



*The State Bar of California*

## Overview of State Bar Performance Metrics

**Yun Xiang, PhD, Chief, Mission Advancement & Accountability Division**

**Lisa Chavez, PhD, Program Director, Mission Advancement & Accountability Division**

**Lisette Garcia, Program Analyst, Mission Advancement & Accountability Division**

Board of Trustees, May 18–19, 2023

# Background

BOT adopts discipline system metrics in response to CSA

Consultant develops performance metrics aligned with 2017-2022 five-year strategic plan

Regular metrics reporting to full BOT, Regulation and Discipline Committee, and Finance Committee

First annual metrics report published

Staff updates and revise metrics in consideration of five-year strategic plan and the proposed case processing standards

Staff propose two categories of metrics:

- Case processing
- Operational

CSA analyzes 2021 annual metrics report for audit published in April 2023

2022 Annual Metrics Report published

Staff updates and revises metrics and BOT approves 87 performance metrics

BOT approves 74 performance metrics

California State Auditor (CSA) and State Bar 2017-2022 five-year strategic plan identifies need for metrics





# Changes Made for Future Metric Reporting

Engaged divisions/offices in revising metrics

- Focused on “measuring what matters” by deleting or replacing irrelevant metrics
- Considered new strategic plan and accompanying core operational plan
- Categorized metrics as follows:
  - Case processing metrics
  - Operational metrics





# 2023 Metrics

## 17 Case Processing Metrics

- Will finalize for BOT approval in July, 2023
- Proposed reporting schedule to Regulation and Discipline Committee:

All case processing metrics: twice a year

OCTC and Special Deputy Trial Counsel: 4 times/year

## 49 Operational Metrics

- Staff recommends BOT delegates all matters to staff
- Proposed reporting schedule to BOT  
Once per year via an annual report

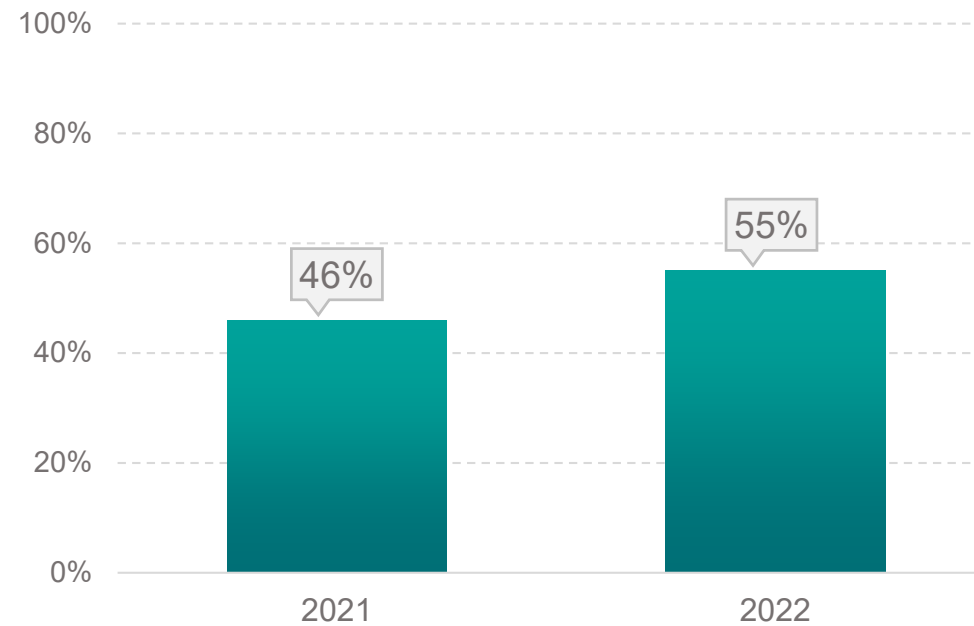


# State Bar Methodology to Measure Success

**Timing** for metric tracking and reporting varied: monthly, quarterly, semiannually, annually, or one-time

**Definition of Success:** metric met **all** targets during entire year

Percent of metrics that met all targets  
during entire year



# Alternative Method: Consider Potential Targets

- Change unit of analysis from individual metrics to *potential opportunities* to meet targets
- Example: metrics tracked monthly essentially have 12 targets; quarterly metrics have four targets

| Year | Number of Metrics | Number of potential targets | Number of potential targets met | Percent of all potential targets met |
|------|-------------------|-----------------------------|---------------------------------|--------------------------------------|
| 2021 | 65                | 232                         | 141                             | 61%                                  |
| 2022 | 49                | 214                         | 150                             | 70%                                  |

# California State Auditor 2023 Report

## Methodology

- Report reviewed 60 metrics in 2021 State Bar metrics report for offices funded by licensing fees
- Success measured at the **at program/office** level and only all metrics met all targets during entire year
- Conclusion: Only three offices/programs met all of their metrics' performance targets during entire year
- **Improvement for 2022:** Seven programs/offices met all metrics' performance targets during entire year.

### Only Three State Bar Programs Met All of Their Performance Metrics Targets

#### Programs

|  |              |
|--|--------------|
| Office of the Chief Trial Counsel .....                      | 4/4          |
| Client Security Fund. ....                                   | 1/2          |
| State Bar Court .....  | 3/5          |
| Attorney Regulation and Consumer Resources* .....            | 3/7          |
| <i>(Includes Member Billing office metrics.)</i>             |              |
| Lawyer Assistance Program. ....                              | 4/5          |
| Professional Competence. ....                                | 3/5          |
| <i>(Includes Mandatory Fee Arbitration program metrics.)</i> |              |
| Probation .....  | 1/1          |
| Strategic Communications. ....                               | 1/2          |
| Center on Access to Justice .....                            | 3/4          |
| <i>(Within the Office of Access and Inclusion.)</i>          |              |
| Judicial Evaluation .....                                    | 1/1          |
| <b>TOTAL. ....</b>   | <b>24/36</b> |

#### Administrative Offices

|   |             |
|---|-------------|
| General Counsel .....   | 0/2         |
| Finance .....   | 0/4         |
| Human Resources .....   | 0/2         |
| General Services .....  | 3/4         |
| <i>(Includes building improvement metrics.)</i>                         |             |
| Information Technology. ....  | 1/4         |
| Recruitment and Retention .....   | 0/4         |
| Governance .....  | 2/4         |
| <b>TOTAL. ....</b>  | <b>6/24</b> |
| Met all performance metric targets during the year .....                |             |
| Did not meet all of its performance metric targets during the year. ... |             |



## Going Forward

**Metrics will be evaluated for success at the annual level.**

- ✓ When case processing metrics are reported throughout the year, they will be reported and evaluated for the most recent time period. However, the final annual report will report and evaluate results at the annual level.

**Success will also be reported on at the office level following methodology used by the California State Auditor.**

