The State Bar of California

OPEN SESSION
AGENDA ITEM
41-1 MARCH 2020

DATE: March 12, 2020

TO: **Members, Board of Trustees**

FROM: **Donna S. Hershkowitz, Interim Executive Director**

SUBJECT: **Report from Executive Director**

Although only seven weeks have passed since the Board of Trustees' Planning Session—the shortest period between Board meetings in all of 2020—much progress has nonetheless been made toward implementing the new and pre-existing objectives outlined in the 2017-2022 Strategic Plan. Today, the Board will be presented with the ambitious report of the Task Force on Access Through Innovation of Legal Services (Goal 4, objective d); will be asked to adopt the charge for the Paraprofessionals Working Group and appoint many of its members (Goal 4, objective f); and will receive proposed rule changes to the elimination of bias Minimum Continuing Legal Education (MCLE) requirements, with a request to circulate the rules for public comment (Goal 4, objective m). The Board will also be asked to consider new objectives stemming from the discussions at the Planning Session, including objectives on access, following the completion and preliminary vetting of the Justice Gap Study, as well as a new objective to improve the collection of restitution for clients who suffered losses at the hands of their attorneys.

At the same time, the State Bar continues to make progress on the many governance reforms adopted by the Board in late 2018 and early 2019, and nears completion of other Strategic Plan objectives. In particular, the Board will soon be presented with significant changes in the accreditation rules, and new guidelines to ensure transparency and consistency in moral character determinations. We are nearing completion of the final report of the California Attorney Practice Analysis Working Group, and the First Report Card on the State of the Profession (Diversity) is in the final stages of design. We are rolling out implicit bias training for bar examination graders and exploring ways to increase the geographic and racial/ethnic diversity of exam graders (Goal 4, objective i).

On the employee engagement front, we have begun compiling the results of the latest employee engagement survey, and will begin updating the State Bar's action plan and rolling both out to staff.

Looking outward, the second year of the 2019-2020 legislative session is in full swing, and the annual State Bar licensing fee bill has been introduced. AB 3362 (Committee on Judiciary) proposes a reduction in the fee authorized for 2020, eliminating the increase for the Client Security Fund and the funds authorized to allow the State Bar to begin replenishing its reserves. Another bill continues the fee holiday for the Lawyer Assistance Program authorized for 2020, and another seeks to make improvements to the Public Interest Attorney Loan Repayment Program. The State Bar is monitoring these and other pieces of legislation impacting the work we do, and the goals and objectives we have set forth.

Of course, we can't discuss what has been occurring over the past few weeks without mentioning the novel coronavirus (COVID-19). The State Bar is monitoring the advice and guidance of the Centers for Disease Control and Prevention, the World Health Organization, the State Department of Public Health, the California Department of Human Resources, county health departments for Los Angeles and San Francisco, and others. While wanting to take every precaution to protect our staff, we are cognizant that we have an obligation to the public to continue our mission of public protection to the very best of our ability. We are carefully watching the responses of California state agencies and are taking appropriate steps.

MONTHLY, QUARTERLY, SEMIANNUAL AND, ANNUAL 2019 METRIC PERFORMANCE

The Strategic Plan required the State Bar to develop goals and objectives for each functional area of the Bar, and to use those to develop organizational performance metrics. Since the adoption of those metrics at the end of 2018, each report from the Executive Director has highlighted some of those metrics. This is the most comprehensive of the metric reports, including monthly metrics (for the months of December and January), quarterly metrics (for the 4th quarter of 2019), and annual metrics (for the year ending December 31, 2019). The Monthly, Quarterly, Semiannual, and Annual 2019 Metrics Report is provided as Attachment A. Please note that metrics for offices related to the discipline system (OCTC, State Bar Court, Office of Probation, and Client Security Fund) are not included in this report because, as part of an effort to produce the forthcoming 2019 Annual Discipline Report (ADR), we are still finalizing some of the data that overlaps with this metrics report. The Discipline System Statistical Report (DSSR) also contains statistics that overlap with content in the ADR. We will issue a supplementary metrics report, as well as the DSSR, when we finalize the 2019 ADR next month.

Now having a full year of experience measuring performance against these targets, we will be revisiting certain metrics to ensure that we are setting the right goals, and incentivizing and measuring the optimal performance metrics to demonstrate that we are carrying out our mission. Updates to some metrics are described in the notes in Attachment B. Others will be presented at the next Board meeting. Of the 51 metrics reviewed for performance, 21 did not

meet their target/goal. A brief explanation of the performance for these 21 metrics is provided below.

- **A-1, Implement 100% of Board of Trustees Appendix I adopted reforms by Q4 2019**
  - Target, 100 percent; annual 2019 performance, 73 percent

The Office of Admissions has implemented 73 percent of reforms adopted. Those not yet implemented have been the subject of extensive work and are nearing completion, particularly those related to accreditation guidelines.

- **A-2, Conduct initial review of 80% of Moral Character applications received within 60 days of receipt**
  - Target, 80 percent; semiannual performance (July-December 2019), 18 percent

The Office of Admissions received 2,793 applications during this time period, consistent with the number of applications received in the prior year. The rollout of AIMS initially reduced staff efficiency in this area, as staff now had to manually identify gaps in residence and employment in each moral character application. This functionality was added into AIMS in January 2020, which should significantly improve performance going forward.

- **A-3, Reduce exam costs by 5% by Q4 2019**
  - Target, -5 percent; July 2019 exam performance, +5 percent

Costs to administer the Bar Exam include test center rental fees, hiring of proctors and temporary workers, and test materials, among others. These costs are incurred to accommodate all exam applicants, despite the fact that hundreds of applicants withdraw prior to the exam and receive partial refunds (and in the case of the July 2019 exam, full refunds after the exam topic release incident). In July 2018, a total of $2,198,191 in expenses were incurred for 9,576 applicants at an average cost of $230 per applicant. A slightly higher amount of $2,298,274 was spent on the July 2019 exam for fewer applicants (9,469) at an average cost of $243 per applicant. The increase of five percent in per applicant costs was likely due to test center rental fees, which have been steadily increasing over the past few years. The Admissions Office will continue to explore cost-saving measures.

- **A-3, Reduce time to grade Bar Exam from 11 weeks to nine weeks by Q4 2019**
  - Target, nine weeks; Q4 2019 performance, 15 weeks

Admissions released the results of the July 2019 bar exam at 15 weeks rather than the typical 16 weeks. It was an improvement, but ultimately did not meet the target.

- **ARCR-1A, Less than 40% of Resource Center calls transferred out**
  - Target, less than 40 percent; Q4 2019 performance, 40 percent

The Resource Center received 38,838 calls in the fourth quarter of 2019, a time when the center was understaffed. Although temporary staff were put in place, this likely resulted in the increase in seeking assistance with calls outside of the call center. Moreover, the call center tends to receive more complex calls during the fourth quarter due to the billing cycle, which increases the likelihood of the calls being transferred.

- **ARCR-2, 75% of participants completing the phone system survey report a high level of overall satisfaction with their call center experience**
  - Target, 75 percent; Q4 2019 performance, 73 percent

As noted above, the experience level of the call center team was lower than it had been the past couple of quarters, which could contribute to stagnant satisfaction ratings.

- **ARCR-4, Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2019**
  - Target, 90 percent; Q4 2019 performance, 69 percent

The implementation of this program has been problematic; a number of LLPs were unable to use the system because data from the prior year failed to populate the new system.

- **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 during which 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 between the Office of Finance and the office that is responsible for the vendor contract. Office of Finance staff will continue to stress the importance of prompt submission of invoices and will promptly pay invoices upon receipt. 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**
  o 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:
  o Restructuring the Executive Performance Evaluation tool
  o Moving to an electronic system (Oracle) for performance management
  o Providing comprehensive training on Performance Management to executive staff, supervisors, and non-supervisory staff

HR will also send reminders to supervisors and their Chief 30 days prior to the due date for performance evaluations, as well as on the due date.

- **HR-3, 90% of internal customers report a high level of overall satisfaction with services provided by Human Resources staff**
  o 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**
  o 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 State 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.

- **LAP-2, Respond to 100% of requests for presentations within two business days**
  o Target, 100 percent; Q4 2019 performance, 95 percent

The Lawyer Assistance Program received 21 requests for presentations and responded to all but one within two business days. One request was responded to in four business days, due to a delay in forwarding the request to the relevant staff member.

- **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 a better tracking system, which will include the identification of due dates; coaching 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.

- **OPC-2A, E-learning courses: 85% of participants report that courses met their expectations**
- **OPC-2B, E-learning courses: 85% of participants report that courses contained significant practical content**
  - Target, 85 percent; Q4 2019 performance, 63 and 72 percent

These results were determined from 991 survey respondents. Of the 10 e-learning courses available, nine are mandatory courses for new admittees that must be completed within the first year of admission, and one is an optional course for all attorneys on the new Rules of Professional Conduct. This optional course has consistently received higher ratings than the nine courses required for new admittees. For example, in the fourth quarter, 84 percent of survey respondents agreed or strongly agreed that the course contained significant practical content.

All feedback received is carefully reviewed to assess if there are any changes that can reasonably be carried out in the course in question, or implemented in future courses to improve the user experience. However, we anticipate that the mandatory nature of the majority of this training will continue to impact the overall satisfaction rate.

- **ORIA-1, 90% of all ORIA projects meet project milestones**
  - Target, 90 percent; Q4 2019 performance, 87 percent

The Office of Research and Institutional Accountability actively engaged in 30 projects during the fourth quarter of 2019. Several were high-stakes projects with firm deadlines and were prioritized, one of which experienced technical delays. Overall, four projects did not meet their project milestones. One of these projects has been completed, and another is in its final stage.

- **ORIA-3, 90% of regular management reports and performance metrics are automated**
  - Target not met

Although some performance metrics have been automated, the majority have not. The performance metrics come from many different data systems and often require manual review of case files and spreadsheets. Staff will continue to work with offices to identify solutions that will automate these processes.

- **RR-7, 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 hire 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.

ATTACHMENT(S) LIST

A. State Bar Monthly, Quarterly, Semiannual, and Annual Metrics

B. State Bar Metrics: Updates

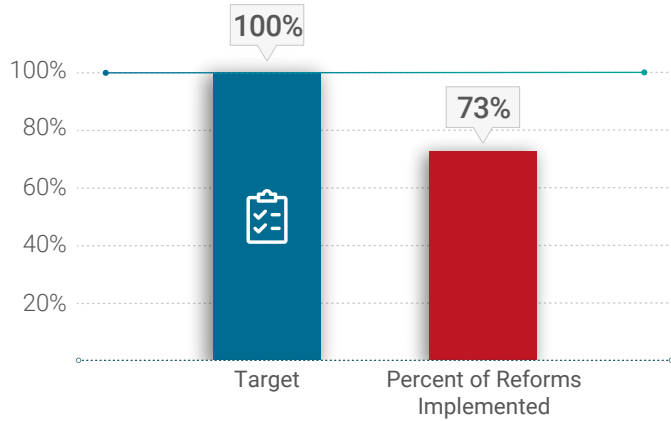# State Bar Monthly, Quarterly, Semiannual and Annual Metrics
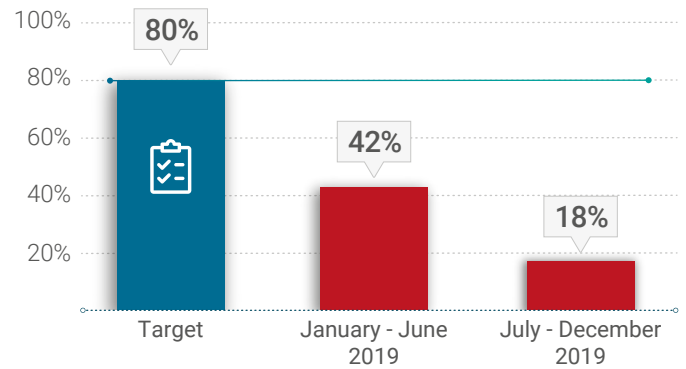
MARCH 2020

The State Bar *of California*

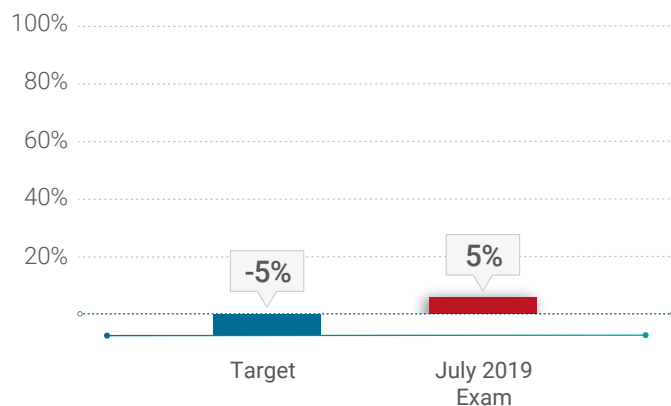## Implement 100% of Board of Trustees Appendix I adopted reforms by Q4 2019

A-1

100%

73%

| Target | Percent of Reforms Implemented |

Conduct initial review of 80% of Moral Character applications received within 60 days of receipt

A-2

80%

42%

18%

| Target | January - June 2019 | July - December 2019 |

Reduce exam costs by 5% by Q4 2019

A-3

-5%

5%

| Target | July 2019 Exam |

Reduce time to grade Bar Exam from 11 weeks to nine weeks by Q4 2019

A-4

9

15

| Target | July 2019 Exam |
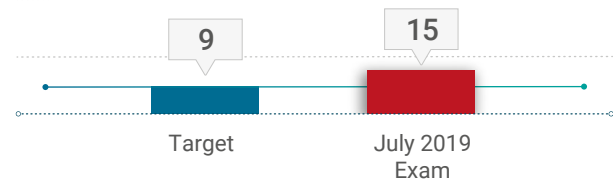
Less than 40% of Resource Center calls transferred out

ARCR-1A

40%	**34%**	**35%**	**40%**
Target	Q2 2019	Q3 2019	Q4 2019
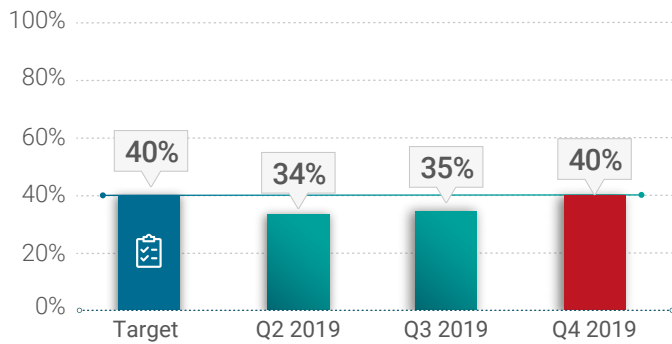
Less than 30% of calls abandoned

ARCR-1B

30%	**19%**	**6%**	**10%**
Target	Q2 2019	Q3 2019	Q4 2019
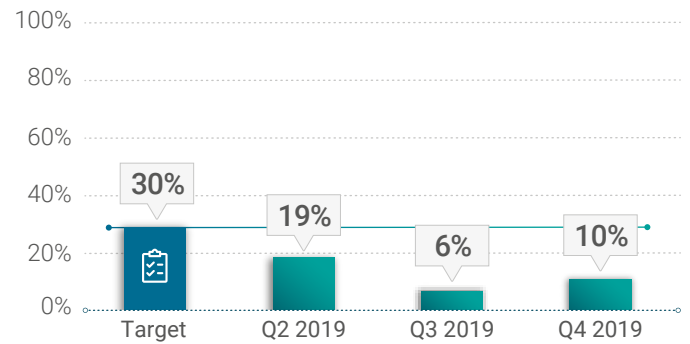
Average call wait time is less than eight minutes

ARCR-1C
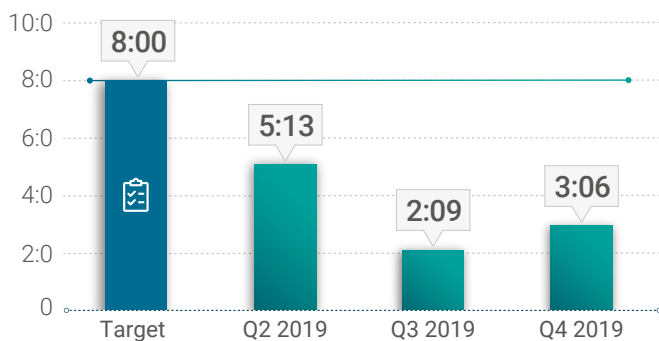
8:00	**5:13**	**2:09**	**3:06**
Target	Q2 2019	Q3 2019	Q4 2019

75% of participants completing phone system survey report a high level of overall satisfaction with their call center experience

ARCR-2

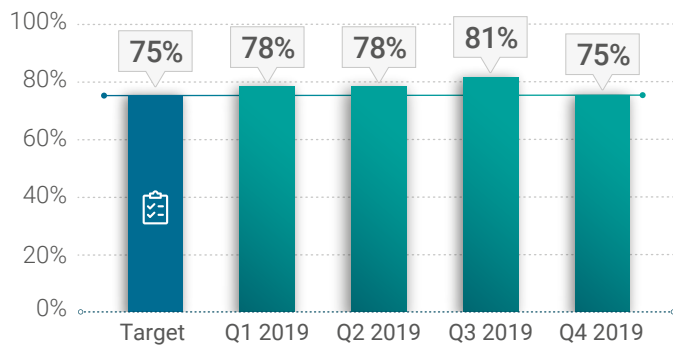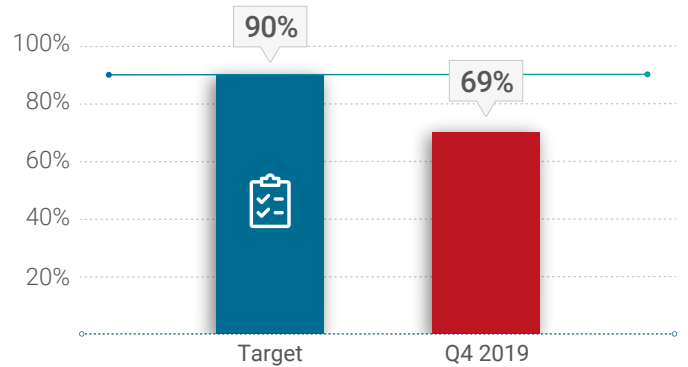|				
75%	**66%**	**64%**	**73%**	**73%**
Target	Q1 2019	Q2 2019	Q3 2019	Q4 2019

Process 75% of MCLE applications within 30 days of receipt

ARCR-3

	Target	Q1 2019	Q2 2019	Q3 2019	Q4 2019
	75%	78%	78%	81%	75%
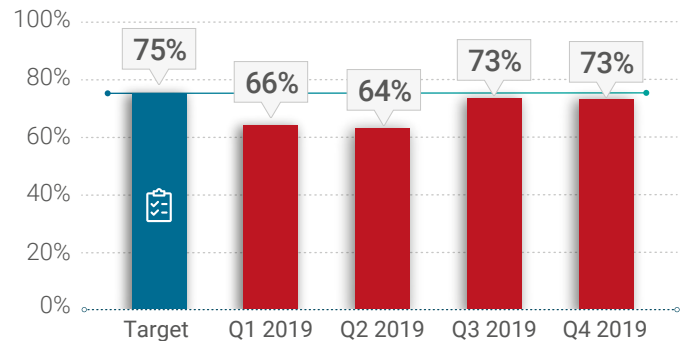
Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2019

ARCR-4

	Target	Q4 2019
	90%	69%

Fulfill 95% of requests for certificates of standing within five days of receipt

ARCR-5

	Target	Q1 2019	Q2 2019	Q3 2019	Q4 2019
	95%	98%	97%	97%	97%
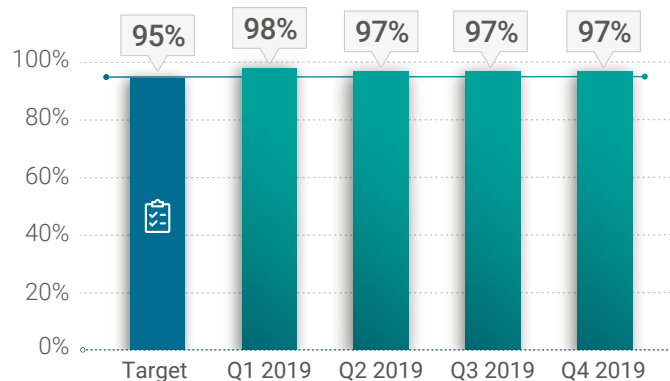
100% of JNE candidates evaluated within 90 days

BJA-2

Target Met

90% utilization of a standardized onboarding process by all State Bar entities by Q4 2019

BJA-3

Target Met

All Board Committee coordinators and other entity coordinators trained and oriented on standardized meeting management procedures by Q4 2019
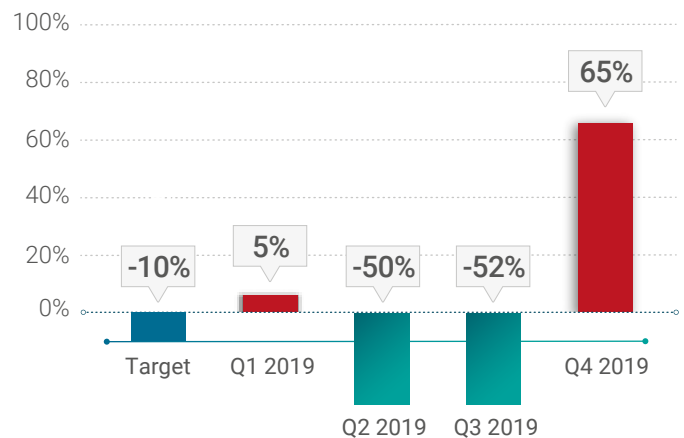
BJA-4

Target Met

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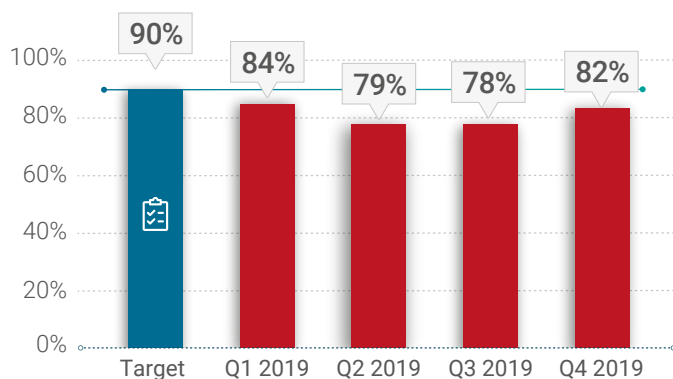
F-1

Did not meet

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

F-2

- Target: -10%
- Q1 2019: 5%
- Q2 2019: -50%
- Q3 2019: -52%
- Q4 2019: 65%

Pay 90% of vendor invoices within 30 days of receipt

F-3

- Target: 90%
- Q1 2019: 84%
- Q2 2019: 79%
- Q3 2019: 78%
- Q4 2019: 82%

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

F-5

- Target: 90%
- 2018: 71%
- 2019: 85%
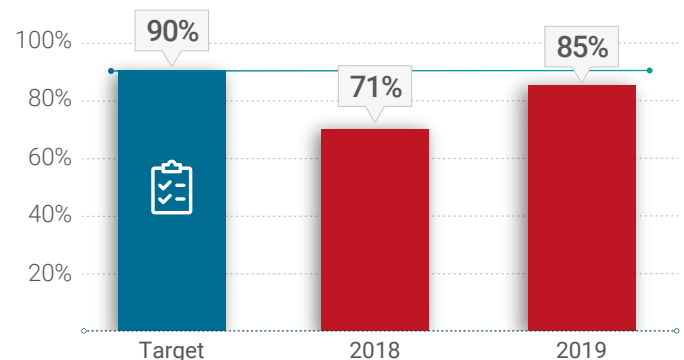
Process 90% of procurement requisitions with 100% accuracy within three business days

GS-1

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

GS-2

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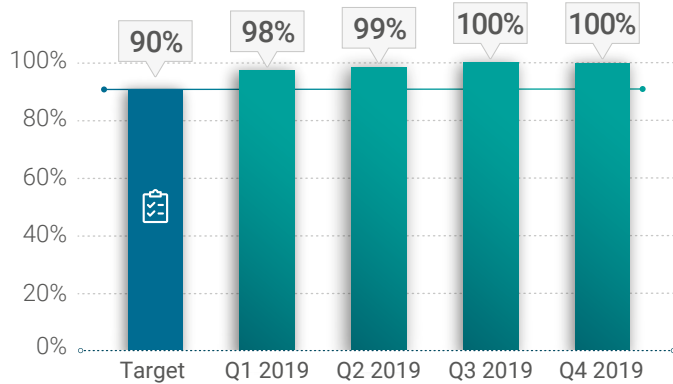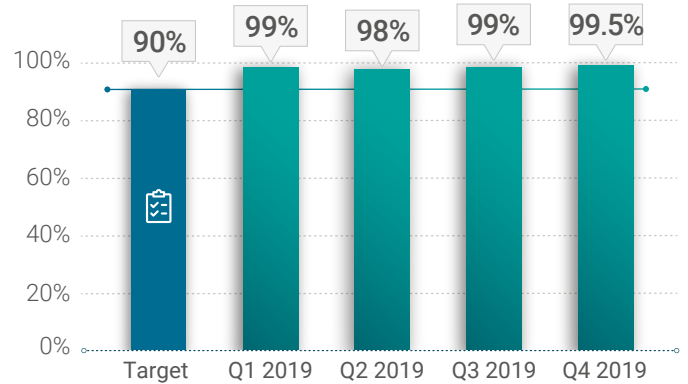
GS-3

Target Met

Process all capital improvement projects within budget

GS-4

Target Met

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

GS-5
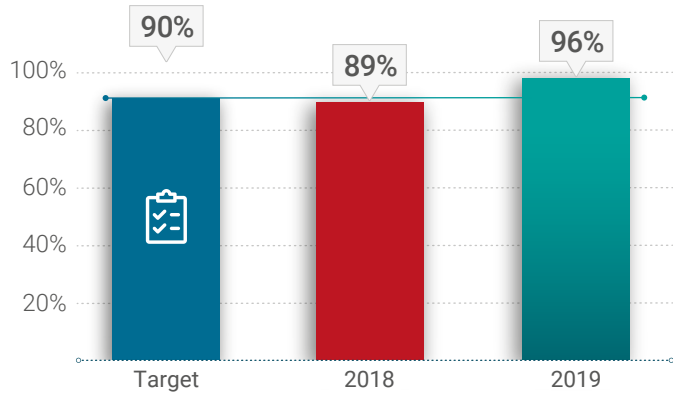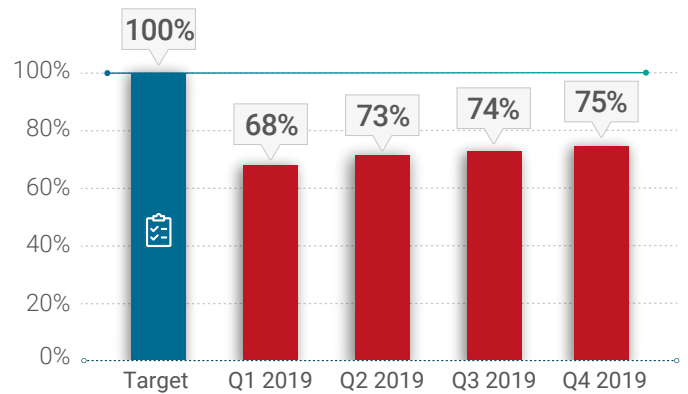
90% **89%** **96%**

100%
80%
60%
40%
20%

Target   2018   2019

Process performance evaluations within 30 days of due date

HR-1

100% **68%** **73%** **74%** **75%**

100%
80%
60%
40%
20%
0%

Target   Q1 2019   Q2 2019   Q3 2019   Q4 2019

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

HR-2

90% **76%** **76%**

100%
80%
60%
40%
20%

Target   2018   2019

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

IT-1

	Target	Q1 2019	Q2 2019	Q3 2019	Q4 2019
	90%	90%	96%	100%	99%

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

IT-2

	Target	Q1 2019	Q2 2019	Q3 2019	Q4 2019
	85%	66%	92%	87%	84%

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

IT-3

	Target	Q2 2019	Q3 2019	Q4 2019
	90%	60%	93%	92%
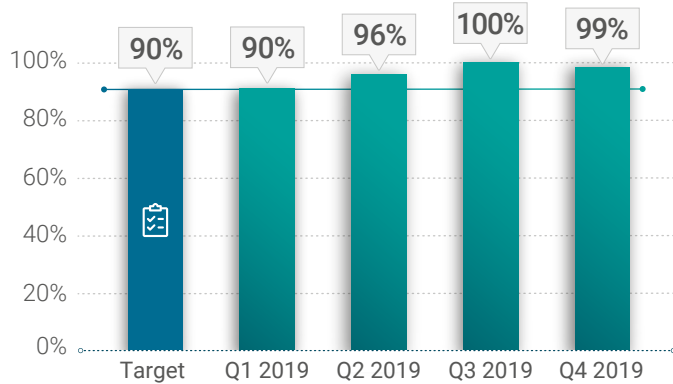
90% of internal clients report a high level of overall satisfaction with services provided by Information and Technology staff

IT-4
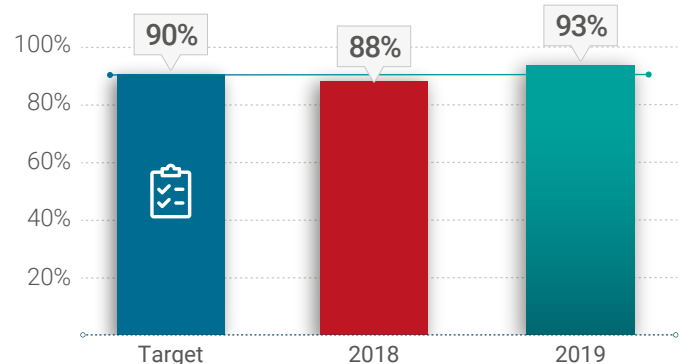
	Target	2018	2019
	90%	88%	93%

Increase intakes by 10% by Q4 2019

LAP-1

11% Increase

148 — 2018 (Baseline)

164 — 2019
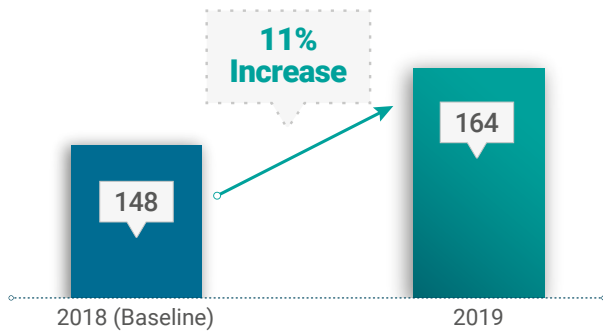
Respond to 100% of requests for presentations within two business days

LAP-2

	Target	Q2 2019	Q3 2019	Q4 2019
	100%	100%	100%	95%

Complete 20 law school presentations and 10 Bar Association/law firm presentations in 2019
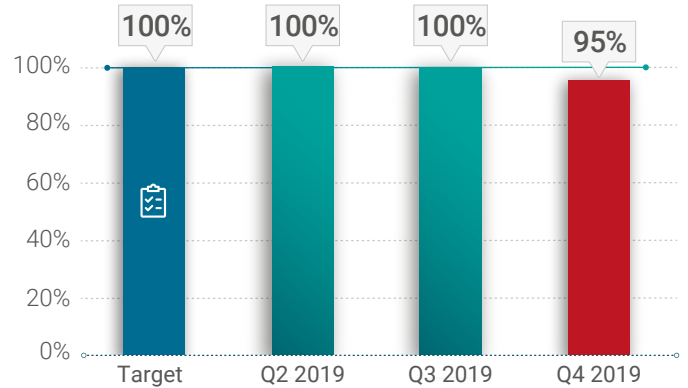
LAP-3

	Law Schools	Bar Associations
Target	20	10
2019	24	28
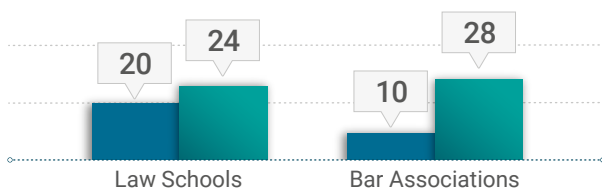
● **Target**   ● **2019**

80% of participants report that the Lawyer Assistance Program addressed their goals

LAP-4A

Target	Q3 2019	Q4 2019
85%	89%	90%

80% of participants are satisfied with their Lawyer Assistance Program experience

LAP-4B
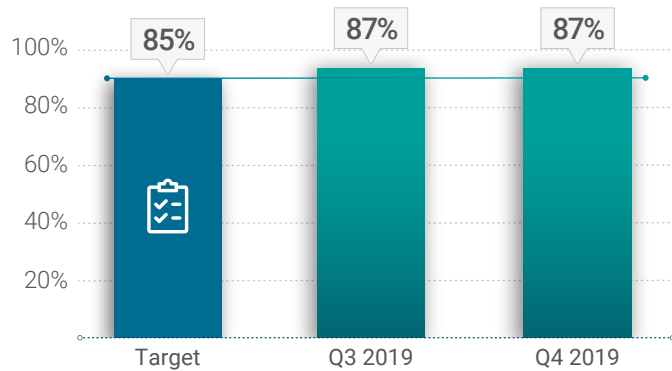
| Target | Q3 2019 | Q4 2019 |
| 85% | 87% | 87% |

Track successful completion rates for Alternative Discipline Program cases (and reasons for termination)

LAP-5

| Q2 2019 | Q3 2019 | Q4 2019 |
| 50% | 85% | 25% |
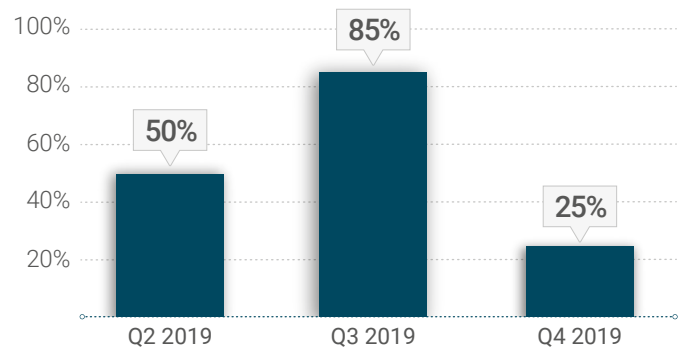
Demonstrate full integration of grant-making, diversity, and legal services policy work

OAI-1

Goal Met

Monitor bank compliance with agreed upon interest rates

OAI-2

Goal Met

Complete Justice Gap Study by end of Q4 2019

OAI-3

Target Met

E-learning courses: 85% of participants report that courses met their expectations

OPC-2A
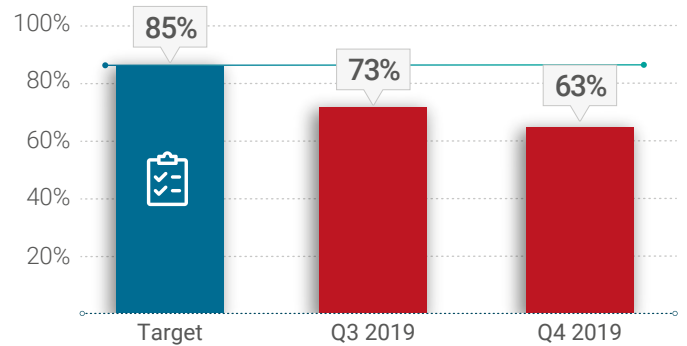
	Target	Q3 2019	Q4 2019
	85%	73%	63%

E-learning courses: 85% of participants report that courses contained significant practical content

OPC-2B

	Target	Q3 2019	Q4 2019
	85%	86%	72%

Complete/resolve an average of 60 Complaint Review Unit (CRU) cases per month by end of Q4 2019

OGC-1

	Target	December 2019	January 2020
	60	102	115
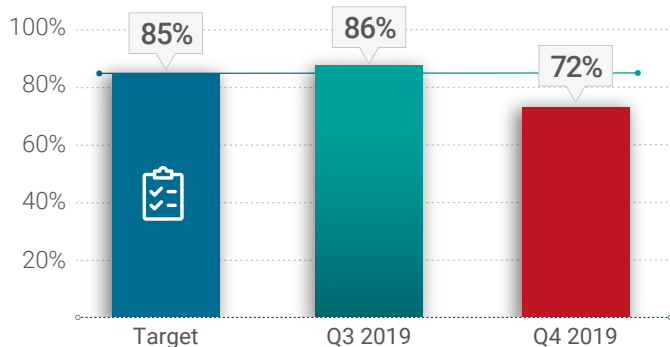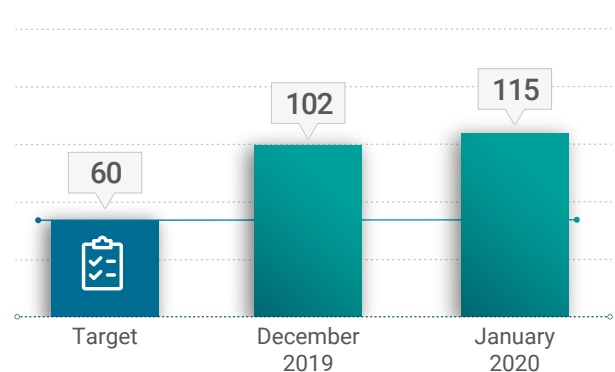
90% of internal clients report a high level of overall satisfaction with services provided by Office of General Counsel staff

OGC-2

```
100%
      90%        84%        89%
 80%
 60%
 40%
 20%
     Target      2018       2019
```
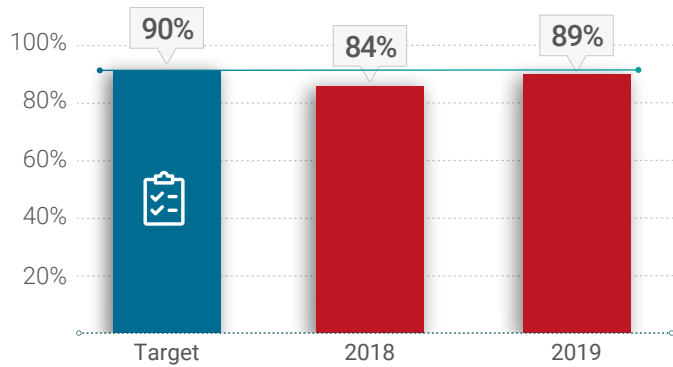
90% of all ORIA projects meet project milestones

ORIA-1

Did not meet

95% on time distribution of Discipline Reports from Odyssey

ORIA-2

Target Met

90% of regular management reports and performance metrics are automated

ORIA-3

Did not meet

Reduce average time to hire to 60 days

RR-1
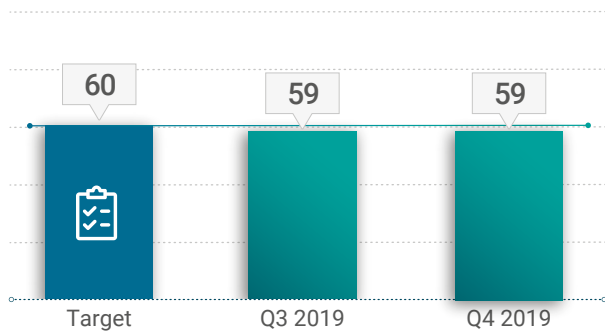
Target	Q3 2019	Q4 2019
60	59	59

Reduce average number of days to fill attorney positions

RR-3

2018 (Baseline)	Q1 2019	Q2 2019	Q3 2019	Q4 2019
129	61	56	52	44

Reduce average number of days to fill investigator positions

RR-4
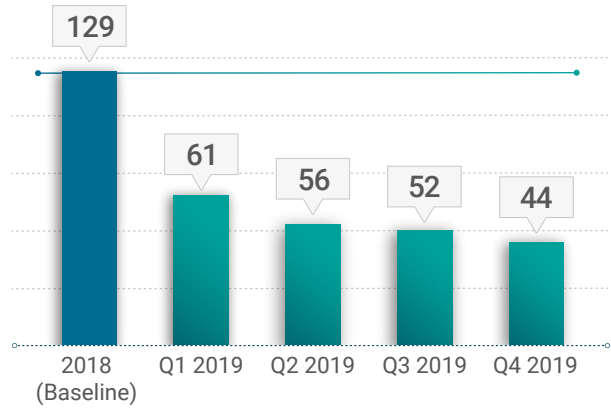
2018 (Baseline)	Q1 2019	Q2 2019	Q3 2019	Q4 2019
60	154	49	45	54
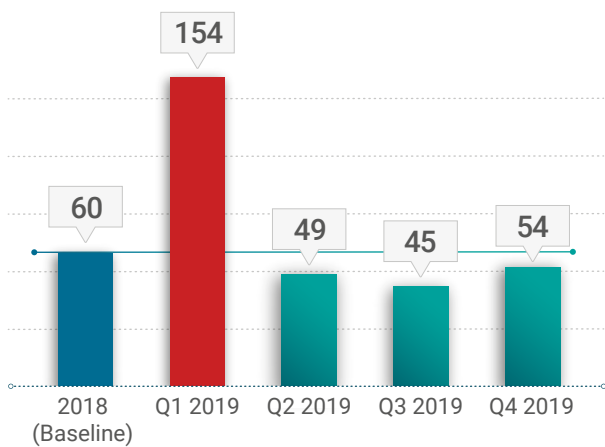
90% of participants report a high level of overall satisfaction with the Training and Development program

RR-5
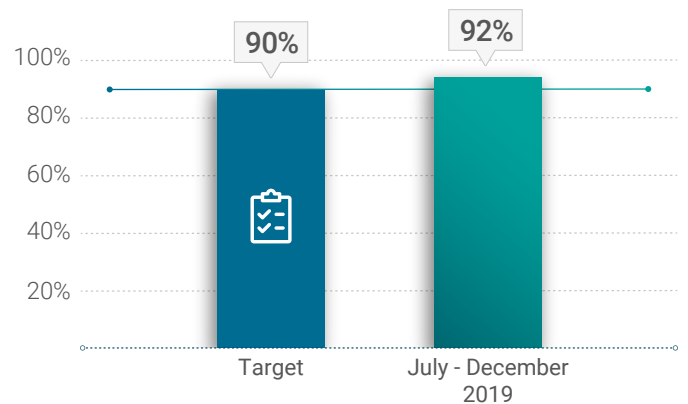
Target	July - December 2019
90%	92%

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

RR-6

	Target	Q1 2019	Q2 2019	Q3 2019	Q4 2019
	90%	96%	95%	99%	97%
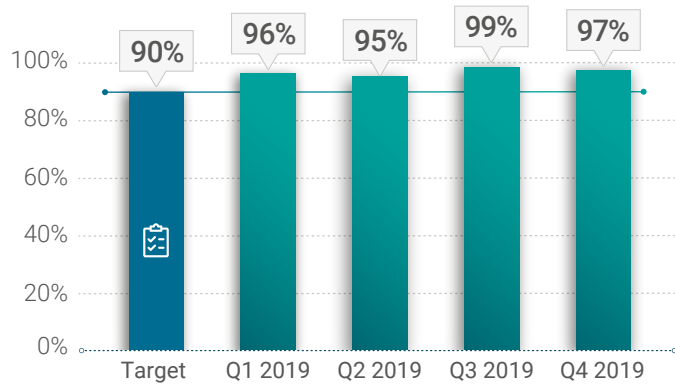
Increase percent of internal hires

RR-7

	2018 (Baseline)	2019
	44%	43%
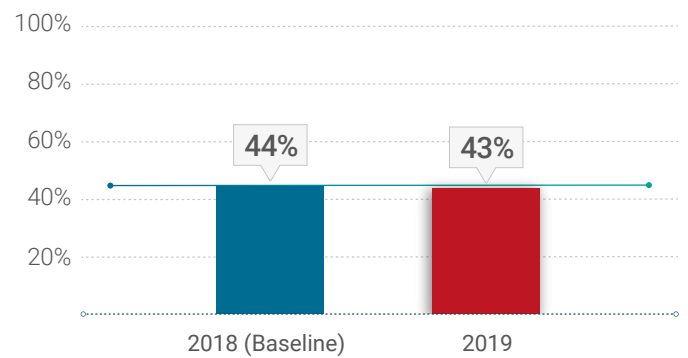
90% of internal clients report a high level of overall satisfaction with quality of internal communications

SCSE-2

	Target	2018	2019
	90%	78%	91%
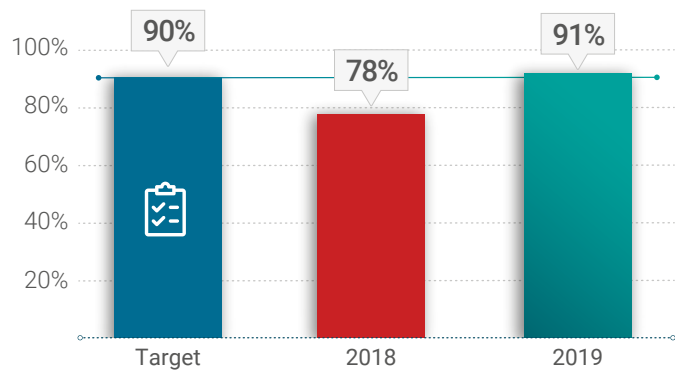
The State Bar *of California*

State Bar Metrics: Updates

March 12, 2020

Current Metrics

The list below organized by office contains all metrics the State Bar is currently tracking. Edits to the "Metric Name and Performance Target" column, to clarify timing and meaning, are reflected in strike outs. Some metrics were time-limited in nature and have phased out; as a result some metric IDs have changed. All metric IDs below supersede those previously reported. Metrics related to the discipline system (OCTC, State Bar Court, Office of Probation, and Client Security Fund) will be reported after the 2019 Annual Discipline Report is published.

Admissions

Metric Focus: Quality Control, Cycle Time, Cost Control

Metric ID	Metric Name and Performance Target	Timing	Notes
A-1	Implement 100% of Board of Trustees Appendix I adopted reforms by Q4 2019~~; Target: Develop project plan, with quarterly target dates, for codifying all new standards by Q1 2019~~	Quarterly	
A-2	Conduct initial review of 80% of Moral Character applications received within 60 days of receipt.~~Advance 80% of Moral Character applications from "received" to "filed" status within 60 days by Q2 2019~~	Semiannually	Metric name modified to best reflect operations.
A-3	Reduce exam costs by 5% by ~~Q3 2019~~ Q4 2020	Annually	Metric performance target quarter changed to Q4 to reflect annual timing. This metric is also extended through 2020.
A-4	Reduce time to grade Bar Exam from 11 weeks to nine weeks by Q4 2019	Semiannually	This metric will be updated to continue this goal through 2020.

Attorney Regulation & Consumer Resources (ARCR)
Metric Focus: Efficiency (Operational Management), Cycle Time

Metric ID	Metric Name and Performance Target	Timing	Notes
ARCR-1A	Less than 40% of Resource Center calls transferred out	Quarterly	
ARCR-1B	Less than 30% of calls abandoned	Quarterly	
ARCR-1C	Average call wait time of less than eight minutes	Quarterly	
ARCR-2	75% of participants completing phone system survey report a high level of overall satisfaction with their call center experience	Monthly and Quarterly	Results are from post call survey given to resource center callers; with a "4" or above rating (on a scale of 1 to 5, with 5 being the highest rating)
ARCR-3	Process 75% of MCLE applications within 30 days of receipt	Quarterly	Staff received 444 applications during Q4 2019.
ARCR-4	Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2019	Annually	This metric will be updated to carry forward into 2020.
ARCR-5	Fulfill 95% of requests for certificates of standing within five business days of receipt	Quarterly	Staff received 2,138 orders during Q4 2019.
ARCR-6	Convert 20% of Law Corporations to a strictly online renewal process by Q3 2019	One-time	This metric will be updated to carry forward into 2020.

Board Support JNE Commission and Appointments
Metric Focus: Efficiency (Operational Management)

Metric ID	Metric Name and Performance Target	Timing	Notes
BJA-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~~	Quarterly	The results of this metric will be reported in May 2020.
BJA-2	100% of JNE candidates evaluated within 90 days	Semiannually	
BJA-3	90% utilization of a standardized onboarding process by all State Bar entities by ~~Q2~~ Q4 2019	Annually	This metric will get phased out in 2020.
BJA-4	All Board Committee Coordinators and entity coordinators trained and oriented on standardized meeting management procedures by Q4 2019	Quarterly	This metric will get phased out in 2020.

Client Security Fund

Metric Focus: Customer Satisfaction, Efficiency, Cost Control, Cycle Time

Metric ID	Metric Name and Performance Target	Timing	Notes
CSF-1	Provide status update to 100% of applicants at least twice a year	Semiannually	
CSF-2	Ensure timely, accurate budget allocations for reimbursements	Annually	
CSF-3	Develop and monitor annual benchmarks for number of cases to be resolved based on annual budget and pending inventory by Q1 annually	Annually	
CSF-4	Develop and monitor target for time to payout after final disposition based on resource availability by Q1 annually	Annually	
CSF-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	Annually	

Finance

Metric Focus: Fiscal Management/Operational Efficiency, Quality, Cycle Time

Metric ID	Metric Name and Performance Target	Timing	Notes
F1	Provide accurate, timely and informed budget projections to enable efficient financial planning by client division/office and the Executive Director	Quarterly	
F2	Reduce number of billing-related phone calls from attorneys to ARCR by 10%	Quarterly	
F3	Pay 90% of vendor invoices within 30 days of receipt	Quarterly	
F4	Process 100% monthly financial statements accurately and on time within 20 days of the close of the month	Monthly	Due to the fiscal calendar this metric is reported for the months of June through December.
F5	90% of internal clients report a high level of overall satisfaction with services provided by finance staff	Annually	

General Services

Metric Focus: Cycle Time, Quality

Metric ID	Metric Name and Performance Target	Timing	Notes
GS-1	Process 90% procurement requisitions with 100% accuracy within three days ~~by Q1 2019~~	Quarterly	General Services received and processed a total of 335 procurement requisitions in Q4 2019.
GS-2	Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less	Quarterly	General Services received and processed a total of 205 facility requests in Q4 2019.
GS-3	Complete 90% of capital improvement projects on the annual capital improvement plan	Annually	
GS-4	Process all capital improvement projects within budget	Annually	
GS-5	90% of internal customers report a high level of overall satisfaction with services provided by General Services staff	Annually	

Human Resources

Metric Focus: Cycle Time, Customer Satisfaction

Note: Metrics related to recruitment and retention are now under the Recruitment and Retention office.

Metric ID	Metric Name and Performance Target	Timing	Notes
HR-1	Process performance evaluations within 30 days of due date	Monthly/ Quarterly	
HR-2	90% of internal customers report a high level of overall satisfaction with services provided by Human Resources staff	Annually	

Information Technology
Metric Focus: Efficiency, Customer Satisfaction

Metric ID	Metric Name and Performance Target	Timing	Notes
IT-1	90% of stakeholders report a high level of overall satisfaction with new technology deployments	Quarterly	
IT-2	Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less	Quarterly	
IT-3	Complete 90% of planned major IT projects on schedule and on budget	Quarterly	
IT-4	90% of internal customers report a high level of overall satisfaction with services provided by IT staff	Annually	

Case Management and Supervision, Lawyers Assistance Program
Metric Focus: Utilization, Customer Service, Outreach

Metric ID	Metric Name and Performance Target	Timing	Notes
LAP-1	Increase intakes by 10% by Q4 2019	Annually	
LAP-2	Respond to 100% of requests for presentations within two business days ~~by Q1 2019~~	Quarterly	
LAP-3	Complete 20 law school presentations and 10 Bar Association/law firm presentations in 2019	Annually	This metric will be reviewed to identify 2020 goals.
LAP-4A	80% of survey participants report that the Lawyers Assistance Program addressed their goals	Quarterly	
LAP-4B	80% of survey participants report they are satisfied with their Lawyers Assistance Program experience	Quarterly	
LAP-5	Track successful completion rates for Alternative Discipline Program cases (and reasons for termination)	Quarterly	

Office of Access and Inclusion

Metric Focus: Efficiency (Operational Management), Compliance

Metric ID	Metric Name and Performance Target	Timing	Notes
OAI-1	Demonstrate full integration of grant- making, diversity, and legal services policy work ~~by Q2 2019~~	One-time	This metric will get phased out in 2020.
OAI-2	Monitor bank compliance with agreed upon interest rates	Quarterly	
OAI-3	Complete Justice Gap Study by end of Q4 2019	One-time	
OAI-4	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~~ 100% of identified changes by Q4 20~~19~~21	One-time	The Legal Services Trust Fund Rules Committee work plan outlines activities for work to codify the grant administration process to continue through 2021.
OAI-5	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	One-time	This metric will be reviewed and updated for 2020.

Office of Chief Trial Counsel

Measurement focus: Cycle Time, Quality

Metric ID	Metric Name and Performance Target	Timing	Notes
OCTC-1	Minimize number of P-1 cases in backlog	Monthly	
OCTC-2	Ensure P-2 cases are processed in an expedited fashion	Monthly	
OCTC-3	Maintain annual caseload clearance rate of 1.0 or higher	Monthly	
OCTC-4	Case Disposition Times at median and 90th Percentile	Monthly	
OCTC-4A	Case Disposition Median	Monthly	
OCTC-4B	Case Disposition 90th	Monthly	
OCTC-5A	Maintain current level of CRU reopens for reasons other than new evidence.	Monthly	
OCTC-5B	Maintain current level of Walker reopens.	Monthly	
OCTC-5C	Decrease the number of random audit reopens for substantive reasons	Semiannually	
OCTC-6	Case Inventory Trends	Monthly	

Office of General Counsel

Metric Focus: Cycle time, Customer Satisfaction, Organizational Capability

Metric ID	Metric Name and Performance Target	Timing	Notes
OGC-1	Complete/resolve an average of 60 Complaint Review Unit (CRU) cases per month ~~by end of Q4 2019~~	Monthly	
OGC-2	90% of clients report a high level of overall satisfaction with services provided by the Office of General Counsel staff	Annually	

Office of Professional Competence

Metric Focus: Outreach/Access, Customer Satisfaction

Metric ID	Metric Name and Performance Target	Timing	Notes
OPC-1	Ethics Hotline: Maintain historical benchmark of a ratio of 60% new callers to 40% returning callers within a 10% variance	Quarterly	This metric has been changed to measure customer satisfaction with the Ethics Hotline. Information will be obtained from a post-call phone survey and online surveys. The metric's new name, target and Q1 2020 results will be reported in May 2020.
OPC-2A	E-learning courses: 85% of participants report that courses met their expectations	Quarterly	
OPC-2B	E-learning courses: 85% of participants report that courses contained significant practical content	Quarterly	

Office of Research and Institutional Accountability (ORIA)
Metric Focus: Efficiency (Operational Management)

Metric ID	Metric Name and Performance Target	Timing	Notes
ORIA-1	90% of all ORIA projects meet project milestones	Quarterly	
ORIA-2	95% on time distribution of Discipline Reports from Odyssey	Monthly	
ORIA-3	90% of regular management reports and performance metrics are automated	Quarterly	

Case Management and Supervision, Probation
Metric Focus: Outcomes

Metric ID	Metric Name and Performance Target	Timing	Notes
P-1	Track successful completion rates and reasons for non-completion	Quarterly	
P-2	Track rates of successful satisfaction of restitution orders	Annually	

Recruitment and Retention

Metric Focus: Efficiency, Cycle Time, Organizational Capacity, Customer Satisfaction

Note: This is a new office and all metrics were formerly Human Resource metrics.

Metric ID	Metric Name and Performance Target	Timing	Notes
RR-1	Reduce average time to hire to 60 days or less ~~by Q3 2019~~	Quarterly	
RR-2	Stay Interviews are conducted for 100% of new hires within 90 days of hire ~~by Q2 2019~~	Quarterly	Because this metric cannot be calculated until 90 days after Q4 2019, this metric's Q4 2019 result will be reported in May 2020.
RR-3	Reduce average number of days to fill attorney positions	Quarterly	
RR-4	Reduce average number of days to fill investigator positions	Quarterly	
RR-5	90% of participants report a high level of overall satisfaction with the Training and Development (T&D) program	Semiannually	
RR-6	90% of participants report a high level of overall satisfaction with training	Quarterly	A total of 59 training sessions were given to staff in 2019.
RR-7	Increase % of internal hires ~~Target: Identify baseline data for internal hires by Q1 2019~~	Annually	
RR-8	Reduce turnover rate among attorneys	Quarterly	This metric will be reported in May 2020.
RR-9	Reduce turnover rate among investigators	Quarterly	This metric will be reported in May 2020.

State Bar Court
Metric Focus: Efficiency, Cycle Time

Metric ID	Metric Name and Performance Target	Timing	Notes
SBC-1	Maintain an annual caseload clearance rate of at least 1.0 or above	Monthly	
SBC-2A	Hearing - 90% within timeline	Monthly	
SBC-2B	Hearing - all cases within 150% of timeline	Monthly	
SBC-2C	Review - 90% within timeline	Monthly	
SBC-2D	Review - all cases within 150% of timeline	Monthly	
SBC-2E	Effectuations - all cases within timelines	Monthly	
SBC-3A	Case disposition: median	Monthly	
SBC-3B	Case disposition: 90th percentile	Monthly	
SBC-4A	Number of petitions seeking review	Semiannually	
SBC-4B	Number of petitions granted	Semiannually	
SBC-4C	Number of petitions denied	Semiannually	
SBC-4D	Number of remands	Semiannually	

Communications

Metric Focus: Outreach (Brand Image, Public Perception), Customer Satisfaction

Metric ID	Metric Name and Performance Target	Timing	Notes
SCSE2	90% of stakeholders report a high level of overall satisfaction with quality of internal communications	Annually	

Phased Out Metrics

The list below contains all metrics that have been phased out. The reason for each is under the "Notes" column.

Original Metric ID	Metric Name and Performance Target	Timing	Notes
ARCR-1	By Q1 2019 develop targets for average wait times, calls abandoned, and % of calls transferred to other State Bar offices	One-time	This was a one-time metric
BJA-4	Develop standardized on- boarding process for all state bar sub-entities by Q4 2018	One-time	This was a one-time metric.
BJA-3	Ensure diversity of Board and committee applicant pool by establishing baseline data of applicant pool by Q1 2019	One-time	This was a one-time metric. Alternatives for this metric to be used on an ongoing basis will be explored.
HR-8	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 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	Quarterly	This metric was meant to give overall direction to the creation of Human Resource metrics that have since been transferred to Recruitment and Retention.
LAP-1	Finalize and implement detailed operational plan reflecting BOT's November 2018 direction regarding separation of a portion of LAP by Q1 of 2019	One-time	This was a one-time metric.
OAI-3	Identify 3-5 key improvement opportunities in data reporting and collection from the 2017 Main Benefits Report by Q1 2019	One-time	This was a one-time metric.

Original Metric ID	Metric Name and Performance Target	Timing	Notes
OPC-2	Rules of Professional Conduct: Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018	Monthly	This metric is being discontinued as the rules are no longer new.
OPC-3	E-learning courses: 85% of participants completing evaluation report that courses met their expectations and contained significant practical content	Quarterly	This metric was meant to give direction to the creation of metrics OPC-2A and OPC-2B
SBC-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	Monthly	This metric was meant to give direction to the creation of metrics SBC-2A and SBC-2B.
SBC-3	Case Disposition Times at median and 90th Percentile	Monthly	This metric was meant to give direction to the creation of metrics SBC-3A and SBC-3B; it is not a metric in and of itself.
SBC-4	Track number of appeals; maintain current level of reversals and remands	Semiannually	This metric required the creation of separate metrics to track appeals, reversals and remands (SBC-4A, SBC-4B, and SBC-4D).
SCSE1	Increase positive narrative about the State Bar by effectively communicating regarding key State Bar initiatives; Target: identify 2019 initiatives by Q1 2019	One-time	This was a one-time metric.