



The State Bar of California

OPEN SESSION AGENDA ITEM 40-1 SEPTEMBER 2023

DATE: September 21, 2023

TO: Members, Board of Trustees

FROM: Leah T. Wilson, Executive Director

SUBJECT: Update Regarding Case Processing and Operational Metrics

EXECUTIVE SUMMARY

Staff presented case processing and operational performance metrics and a corresponding proposed reporting schedule to the Board of Trustees for consideration at its [July 2023 meeting](#). The Board approved the metrics reporting schedule and requested that staff make several changes to the metrics. This item presents the modified metrics responsive to the Board's feedback.

BACKGROUND AND DISCUSSION

In July 2023, staff presented case processing and operational performance metrics and a proposed reporting schedule for the Board's consideration.

The Board:

1. Approved the metrics reporting schedule: biannually for case processing metrics and annually for operational ones.
2. Requested the addition of quantifiable targets to as many metrics as possible.
3. Requested the development of new metrics that underscore the importance of Board compliance with conflict-of-interest policies and reporting requirements.

Redlined version, reflecting the changes staff made pursuant to Board feedback, are provided as Attachment A.

The Board will receive a report on case processing metrics at its November meeting. That agenda item will include a crosswalk outlining the relationship between the case processing metrics, the quarterly Office of Chief Trial Counsel and Rule 2201 program dashboards, and

Annual Discipline Report statistics, to facilitate Board oversight of the body of discipline system reporting.

FISCAL/PERSONNEL IMPACT

None

AMENDMENTS TO RULES

None

AMENDMENTS TO BOARD OF TRUSTEES POLICY MANUAL

None

STRATEGIC PLAN GOALS & IMPLEMENTATION STEPS

None – compliance

RECOMMENDATIONS

None

ATTACHMENT LIST

- A. Redlined versions of the case processing and operational metrics

2023 Operational Metrics

No.	Responsible Office ¹	Proposed Metric	Notes
1	The State Bar Board of Trustees (BOT)	100 ² percent of the BOT and other committee members complete and timely file Form 700 (also known as a Statement of Economic Interests) annually and, when applicable, within 30 days of assuming or leaving a designated position.	New metric. This metric includes the BOT and members of the following committees: California Board of Legal Specialization, Client Security Fund Commission, Committee of Bar Examiners, Lawyer Assistance Program Oversight Committee, and Legal Services Trust Fund Commission.
2	Human Resources	100 percent of State Bar staff and contractors designated in the Conflicts of Interest Code complete and timely file Form 700 annually, and, when applicable, within 30 days of assuming or leaving a designated position	New metric. This metric includes all State Bar designated staff, Special Deputy Trial Counsel, external auditors, and other contractors in its calculation.
3	The State Bar BOT	100 percent of the BOT members complete and file 2201 Questionnaire ³ annually and, when applicable, within 30 days of assuming or leaving a designated position	New metric.
4	Human Resources	100 percent of State Bar staff and contractors complete and renew Form 2201 annually and, when applicable, within 30 days of assuming or leaving a designated position	New metric.
5	The State Bar	70 percent of media coverage of the State Bar is neutral to positive	New metric.

¹ The term "responsible office" refers to the specific office or unit that is accountable for gathering and presenting information regarding a particular metric.

² Please note that if a Board, a committee, or a staff member is absent from the office for a significant amount of time (e.g., long-term sick leave or family leave), they will not be counted in the calculation. Once their status is changed, they will be included.

³ Form 2201 asks members to disclose personal, financial, or professional relationships they may have with licensed California attorneys.

No.	Responsible Office ¹	Proposed Metric	Notes
6	The State Bar	At least three media articles express a positive view of the State Bar	New metric.
7	The State Bar	Conduct 90 percent of performance evaluations within 60 days of the due date	Updated system bar-wide metric.
8	Regulation	Issue 95 percent of certificates of standing within five business days from the request received date	Updated metric.
9	Regulation	Respond to 80 percent of email inbox inquiries within two business days of receipt	New metric. The expectation is that the response will contain the substantive information requested or notification that additional time is needed for review, along with a reasonable estimated follow-up date.
10	Regulation	99 percent of active licensees will be in compliance with license fee obligations by June 30	New metric.
11	Regulation	Assign 90 percent of new licensees' bar numbers within 15 business days of the date oath cards are signed	New metric.
12	Regulation	95 percent of licensees comply with CTAPP reporting requirements by June 30	New metric.
		Track the number of attorneys flagged for CTAPP compliance and summarize the time taken to follow up with or reach out to attorneys flagged for compliance issues	New metric.
13	Client Security Fund	Resolve 90 percent of Client Security Fund cases within 365 days of the jurisdiction date	Updated metric.
14	Client Security Fund	Project the number of Client Security Fund cases to be resolved at the beginning of the year and track the number of resolved cases	Updated metric.
15	Lawyer Assistance Program	80 percent of survey participants report the Lawyer	Updated metric.

No.	Responsible Office ¹	Proposed Metric	Notes
		Assistance Program met their goals	
16	Lawyer Assistance Program	Track successful completion rates for Monitored Lawyer Assistance Program	Updated metric.
17	Mandatory Fee Arbitration	Assign 90 percent of matters to arbitrators within 110 days after application completion	New metric.
18	Mandatory Fee Arbitration	80 percent of clients and attorneys report satisfaction with the service received by the Mandatory Fee Arbitration Program	New metric.
19	Probation	Increase successful completion rates by five percentage points	Updated metric.
20	Probation	Track the number and the rate of successful satisfaction of restitution orders	Updated metric.
21	Office of General Counsel	80 percent of internal clients report a high level of overall satisfaction with services provided by the Office of General Counsel staff	Carry-over metric.
22	Office of Professional Competence	80 percent of lawyers who contact the Ethics Hotline report receiving helpful assistance in providing ethical and competent representation of their clients	Updated metric.
23	Office of Professional Competence	Process 75 percent of all applications from individuals and organizations seeking approval to provide education within 45 days of receipt of a completed submission	New metric.
24	Public Trust Liaison	The average Contact Center call wait time is seven minutes or less	Carry-over metric.
25	Public Trust Liaison	Transfer fewer than 35 percent of calls	Updated metric.
26	Public Trust Liaison	Track the number of client matters resolved through	New metric.

No.	Responsible Office ¹	Proposed Metric	Notes
		interaction with the Public Trust Liaison	
27	Public Trust Liaison	80 percent of survey participants report satisfaction with the Public Trust Liaison	New metric.
28	Mission Advancement and Accountability Division	Complete quarterly dashboards used by the Board's Discipline Liaisons to oversee the performance of OCTC, 2201 cases, and the Complaint Review Unit cases	New metric.
29	Mission Advancement and Accountability Division	Provide actionable data, analytic, and compliance support to the Executive Director, OCTC, State Bar Court, Regulation, and Admissions	New metric. This will be measured by a questionnaire provided to the heads of these divisions/offices.
30	Mission Advancement and Accountability Division	Publish at least two comprehensive research reports to strengthen the State Bar's influence on issues of diversity, equity, and inclusion in and access to the legal system	New metric.
31	Admissions	Process 80 percent of applications for the Provisional Licensure Program within two weeks of receipt of a complete application	Updated metric.
32	Admissions	Conduct initial review of 80 percent of Moral Character applications received within 90 days of receipt	Carry-over metric.
33	Admissions	Conduct initial review of 85 percent of Testing Accommodation applications received within 30 days of receipt by notifying applicants that additional information is required or confirming the application is complete	New metric.
34	Admissions	Respond to 80 percent of general requests within two business days of receipt	New metric. The expectation is that the response will contain the substantive information requested or notification that additional time is

No.	Responsible Office ¹	Proposed Metric	Notes
			needed for review, along with a reasonable estimated follow-up date.
35	Office of Access and Inclusion	Issue 80 percent of grantee monitoring visit and fiscal visit findings within 60 days	Carry-over metric.
36	Office of Access and Inclusion	Disseminate electronically or publish online at least one set of grant evaluation data semi-annually to the Judicial Council of California, grantees, and other stakeholders	New metric.
37	Finance	Complete monthly adjusting journal entries and close the books timely & accurately within 20 business days after the end of the month	Updated metric.
38	Finance	Provide monthly fiscal year-to-date budget vs. actual analysis reports after the close of the books to enable efficient and effective financial management by division/office and the Executive Director	Updated metric.
39	Finance	Pay 90 percent of vendor invoices within 30 business days of receipt	Updated metric.
40	Finance	90 percent of internal clients report a high level of overall satisfaction with services provided by Finance staff	Carry-over metric.
41	Communications	90 percent of the staff report a high level of overall satisfaction with the Office of Communications	Updated metric.
42	Communications	Increase the combined total of social media followers across all active State Bar accounts (LinkedIn, Twitter, Facebook, Instagram, and YouTube) by at least 10 percent and at least 15 percent on LinkedIn	New metric.

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43	Information Technology	90 percent of internal customers report a high level of overall satisfaction with services provided by IT staff	Carry-over metric.
44	Information Technology	Complete 90 percent of projects identified in the Strategic and Core Operational Plans for each year	New metric.
45	Information Technology	Conduct external security audits for business-critical applications and infrastructure every 2 years	New metric.
46	Human Resources	90 percent of internal customers report a high level of overall satisfaction with services provided by Human Resources staff	Carry-over metric.
47	Human Resources	Track the number of staff who experience a promotion due to participation in the Training and Development (T&D) program	New metric.
48	Human Resources	90 percent of participants report a high level of overall satisfaction with the Training and Development (T&D) program	Carry-over metric.
49	Human Resources	Complete 90 percent of all recruitments within 60 days or less from posting date to offer letter	Updated metric.
50	Human Resources	Conduct 100 percent of stay interviews within 90 days of hire, identify key themes, and facilitate quarterly discussions with the Leadership Team on issues identified	Carry-over and updated metric.
51	Human Resources	90 percent of participants report a high level of overall satisfaction with DEI initiatives, speakers, and workshops	Updated metric.

No.	Responsible Office ¹	Proposed Metric	Notes
52	General Services	Process 90 percent of Procurement Requisitions with 100 percent accuracy within three business days of receipt	Carry-over metric.
53	General Services	Process 85 percent of all facilities requests (not requiring parts/equipment ordering) within three business days or less	Carry-over metric.
54	General Services	90 percent of internal customers report a high level of overall satisfaction with services provided by General Services staff	Carry-over metric.