date

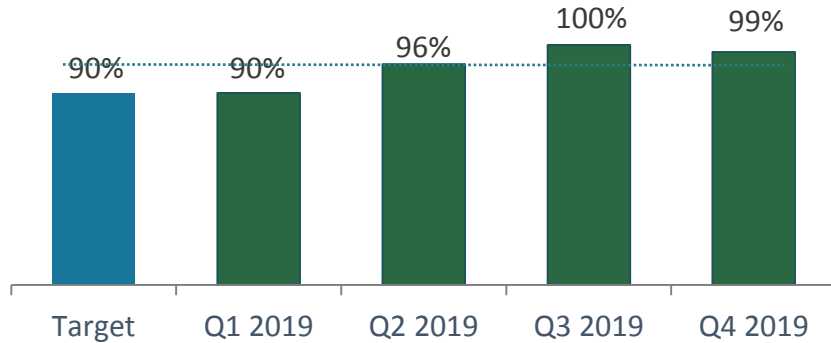


HR-2 90% of internal clients report a high level of overall satisfaction with services provided by Human Resources staff

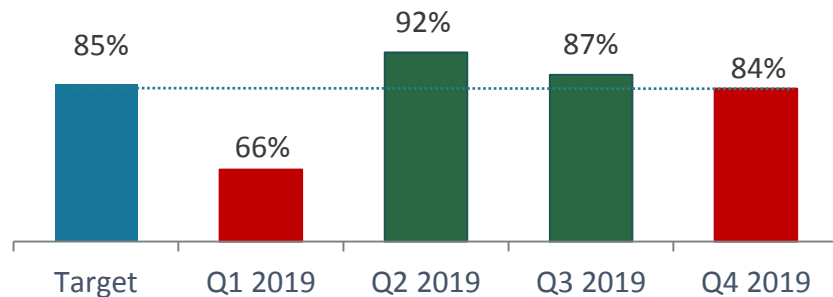


INFORMATION TECHNOLOGY

IT-1 90% of stakeholders report a high level of overall satisfaction with new technology deployments

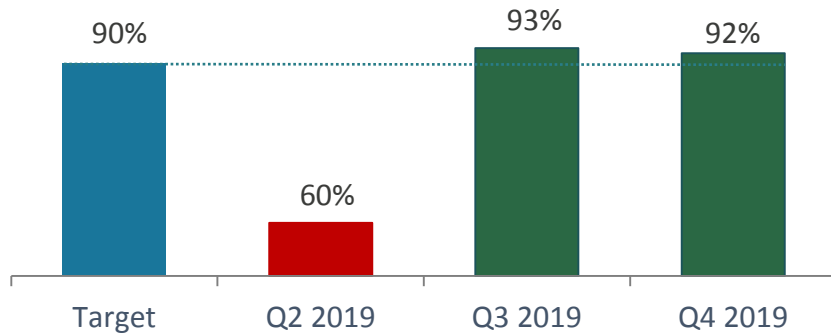


IT-2 Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less)

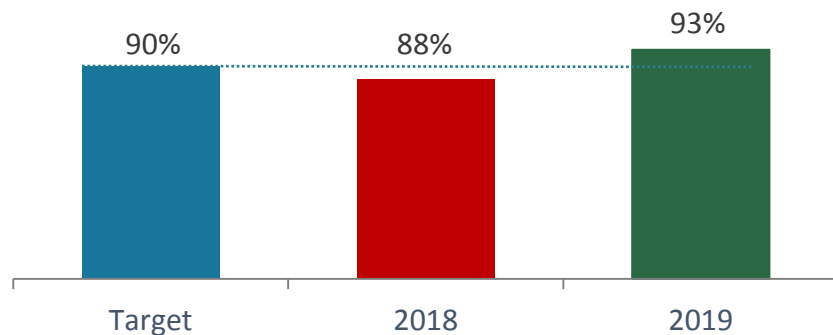


INFORMATION TECHNOLOGY

IT-3 Complete 90% of planned major IT projects on schedule and on budget

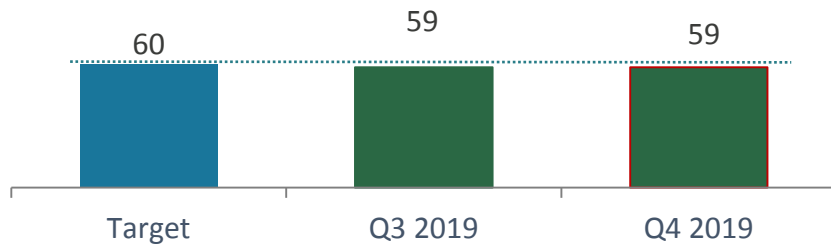


IT-4 90% of internal clients report a high level of overall satisfaction with services provided by Information and Technology staff

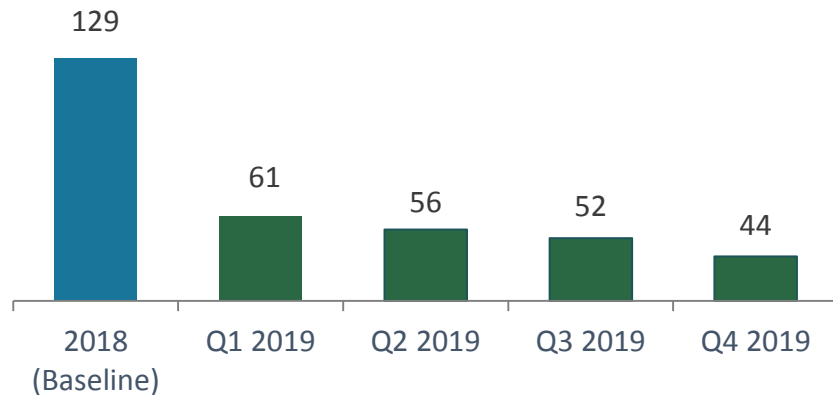


RECRUITMENT AND RETENTION

RR-1 Reduce average time to hire to 60 days

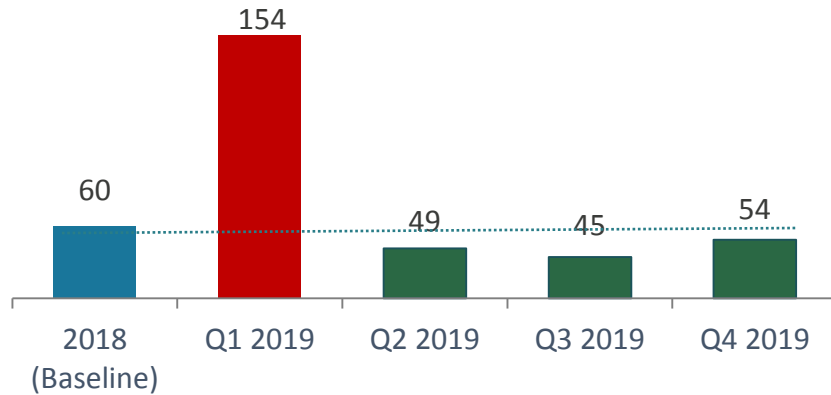


RR-3 Reduce average number of days to fill attorney positions

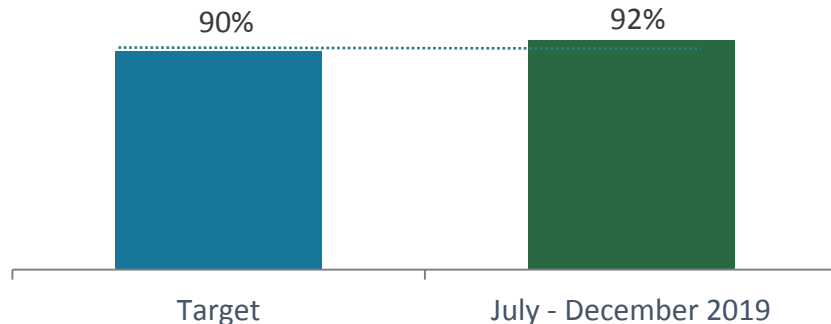


RECRUITMENT AND RETENTION

RR-4 Reduce average number of days to fill investigator positions

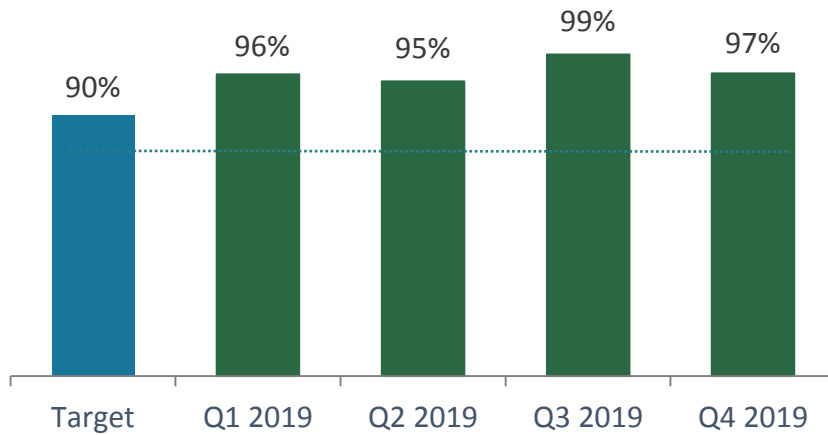


RR-5 90% of participants report a high level of overall satisfaction with the Training and Development program



RECRUITMENT AND RETENTION

RR-6 90% of participants report a high level of overall satisfaction with training



RR-7 Increase percent of internal hires

