



The State Bar of California

OPEN SESSION AGENDA ITEM 41-1 MAY 2020

DATE: May 14, 2020

TO: Members, Board of Trustees

FROM: Donna S. Hershkowitz, Interim Executive Director

SUBJECT: Report From Executive Director

Each Board meeting presents the Trustees with a series of important—sometimes critically vital—decisions to be made. The agenda items for every meeting flow from the work of Board Committees, subentities, staff, the strategic plan, and situations which present themselves and require thoughtful resolutions. As I scanned the agenda in preparation for writing this report, one word immediately leapt to the forefront of mind: adaptation. It may be that the word “adaptation” was pushed to the front of our consciousness for many of us two months ago. The pandemic caused by the novel coronavirus has caused attorneys, Californians, and the world to adapt in ways never envisioned. The same is true for the State Bar, its staff, and its Board of Trustees. The fact that we are conducting this meeting virtually through Zoom, with Trustees, staff, and the public in attendance remotely, in accordance with physical distancing requirements is the first—but far from the only—part of this agenda that speaks to the necessity and ability for adaption.

The impact of the pandemic caused by the novel coronavirus has required the Board to adapt in very tangible ways, such as the extension of deadlines for: late payments; MCLE compliance; and law corporation renewals approved at the April 16 meeting; and fingerprint compliance. The Board has already adopted emergency rules for electronic service in State Bar Court matters, and today will be considering permitting appearance by videoconference and service by electronic means in fee arbitration proceedings conducted by the State Bar and local bar associations. In some instances, the current situation instigated the urgency to implement changes that could, and maybe should, have been implemented long ago.

The theme of adaptation continues in the following agenda items, to name just a few:

- Item 703 asks the Board to be open to new approaches to the delivery of legal services and the regulation of the legal profession. It asks the Board to allow a working group to explore ideas that for so long have been—and for many still are—anathema to the legal

profession, but are beginning to be examined as we come to the conclusion that the old ways, alone, are not sufficient to meet the needs of all Californians. It asks the Board to examine creative approaches to closing the justice gap.

- Item 704, which derived from the Board’s review of its governance and oversight of the work of its subentities, presents the work of the Moral Character Working Group to re-evaluate what is—and what should be—considered in determining whether someone possesses the requisite moral character to be admitted to the State Bar. The Working Group explored societal changes in how we evaluate rehabilitative efforts, and how that should impact the ability of someone who has a criminal record to gain entry to the State Bar. The Working Group added transparency and consistency to what has been viewed as an opaque process, by creating decision matrices to provide guidance to applicants about how past conduct will be viewed, and to improve consistency in how the standards are applied.
- Item 705 is a compilation of different streams of work all being performed concurrently to assess if the California Bar Exam we administer—and how we administer it—remains the best determination of assessing if someone possesses the knowledge, skills, and abilities necessary to be an entry-level lawyer. The embodiment of the word “adaptation”—this agenda item recommends the formation of a joint Supreme Court/State Bar Blue Ribbon Commission on the Future of the Bar Examination. It recommends we evaluate how we write the questions we ask, how we grade them, and who we ask to grade them.

This report would extend over dozens of pages if it were to include even a partial list of the manners in which the State Bar has adapted over the past two months, and will continue to adapt in the months to come. But I would be remiss not to mention the action of the Board on April 14 to develop options for Supreme Court consideration on how to address those applicants for licensure who were hoping to take the California Bar Exam in July 2020—something that cannot be safely accomplished in a time where physical distancing has become part of the lexicon and the daily considerations. The Board recommended a bold course of action, and the Supreme Court issued an equally bold decision, both of which were designed to ensure that our public protection mission remains at the forefront of what we do, even during these most confounding of times.

METRICS FOR THE FIRST QUARTER OF 2020

Even this standard review of metrics reflects a level of adaptation. The metrics were adopted to ensure that the State Bar stays focused on achieving important day-to-day goals, along with achieving the big picture goals and objectives set forth in the 2017–2022 Strategic Plan. Improvements in processes and practices have yielded positive results in many of the metrics adopted. Attachment A to this report specifies 66 performance metrics across most of the State Bar’s operational areas, measured either monthly or for Q1 2020. Of those, 56 include targets against which to measure ourselves to promote accountability. In 44 of those measures, the target was met or exceeded, with only 12 not met. The metrics report also includes year-end or Q4 2019 metrics associated with offices related to the discipline system: (1) Client Security

Fund, (2) Lawyer Assistance Program, (3) Office of Chief Trial Counsel, (4) Probation, (5) and State Bar Court. As the Board may recall, these metrics were not reported on in March, as we were finalizing data related to the Annual Discipline Report. Thirty-nine of the 66 metrics described in Attachment A are under the purview of the Regulation and Discipline Committee (RAD), and thus were discussed with RAD at its May 12, 2020 meeting. Of the 12 metrics that did not meet their targets, six relate to the areas reviewed by RAD. The following six additional performance metrics did not meet their targets:

- **F-1.** Provide accurate, timely, and informed budget projections to enable efficient financial planning by client division/office and the Executive Director.
- **F-2.** Reduce the number of billing-related phone calls from attorneys to ARCR by 10 percent.
- **F-3.** Pay 90 percent of vendor invoices within 30 days of receipt.
- **HR-1.** Process performance evaluations within 30 days of due date.
- **RR-8.** Reduce turnover rate among attorneys.
- **RR-9.** Reduce turnover rate among investigators.

Attachment A highlights the targets and the level of achievement, and includes explanations for why the State Bar was unable to meet the target during this review period. For each metric, we also seek to identify steps that will be taken to improve performance. While each target not met is cause for assessment, introspection, and efforts toward improvement, the same applies for every metric that *is* satisfied. Staff will continue to evaluate the targets set to determine if they should be revised to inspire even greater improvement for ourselves, the Board, and the public we serve. But must also take the time to celebrate several of the successes:

- **ARCR-1C.** Following an analysis of data from the call center, we set a target that average call wait times be less than eight minutes. For Q1 2020, average wait time was just over half of that, at 4:04.
- **ARCR-2.** Efforts to decrease wait times did not mean that staff were rushing callers to be able to move to the next caller. Customer satisfaction surveys for Q1 revealed that 80 percent of participants reported a high level of overall satisfaction with their call center experience—besting the 75 percent target.
- **LAP-4A.** 100 percent of LAP participants reported that the Lawyer Assistance Program addressed their goals, and 97 percent of participants indicated satisfaction with their experience with the LAP.
- **OPC-1.** 100 percent of callers report a high level of overall satisfaction with the Ethics Hotline experiences.
- **RR-3.** Although the turnover rate is not yet where we want it to be, the average number of days to fill attorney positions in Q1 2020 was 22, a stark drop from the 129 days set as the baseline in 2018.

ATTACHMENT(S) LIST

- A.** State Bar Metrics Report for Q1 2020

State Bar Metrics Q1 2020

MAY 2020



The State Bar of California



Overview

This report contains results for 66 Q1 2020 State Bar metrics across most operational areas. The majority of these metrics (56) have targets for accountability purposes and 12 were not met (see page 16).

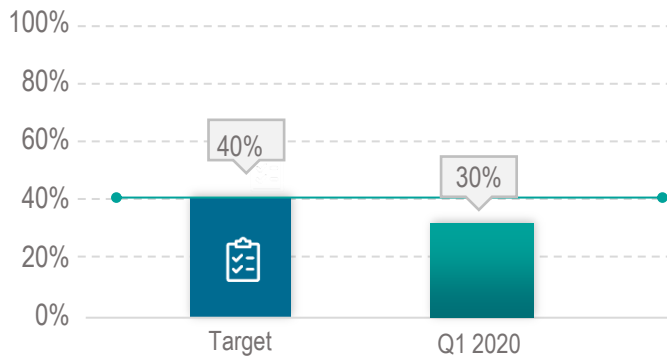
Quarterly results for metrics associated with offices related to the discipline system (Client Security Fund, Lawyer Assistance Program, Office of Chief Trial Counsel, Probation, and State Bar Court) are also reported for 2019. These were not reported in the March 2020 Metrics Report while data was being finalized due to overlap with the publication of the 2019 Attorney Discipline Report (ADR). In addition, results for Q4 2019 are also reported for a few metrics that were not, for a variety of reasons, reported in the March 2020 Metrics report.

Some metrics are reported at the monthly level for January, February, and March 2020 while the majority are reported at the quarterly level. All data and metric names reported in this report supersedes previously that which was previously reported. See section on “Metric Updates” (page 22) for a list of all metrics currently tracked and organized by operational area.



Less than 40% of Resource Center calls transferred out

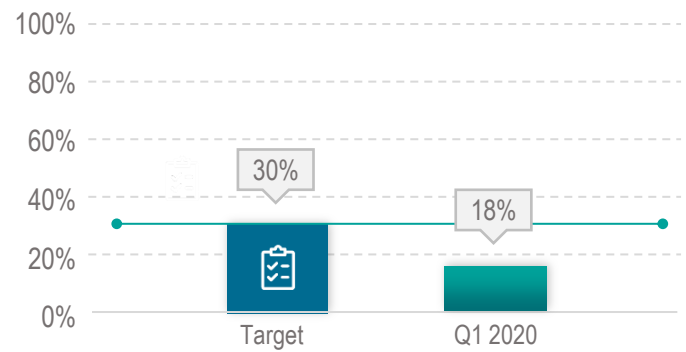
ARCR-1A



Note: The Resource Center received 46,436 calls in Q1 2020.

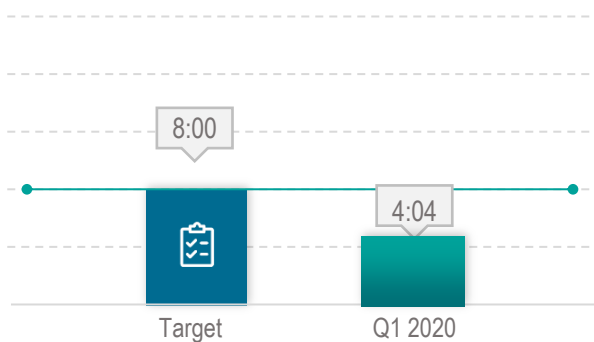
Less than 30% of calls abandoned

ARCR-1B



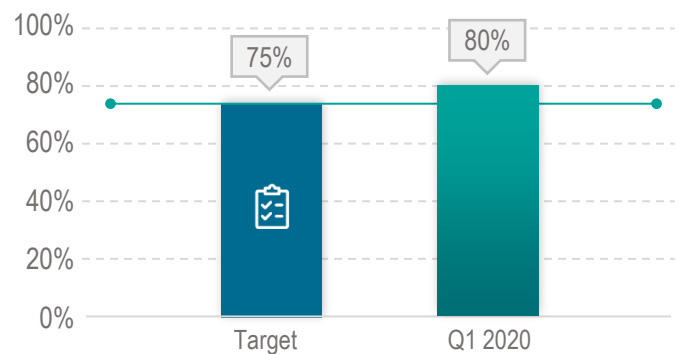
Average call wait time is less than eight minutes

ARCR-1C



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

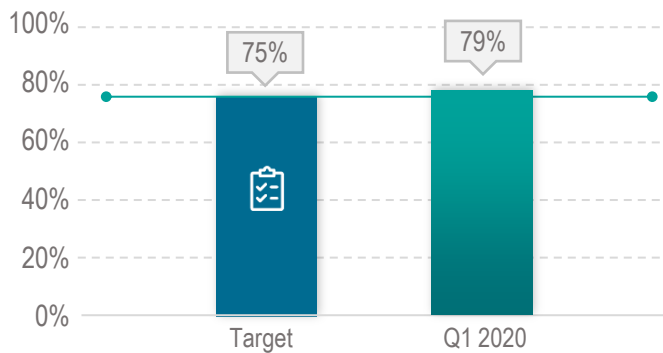
ARCR-2





Process 75% of MCLE applications
within 30 days of receipt

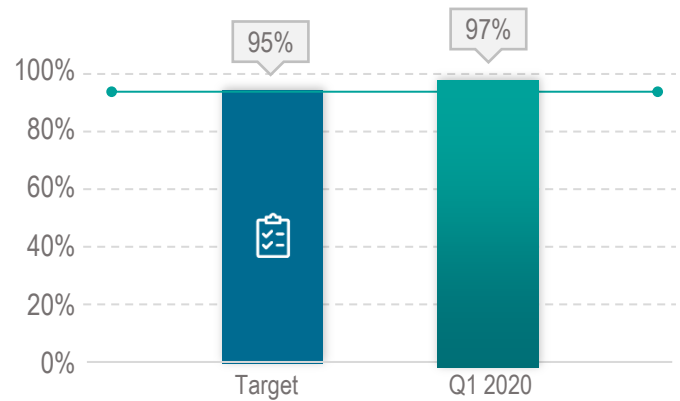
ARCR-3



Note: 315 MCLE applications were processed during Q1 2020.

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

ARCR-5



Note: ARCR received 2,237 requests during Q1 2020.

Provide status update to 100% of
applicants at least twice a year

CSF-1



Ensure timely, accurate budget
allocations for reimbursements

CSF-2





Develop and monitor annual benchmarks for number of cases to be resolved based on annual budget and pending inventory by Q1 annually

CSF-3

	Target	2019
Cases resolved	1,150	1,270
Cases in process pending available funding	200	265
Total Cases Resolved	1,350	1,535

Develop and monitor target for time to payout after final disposition based on resource availability by Q1 annually

CSF-4

	Target	2019
Reduce time from jurisdiction to resolution	-5%	-7%

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

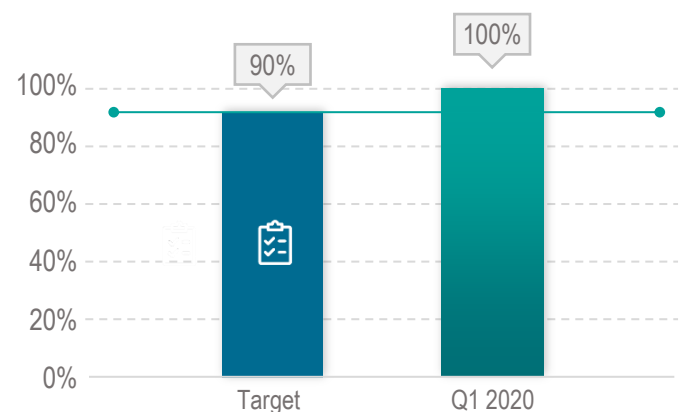
CSF-5



Reduced time for Tentative Decisions from service to resolution by 27.1 days compared to 2016-2018.

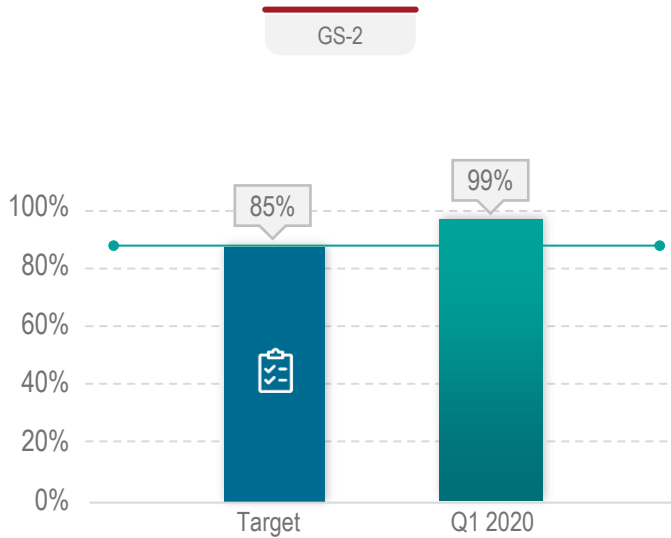
Process 90% of procurement requisitions with 100% accuracy within three business days

GS-1





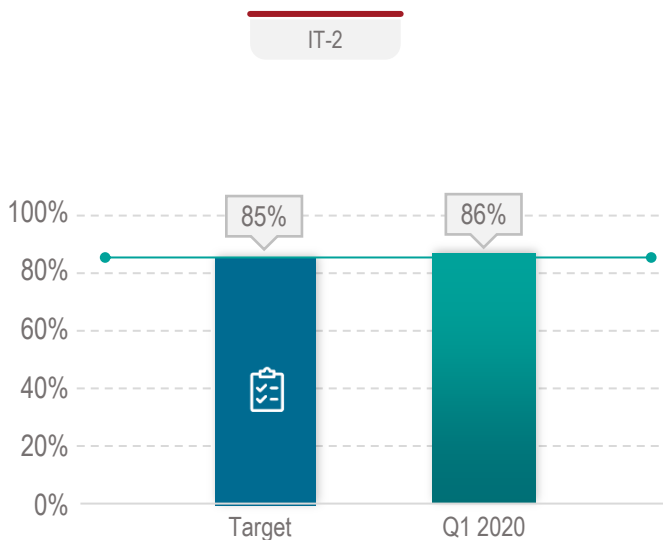
Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less



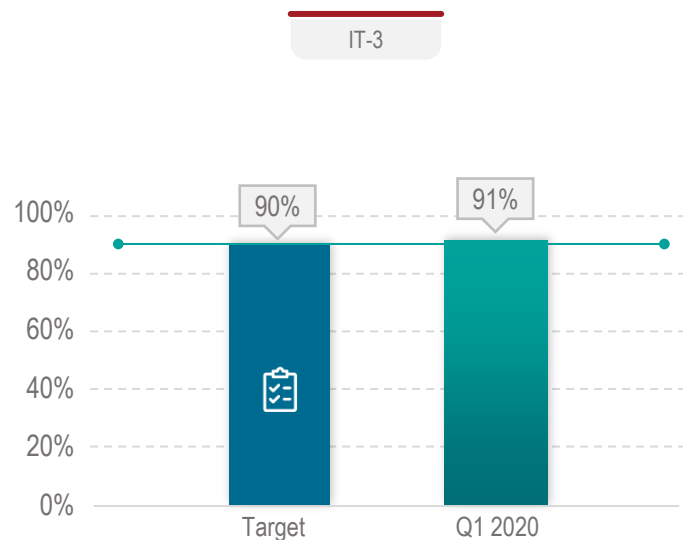
90% of stakeholders report a high level of overall satisfaction with new technology deployments



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



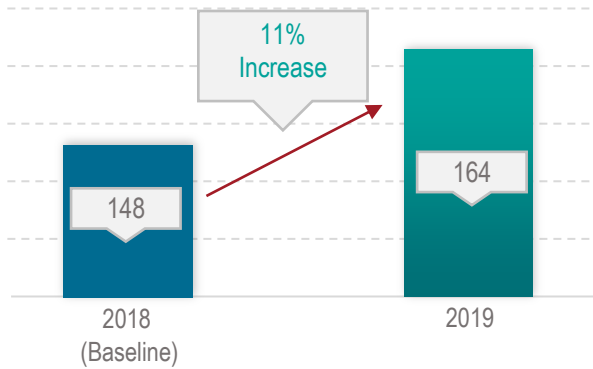
Complete 90% of planned major IT projects on schedule and on budget





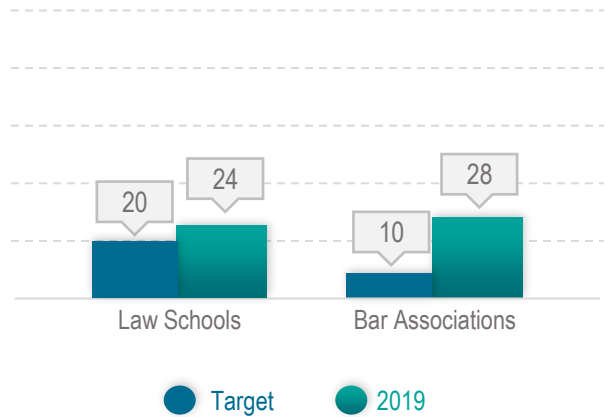
Increase intakes by 10% by Q4 2019

LAP-1



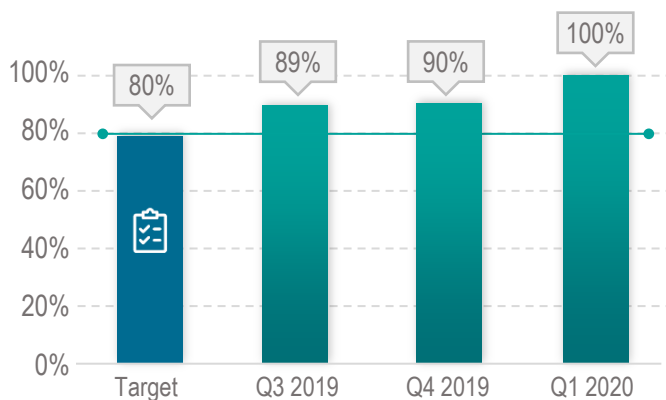
Complete 20 law school presentations and 10 bar association/law firm presentations in 2019

LAP-3



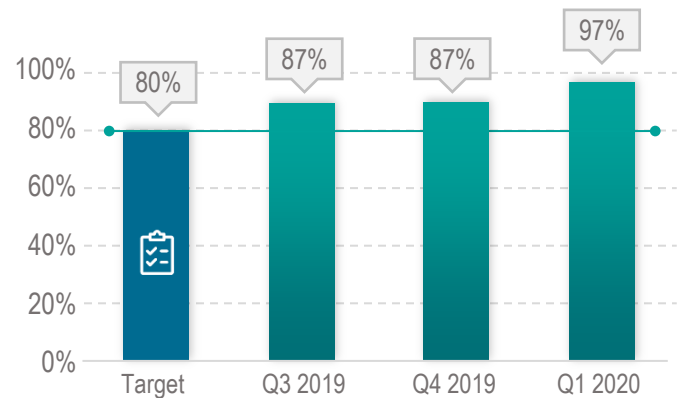
80% of participants report that the Lawyer Assistance Program addressed their goals

LAP-4A



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

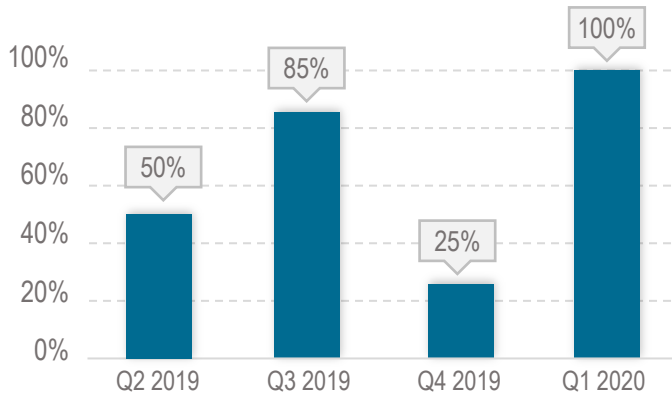
LAP-4B





Track successful completion rates for Alternative Discipline Program cases

LAP-5



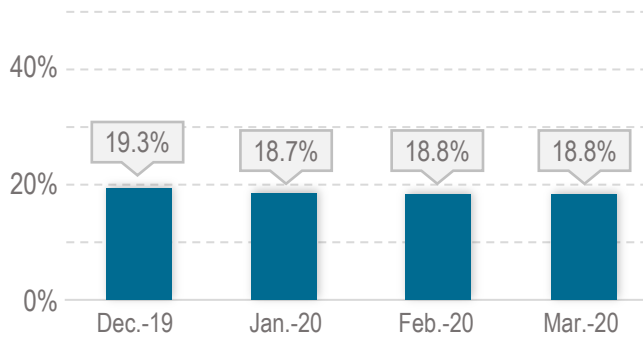
Monitor bank compliance with agreed upon interest rates

OAI-1



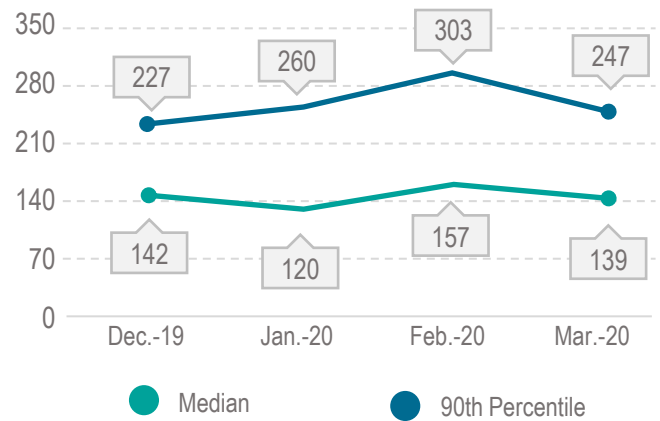
Minimize number of Priority 1 (P1) cases in backlog

OCTC-1



Ensure Priority 2 (P-2) cases are processed in an expedited fashion

OCTC-2

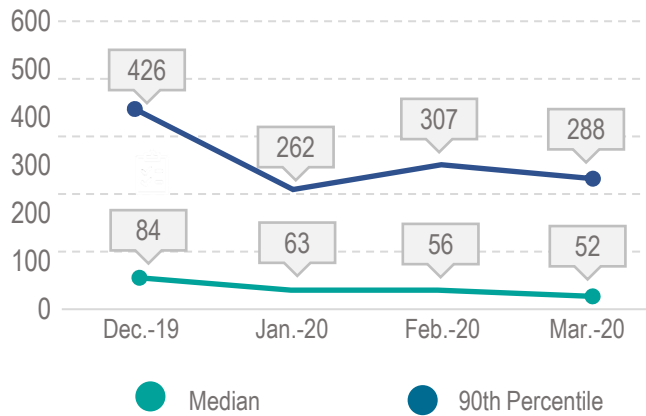


Note: This metric is measured by number of days.



Case disposition times (OCTC)

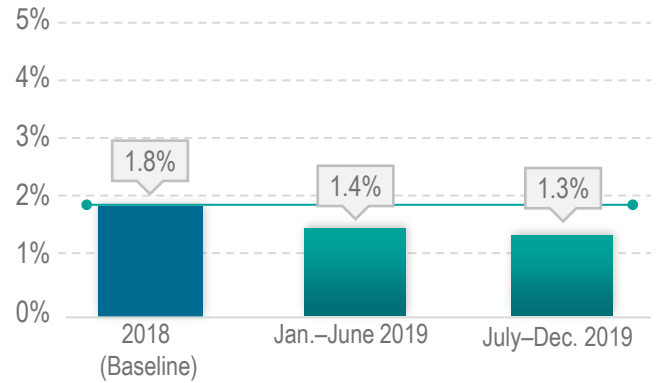
OCTC-4A & OCTC-4B



Note: This metric is measured by number of days.

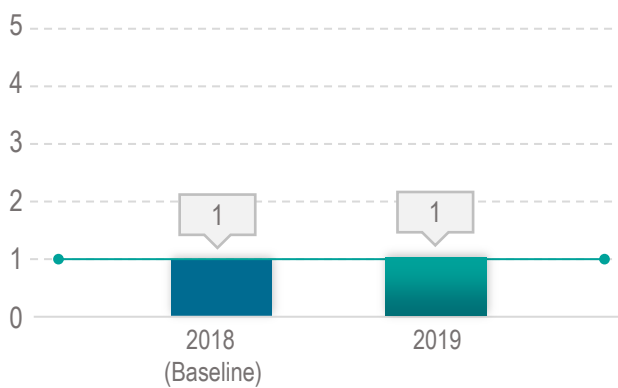
Maintain current level of Complaint Review Unit reopens for reasons other than new evidence

OCTC-5A



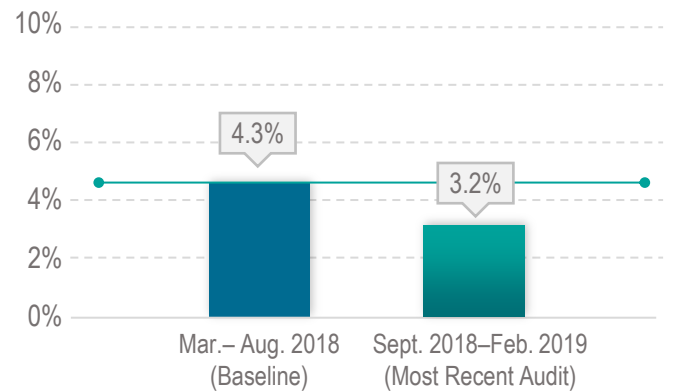
Maintain current level of Walker reopens

OCTC-5B



Decrease the number of random audit reopens for substantive reasons

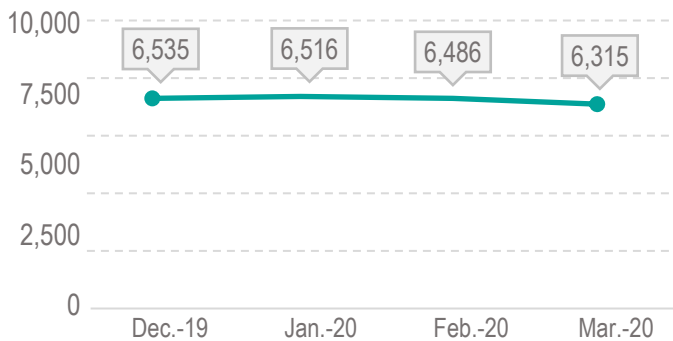
OCTC-5C





Cases in inventory at months end

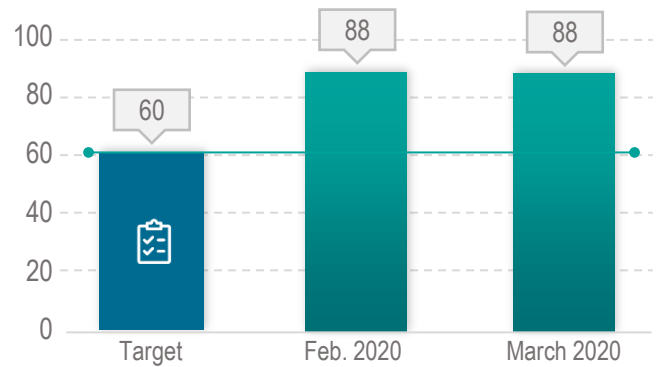
OCTC-6



Note: This chart describes cases that are reported in the Annual Discipline Report (ADR).

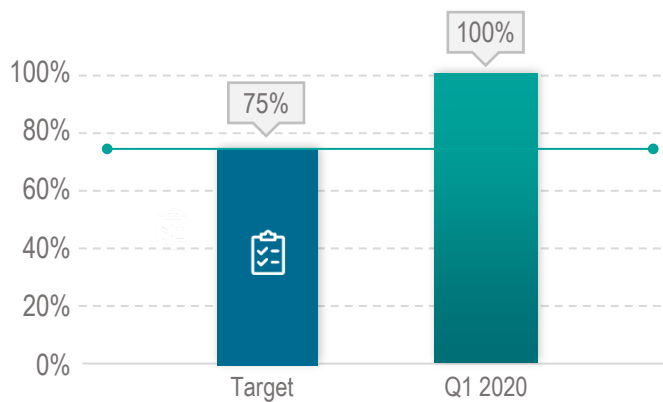
Complete/resolve an average of 60 Complaint Review Unit (CRU) cases per month

OGC-1



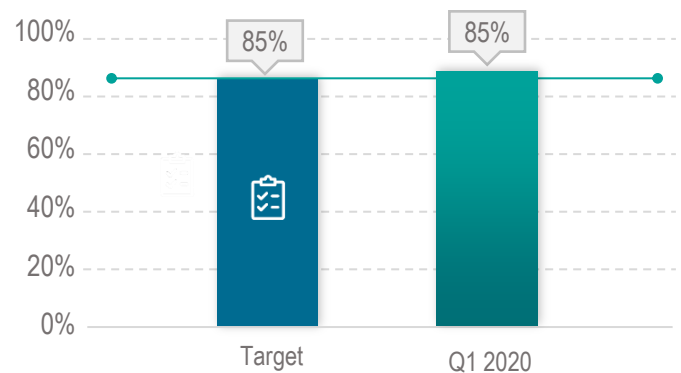
75% of callers report a high level of overall satisfaction with the Ethics Hotline experience

OPC-1



Voluntary e-Learning courses: 85% of participants report that courses contained significant practical content

OPC-2B





Mandatory e-Learning courses: 70% of participants report these courses met their expectations



Note: The targets for metrics related to mandatory e-Learning (OPC-2C, OPC-2D) were recently revised. Staff will monitor the results and adjust the targets as needed.

Mandatory e-Learning courses: 70% of participants report these courses contained significant content



90% of all ORIA projects met project milestones



95% on time distribution of discipline reports from Odyssey





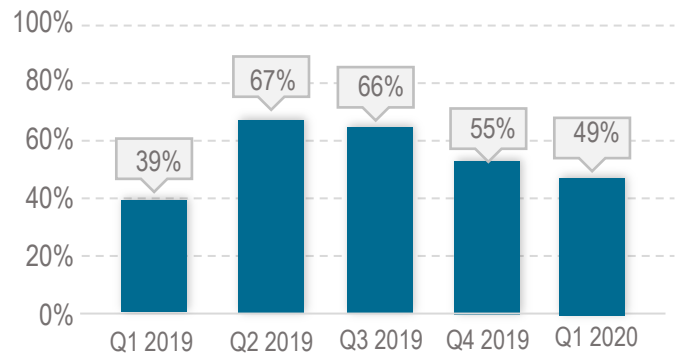
90% of regular management reports and performance metrics are automated

ORIA-3



Successful completion rates

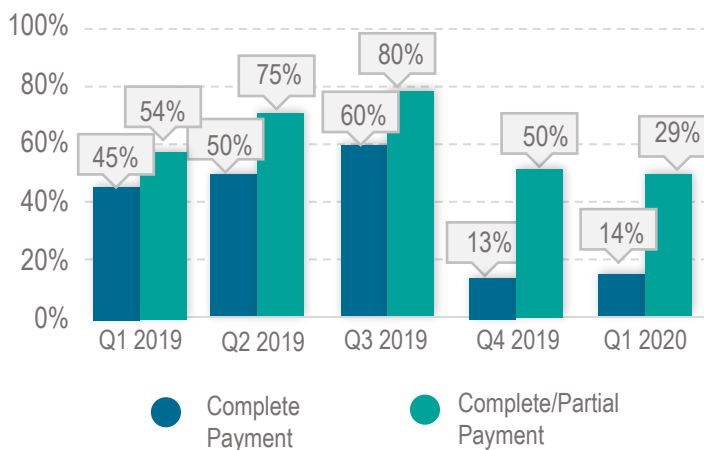
P-1



Note: Cases included are 9.20 matters without Supreme Court numbers, reprobation, and probation cases which have conditions ordered to be completed.

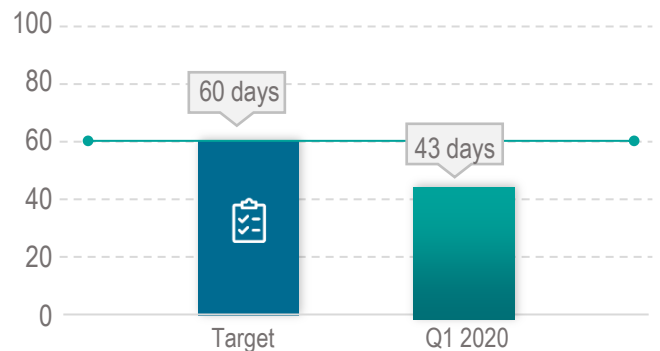
Successful completion of restitution

P-2



Reduce average time to hire to 60 days

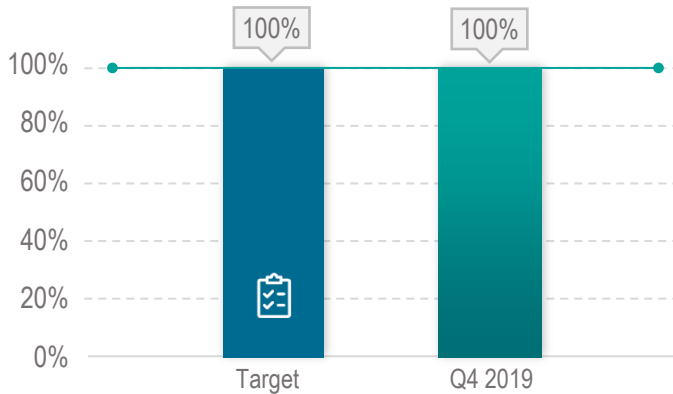
RR-1





Stay interviews are conducted for 100% of new hires within 90 days of hire

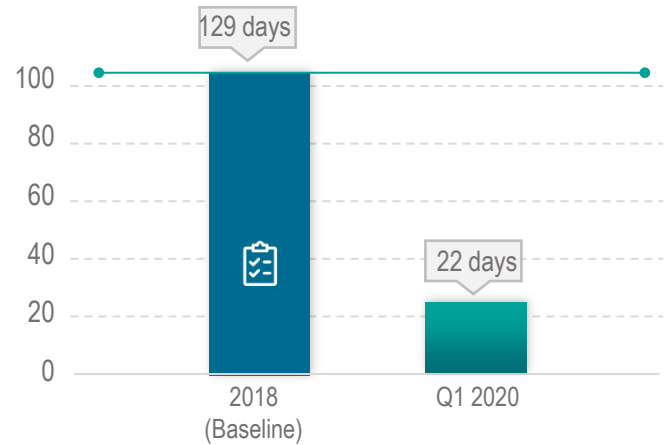
RR-2



Note: This metric measures events that occur within 90 days of the last day of a quarter. As a result there is a reporting lag. Q1 2020 will be reported in July 2020.

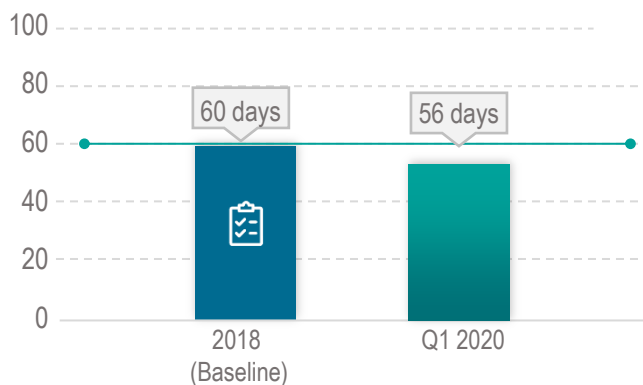
Reduce average number of days to fill attorney positions

RR-3



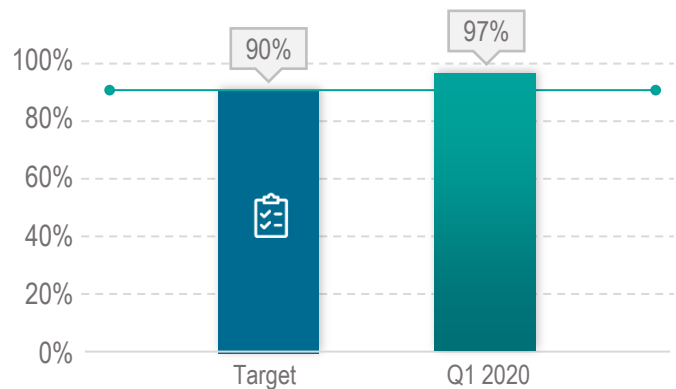
Reduce average number of days to fill investigator positions

RR-4



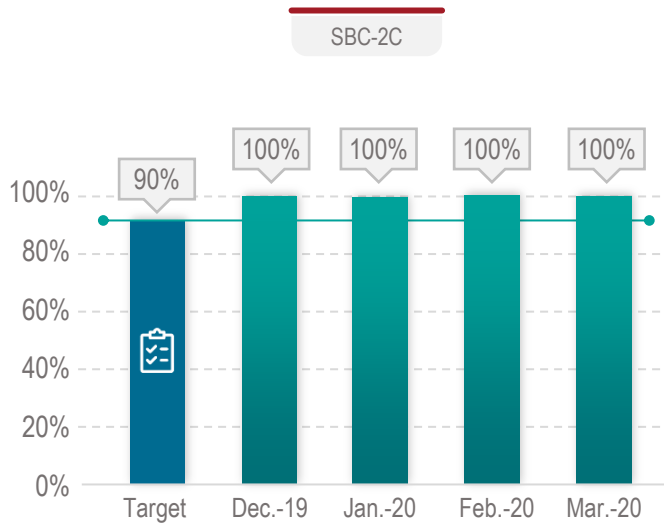
90% of participants report a high level of overall satisfaction with training

RR-6





90 percent of Review Department cases reach final outcome within timeline requirements



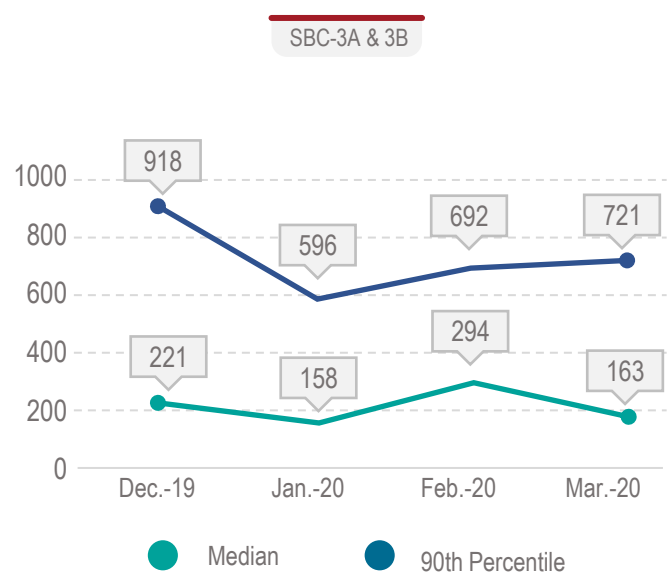
All Review Department cases reach final outcome within 150 percent of timeline requirements



All effectuation cases processed within established timeline requirements



Case disposition times (State Bar Court)



Note: This metric is measured by number of days.



Maintain current levels of reversals
and remands

SBC-4A-D

	Jan.–June 2019 (Baseline)	July–Dec. 2019
Petitions seeking review:	7	6
Petitions granted:	1	0
Petitions denied:	6	4
Remands:	1	0



Metrics That Did Not Meet Targets

The following pages list the 12 metrics that did not meet their targets in any of the time periods analyzed. A narrative that gives context to the results accompanies each metric.

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

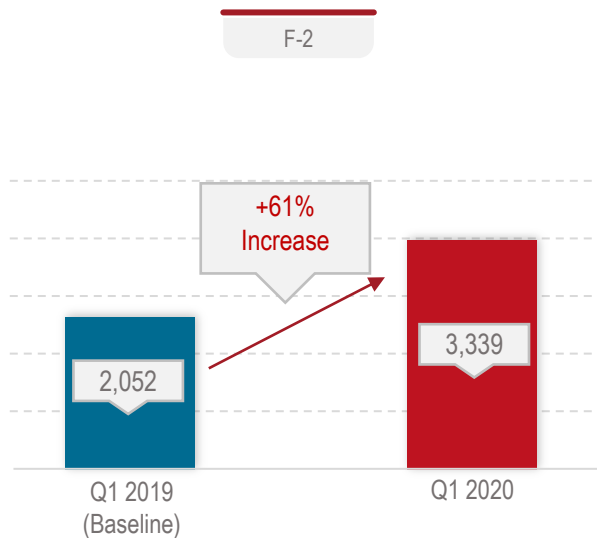
F-1



The new financial system went live in March 2020. This new 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.

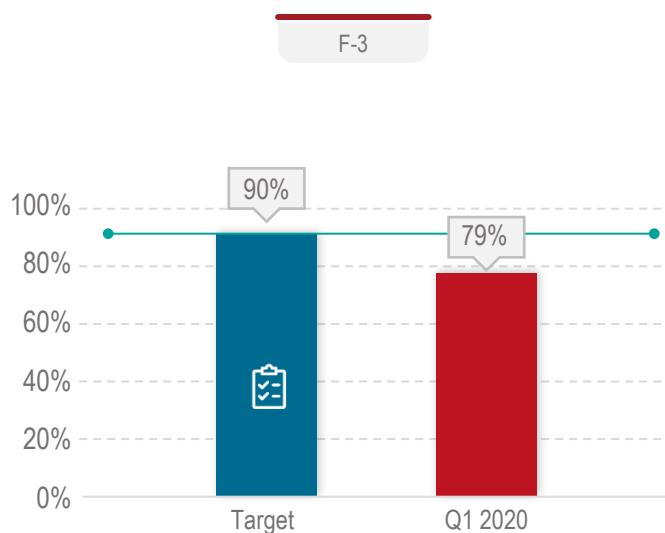


Reduce number of billing-related phone calls from attorneys to Attorney Regulation & Consumer Resources by 10%



Unfortunately, the calling system does not capture the question behind each billing related call. However, Q1 2020 included the period when the increased annual fees were due; it is likely this contributed to the increase in calls over the same period last year. Staff also noticed a steady stream of calls from noncompliant licensees regarding rejection notices and courtesy reminders related to the December 2019 refingerprinting deadline which were part of this count of billing related calls. Finance staff will continue to monitor this metric and make efforts to reduce billing-related calls.

Pay 90% of vendor invoices within 30 days of receipt



Finance made a significant outreach to offices to submit invoices in advance of the two week planned system shut down needed to effectively implement the new finance system, Oracle Fusion. This outreach produced many invoices that were outside of the 30 day window prior to arriving in Finance. The implementation of the new financial system also required staff to test and train in the new system and allowed for less time to process invoices. With continuous staff training this office anticipates meeting this target by Q2 2020. Note: March 2020 data is unavailable and will be reported in the next reporting cycle.



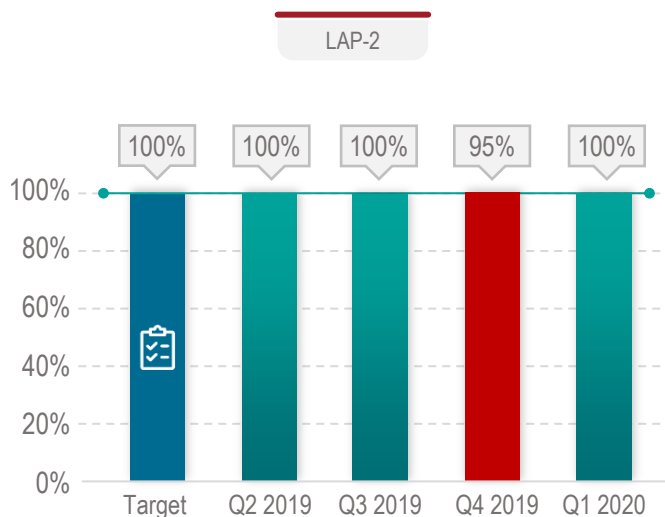
Process performance evaluations within 30 days of due date



Human Resources (HR) is engaging in key initiatives to ensure greater understanding of the importance of performance evaluations (PE) and management to employee engagement, including the redesign of the Performance Management process.

- HR sends out reminder emails to Chiefs 30 days prior to PE due dates as well as a reminder for any past due PEs. The move to using Oracle Fusion for performance evaluation management has been delayed; automated reminders will be issued once fully implemented.
- In April 2020 HR began to personally reach out to all supervisors/executives to remind them of overdue and upcoming evaluations to encourage them to ensure that they are done in a timely manner.
- An emphasis on the importance of Performance Management has been added as an element of the New Supervisor training being done by HR and Recruitment and Retention (R2).

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



In Q4 2019 LAP received 21 requests for presentations and responded to all but one within two days.



Maintain annual caseload clearance rate of at least 1.0

OCTC-3

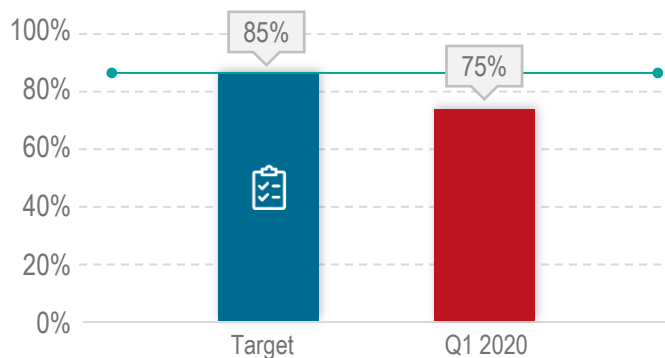


Note: This metric is calculated using a 12 month rolling average to smooth out month to month fluctuations in caseload clearance rates. For example, the February 2020 annual caseload clearance rate reflects the average monthly caseload clearance rates of March 2019 through February 2020.

The December 2019 and January 2020 annual caseload clearance rates both reflect the significantly lower than average February 2019 monthly clearance rate that was the result of the transition to the new case management system, Odyssey. In contrast, February and March 2020 annual caseload clearance rates do not include February 2019. OCTC recently implemented quarterly case processing goals to remove the focus from year-end processing. These goals as well as a decline in complaints received have led to consistent monthly case clearance rates over 100 percent since August 2019. February and March annual caseload clearance rates also reflect this progress.

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

OPC-2A

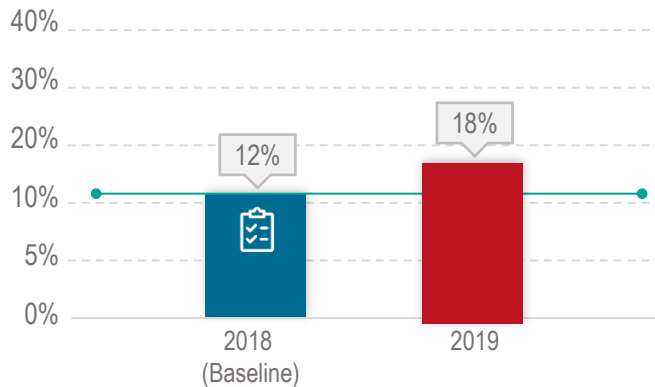


The course subject matter is changes to the California Rules of Professional Conduct (operative November 1, 2018). Staff suspect that some low participant ratings are due to the sophisticated and robust content of this course. Many survey respondents also viewed the 2+ hour seat time negatively. Staff will continue to analyze survey responses to learn more about what changes may be made to improve participants' experiences.



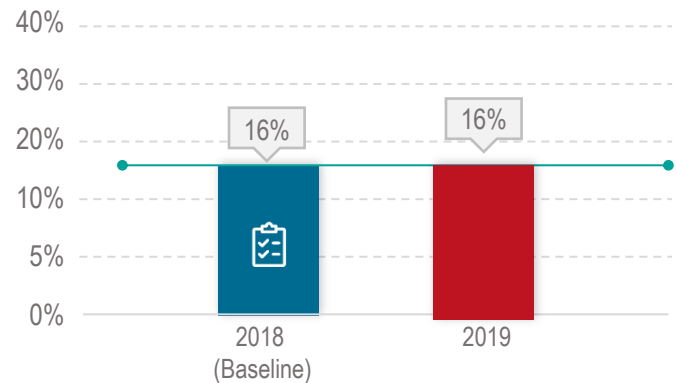
Reduce turnover rate among attorneys

RR-8



Reduce turnover rate among investigators

RR-9



Exit interviews of the seven attorneys and five investigators who completed them revealed that the majority cited workload and/or work/life balance as a reason for leaving. Staff from Recruitment & Retention implemented several initiatives over the course of the last year that we hope will help to reduce turnover, including:

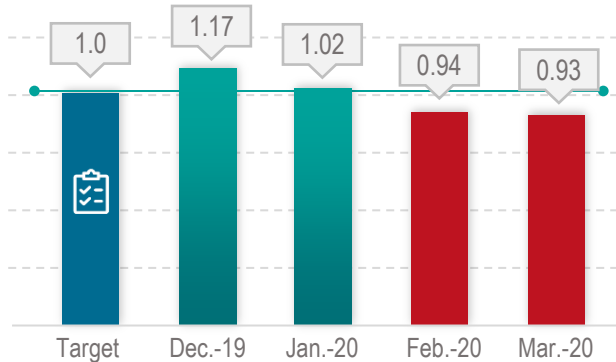
- New Employee Experience Interviews are conducted within employees' first 90 days to learn what's important to them as well as any obstacles or challenges they're experiencing and their relationship with their managers. The goal is to combine this information with data from the Exit Interviews and the Annual Staff Survey to create action plans to help increase employee engagement throughout the State Bar.
- Encouraging offices to increase telecommuting options to twice per week, an increase from once per week; and to combine alternative work schedules (AWS) with telecommuting.
- A wellness program was also implemented in 2019 which offers employees programs to help improve their financial, physical, and emotional well-being through partnerships with CalPERS and Fidelity, as well as Yoga and Zumba sessions offered by State Bar employees to all staff.

Staff will continue to review the data to determine if there are trends that might assist in reducing turnover.



Maintain annual caseload clearance rate of at least 1.0

SBC-1

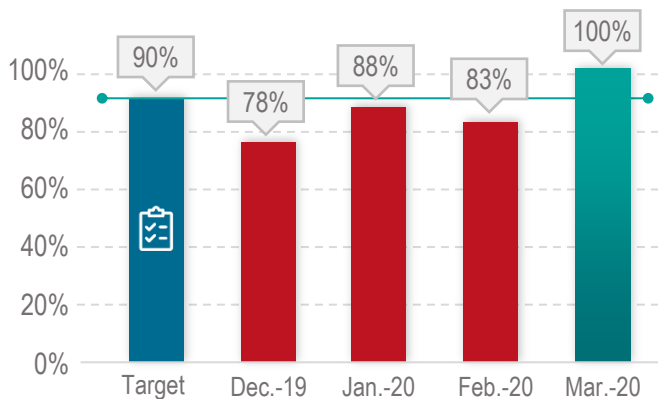


SBC-1: State Bar Court staff has reviewed the cases that resulted in the metric's performance target not being met and determined that case processing delays were caused by factors outside of the State Bar Court's control.

SBC-2A and SBC-2B: State Bar Court staff has reviewed the cases that resulted in the performance targets not being met and determined that case processing delays were caused by factors outside of the State Bar Court's control. For example, two of most common factors contributing to case delay are the default process and consolidation of a newer case with an older case.

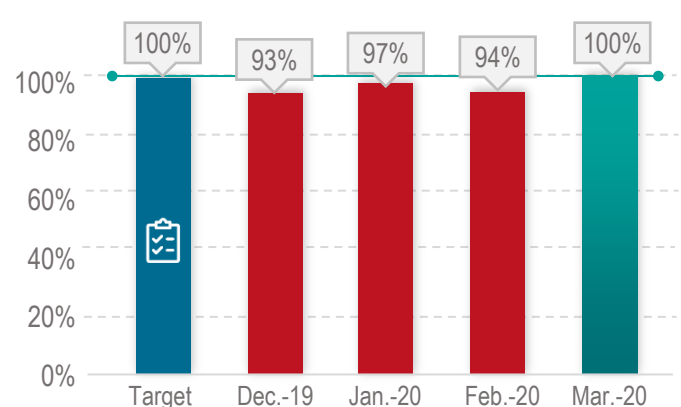
90 percent of Hearing Department cases reach final outcome within timeline requirements

SBC-2A



All Hearing Department cases reach final outcome within 150 percent of timeline requirements

SBC-2B





Metric Updates

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. All metric IDs below supersede those previously reported.

ADMISSIONS

Metric Focus: Quality Control, Cycle Time, Cost Control

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
A-1	Implement 100% of Board of Trustees Appendix I adopted reforms	Quarterly	This metric is on track for completion in 2020 and will be reported at that time.
A-2	Conduct initial review of 80% of Moral Character applications received within 60 days of receipt.	Semiannually	
A-3	Reduce exam costs by 5% by Q4 2020	Annually	

ATTORNEY REGULATION AND CONSUMER RESOURCES

Metric Focus: Efficiency (Operational Management), Cycle Time

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	
ARCR-3	Process 75% of MCLE applications within 30 days of receipt	Quarterly	
ARCR-4	Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2020	One-time	
ARCR-5	Fulfill 95% of requests for certificates of standing within five business days of receipt	Quarterly	
ARCR-6	Convert 20% of Law Corporations to a strictly online renewal process by Q3 2020	One-time	

**BOARD SUPPORT JNE COMMISSION AND APPOINTMENTS****Metric Focus:** Efficiency (Operational Management)

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
BJA-1	90% of stakeholders report a high level of overall satisfaction with quality of operational support provided	Annually	
BJA-2	100% of JNE candidates evaluated within 90 days	Semiannually	

CLIENT SECURITY FUND**Metric Focus:** Customer Satisfaction, Efficiency, Cost Control, Cycle Time

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

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	

**FINANCE (CONTINUED)**

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
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

GS-1	Process 90% procurement requisitions with 100% accuracy within three days	Quarterly	
GS-2	Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less	Quarterly	
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 staffing are now under the Recruitment and Retention office.)

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

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
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	

LAWYER ASSISTANCE PROGRAM**Metric Focus:** Utilization, Customer Satisfaction, Outreach

LAP-1	Increase intakes by 10%	Annually	
LAP-2	Respond to 100% of requests for presentations within two business days	Quarterly	
LAP-3	Complete 20 law school presentations and 10 Bar Association/law firm presentations	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	

OFFICE OF ACCESS AND INCLUSION**Metric Focus:** Efficiency (Operational Management), Compliance

OAI-1	Monitor bank compliance with agreed upon interest rates	Quarterly	
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**OFFICE OF ACCESS AND INCLUSION (CONTINUED)**

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
OAI-2	Develop detailed operational plan for Legal Services Trust Fund & Access to Justice Commissions based on BOT decisions in January 2019, with a target goal for implementation of 100% of identified changes by Q4 2021	One-time	
OAI-3	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 put on hold and revisited in 2021.

OFFICE OF CHIEF TRIAL COUNSEL**Metric Focus:** Cycle Time, Quality

OCTC-1	Minimize number of Priority 1 (P-1) cases in backlog	Monthly	
OCTC-2	Ensure Priority 2 (P-2) cases are processed in an expedited fashion	Monthly	
OCTC-3	Maintain annual caseload clearance rate of 1.0 or higher	Monthly	
OCTC-4A	Case Disposition: Median	Monthly	
OCTC-4B	Case Disposition: 90th Percentile	Monthly	
OCTC-5A	Maintain current level of CRU reopens for reasons other than new evidence	Monthly	
OCTC-5B	Maintain current level of Walker reopens	Semiannually	
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

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
OGC-1	Complete/resolve an average of 60 Complaint Review Unit (CRU) cases per month	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

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 is obtained from a post-call phone survey and online surveys.
OPC-2A	Voluntary e-Learning courses: 85% of participants report that courses met their expectations	Quarterly	Metrics OPC-2A and 2B has been changed to focus on voluntary e-Learning course participants.
OPC-2B	Voluntary e-Learning courses: 85% of participants report that courses contained significant practical content	Quarterly	
OPC-2C	Mandatory e-Learning courses: 70% of participants report that courses met their expectations	Quarterly	Metrics OPC-2C and 2D are new metrics that focus on participants of mandatory e-Learning courses.
OPC-2D	Mandatory e-Learning courses: 70% of participants report that courses contained significant practical content	Quarterly	

**OFFICE OF RESEARCH AND INSTITUTIONAL ACCOUNTABILITY****Metric Focus:** Efficiency (Operational Management)

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
ORIA-1	90% of all ORIA projects met 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	

PROBATION**Metric Focus:** Outcomes

P-1	Track successful completion rates and reasons for noncompletion	Quarterly	
P-2	Track rates of successful satisfaction of restitution orders	Annually	

RECRUITMENT & RETENTION**Metric Focus:** Efficiency, Cycle Time, Organizational Capacity, Customer Satisfaction

RR-1	Reduce average time to hire to 60 days or less	Quarterly	
RR-2	Stay Interviews are conducted for 100% of new hires within 90 days of hire	Quarterly	Because this metric cannot be calculated until 90 days after the last day of a quarter, this metric's Q4 2019 result is 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 program	Semiannually	

**RECRUITMENT & RETENTION (CONTINUED)**

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
RR-6	90% of participants report a high level of overall satisfaction with training	Quarterly	
RR-7	Increase share of internal hires	Annually	
RR-8	Reduce turnover rate among attorneys	Quarterly	2019 results for RR-8 and RR-9 are reported because they were not included in the March 2020 metrics report.
RR-9	Reduce turnover rate among investigators	Quarterly	

STATE BAR COURT**Metric Focus:** Efficiency, Time Cycle

SBC-1	Maintain an annual caseload clearance rate of at least 1.0 or above	Monthly	
SBC-2A	90% of Hearing Department cases reach final outcome within timeline requirements	Monthly	
SBC-2B	100% of Hearing Department cases reach final outcome within 150% of timeline requirements	Monthly	
SBC-2C	90% of Review Department cases reach final outcome within timeline requirements	Monthly	
SBC-2D	100% of Review Department cases reach final outcome within 150% of timeline requirements	Monthly	
SBC-2E	All effectuation cases processed within established timeline requirements	Monthly	
SBC-3A	Case disposition: median	Monthly	
SBC-3B	Case disposition: 90 th percentile	Monthly	

**STATE BAR COURT (CONTINUED)**

<u>Metric ID</u>	<u>Name</u>	<u>Timing</u>	<u>Notes</u>
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

SCSE2	90% of stakeholders report a high level of overall satisfaction with quality of internal communications	Annually	
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