

State Bar Operational Metrics Report

ATTACHMENT A

2023



The State Bar of California



Introduction

The State Bar's operational metrics are designed to evaluate core performance objectives such as operational efficiency, customer responsiveness, and compliance. This report presents data for 53 operational metrics the State Bar has identified as key to achieving organizational goals. Results reflect 2023 performance.

Of the 53 operational metrics analyzed, the majority (48) had performance targets and five are reported for tracking purposes only. Within the subset of metrics that had performance targets, 30 metrics, representing 63 percent, successfully met those targets. Narratives that provides context for performance and plans for improvement accompany metric results for those metrics that fell short of their targets.

A comprehensive list of the operational metrics presented in this report is provided in Appendix A.



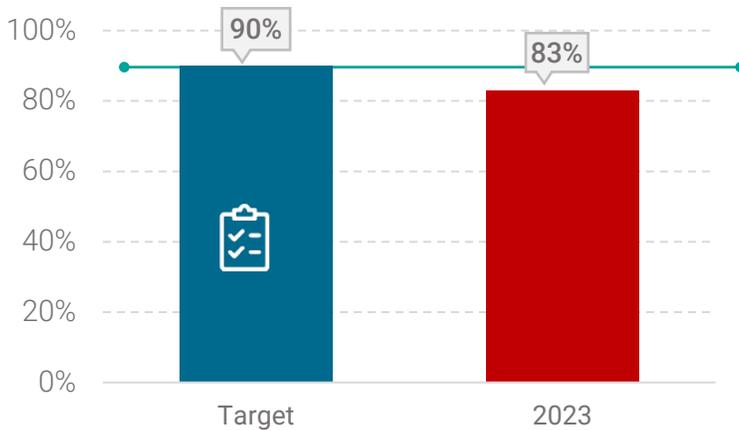
Client Security Fund

Project the number of Client Security Fund cases to be resolved at the beginning of the year and track the number of resolved cases

Time period	Number
2020	1,319
2021	894
2022	917
2023	619

Note: Client Security Fund staff project they will resolve at least 875 cases in 2024.

Resolve 90 percent of Client Security Fund cases within 365 days of the jurisdiction date



Note: 619 cases were resolved in 2023.

The Client Security Fund (CSF) office is committed to providing sufficient time for parties to submit evidence and present their cases. Some parties require significant amounts of time, resulting in investigations and resolutions that take longer than average. CSF also prioritizes cases that qualify for reimbursement, ensuring that victims of attorney theft get reimbursed as quickly as possible. Despite not achieving its target of resolving 90 percent of the 619 cases addressed in 2023 within 365 days, CSF has consistently reduced the average time to resolution. The average resolution time decreased from 316 days in 2022 to 241 days in 2023, a reduction of 24 percent. CSF continues to work toward improvements and efficiencies in its processes, including the use of electronic case management tools.

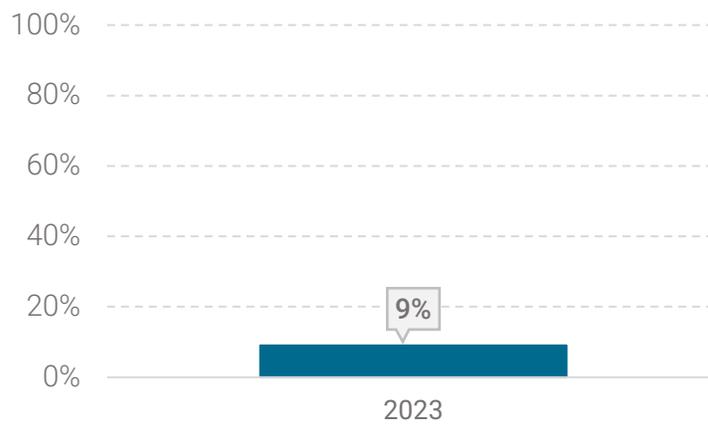


Lawyer Assistance Program

80 percent of survey participants report the Lawyer Assistance Program met their goals



Track successful completion rates for Monitored Lawyer Assistance Program



Note: In 2023, 117 cases were closed.



Mandatory Fee Arbitration

80 percent of clients and attorneys report satisfaction with the service received by the Mandatory Fee Arbitration Program

A survey was deployed to 70 clients whose cases were closed between September and December 2023, 30 percent of whom responded. Among the survey participants, 76 percent expressed satisfaction with the Mandatory Fee Arbitration Program as measured across several survey items.



Note: This metric reflects clients. Beginning in 2024, attorneys will also be surveyed. See Appendix A for more details.

Assign 90 percent of matters to arbitrators within 110 days after application completion

In 2023, the Mandatory Fee Arbitration (MFA) Office assigned 64 cases to arbitrators or arbitration panels. Of these, 55 (86 percent) were assigned within 110 days of the arbitration request. Although the metric’s target was not met, the result constitutes a significant and noteworthy improvement over prior years when the results of this metric ranged from 1 percent in 2022 to 6 percent in 2020. Factors that delayed the assignment of matters to arbitrators within 110 days included the need to act on requests for filing fee waivers, jurisdictional challenges, additional time to file replies to requests for arbitration, and adding additional necessary parties.



Note: 64 matters were assigned to arbitrators in 2023.



Mission Advancement & 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



Provide actionable data, analytic, and compliance support to the Executive Director, OCTC, State Bar Court, Regulation, and Admissions



Note: This was measured by a questionnaire provided to the heads of these divisions/offices. See Appendix A for details.

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



Note: MAAD completed two reports on issues of diversity, equity, and inclusion in 2023: the Profile of California Law Schools (published in November 2023) and a report on inactive attorneys. The latter report will be published in March 2024, along with the 2023 Diversity Report Card.



Office of Access & Inclusion

Disseminate electronically or publish online at least one set of grant evaluation data semiannually to the Judicial Council of California, grantees, and other stakeholders



Issue 80 percent of grantee monitoring visit and fiscal visit findings within 60 days



Note: Staff conducted 34 monitoring visits in 2023.



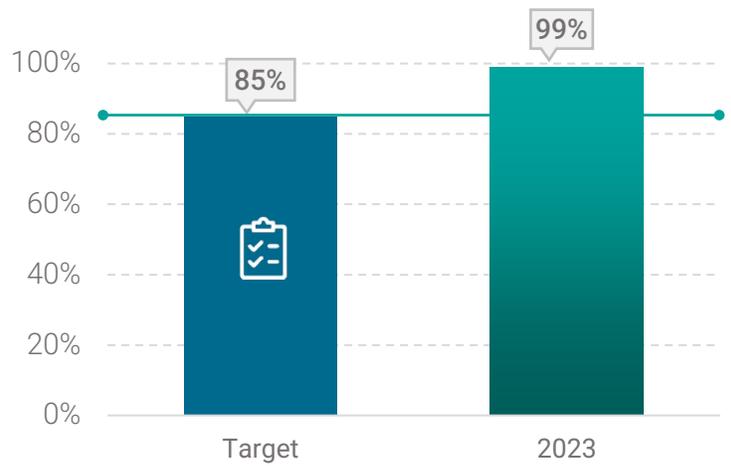
Office of Admissions

Conduct initial review of 80 percent of Moral Character applications received within 90 days of receipt



Note: 7,202 moral character applications were received in 2023.

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



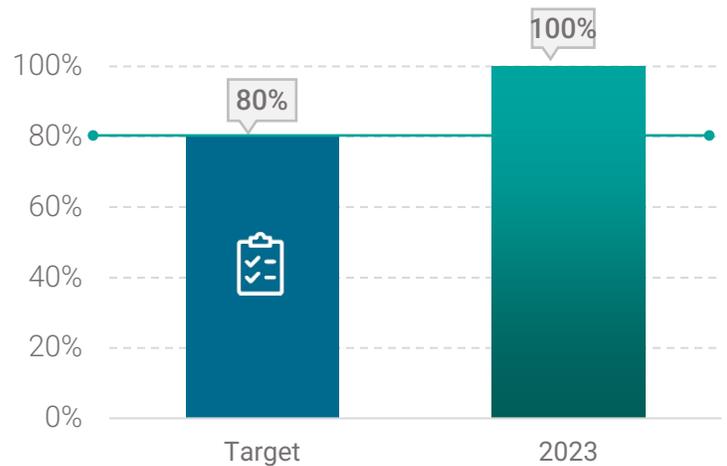
Note: 817 Testing Accommodation applications were received in 2023.

Process 80 percent of applications for the Provisional Licensure Program within two weeks of receipt of a complete application



Note: 451 applications for the Provisional Licensure Program were received in 2023.

Respond to 80 percent of general requests within two business days of receipt

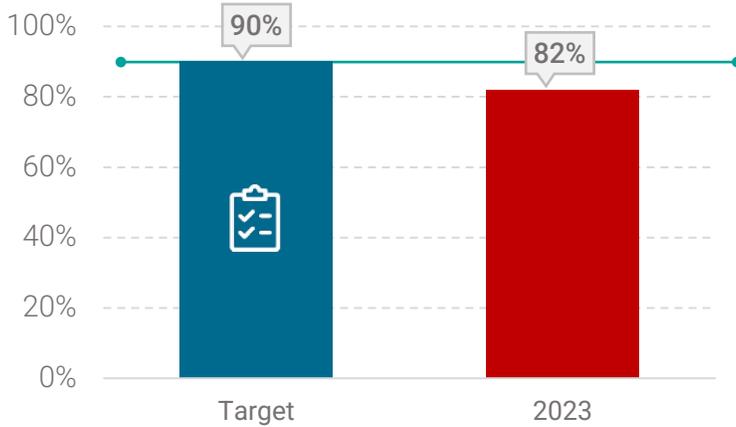


Note: 55,018 general requests for information were received in 2023.



Office of Finance

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



Note: This metric is measured by the 2023 State Bar staff engagement survey.

Although the Office of Finance did not meet the metric’s target, staff are encouraged by the improvement seen since the last survey when satisfaction stood at 68 percent. This improvement indicates progress and demonstrates the Office of Finance’s capacity to achieve better results.

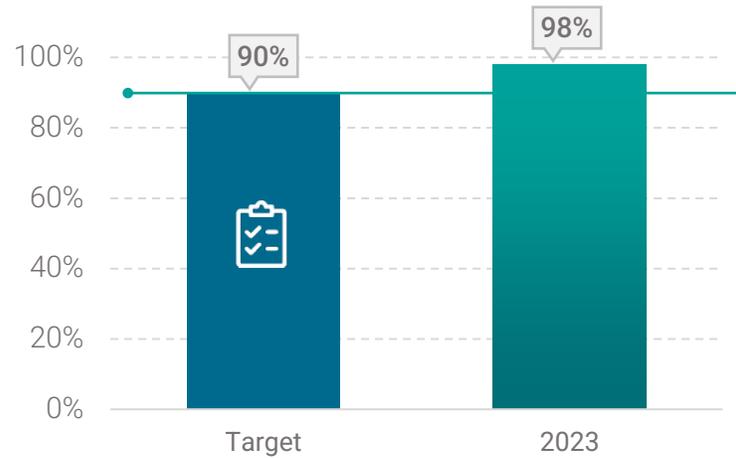
Complete monthly adjusting journal entries and close the books timely & accurately within 20 business days after the end of the month



The target for this metric was met for 8 out of 12 months. From January to March, the Office of Finance was short-staffed and had to prioritize the fiscal year-end closing tasks and the audit being conducted by the California State Auditor’s Office. In December, the Office of Finance also prioritized activities related to fiscal year-end closing.

Office of Finance (continued)

Pay 90 percent of vendor invoices within 30 business days of receipt



Note: 31,317 vendor invoices were processed in 2023.

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





Office of General Counsel (OGC)

90 percent of internal clients report a high level of overall satisfaction with services provided by the Office of General Counsel staff



Note: This metric is measured by the 2023 State Bar staff engagement survey.



Office of General Services

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



Note: This metric is measured by the 2023 State Bar staff engagement survey.

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



Note: There were 775 facilities requests in 2023.

Process 90 percent of Procurement Requisitions with 100 percent accuracy within three business days of receipt



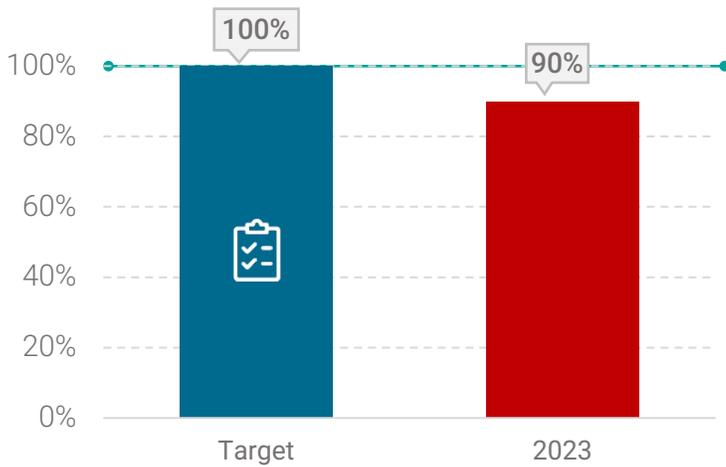
Note: 943 procurement requisitions were received in 2023.



Office of 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

This metric's target was not achieved due to the absence of consistent follow-up, automated compliance notices, and auditing processes. The Offices of Human Resources, General Counsel, and partnering offices have implemented procedures for consistent follow up and have established procedures for addressing noncompliance including disciplinary actions.



100 percent of State Bar staff complete and renew Form 2201 annually and, when applicable, within 30 days of assuming office





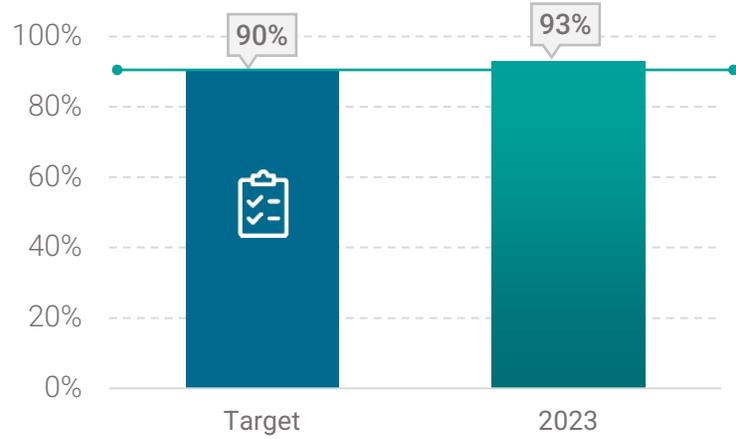
Office of Human Resources (continued)

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



Note: This metric is measured by the 2023 State Bar staff engagement survey.

90 percent of participants report a high level of overall satisfaction with DEI initiatives, speakers, and workshops



90 percent of participants report a high level of overall satisfaction with the Training and Development (T&D) program



Note: This metric reflects survey results for 8 out of 10 participants. Due to the small number, this metric was considered to have met its target.

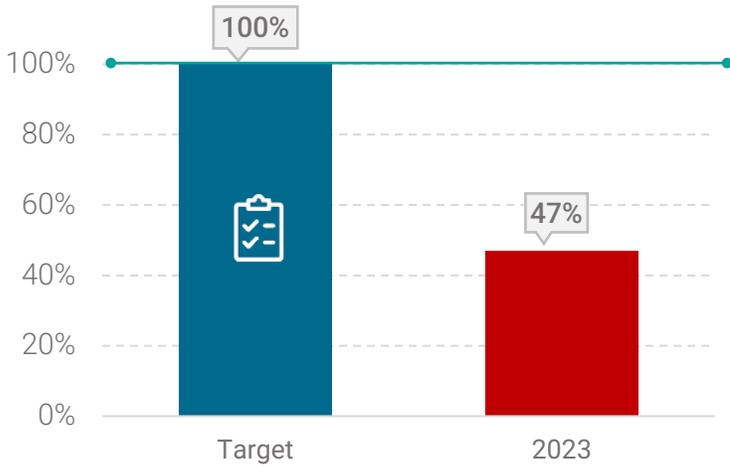
Track the number of staff who experience a promotion due to participation in the Training and Development (T&D) program

Time period	Number
2023	7



Office of Human Resources (continued)

Conduct 100 percent of stay interviews within 100 days of hire, identify key themes, and facilitate quarterly discussions with the Leadership Team on issues identified



Note: 37 stay interviews were conducted in 2023.

In 2023, the Office of Human Resources conducted 29 out of 37 stay interviews within 100 days. Eight interviews were delayed as new employees requested rescheduling to accommodate their competing priorities. Moving forward, HR will continue to schedule the stay interviews at the 90-day mark, ensuring flexibility to accommodate employees' scheduling needs.

Complete 90 percent of all recruitments within 72 days or less from posting date to offer letter



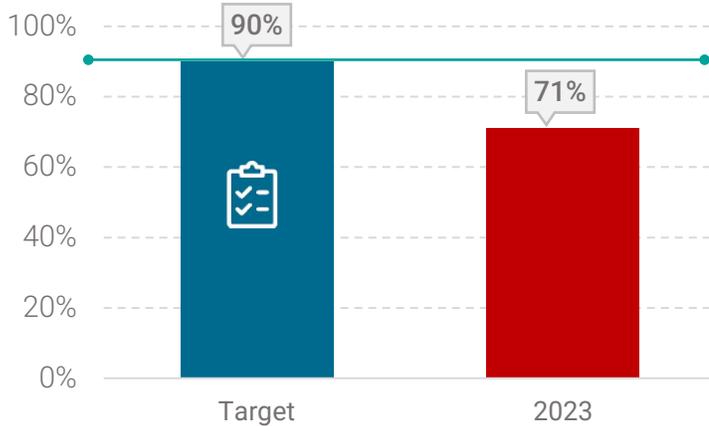
Note: 59 positions were filled in 2023.

In 2023 several factors contributed to the prolonged recruitment and filling of open positions, including the specific nature of roles needing to be filled, prevailing job market conditions, and competing priorities faced by hiring managers. The Office of Admissions experienced the lengthiest average time to fill positions (149 days) due to recruitments coinciding with activities related to the Bar Exam. The Office of General Counsel also encountered a significant delay with an average of 127 days to fill positions, largely due to the specialized requirements for the roles. The Client Security Fund's recruitment process extended to 105 days following the decline of an offer by a preferred candidate, necessitating further candidate search and selection efforts. Moving forward, the Recruitment and Retention team will continue to facilitate and expedite the hiring process by actively engaging with hiring managers.



Office of Information Technology

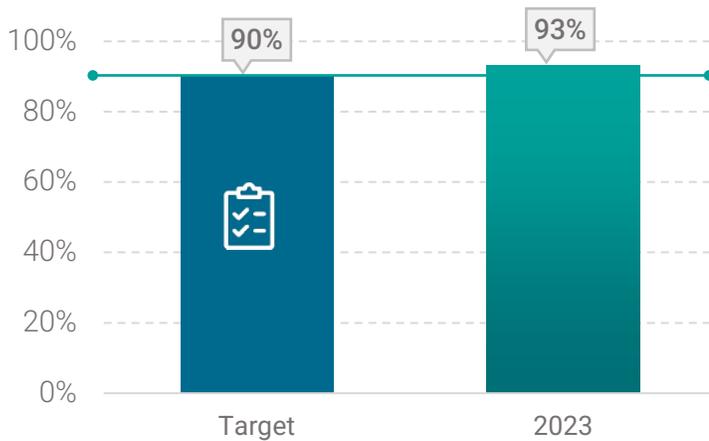
Complete 90 percent of projects identified in the Strategic and Core Operational Plans for each year



Note: IT had 17 projects planned for completion in 2023 and 5 remain in progress.

Vendor delay, project refinement, and project reprioritization contributed to the delay in five out of 17 projects slated for completion in 2023.

90 percent of internal customers report a high level of overall satisfaction with services provided by IT staff



Note: This metric is measured by the 2023 State Bar staff engagement survey.

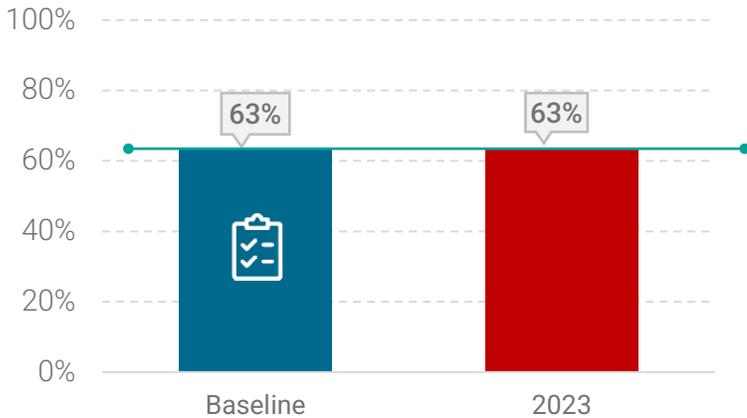
Conduct external security audits for business-critical applications and infrastructure every 2 years





Office of Probation

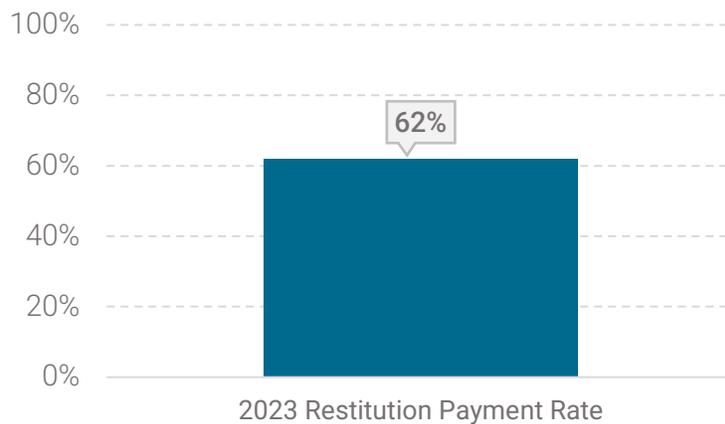
Increase successful completion rates by five percentage points



Note: The baseline is the average completion rates from 2019 to 2022.

The Probation redesign project was rolled out in the fourth quarter of 2023. Major components of this redesign include personalized assessment of a respondent’s needs coupled with tailored support to address those needs. The objective of the redesign is to increase successful completion rates and reducing recidivism. The Probation Office anticipates that the impact of those new components will be reflected in 2024 probation completion rates.

Track the number and the rate of successful satisfaction of restitution orders



Note: In 2023, 8 of 13 restitution orders were completely paid..



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



In 2023, the Ethics Hotline experienced numerous staffing challenges, including increased vacancies. This ultimately resulted in a reduction of Hotline hours, leading to longer hold times and wait time for a callback. These factors likely contributed to the dissatisfaction expressed among the 44 survey respondents.

Process 75 percent of all applications from individuals and organizations seeking approval to provide education within 45 days of receipt of a completed submission

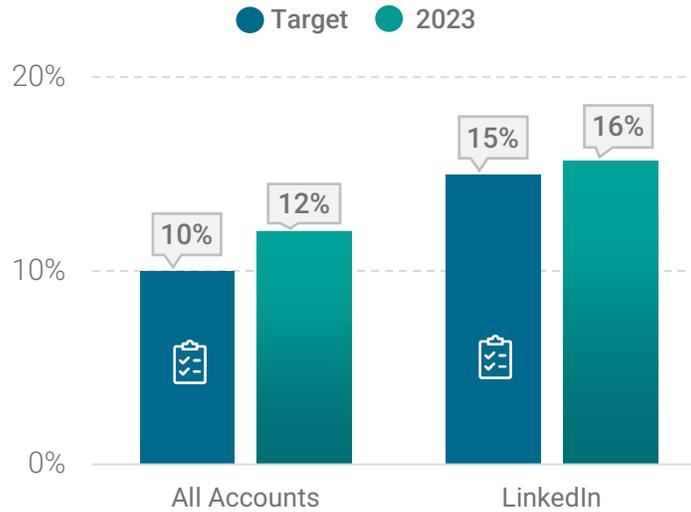


Note: 1,661 provider applications were received in 2023.



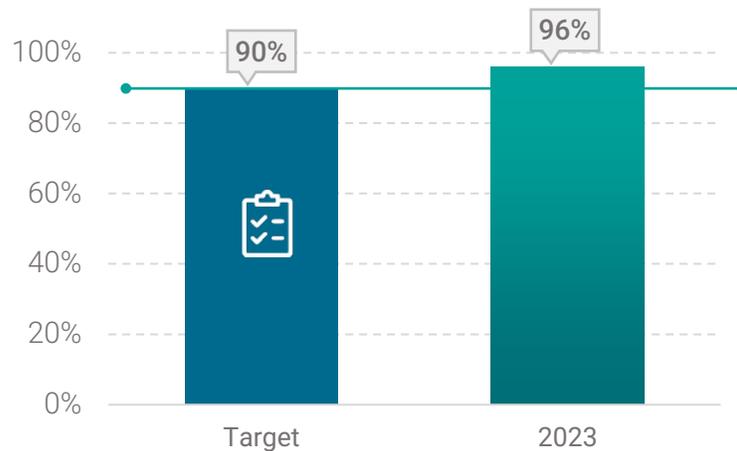
Office of Strategic Communications & Stakeholder Engagement

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



Note: At the end of 2023, the State Bar had a total of 60,951 followers across all platforms and 35,616 followers on LinkedIn.

90 percent of the staff report a high level of overall satisfaction with the Office of Communications

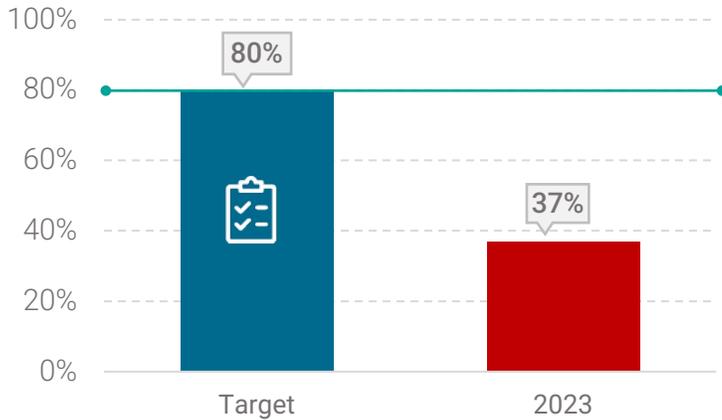


Note: This metric is measured by the 2023 State Bar staff engagement survey.



Public Trust Liaison

80 percent of survey participants report satisfaction with the Public Trust Liaison



A survey was deployed to 199 individuals who spoke with the Public Trust Liaison (PTL) in the last quarter of 2023, 24 percent of whom responded. Among the survey participants, 37 percent expressed satisfaction with the PTL as measured across several survey items. The PTL will strive to improve upon this baseline result by enhancing procedural efficacy to improve response time by introducing a new inquiry tracking system and adding an investigator role to the team in 2024.

The average Contact Center call wait time is seven minutes or less



Note: In 2023, the Contact Center handled over 92,000 calls.

The Contact Center faced significant understaffing issues in 2023. Due to the hiring freeze in place for a portion of the year, two vacant Spanish-speaking Public Trust Representative roles remained unfilled. This resulted in increased reliance on the Language Line Services for translation which, in turn, contributed to longer wait times. Despite the mid-year end of the hiring freeze, these vacant roles were unable to be filled until the end of November 2023. In December 2023, the Contact Center also serviced all calls relating to the billing cycle that had previously been handled serviced by the Regulation Division, adding to the call volume that month in comparison to the previous year. The PTL plans to hire several temporary workers should the need arise to assist partnering offices with increased call volume.

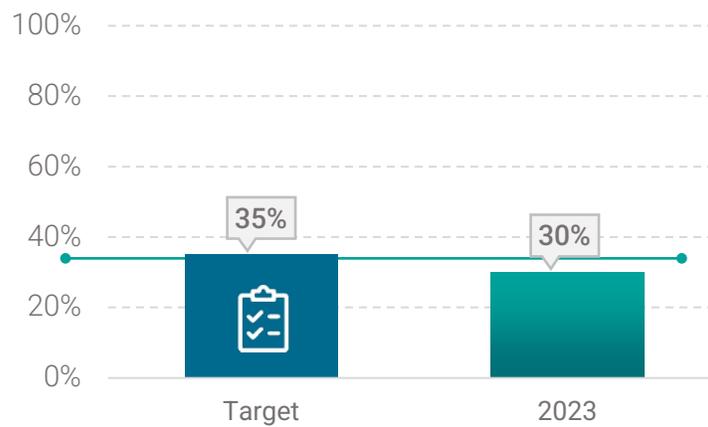


Public Trust Liaison (continued)

Track the number of client matters resolved through interaction with the Public Trust Liaison

Time period	Number
2023	531

Transfer fewer than 35 percent of calls

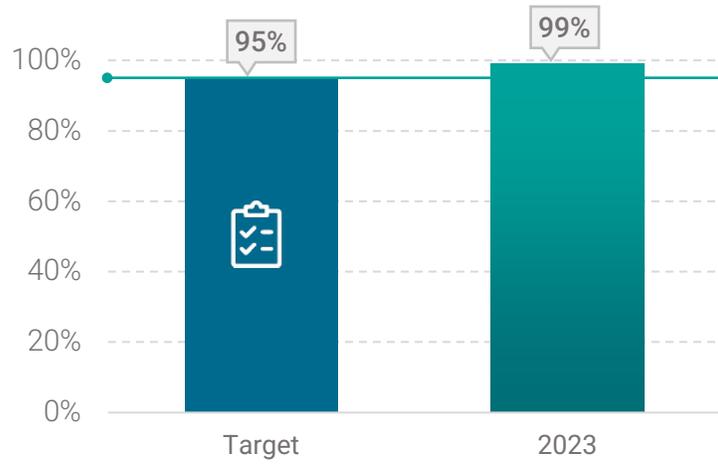


Note: In 2023, the Contact Center handled over 92,000 calls.

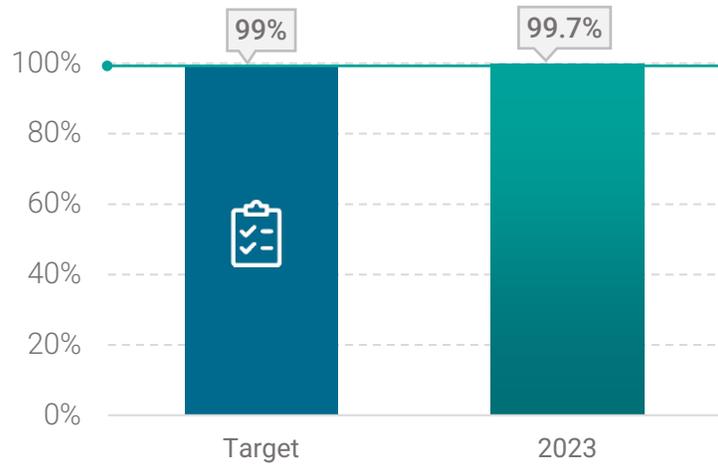


Regulation Division

95 percent of licensees comply with CTAPP reporting requirements by June 30



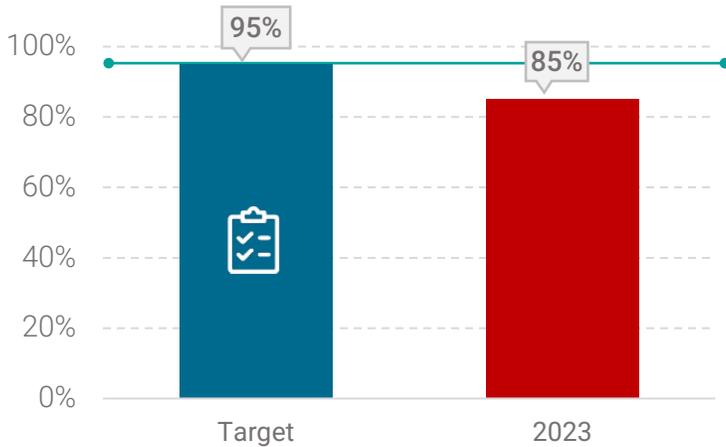
99 percent of active licensees will be in compliance with license fee obligations by June 30





Regulation Division (continued)

Issue 95 percent of certificates of standing within five business days from the request received date



Note: The Regulation Division received 9,946 requests for certificates in standing.

In 2023, the Division of Regulation received nearly 10,000 requests for certificates of standing and fulfilled 85 percent within five business days, falling short of the target of 95 percent. The retirements of highly experienced personnel and staffing shortages in 2023 contributed to delays.

Respond to 80 percent of email inbox inquiries within two business days of receipt

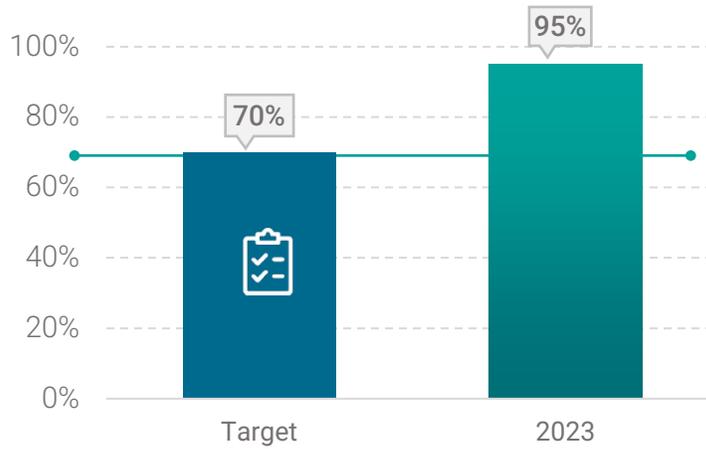


Due to the retirement of highly experienced personnel and staffing shortages that coincided with the peak billing period, the Division of Regulation did not meet the 80 percent response rate within two business days for the over 9,000 inquiries sent to two key email inboxes in 2023: its general email inbox and an email inbox designated for inquiries about the Client Trust Account Protection Program (CTAPP). The division plans to evaluate current practices for managing the large volume of inquiries it receives, including scenarios when licensees send multiple inquiries. The division is also exploring various applications, including AI tools, that would increase staff efficiency in reviewing and responding to licensees' inquiries and would offer more self-service options for licensees to fulfill their needs independently and at their convenience without direct assistance from staff.



The State Bar

70 percent of media coverage of the State Bar is neutral to positive



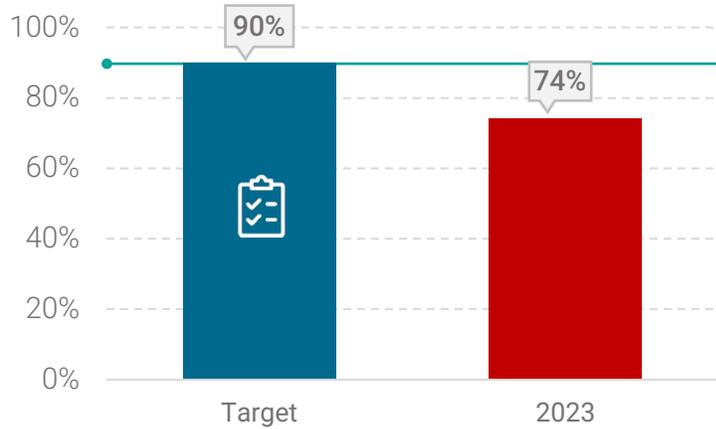
At least three media articles express a positive view of the State Bar





The State Bar (continued)

Conduct 90 percent of performance evaluations within 60 days of the due date



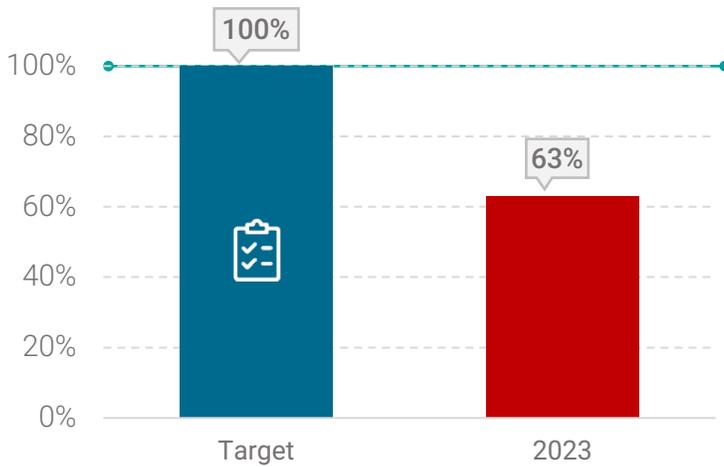
Note: Staff conducted 600 performance evaluations in 2023.

In 2023, leaders completed a total of 600 performance evaluations with 445 (74 percent) of them being finalized within 60 days of their respective due dates. Human Resources (HR) continues to work with Office directors, managers, and supervisors to facilitate the timely completion of performance evaluations (PEs). HR sends a monthly report to each office director showing PEs due within 90 days, as well as PEs that are overdue. The importance of effective performance management will continue to be emphasized in training for supervisors and managers. Additionally, HR implemented a Timely Performance Evaluation Completion Policy in October 2023, which requires all Executive and Management staff to complete their immediate subordinate’s performance evaluations within 60 days of the evaluation period end date. Failure to meet this requirement will result in the Executive or Management staff receiving an overall rating of Needs Improvement, which will preclude them from receiving a merit increase for that year.



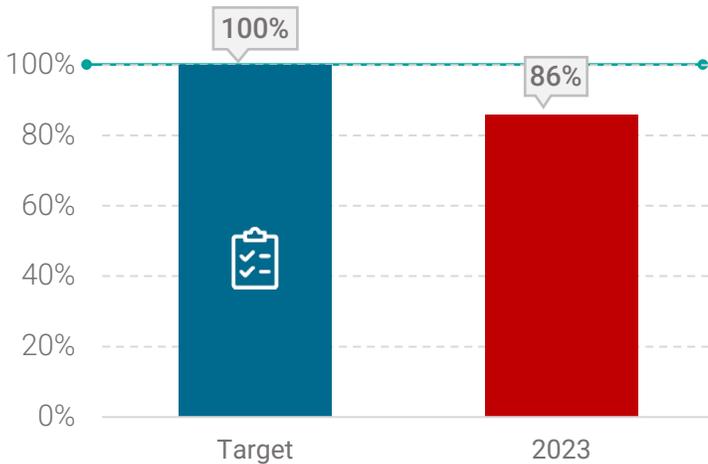
The State Bar Board of Trustees

100 percent of the Board of Trustees 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



The performance target for this metric fell short primarily because of the decentralized compliance monitoring structure in place most of the reporting period. New procedures have been introduced, consolidating compliance oversight responsibilities among other enhancements. With these changes, performance against this metric is expected to see significant improvement in future reporting periods.

100 percent of the Board of Trustees complete and file 2201 Questionnaire annually and, when applicable, within 30 days of assuming office



The performance target for this metric fell short primarily because of the decentralized compliance monitoring structure in place during most of the reporting period. New procedures have been introduced, consolidating compliance oversight responsibilities among other enhancements. With these changes, performance against this metric is expected to see significant improvement in future reporting periods.



Appendix A. State Bar Metrics

The list below contains all metrics contained in this report.

Metric Name	Methodological Notes
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	
Resolve 90 percent of Client Security Fund cases within 365 days of the jurisdiction date	
Lawyer Assistance Program	
80 percent of survey participants report the Lawyer Assistance Program met their goals	The response rate to a customer satisfaction survey was 26 percent with a total 154 licensees participating.
Track successful completion rates for Monitored Lawyer Assistance Program	
Mandatory Fee Arbitration	
80 percent of clients and attorneys report satisfaction with the service received by the Mandatory Fee Arbitration Program	A survey was sent to 70 clients with cases closed from September to December 2023. The response rate was 30 percent. Attorneys will be surveyed beginning in Q2 2024.
Assign 90 percent of matters to arbitrators within 110 days after application completion	
Mission Advancement & 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	
Provide actionable data, analytic, and compliance support to the Executive Director, OCTC, State Bar Court, Regulation, and Admissions	A survey administered to office/division leaders to rate their satisfaction on a scale of 1–10 (with 10 being the highest satisfaction) on the following items: (1) MAAD’s services and data/research products and (2) their division or office’s ability to make decisions based on these services. The mean score for each item was 8.
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	



Metric Name

Methodological Notes

Office of Access & 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

Issue 80 percent of grantee monitoring visit and fiscal visit findings within 60 days

Office of Admissions

Conduct initial review of 80 percent of Moral Character applications received within 90 days of receipt

Due to the timing of the metric, data reflects outcomes from January 1, 2023–November 30, 2023.

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

Due to the timing of the metric, data reflects outcomes from January 1, 2023–December 1, 2023.

Process 80 percent of applications for the Provisional Licensure Program (PLL) within two weeks of receipt of a complete application

Respond to 80 percent of general requests within two business days of receipt

The expectation for this metric is that responses to general requests will contain the substantive information requested or notification that additional time is needed for review, along with a reasonable estimated follow-up date.

Admissions received 55,018 general requests for information in 2023. Following industry standard audit sampling techniques, staff analyzed 50 randomly selected general requests to assess response content and timing.

Office of Finance

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

Complete monthly adjusting journal entries and close the books timely & accurately within 20 business days after the end of the month

Pay 90 percent of vendor invoices within 30 business days of receipt

Due to the timing of the metric, data reflects outcomes from January 1, 2023–November 30, 2023.

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



Metric Name

Methodological Notes

Office of General Counsel

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

Office of General Services

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

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

Process 90 percent of Procurement Requisitions with 100 percent accuracy within three business days of receipt

Office of Human Resources

100 percent of State Bar staff and contractors designated in the Conflict of Interest Code complete and timely file Form 700 annually, and, when applicable, within 30 days of assuming or leaving a designated position

Contractors were excluded from the analysis and will be included in 2024. Three staff were excluded from this metric’s calculation: one currently on leave of absence and two whose departures was involuntary.

100 percent of State Bar staff complete and renew Form 2201 annually and, when applicable, within 30 days of assuming office

A total of 13 staff were on leave of absence when 2201 forms were due. They were excluded from this metric’s reporting.

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

90 percent of participants report a high level of overall satisfaction with DEI initiatives, speakers, and workshops

Human Resources staff administered 12 surveys to gauge participant satisfaction and received 252 responses.

90 percent of participants report a high level of overall satisfaction with the Training and Development (T&D) program

Complete 90 percent of all recruitments within 72 days or less from posting date to offer letter

Due to the timing of the metric, data reflects outcomes from January 1, 2023–November 1, 2023.

Conduct 100 percent of stay interviews within 100 days of hire, identify key themes, and facilitate quarterly discussions with the Leadership Team on issues identified

Due to the timing of the metric, data reflects outcomes from January 1, 2023–October 2, 2023.

Track the number of staff who experience a promotion due to participation in the Training and Development (T&D) program



Metric Name

Methodological Notes

Office of Information Technology

90 percent of internal customers report a high level of overall satisfaction with services provided by IT staff

Complete 90 percent of projects identified in the Strategic and Core Operational Plans for each year

Conduct external security audits for business-critical applications and infrastructure every two years

Office of Probation

Increase successful completion rates by five percentage points

Track the number and the rate of successful satisfaction of restitution orders

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

Callers to the Ethics Hotline are invited to participate in customer satisfaction survey. In 2024, 44 surveys were received.

Process 75 percent of all applications from individuals and organizations seeking approval to provide education within 45 days of receipt of a completed submission

Due to the timing of the metric, data reflects outcomes from January 1, 2023–November 26, 2023.

Office of Strategic Communication & Stakeholder Engagement

90 percent of the staff report a high level of overall satisfaction with the Office of 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

Public Trust Liaison

80 percent of survey participants report satisfaction with the Public Trust Liaison

A survey was sent to 191 individuals who received the PTL’s support from September to December 2023. The response rate was 25 percent.

The average Contact Center call wait time is seven minutes or less

Track the number of client matters resolved through interaction with the Public Trust Liaison



Metric Name

Methodological Notes

Public Trust Liaison (continued)

Transfer fewer than 35 percent of calls

Regulation Division

95 percent of licensees comply with CTAPP reporting requirements by June 30

99 percent of active licensees will be in compliance with license fee obligations by June 30

Issue 95 percent of certificates of standing within five business days from the request received date

Respond to 80 percent of email inbox inquiries within two business days of receipt

The expectation for this metric is that responses to email inbox inquiries will contain the substantive information requested or notification that additional time is needed for review, along with a reasonable estimated follow-up date.

In 2023, the Regulation Division received 9,324 inquiries across the CTAPP and general Attorney Regulation email inboxes. Following industry standard audit sampling techniques, staff analyzed 50 randomly selected general requests to assess response content and timing.

The State Bar

70 percent of media coverage of the State Bar is neutral to positive

At least three media articles express a positive view of the State Bar

Conduct 90 percent of performance evaluations within 60 days of the due date

Due to the timing of the metric, data reflects outcomes from January 1, 2023–November 30, 2023.

The State Bar Board of Trustees

100 percent of the Board of Trustees 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

100 percent of the Board of Trustees complete and file 2201 Questionnaire annually and, when applicable, within 30 days of assuming office.