



The State Bar of California

Attachment A

Admissions Information Management System

Concept of Operations

Prepared by:



Birdi & Associates, Inc.

From Solutions to Service

Concept of Operations Preface

This Concept of Operations for the State Bar of California was developed to determine the current admissions processes and the changes to future processes with the introduction of the Admissions Information Management System (AIMS) application using up to date information technology tools.

The process addressed the State Bar's vision of the reduction of paper and manual processes into the admissions process and information tables and sources outside the current outdated database. The new AIMS database being intended to integrate the current external information.

Gaps and risks were identified to provide guidance for the delivery of COTS solutions and the tailoring of the solution and the training for best State Bar utilization.

This Concept of Operations is incorporated as an attachment to the AIMS request for proposal and will be a part of the AIMS contract requirements for the solution provider.

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1.1 Account Setup

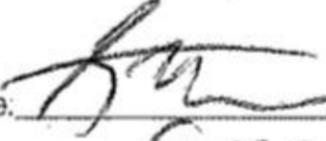
1.1 Account Setup					
Introduction	<ol style="list-style-type: none"> 1. Scope includes the processes to complete State Bar of California (ADM) profile creation. 2. Key factors include basic account establishment and linkage to ADM Registration, Social Security Number waivers (within registration), later applicant account management and linkage to ADM reporting. 3. Functional elements include capture of applicant identification and contact information. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE			Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> 1. To establish a single initial common process for capture of applicant (future member) profile information, and establish an ADM file number. 2. To enable other ADM applicant interactions both online and offline. 3. To serve as an account basis as applicants become State Bar members. 				
Current Conditions	<ol style="list-style-type: none"> 1. The account establishment process is started through XAP, a third party online applicant interface accessed through the ADM website. 2. Account establishment is an online process linked to XAP's ADM registration and other admissions processes. <ol style="list-style-type: none"> 2.1. An applicant for registration indicates this is first connection to XAP for ADM and is directed to account establishment process. 3. Applicant contact information is entered by applicant online, which is submitted to ADM via XAP. Also, XAP keeps information in order to allow later logins for access to applications. 4. Data entered includes a User ID and a Password. 5. The applicant login information entered is not available to ADM directly. 6. Some applicant information is used to prepopulate application fields. 7. All future online interactions with XAP, for ADM applications, require login with User ID and Password. 8. Applications and forms in an ADM process require the use of one's file number to link information to the applicant. Secondary processes require other identification such as a Social Security Number. 9. A Social Security Number is captured in this XAP process. 				

1.1 Account Setup	
Future Conditions	<ol style="list-style-type: none"> 1. Account establishment is an online process linked to but can be separate from the ADM. <ol style="list-style-type: none"> 1.1. The first connection for an applicant to ADM is account setup, followed by registration. 2. Applicant contact information will be entered by applicant online into a tentative account holding database for review and duplication checks. 3. Data entered includes: <ol style="list-style-type: none"> 3.1. Applicant contact information. 3.2. Social Security Number information or indication of no Social Security Number. <ol style="list-style-type: none"> 3.2.1. The SSN exemption form will also be part of the account setup process. Uploaded supporting documents will need to be reviewed and validated by staff. 3.3. User ID and Password. 4. Automated process will check for duplicate names and Social Security Number and date of birth in the account database and indicate problem action to applicant and ADM reviewer. Indication that information is being duplicated will notify the applicant that they may have an existing account and should direct them to account retrieval. 5. There will also be a group of "false SSNs" that will be prohibited from being submitted as SSN. 6. ADM will review the application, assign a file number and email that information to the applicant. 7. All future online interactions with ADM will require login with User ID and Password. <ol style="list-style-type: none"> 7.1. Applications and forms will require the use of Account Number (File Number) to link information to the applicant. 7.2. Secondary processes will require other identification such as SSN or other account number. 8. Account information and database will be available to applicant for updates. 9. Any AIMS interaction by account holder or by ADM will be logged.
Risks	<ol style="list-style-type: none"> 1. Should there be a new structure to file number, the developer must ensure that no previously issued file numbers are duplicated. 2. That other defined, and captured, identifications will be used with interfaced processes as specified in the requirements and design. 3. There must be a way for profile creation to be allowed for those who must execute a paper registration and SSN Waiver. 4. Consideration must be given to an account removal policy to decide the parameters that allow for removal. 5. The AIMS account database must be complete with all existing applicant data. 6. Consideration must be given to whether applicants should create new account login information or have old logins from XAP transferred to AIMS. 7. A process must be established to retrieve forgotten login information. 8. An additional control to ensure no duplicate accounts are created because of mistyped information should be established.

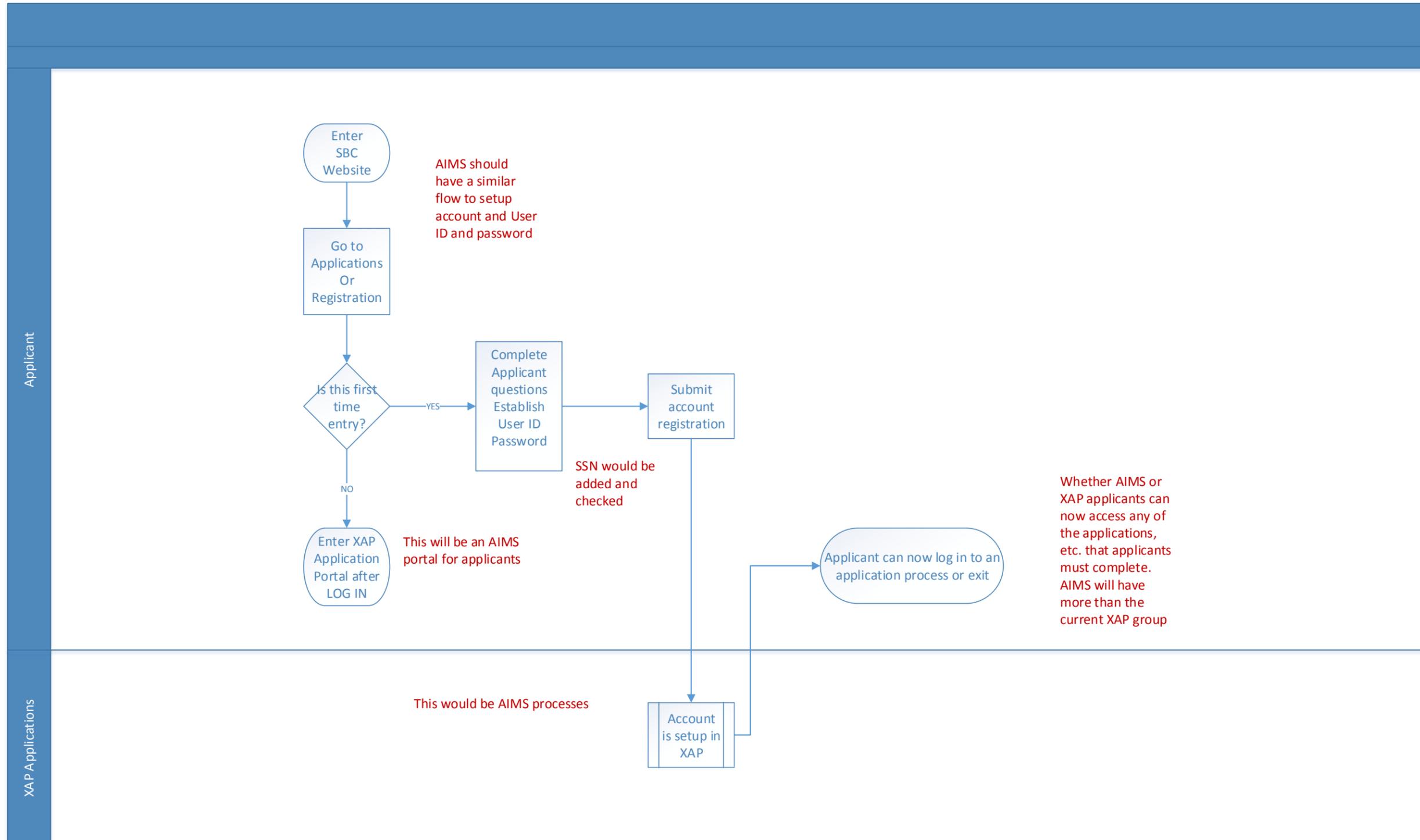
1.1 Account Setup

1.1	Account Setup
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Primary Stakeholder Approval(s):

Signature:  Date: 5/16/16 Signature: _____ Date: _____
Stakeholder Name: Greg Skinn Stakeholder Name: _____

1.1 Account Setup



1.2 Social Security Number Waiver

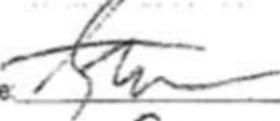
1.2	Social Security Number Waiver				
Introduction	<ol style="list-style-type: none"> The scope of the process is to waive the social security number requirement for registration for applicants who don't qualify for a social security number. This ties in with account setup. Applicants without a Social Security Number must be assigned an alternate number. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. of Child Support & Family Services
	NCBE	✓	Applicant	Law Schools	Law References
Business Case	<ol style="list-style-type: none"> All applicants for admission to practice law are required to provide a social security number. The social security number is used to verify identity and compliance with child/family support. The purpose of the exemption is to issue registration numbers (RR) to prospective applicants requesting a form for the purpose of registering with the Committee. 				
Current Conditions	<ol style="list-style-type: none"> The request for Social Security Number exemption is submitted in writing or by email to the LA Office of Admissions along with a paper application for registration. Applicant Services mails the applicant the registration application and the social security exemption form. <ol style="list-style-type: none"> The request for the exemption form is logged by ADM to Applicant Services. Once registration is received with social security exemption form, it is processed by Eligibility. The SLMS data is checked for the applicant's name when the completed form is received. If there is no match, an approval letter is generated and sent to the applicant. The Chron screen is updated to show no match and that exemption has been granted. An admin hold is added to the Registration Maintenance screen to show that a SLMS check is needed. If there is a match, the applicant's identity is verified. If the follow up information matches, a denial letter is sent to the applicant. The Chron screen is updated to show that the letter was sent. An admin hold is added to the Registration Maintenance screen to show that a SLMS check is needed. Applicants who have been granted a SSN waiver are instead assigned a RR number that ADM staff uses for registration. The most important step is to check the SLMS system for compliance. This step affects eligibility for the waiver and the overall admissions process. Verifying the identity of the applicant is important for SLMS purposes. Tools used to process the waiver: 				

1.2	Social Security Number Waiver
	<ol style="list-style-type: none"> The SLMS is used to check child support compliance to approve or deny the exemption. The Chron and Registration Maintenance Screens are used to show SLMS status and exemption approval or denial. The AS400 is used to enter registration and process SSN forms. The Eligibility Analyst uses the Master Screen to add a hold against the applicant. The form itself is used to provide identification information. The Social Security Number Exemption Request Processing Checklist is used to determine whether or not the request should be granted. The exemption form is processed by Eligibility after the paper registration is submitted with the request. Key information taken by the exemption form includes name, address, alternate ID, and reason for ineligibility for social security number. The applicant receives a notification of approval or denial from the exemption following the submittal reviews.
Future Conditions	<ol style="list-style-type: none"> The future exemption waiver will be online as part of the account setup process. It will be triggered by a question that asks the user if they have a U.S. SSN. If not, the account setup form will instruct them to fill out a form online. The account setup process with a request for exemption will trigger a notification to Eligibility to process the information. The future process will be carried out by the same staff. The only major changes will be how the request is received and where the information is held. Key steps are to record the SLMS check result and the issued RR number with account setup. Tools that will be used for the process: <ol style="list-style-type: none"> The SLMS will continue to be used to check child support compliance to approve or deny the exemption. AIMS will be used by ADM staff to record whether the exemption is granted and to save the RR number. There will also be a database with logs and records (which includes the Correspondence Log) to track requests that are made by individuals who are unable to fill out the form online. AIMS will also be used to add holds to applicants who are denied an exemption. The applicant will use the AIMS application portal to request the waiver. An electronic version of the request checklist will be used to grant or deny exemptions. Basic contact and address information as well as the reason for Social Security Number ineligibility will still be captured by the application.
Risks	<ol style="list-style-type: none"> A decision needs to be made on whether an electronic signature on this form can be considered a legal agreement. Consideration needs to be given to the rule that states that an applicant must notify the State Bar if

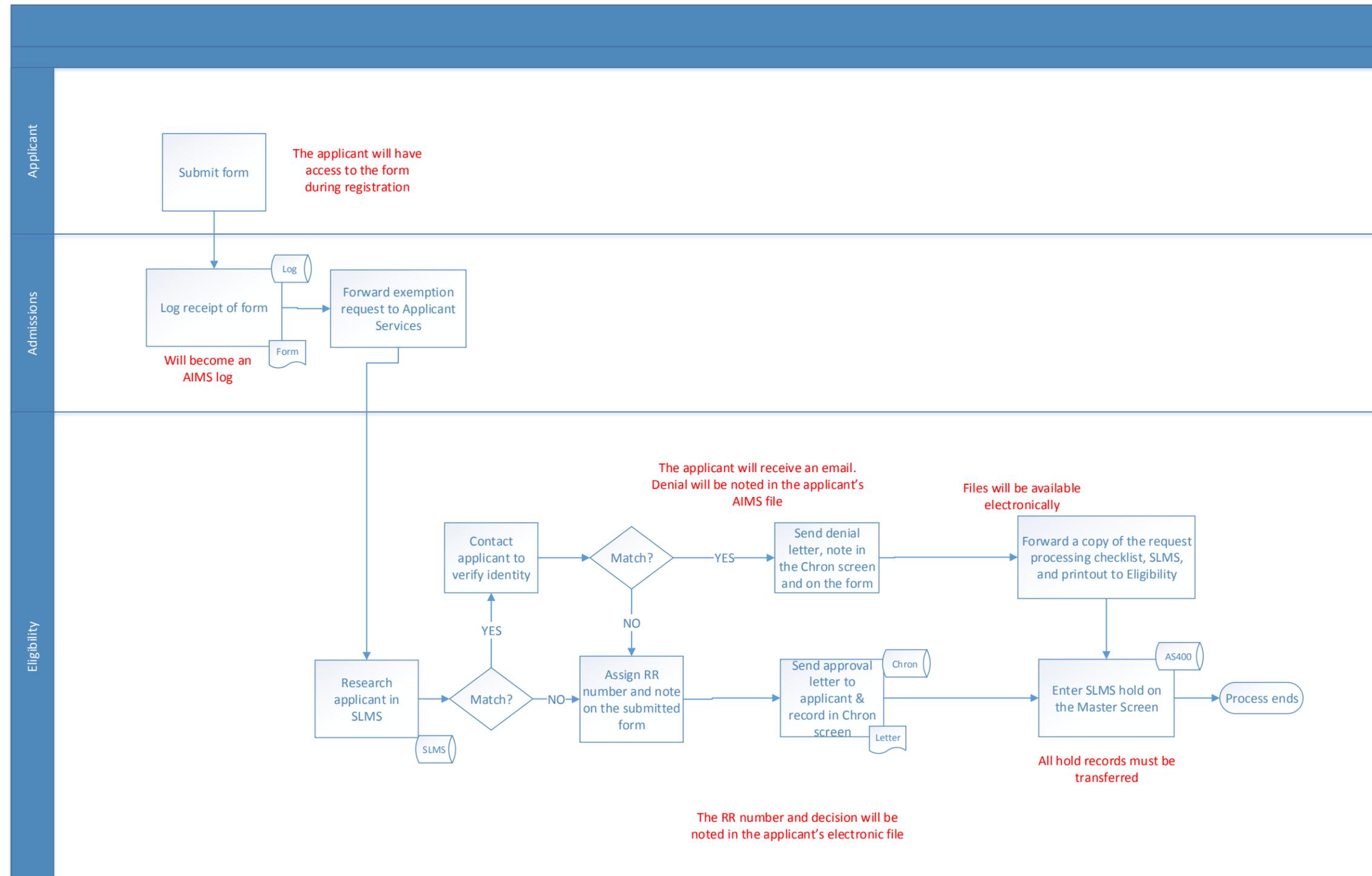
1.2 Social Security Number Waiver

1.2	Social Security Number Waiver
<p>they become eligible for a SSN. The notification process may also be brought online, which will add a new type of workflow and electronic form.</p> <ol style="list-style-type: none">3. Another new type of workflow must be established to hold a registration from being approved if a waiver has not yet been approved for paper applications.4. Staff will need the ability to enter a new social security number for these applicants should they become eligible for one.5. Decision must be made to allow applicants to upload verifying documents (copies of passport/visas, etc.)	

Primary Stakeholder Approval(s):

Signature:  Date: 5/9/16 Signature: _____ Date: _____
Stakeholder Name: Greg Shin Stakeholder Name: _____

1.2 Social Security Number Waiver

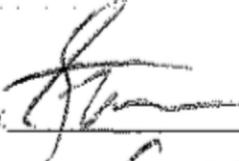


1.3 Application Access Portal

1.3	Application Access Portal				
Introduction	<ol style="list-style-type: none"> 1. This is a general applicant login and application selection process to minimize the number of application process portals to AIMS. 2. The process allows for a single secure and controlled entry to AIMS by applicants. 3. The process links applicants to their information profile and admissions process status. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Applicant	Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> 1. Applicants require a common entry to AIMS for the completion and submittal of online applications. 2. This process enables applicants to work on multiple ADM applications in parallel. 3. This general application enables automated linkage to AIMS application modules and links to elements for specific applications. 				
Current Conditions	<ol style="list-style-type: none"> 1. The application link on the ADM website takes applicants to a common application screen on the XAP site. <ol style="list-style-type: none"> 1.1. Many applications like MJP, FLC, etc., are also linked to the State Bar website which must be printed and turned in as a hard copy form. 2. XAP shows in process and submitted statuses of the applications on the site for each applicant. 3. The applicant can select whether to start a new application or continue an incomplete application. 4. Once an application process is either saved or submitted, the user may return to the list of available applications on their main XAP screen. 5. Applications are not set up as available to ADM until the applicant submits the application. Then ADM download actions are required to retrieve the completed (submitted) applications. 6. XAP and paper applications are currently the only available option to access applications. 7. Applying involves only the applicant – there is no State Bar action until after submittal. 				
Future Conditions	<ol style="list-style-type: none"> 1. There will be a single applicant portal to AIMS for the completion of online applications. 2. The online application completion process will continue to be an applicant process with no pre-submittal actions by ADM staff. 3. Prior to application completion, applicants will be required to complete the account setup process to 				

1.3	Application Access Portal
	<ol style="list-style-type: none"> 4. establish an account and information profile. 4. The portal will be accessed from the web via the ADM website linkage. 5. The future application access portal will show all possible applications for programs and Admissions requirements. 6. Submittal of an application will trigger an AIMS process to put the application directly into the process queues with the submittal date and time. The application process performs this, not the general access process.
Risks	<ol style="list-style-type: none"> 1. The portal must be available on all internet browsers. 2. All current hard copy only applications must be converted to online forms for this to be successful. 3. All AIMS databases must be correctly established and accessible by staff before any new applications may be submitted through the future portal. 4. The type of applications available to applicants is dependent on management approval.

Primary Stakeholder Approval(s):

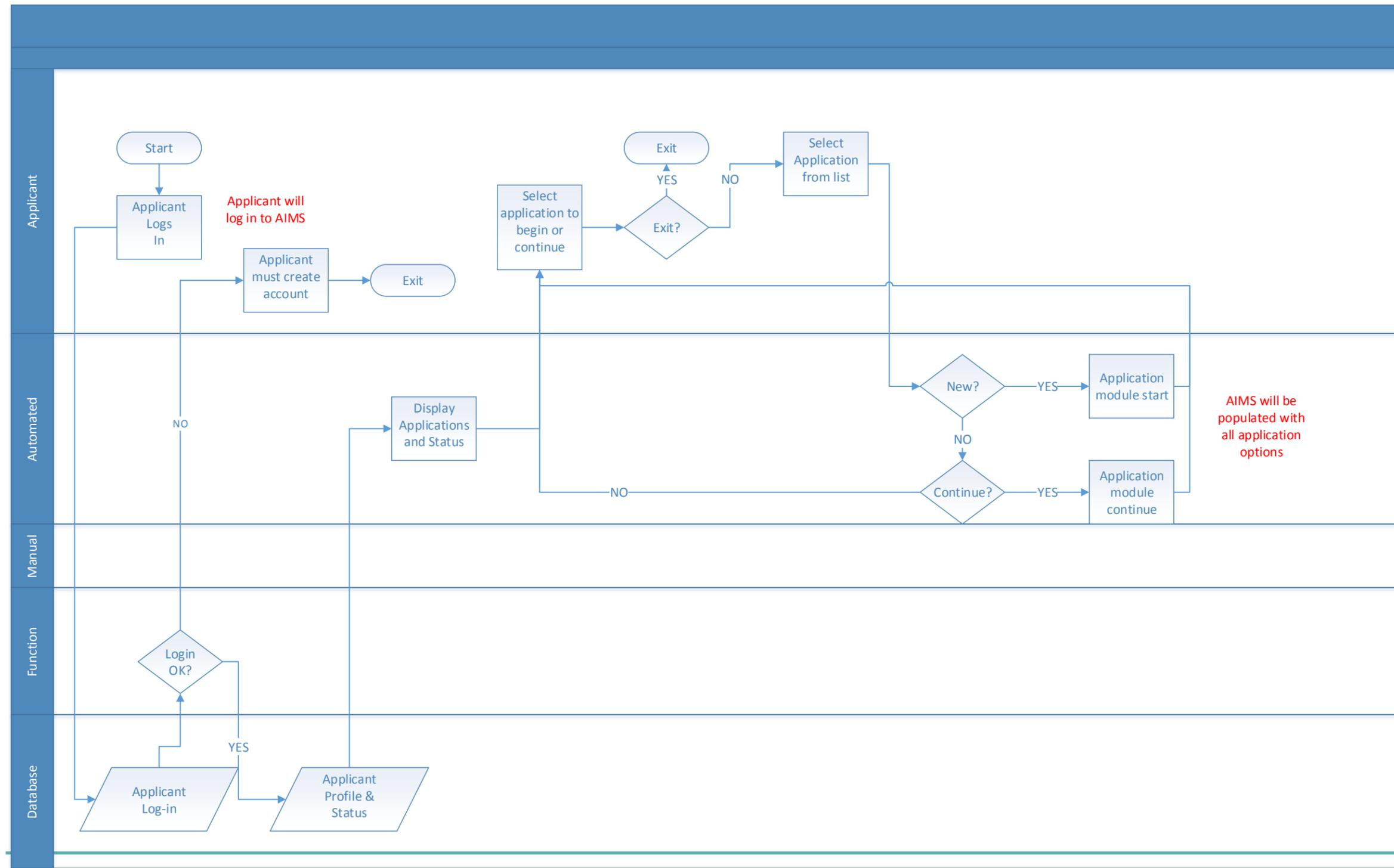
Signature:  Date: 5/16/16

Signature: _____ Date: _____

Stakeholder Name: Greg Shin Stakeholder Name: _____

Name: _____

1.3 Application Access Portal

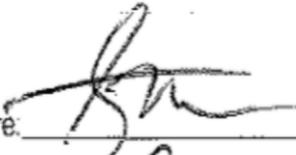


1.4 Social Security/Registration Number Correction

1.4	Social Security/Registration Number Correction					
Introduction	<ol style="list-style-type: none"> The scope of the process is to merge registration files or change incorrect social security numbers. This process links to exam registrations and registrations with the State Bar and Moral Character applications. 					
Stakeholders	Admissions Admin.	✓	Eligibility	✓	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading		Legal Specialization	Information Technology
External	DOJ		FBI		DMV	Dept. Social Services
	NCBE	✓	Applicant		Law Schools	Law References
Business Case	<ol style="list-style-type: none"> If an applicant submits more than 1 online application with an incorrect social security number, the records must be merged. If an applicant submits one application with an incorrect social security number or has been issued a social security number after being issued a registration number (RR), the record needs to be corrected. A satisfactory result to the process is for the incorrect registration or social security number to be changed in the AS400, or for duplicate records to be merged. 					
Current Conditions	<ol style="list-style-type: none"> The current process begins when the applicant calls or emails Admissions to notify that they used an incorrect number either for an exam, Moral Character, or registration application. These types of errors are caught by staff as well. <ol style="list-style-type: none"> Applicants who need a SSN changed must submit a copy of their social security card. An Applicant who contacts admissions regarding an incorrect registration number or duplicate records must have their registration numbers merged or corrected. A copy of the social security card must also be submitted for this. <ol style="list-style-type: none"> Step 1: Eligibility searches for applicant on AS400 and either merges duplicate records or corrects incorrect records. Step 2: Eligibility notes on the form whether it was a merging of numbers or a correction. Step 3: Eligibility verifies other information to ensure the number is correct. Step 4: A new State Licensing Match System (SLMS) record is entered and any old one deleted if necessary. Step 5: The applicant's Fingerprint Hold System is corrected if necessary by Application Pre-Processing. Step 6: Application Pre-Processing checks the Moral Character record. Step 7: Eligibility Section Chief verifies the request form for correctness. Step 8: The File Room Coordinator merges old and new files and generates a new label for 					

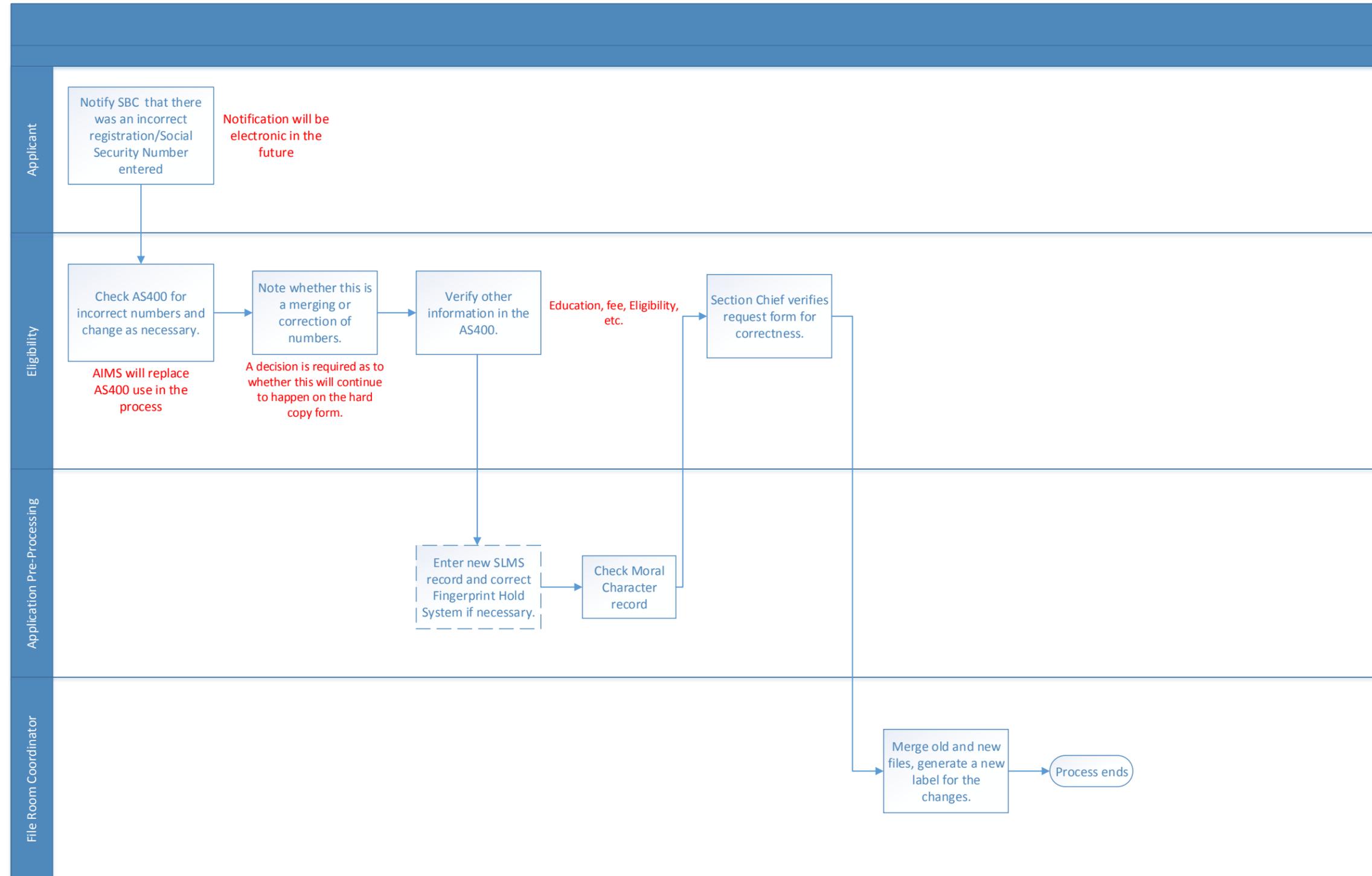
1.4	Social Security/Registration Number Correction
	<p>registration number changes and merges.</p> <ol style="list-style-type: none"> This process includes the applicant, Eligibility, Application Pre-Processing, and the File Room. A key step in the process is to verify that the correct registration or social security number is documented when the process is complete. The tools used in this process: <ol style="list-style-type: none"> The Registration Number Correction Request Form serves as a checklist to carry out the process and to document the correct number. The AS400 is used to check registration and social security numbers, check Moral Character records, and enter new numbers. Information used for this process includes the registration or social security number. New Moral Character information (SLMS) may result from this process.
	<p>Future Conditions</p> <ol style="list-style-type: none"> The future process will begin with the applicant filling out an online request to change the appropriate number. The process will include the same participants as are required now. AIMS will be used to check registration and Moral Character information and to change or merge files. Workflow will be used to go through the various verification steps. No new types of information will be used or created as a result of this process with the new structure.
	<p>Risks</p> <ol style="list-style-type: none"> Using AIMS for this process requires that all registration, Moral Character, and exam information be transferred to AIMS databases. The internal Registration Number Correction Request Form is used to show approval at each step. Should the form be used electronically, a new way to show approval by each staff member must be established. If any replaced data or records are held in secondary files, these must be transferred to an AIMS database. The requirement of submitting a social security card copy relies on management's decision to allow that as an attachment to the online form.

Primary Stakeholder Approval(s):

Signature:  Date: 5-16-16 Signature: _____ Date: _____

Stakeholder Name: Greg Shin Stakeholder Name: _____

1.4 Social Security/Registration Number Correction



10.1 First Year Law Student Examination Application (Paper)

10.1	FYLSX Application (Paper)				
Introduction	<ol style="list-style-type: none"> 1. Process student First Year Law Student Examination (FYLSX) paper applications. 2. Links to eligibility verification process. 3. Approximately 500 students take FYLSX per administration. 4. Not all students are required to take the FYLSX exam. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	MSBE		MSPRE	Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> 1. FYLSX paper applications are processed to determine applicant qualification status. Satisfactory conclusion covers accurate data entry of FYLSX paper application information into the AS400. 2. Students are required to notify Admissions (ADM) regarding FYLSX interest. 3. Some students elect to apply using a paper application rather than the online option. 					
Current Conditions					
<ol style="list-style-type: none"> 1. Students request a paper FYLSX application via phone call, in person, or mail. <ol style="list-style-type: none"> 1.1. Applicant Services sends FYLSX application and enters request in the correspondence log. 1.2. Completed application and payment are delivered to ADM. 1.3. Application information entered in AS400 and filed. AS400 automatically generates Acknowledgement Letter. 1.4. If the application is incomplete, the applicant will receive several follow-up letters and/or an abandonment letter. 2. Roles executing process include applicant, Eligibility, and Applicant Services. 3. Tools used included the AS400 and correspondence log sheet. 4. Key steps include: <ol style="list-style-type: none"> 4.1. Extracting information from FYLSX paper application executed by Eligibility. 4.2. Data entry of application information into AS400 executed by Eligibility. 5. Information used, captured, and created: <ol style="list-style-type: none"> 5.1. FYLSX paper application 5.2. Acknowledgement Letter 6. Next step is the eligibility verification process. 					
Future Conditions					
<ol style="list-style-type: none"> 1. Future process mirrors current conditions, with the exception of replacing the AS400 with AIMS. 2. Roles mirror current conditions. 3. Key steps mirror current conditions. 4. Tool used includes AIMS. 					

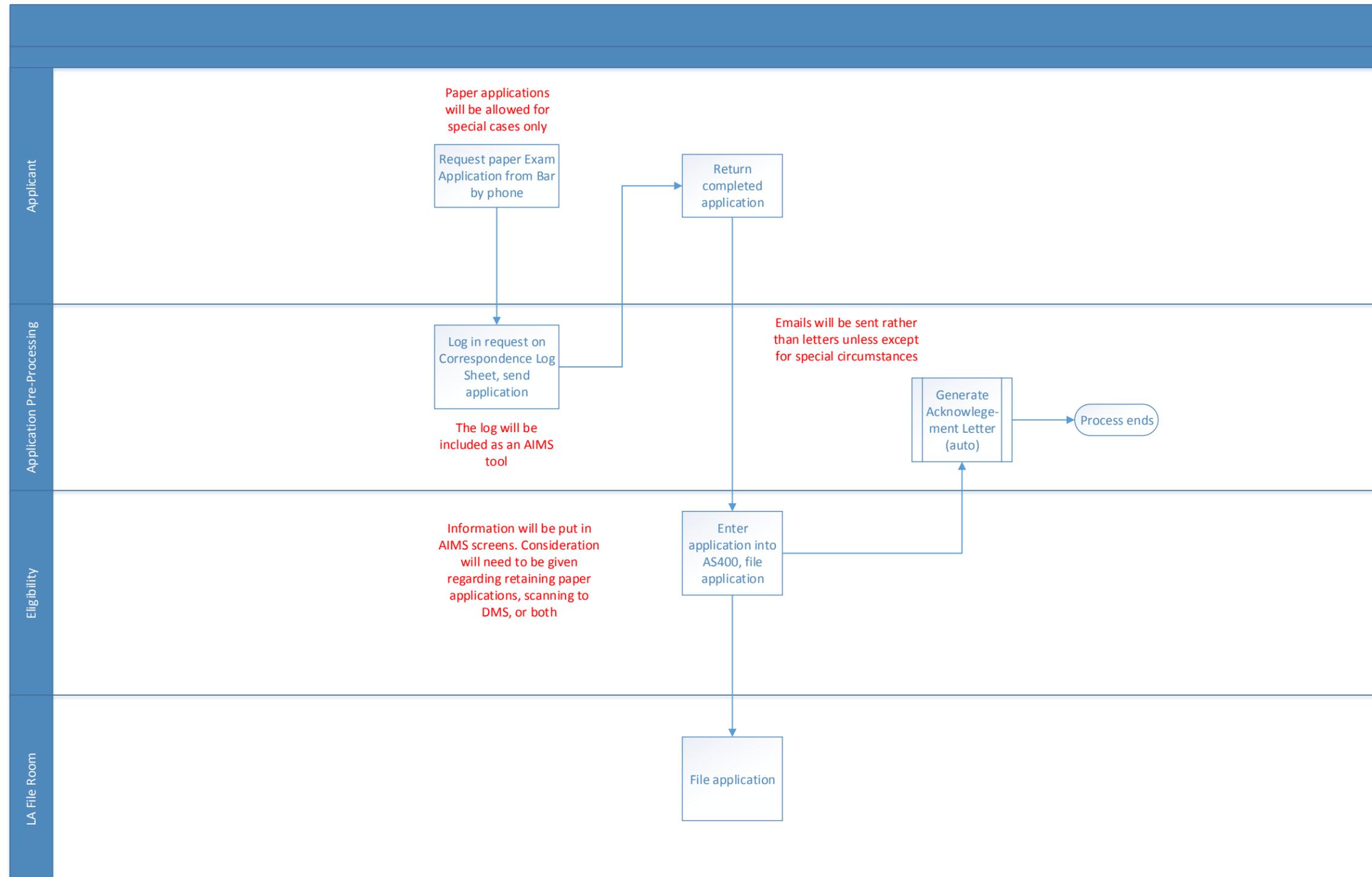
10.1	FYLSX Application (Paper)				
<ol style="list-style-type: none"> 5. Information used, captured, and created mirrors the current conditions. 6. Next steps will mirror current conditions. 7. Use of paper applications will be limited and only considered for special circumstances. <ol style="list-style-type: none"> 7.1. Online application will be the preferred method. 8. Special Characteristics: <ol style="list-style-type: none"> 8.1. AIMS manual upload process of paper applications. 8.2. Automation of workflow. 8.3. User friendly interface to view uploaded applicant data. 8.4. Robust tracking of applicant status. 8.5. Payment processing and tracking functionality. 8.6. Document Management System (DMS) integrated with AIMS. 8.7. Applicant email notification functionality. 					
Risks					
<ol style="list-style-type: none"> 1. Inaccurate or nonexistent tracking and reporting functionality within the system utilized for business processes. 2. Inability to migrate paper application information caused by inconsistent AIMS data fields. 3. Compromised business process execution caused by inadequate workflow automation. 4. Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency. 5. Data corruption during the migration phase leading to compromised data integrity. <ol style="list-style-type: none"> 5.1. AS400 6. Inaccurate capturing to database stored procedures leading to an inconsistent business process. <ol style="list-style-type: none"> 6.1. AS400 7. Loss of data during the data migration phase compromising data integrity. <ol style="list-style-type: none"> 7.1. AS400 8. Altered data semantics during the data migration phase leading to compromised data integrity. <ol style="list-style-type: none"> 8.1. AS400 9. Inconsistent database schema from the current to future states may cause a lapse in application functionality. <ol style="list-style-type: none"> 9.1. AS400 10. Inactive data records migrated to AIMS caused by inconsistent data retention protocol. <ol style="list-style-type: none"> 10.1. AS400 11. Data duplication and redundant data fields due to a lack of data cleaning, may affect the functionality of AIMS. <ol style="list-style-type: none"> 11.1. AS400 12. Inaccurate payment tracking caused by inadequate payment processing functionality. 13. Inadequate fault tolerance caused by lack of data redundancy, leading to compromised business process and functionality. 14. Functionality depends on stakeholder decisions: 					

10.1 First Year Law Student Examination Application (Paper)

10.1	FYLSX Application (Paper)
14.1.	Law school access portals for certifications.
14.2.	Scanning paper applications to DMS.
14.3.	Sending email notifications to applicants.
Primary Stakeholder Approval(s):	

10.1	FYLSX Application (Paper)
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

10.1 First Year Law Student Examination Application (Paper)



10.2 First Year Law Student Examination Application (Online)

10.2	FYSLX Application (Online)				
Introduction	<ol style="list-style-type: none"> 1. Process students First Year Law Student Examination (FYLSX) online applications. 2. Links to eligibility verification process. 3. Approximately 500 students take FYLSX per administration. 4. Not all students are required to take the FYLSX exam. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE			✓ Law Schools	Law References
Business Case	<ol style="list-style-type: none"> 1. FYLSX online applications are processed to determine applicant qualification status. Satisfactory conclusion covers accurate uploading of FYLSX online application XAP text file data into the AS400. 2. Students are required to notify Admissions (ADM) regarding FYLSX interest. 				
Current Conditions	<ol style="list-style-type: none"> 1. Applicant logs on to XAP. <ol style="list-style-type: none"> 1.1. Applicant submits completed FYLSX application through XAP. 1.2. XAP stores and processes submitted application data. 1.3. XAP sends a confirmation email to applicant. 1.4. ADM logs on to XAP and downloads daily submitted application text file. 1.5. Text file is uploaded into AS400. 1.6. AS400 checks that applicant is registered with the CBE. 1.7. If they are not registered and fewer than 10 days have passed since the FYLSX application was received, Incomplete Acknowledgement letter sent to applicant if not registered. 1.8. If after 10 days the applicant is still unregistered. <ol style="list-style-type: none"> 1.8.1. Application is terminated, a full refund is processed, and the student receives a termination letter. 1.9. Online upload/error report generated by AS400 capturing formatting errors in the application submitted. 1.10. Online error report forwarded to Eligibility. 1.11. Update daily log with information/problems captured during the application upload process. 1.12. Applicant change to test method or center, as well as withdrawing from an exam requires a paper application submission. <ol style="list-style-type: none"> 1.12.1. Some test center changes may be done through online applicant status screen. 2. Roles executing process include applicant, O&M Eligibility Section Chief, Administration, XAP Server Applicants. 				

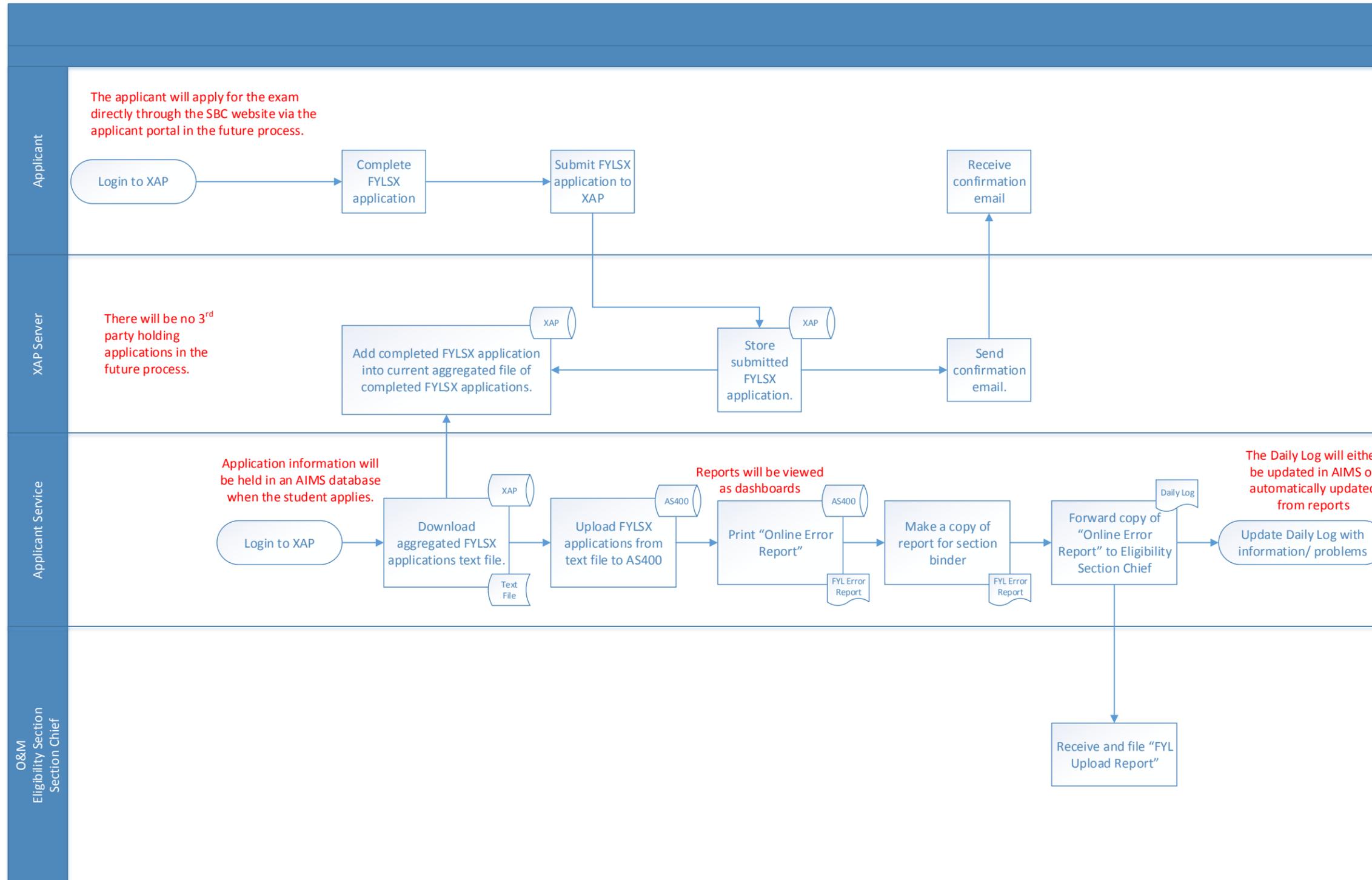
10.2	FYSLX Application (Online)
	<ol style="list-style-type: none"> 3. Key steps: <ol style="list-style-type: none"> 3.1. Applicant submits FYLSX online application through XAP. 3.2. Daily download of XAP application data executed by Administration. 3.3. Uploading of XAP data into AS400 executed by Administration. 3.4. Generating of online error report. 3.5. Updating daily log executed by Administration. 4. Tools used include Excel, XAP and AS400. 5. Information used, captured, and created: <ol style="list-style-type: none"> 5.1. XAP aggregated application text file. 5.2. Online error/upload report. 6. Next step is the eligibility verification process.
	Future Conditions <ol style="list-style-type: none"> 1. Future process mirrors current conditions, with exceptions including: <ol style="list-style-type: none"> 1.1. Replacement of XAP and AS400. <ol style="list-style-type: none"> 1.1.1. Daily uploading of XAP application data will be removed. 1.1.2. New online web portal for applicant. 1.1.3. Allow for users to withdraw from exam or change test centers and test methods. <ol style="list-style-type: none"> 1.1.3.1. When a previously registered person withdraws, Admissions Accounting Tech will be notified to issue a partial refund. 1.1.3.2. When there is a change to test method or center, Admissions will be notified of new funds paid. 2. Roles mirror current conditions. 3. Key steps: <ol style="list-style-type: none"> 3.1. The applicant submits the FYLSX application through the applicant portal that interfaces with AIMS. 4. Tools used include AIMS. 5. Information used, captured, and created mirrors the current conditions. 6. Next steps mirror current conditions. 7. Special characteristics: <ol style="list-style-type: none"> 7.1. AIMS replacing XAP functionality. 7.2. Robust tracking of applicant status. 7.3. Automation of workflow. 7.4. User friendly interface to view submitted applicant data. 7.5. Payment processing and tracking functionality. 7.6. Applicant email notification functionality. 7.7. Existing Daily Log implemented into AIMS functionality.
	Risks <ol style="list-style-type: none"> 1. External user failure to understand web portal functionality caused by insufficient training. 2. Inaccurate or nonexistent tracking and reporting functionality within the system used for business

10.2 First Year Law Student Examination Application (Online)

10.2	FYSLX Application (Online)
	<p>purposes.</p> <ol style="list-style-type: none"> 3. Compromised external user security caused by inadequate payment processing security. 4. Inaccurate payment tracking caused by inadequate payment processing functionality. 5. Disparity of existing data sources causing compromised data integrity. <ol style="list-style-type: none"> a. XAP b. AS400 6. Data corruption during the migration phase leading to compromised data integrity. <ol style="list-style-type: none"> a. XAP b. AS400 7. Inaccurate capturing to database stored procedures leading to an inconsistent business process. <ol style="list-style-type: none"> a. AS400 8. Loss of data during the data migration phase compromising data integrity. <ol style="list-style-type: none"> a. XAP b. AS400 9. Altered data semantics during the data migration phase leading to compromised data integrity. <ol style="list-style-type: none"> a. XAP b. AS400 10. Inconsistent database schema from the current to future states may cause a lapse in application functionality. <ol style="list-style-type: none"> a. XAP b. AS400 11. Inactive data records migrated to AIMS caused by inconsistent data retention protocol. <ol style="list-style-type: none"> a. XAP b. AS400 12. Data duplication and redundant data fields due to a lack of data cleaning, may affect the functionality of AIMS. <ol style="list-style-type: none"> a. XAP b. AS400 13. Inadequate fault tolerance caused by lack of data redundancy, leading to compromised business process and functionality. 14. Poor establishment of web portal for external users causing inefficient business process flow. 15. Compromised business process execution caused by inadequate workflow automation. 16. Compromised data integrity caused by lack of data migration execution plan. 17. Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency.
<p>Primary Stakeholder Approval(s):</p>	

10.2	FYSLX Application (Online)
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

10.2 First Year Law Student Examination Application (Online)



10.3 Eligibility Verification

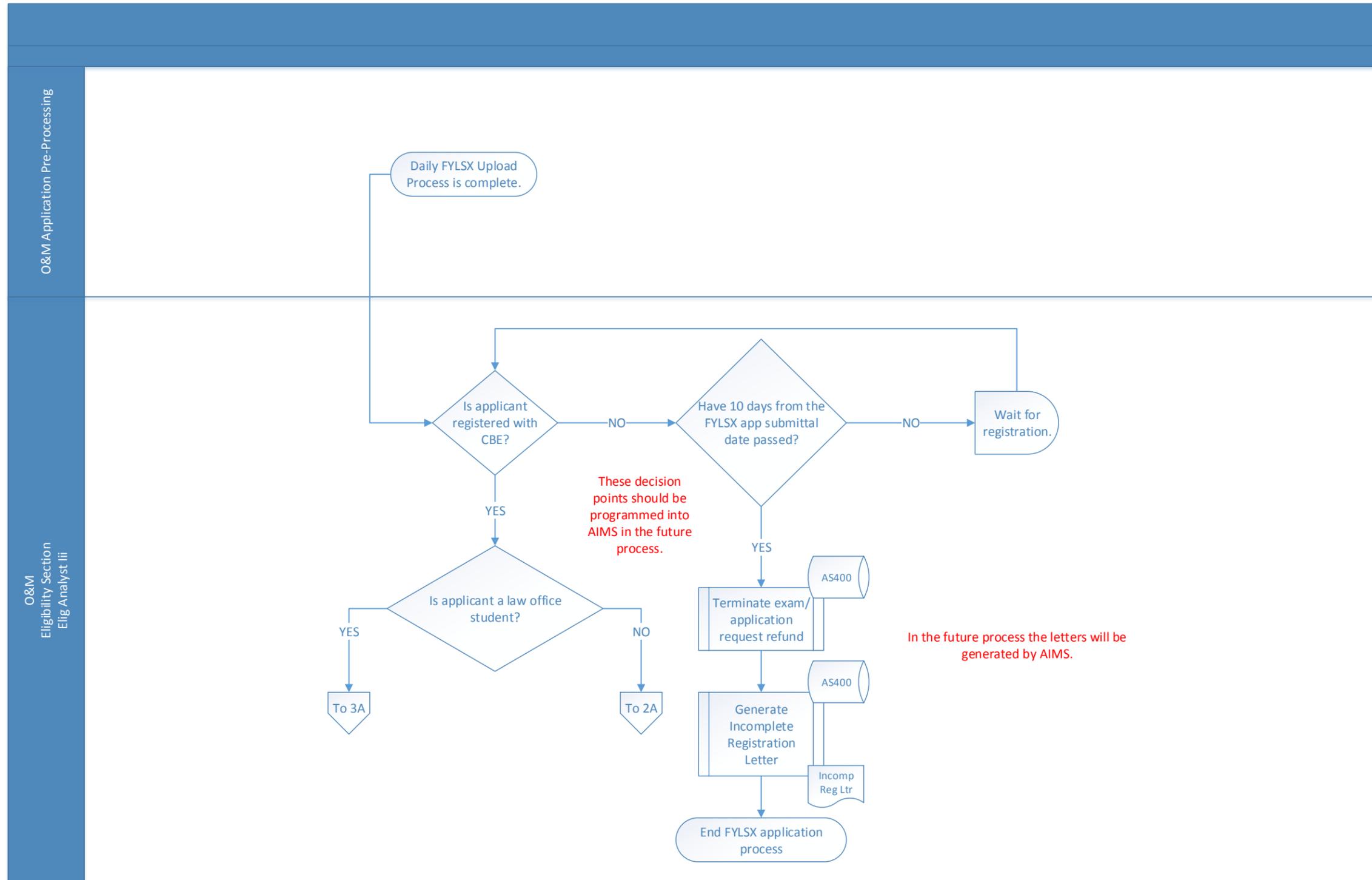
10.3	Eligibility Verification				
Introduction	<ol style="list-style-type: none"> Determine if an applicant for the First Year Law Student Exam (FYLSX) is eligible Links to education evaluation process. Applicants must be registered with the Committee of Bar Examiners (CBE) and have submitted a FYLSX application for the eligibility verification process to take place. 				
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	Information Technology	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE	FYLSX Applicant	✓ Law Schools	Law References	
Business Case					
<ol style="list-style-type: none"> Verify FYLSX eligibility based on information submitted by applicant and law school (or law office study). Satisfactory conclusion covers applicant FYLSX eligibility notification. Applicant may be a law student or law office study student. 					
Current Conditions					
<ol style="list-style-type: none"> Begins with application data being uploaded into the AS400. <ol style="list-style-type: none"> If student is in law school then: <ol style="list-style-type: none"> Eligibility Analyst generates a Certification Request Letter to the student's law school. Law school returns certification along with a transcript of the student's record. Information received from law school is entered into the AS400. Eligibility Exception Report is generated and reviewed. <ol style="list-style-type: none"> At some point in time of the process. Inconsistencies and errors in the exception report are fixed. If certification response is not received and prior to deadline.. <ol style="list-style-type: none"> Student receives a Certificate of Good Standings (CGS)/Transcript missing letter. If Deadline has passed. <ol style="list-style-type: none"> Application is abandoned. Student receives a letter notifying them of status. If certification response is received but incomplete. <ol style="list-style-type: none"> Law school is called requesting more information.. Return to generated "Certification Request Letter" step. If certification response is received and complete. <ol style="list-style-type: none"> Check if transcript was received: <ol style="list-style-type: none"> If transcript was not received, Law school is called by Eligibility. If the transcript was received. 					

10.3	Eligibility Verification				
	<ol style="list-style-type: none"> <ol style="list-style-type: none"> <ol style="list-style-type: none"> Eligibility Analyst requests registration file from File Room for review for ineligible applicants only Eligibility Analyst reviews applicant's legal study. If the applicant is deemed ineligible for the exam. <ol style="list-style-type: none"> Letter is drafted and forwarded to Eligibility Section Chief along with supporting materials. Analyst updates AS400 with final decision. Process certifications. Notify applicant of final decision. If student is in law office study: <ol style="list-style-type: none"> Eligibility Analyst will review Course of Study via student's Quick Log. Determine if student has met requirements for the FYLSX. <ol style="list-style-type: none"> If the requirements have not been met. <ol style="list-style-type: none"> Notify student via Semi-Annual Report Not Accepted Letter If the requirements have been met. <ol style="list-style-type: none"> If they have applied. <ol style="list-style-type: none"> Clear student on the AS400. Draft student's Acknowledgement Letter., Update Quick Log. Update Law Office Study database. Roles executing process include applicant, law schools, Eligibility Analysts, L.A. File Room, Mail Room, and Eligibility Section Chief. Key steps: <ol style="list-style-type: none"> Applicants must register with CBE before applying for FYLSX. Eligibility Analyst determines if student is in law school or law office study. Law school must submit certification response for students. Eligibility Analyst reviews course study for students. Eligibility Analyst must update the AS400 for each FYLSX applicant. Process refunds for ineligible if within deadline. Generate letters and reports. Tools used include AS400 and Law Office Study database (Access) Information used, captured, and created: <ol style="list-style-type: none"> FYLSX application. Certification Request Letter (includes student transcripts). Next steps include execution of administering FYLSX.				
Future Conditions					
<ol style="list-style-type: none"> Future process mirrors current conditions, with the following exceptions: <ol style="list-style-type: none"> Integration of AIMS into workflow. Defined constraints on FYLSX application submission. Consideration of schools submitting transcripts and certifications electronically. 					

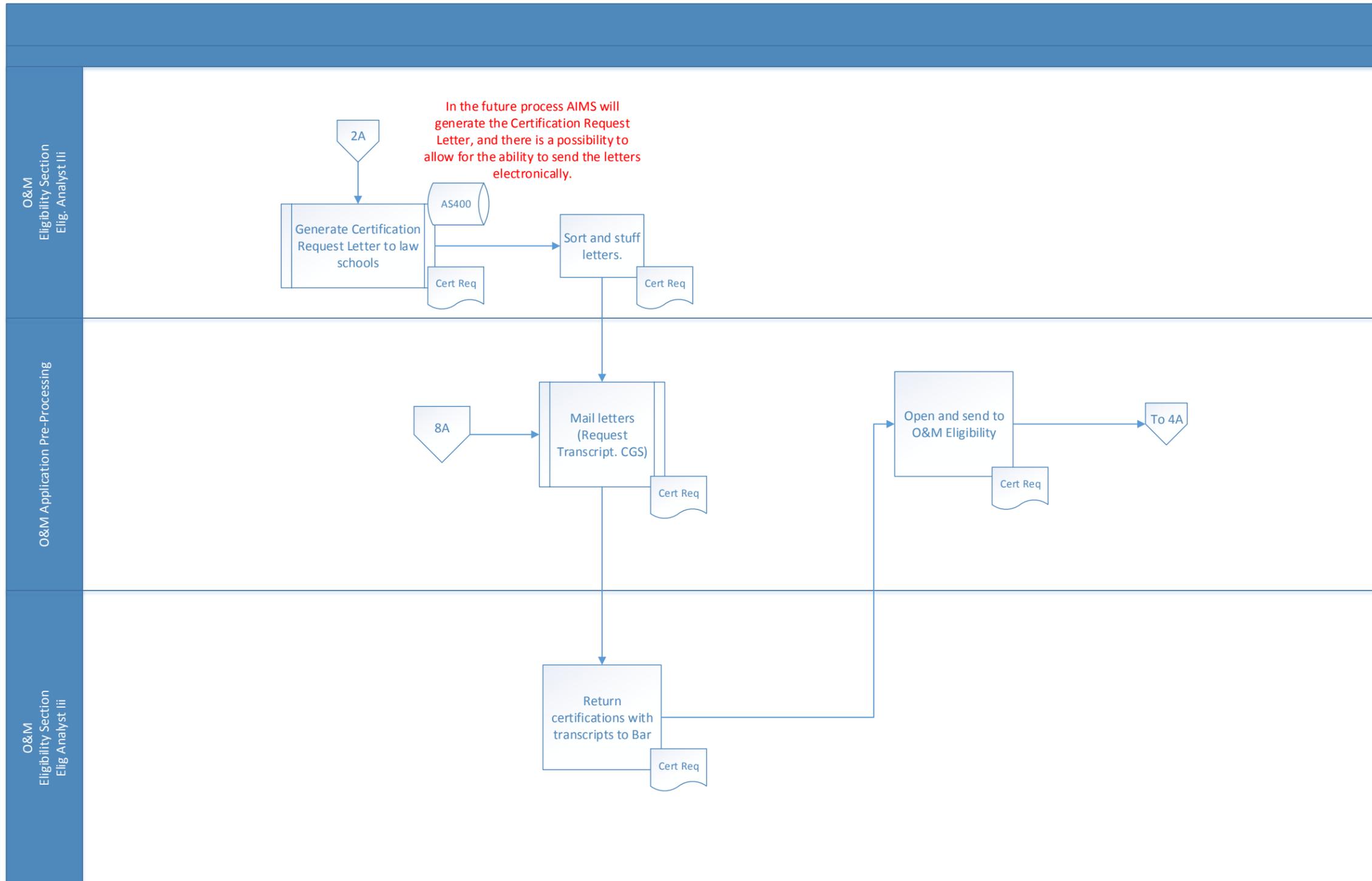
10.3 Eligibility Verification

10.3	Eligibility Verification
<ol style="list-style-type: none"> 1.4. Email notification management. 2. Roles mirror current conditions. 3. Key steps mirror current conditions with AS400 by AIMS. 4. Tools used include AIMS. 5. Information used, captured, and created mirror current conditions. 6. Next steps mirror current conditions. 7. Special characteristics: <ol style="list-style-type: none"> 7.1. Automation of workflow. 7.2. Robust tracking of applicant status. 7.3. User friendly interface to view applicant data. 7.4. Improved external user correspondence. 	
Risks	
<ol style="list-style-type: none"> 1. Lack of system flexibility hindering the effectiveness and accuracy of the business process. <ol style="list-style-type: none"> 1.1. Examples include flexible data entry fields, flexible business process parameters, and business process forms. 2. Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency. 3. Inaccurate business process error validation caused by a lack of system functionality. 4. Compromised business process execution caused by inadequate workflow automation. 5. Disparity of existing data sources causing compromised data integrity. 6. Data corruption during the migration phase leading to compromised data integrity. 7. Inaccurate capturing to database stored procedures leading to an inconsistent business process. 8. Loss of data during the data migration phase compromising data integrity. 9. Altered data semantics during the data migration phase leading to compromised data integrity. 10. Inconsistent database schema from the current to future states may cause a lapse in application functionality. 11. Inactive data records migrated to AIMS caused by inconsistent data retention protocol. 12. Data duplication and redundant data fields due to a lack of data cleaning, may affect the functionality of AIMS. 	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

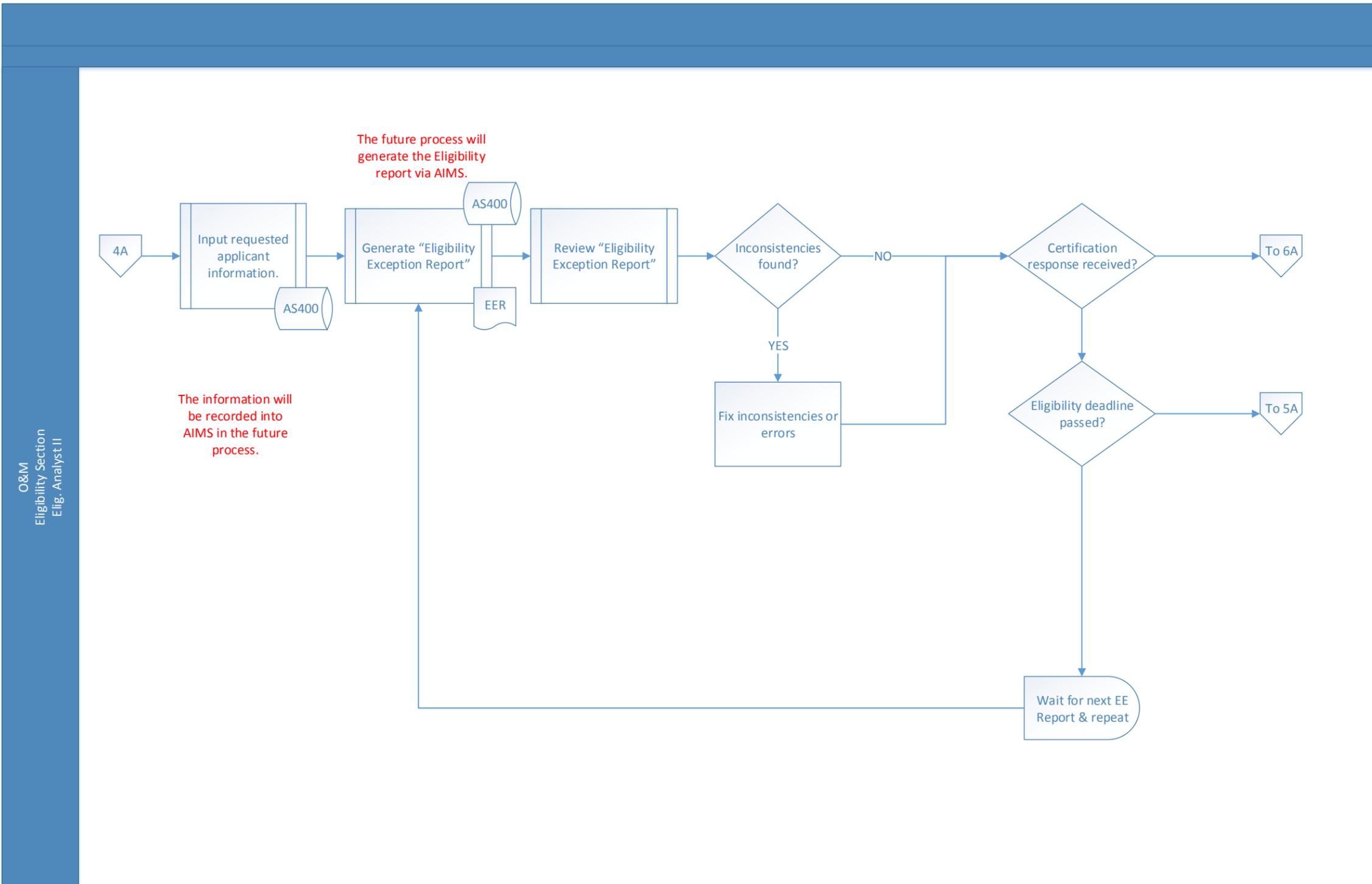
10.3 Eligibility Verification



10.3 Eligibility Verification

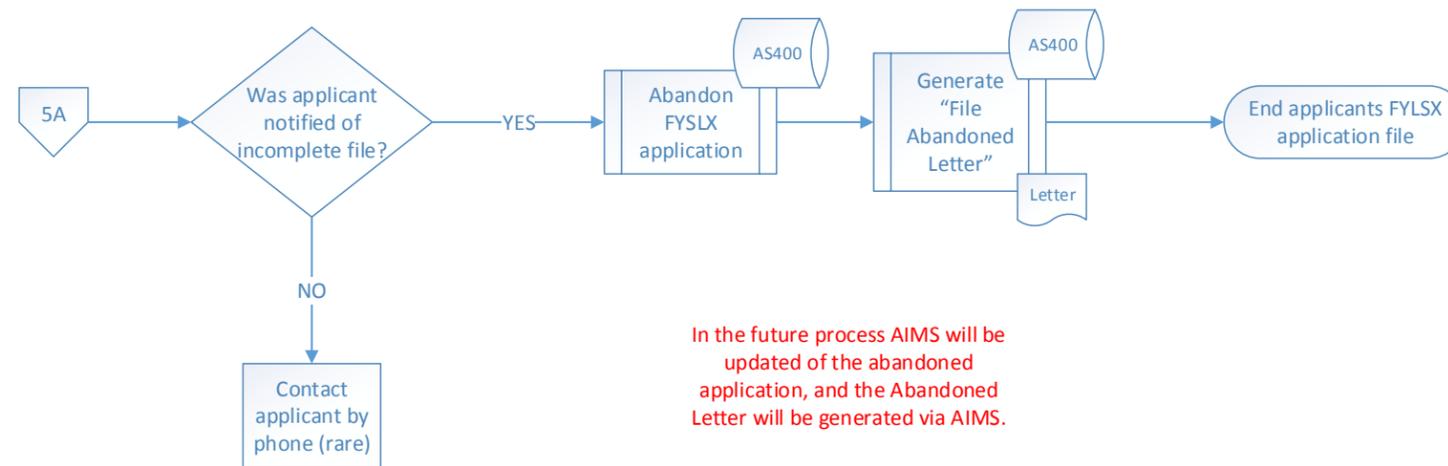


10.3 Eligibility Verification

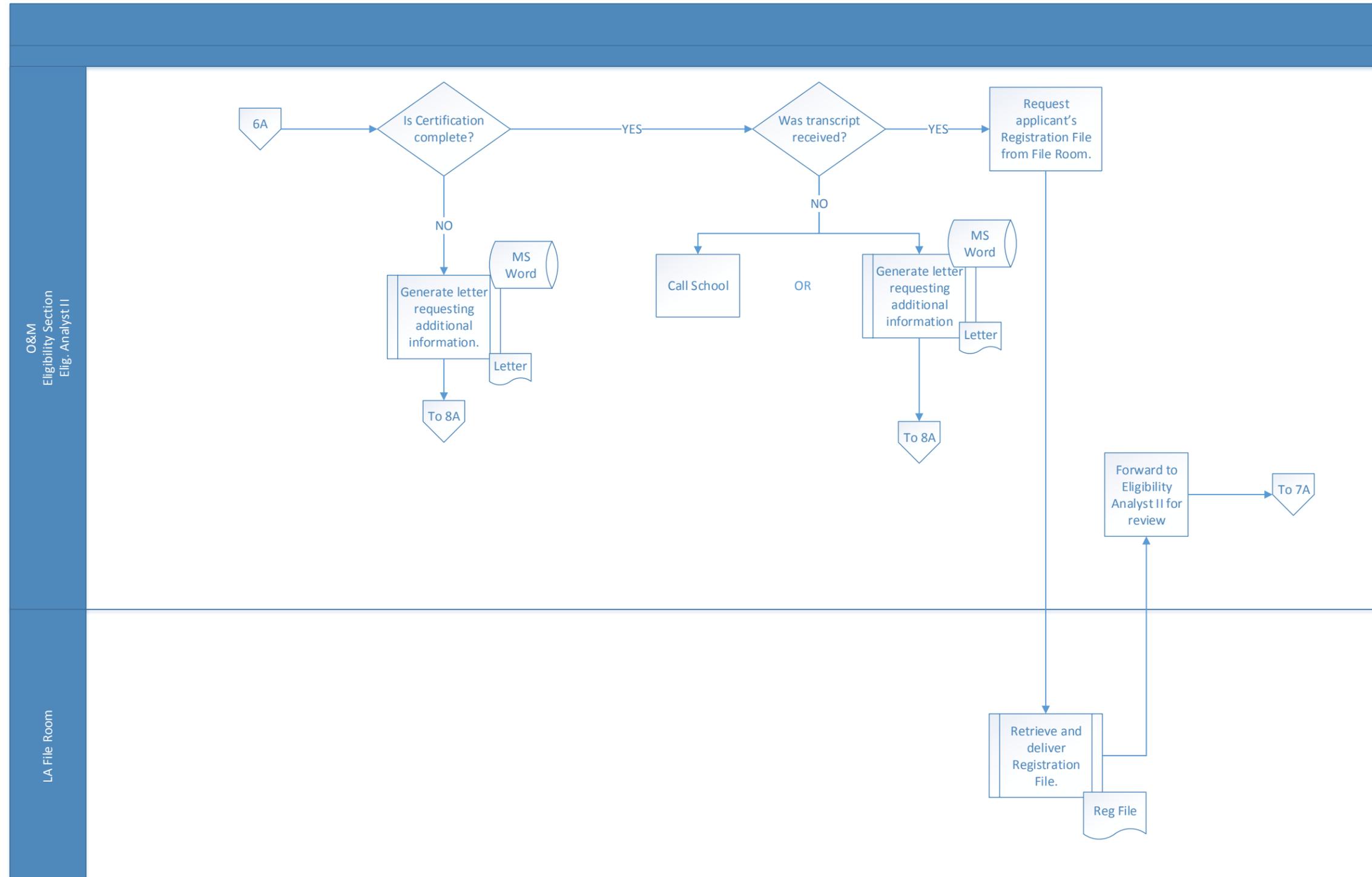


10.3 Eligibility Verification

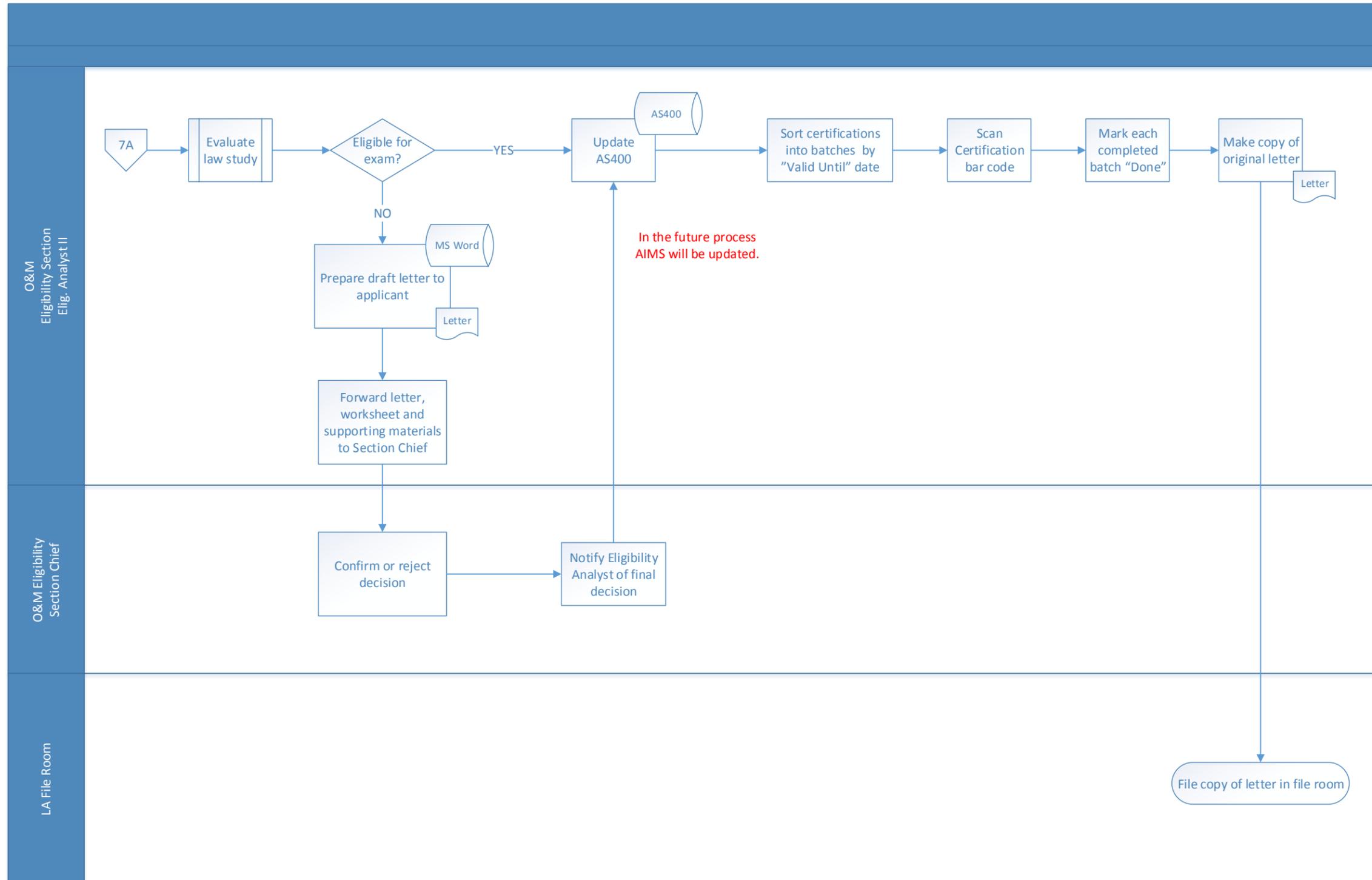
O&M
Eligibility Section
Elig. Analyst II



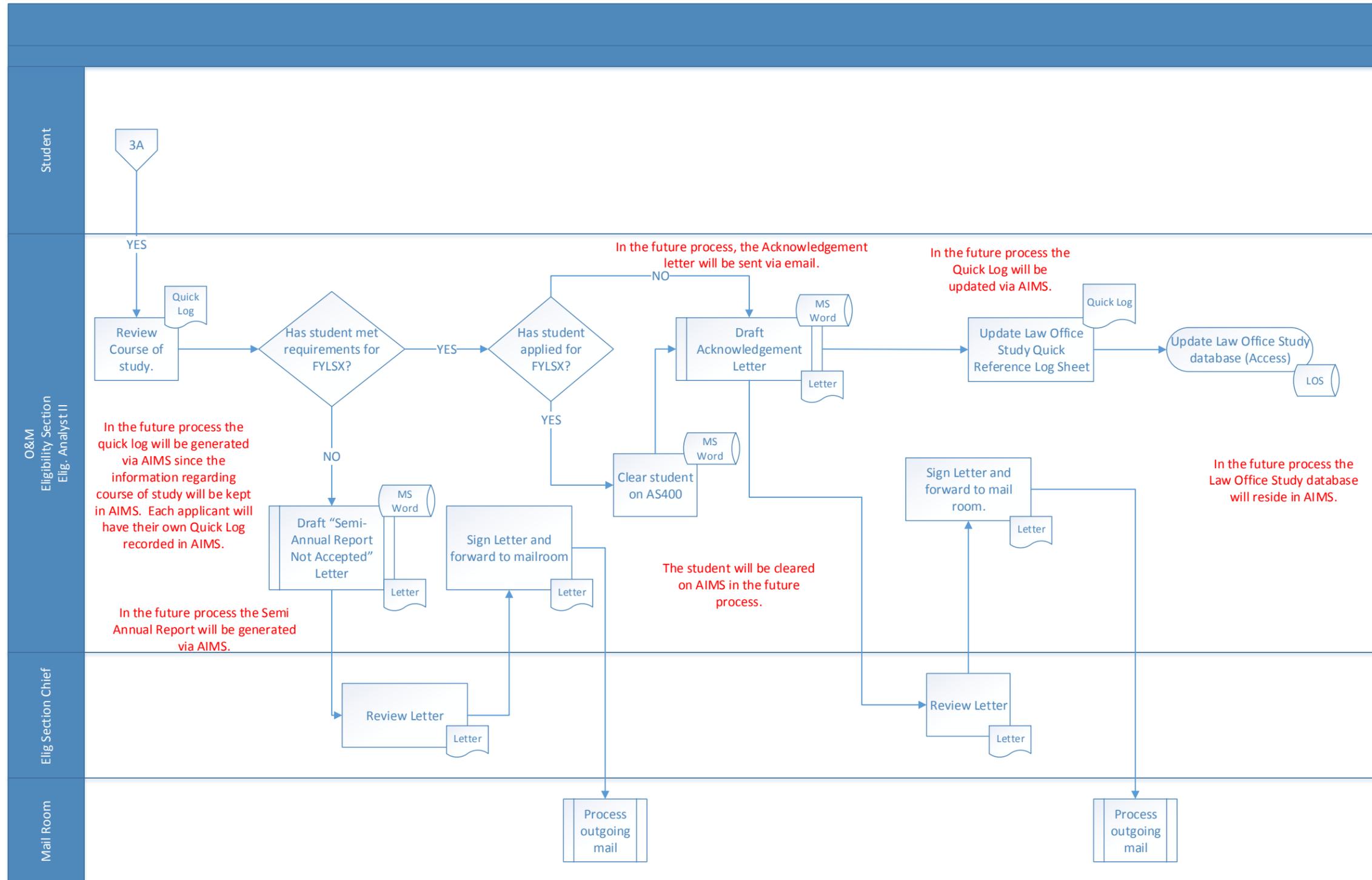
10.3 Eligibility Verification



10.3 Eligibility Verification



10.3 Eligibility Verification



10.4 FYLSX Question Preparation & Pool

10.4	FYLSX Question Preparation & Pool				
Introduction	<ol style="list-style-type: none"> 1. Solicit question drafters to author First Year Law Students' Examination (FYLSX) essay questions; questions are banked. 2. 100 multiple-choice question exam (comes in several Forms) is a component of FYLSX. 3. Select and edit essay questions for FYLSX, administered two times a year. 4. Links to FYLSX examination logistics. Process differs from Bar Examination Grading. 				
Stakeholders	Admissions Admin.		Operations & Management	Moral Character	Education Standards
	✓ Exam. Development		Exam. Grading	Legal Specialization	Information Technology
External	DOJ	✓	Question Drafters	DMV	Dept. Social Services
	NCBE	✓	EDG Team	Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> 1. Obtain bank of FYLSX essay questions. 2. Satisfactory conclusion details selected and compiled set of FYLSX questions for upcoming exam. 					
Current Conditions					
<ol style="list-style-type: none"> 1. Solicitation of drafted essay questions. <ol style="list-style-type: none"> 1.1. Verify candidate list of question drafters. 1.2. Invitations sent to candidates. 1.3. Track invite response statuses. 1.4. Verify accepted invitations. 1.5. Submissions of drafted questions (Torts, Contracts, Criminal Law). 1.6. Determine if drafted question was written by a California author. <ol style="list-style-type: none"> 1.6.1. If so, question is banked for at least two years before administered on exam. 1.7. Otherwise question will be banked without any restrictions. 2. Selection of questions for upcoming FYLSX. <ol style="list-style-type: none"> 2.1. EDG Team member, in collaboration with Director for Examinations, selects four essay questions from pool. 2.2. Multiple-choice Form selected for exam. 2.3. EDG Team member edits the four selected essay questions. 2.4. Director for Examinations finalizes and submits questions to be printed. 3. Executed by Examination Technician, Question Drafters, and EDG Team member, Director for Examinations. 4. Key steps include: <ol style="list-style-type: none"> 4.1. Examination Technician invites essay question drafters. 4.2. Questions are drafted by authors. 4.3. Examination Technician saves submitted questions to the Z-drive. 					

10.4	FYLSX Question Preparation & Pool
	<ol style="list-style-type: none"> 4.4. EDG Team member selects four FYLSX essay questions from the three subject matter banks. 4.5. Questions undergo edit process. 4.6. Essay questions and multiple choice questions are sent to printing contractor. 5. Tools used in the process include the MS, Word, encrypted email with password-protected files, Z-drive and Excel. 6. Information captured, created, and used: <ol style="list-style-type: none"> 6.1. Track Statuses of question drafters: <ol style="list-style-type: none"> 6.1.1. Invitations sent out. 6.1.2. Declarations of commitment. 6.1.3. Determine questions drafted by California authors. 6.1.4. Some CBX essay questions demoted to FYLSX questions bank. 7. Next step includes selecting questions from bank.
	Future Conditions
	<ol style="list-style-type: none"> 1. Future conditions identified in similar manner as current, exceptions include: <ol style="list-style-type: none"> 1.1. AIMS solicitation tracking. 1.2. External user email notifications. 2. Roles executing remain as current process. <ol style="list-style-type: none"> 2.1. Examination Technician sends electronic invitations. 2.2. Track response statuses. 2.3. Further correspondence to authors via email notifications. 2.4. EDG Team member in collaboration with Director for Examinations selects four essay questions from bank of essay questions. 2.5. Track selected questions through AIMS. 2.6. Security of question banks. (refer to CBX SFOR) 2.7. Remote editing collaboration capabilities between EDG Team member and Director for Examinations. 3. Tools used in future will be Z-drive and AIMS. 4. Information used, captured, and created mirror current conditions in addition to: <ol style="list-style-type: none"> 4.1. Question drafter statuses. 4.2. Question age and status history. 5. Next steps remain the same as current process. 6. Special characteristics: <ol style="list-style-type: none"> 6.1. Continued use of current shared drive due to security stability. Streamlined workflow. 6.2. Collaboration tool for editing purposes. 6.3. Improved communication between external users. 6.4. Reduction in paper creation. 6.5. Improved tracking functionality. 6.6. Content security as questions exchanged between participants.
	Risks

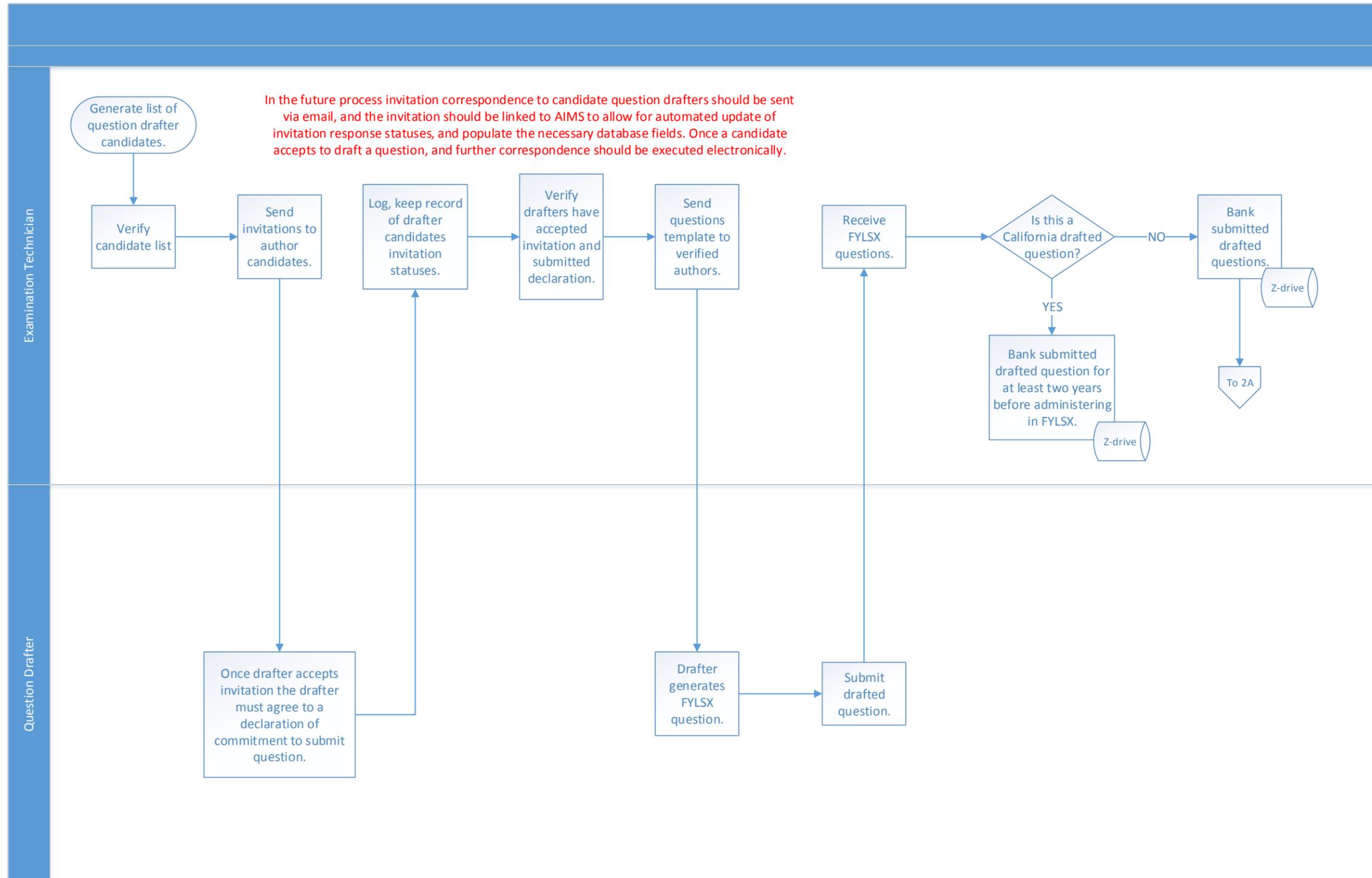
10.4 FYLSX Question Preparation & Pool

10.4	FYLSX Question Preparation & Pool
<ol style="list-style-type: none">1. Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality.2. External user failure to understand web portal functionality caused by insufficient training.3. Poor establishment of web portal for external users causing inefficient business process flow.4. Migrating data from notebook logs and spreadsheets causing data integrity issues.5. Transitioning from paper process to electronic process causing workflow inefficiencies.<ol style="list-style-type: none">5.1. Allow both paper and electronic processing options to gracefully integrate system.6. Ineffective workflow triggers caused by poor capturing of business process integration7. Less risk than CBX because of the number of people involved.8. Compromised data privacy caused by inadequate network, server, and database security.	

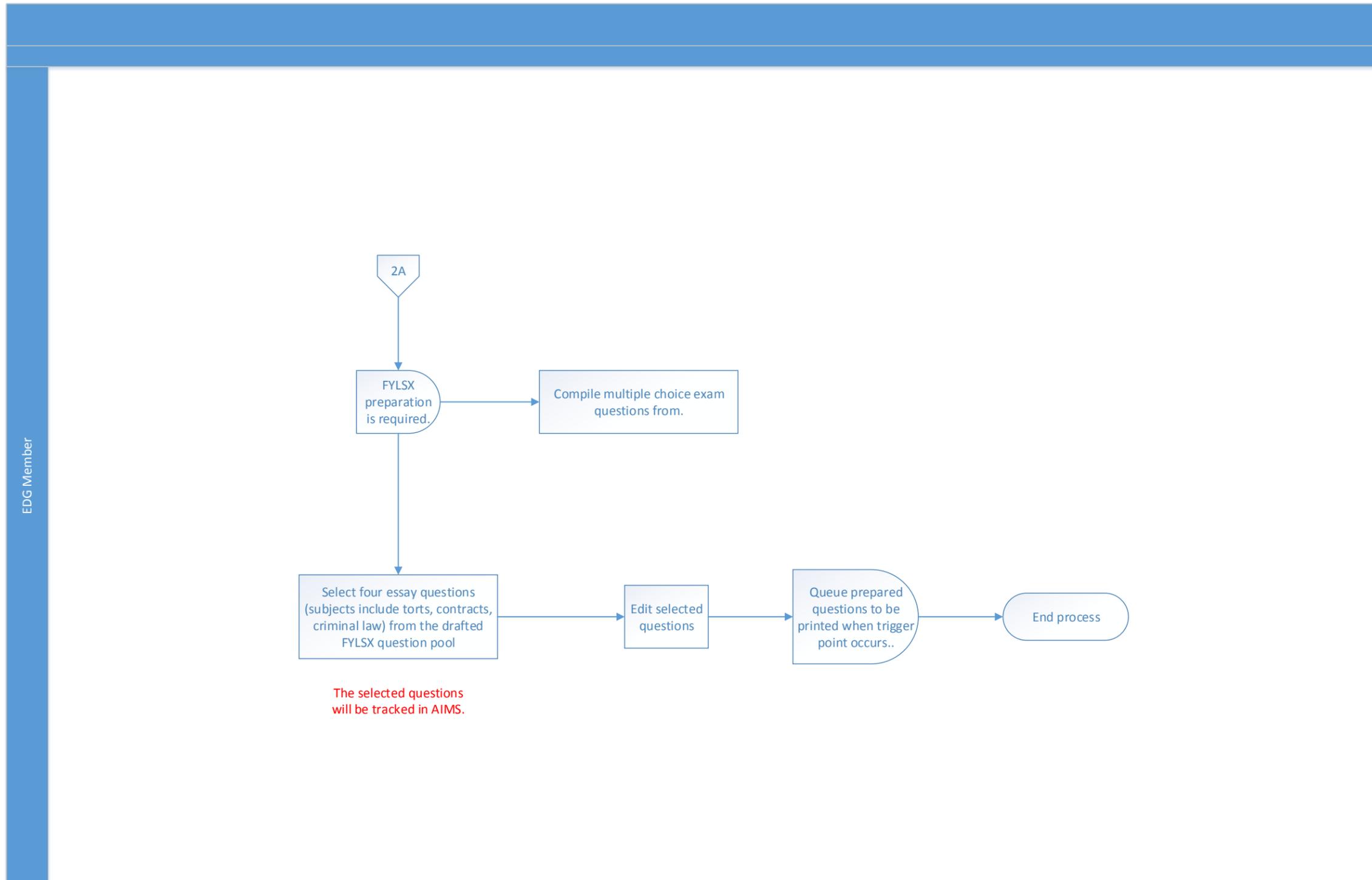
Primary Stakeholder Approval(s):

Signature: *Lisa J. Cummins* Date: 5/25/16 Signature: _____ Date: _____
Stakeholder Name: Lisa J. Cummins Stakeholder Name: _____

10.4 FYLSX Question Preparation & Pool



10.4 FYLSX Question Preparation & Pool



10.5 FYLSX Grading & Reporting

10.5	FYLSX Grading & Reporting				
Introduction	<ol style="list-style-type: none"> Grading and reporting of First Year Law School Examination (FYLSX) exam once answers are ready to grade. Linked to Bar Examinations Eligibility Verification process, such that the FYLSX may be a requirement for certain applicants. Key factor to be considered is similarity between Bar Examination Grading processes. Only use for CalBar Grader (CBG) is to uploaded AS400 applicant data: <ol style="list-style-type: none"> CBG does not generate code numbers for applicants. CBG does not process/save FYLSX grades. FYLSX grading does not require grade reconciliation. 				
Stakeholders	Admissions Admin.		Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations	√	Exam. Grading	Legal Specialization	√ Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	√	Graders	Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> Report FYLSX scores to applicants. Accurate FYLSX grading with results uploaded to AS400. 				
Current Conditions	<ol style="list-style-type: none"> Administering FYLSX will trigger answer booklet preparation for graders. <ol style="list-style-type: none"> Graders are selected in similar manner to Element 7.1 for the California Bar Examination. ExamSoft submitted answers are printed. Handwritten and printed answers are processed. Manually generated code numbers assigned to applicants. Answers sorted by code ranges and question numbers accordingly. Sorted answer booklets are packaged for graders. Graders pick up scheduled answer booklets by range of code numbers. <ol style="list-style-type: none"> Return graded answer booklets by due date. Repeat until all answer booklets grades are complete. ADM keys essay grades into Excel spreadsheet. Multiple choice portion scanned and converted into text file then sent to psychometrician. Psychometrician responsible for flagging multiple choice questions <ol style="list-style-type: none"> 1.10.1. Creating scaling formula for the multiple choice grading 1.10.2. Grading multiple choice answers. 1.10.3. Equating FYLSX multiple choice and essay grades to compile score text file. 				

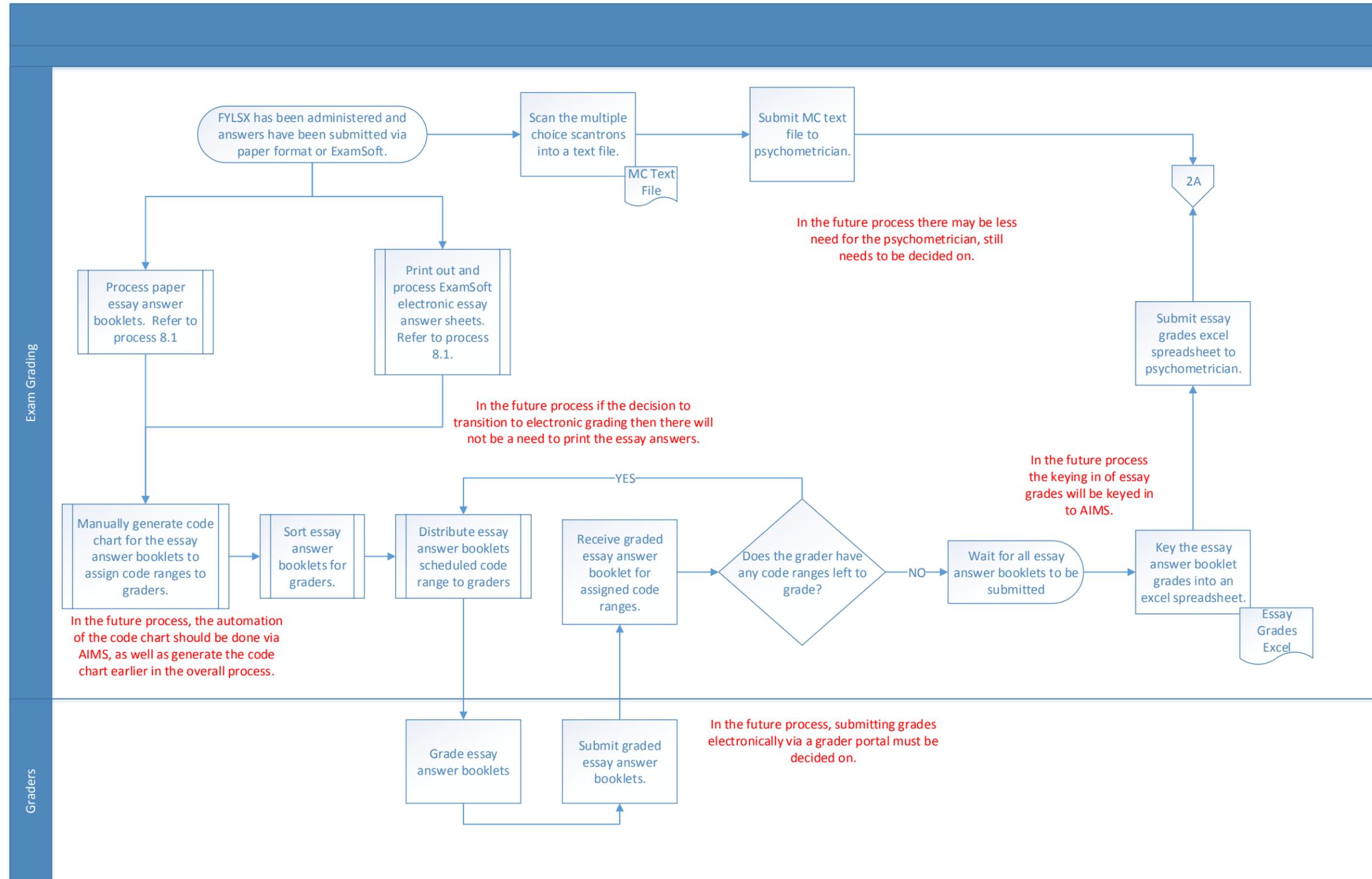
10.5	FYLSX Grading & Reporting
	<ol style="list-style-type: none"> <ol style="list-style-type: none"> 1.10.4. Score text file sent to ADM IT. 1.11. IT will upload score file into the AS400. 1.12. Applicants who took FYLSX will be notified of their results, along with associated law schools. Executed by exam grading department, graders, IT, and psychometrician. Key steps include: <ol style="list-style-type: none"> Exam grading department manually generates code chart for applicants. Graders execute grading of answer booklets. Exam grading department keys in answer booklet grades into an Excel spreadsheet. Exam grading department scan multiple choice answers into a text file. Psychometrician creates scaling formula for multiple choice grading. <ol style="list-style-type: none"> 3.5.1. Grades multiple choice answers, and 3.5.2. Equate multiple choice and essay grades for final score 3.5.3. Compiled score text file. IT uploads score text file into the AS400. <ol style="list-style-type: none"> 3.6.1. Generates a results list from the CBG. Exam grading department will notify law schools and applicants of FYLSX results. Tools used are Excel, AS400, and CBG. Information used, captured, and created: <ol style="list-style-type: none"> Admin file downloaded from AS400 and uploaded to CBG. Essay grades that are being keyed into an Excel spreadsheet from the graded answer booklets. FLSX Results list. Multiple choice text file created by the scanner. Score text file created by the psychometrician with the complete score information for each applicant who took the FYLSX. Information captured, created, and used: <ol style="list-style-type: none"> Admin file downloaded from AS400. Upload Admin file to CBG. Essay grades keyed into spreadsheet. Result list FYLSX generated by CBG. Next steps include applicant to proceed with necessary Bar Examination requirements.
	Future Conditions
	<ol style="list-style-type: none"> Future identified similarly to current conditions with exceptions including: <ol style="list-style-type: none"> Essay answer booklets prepared electronically.. Handwritten answers will be scanned. Code charts generated and assigned automatically by AIMS. Distribute essay answer booklets via a grader portal. Graders submit graded booklets through web portal. Key scores to appropriate database.

10.5 FYLSX Grading & Reporting

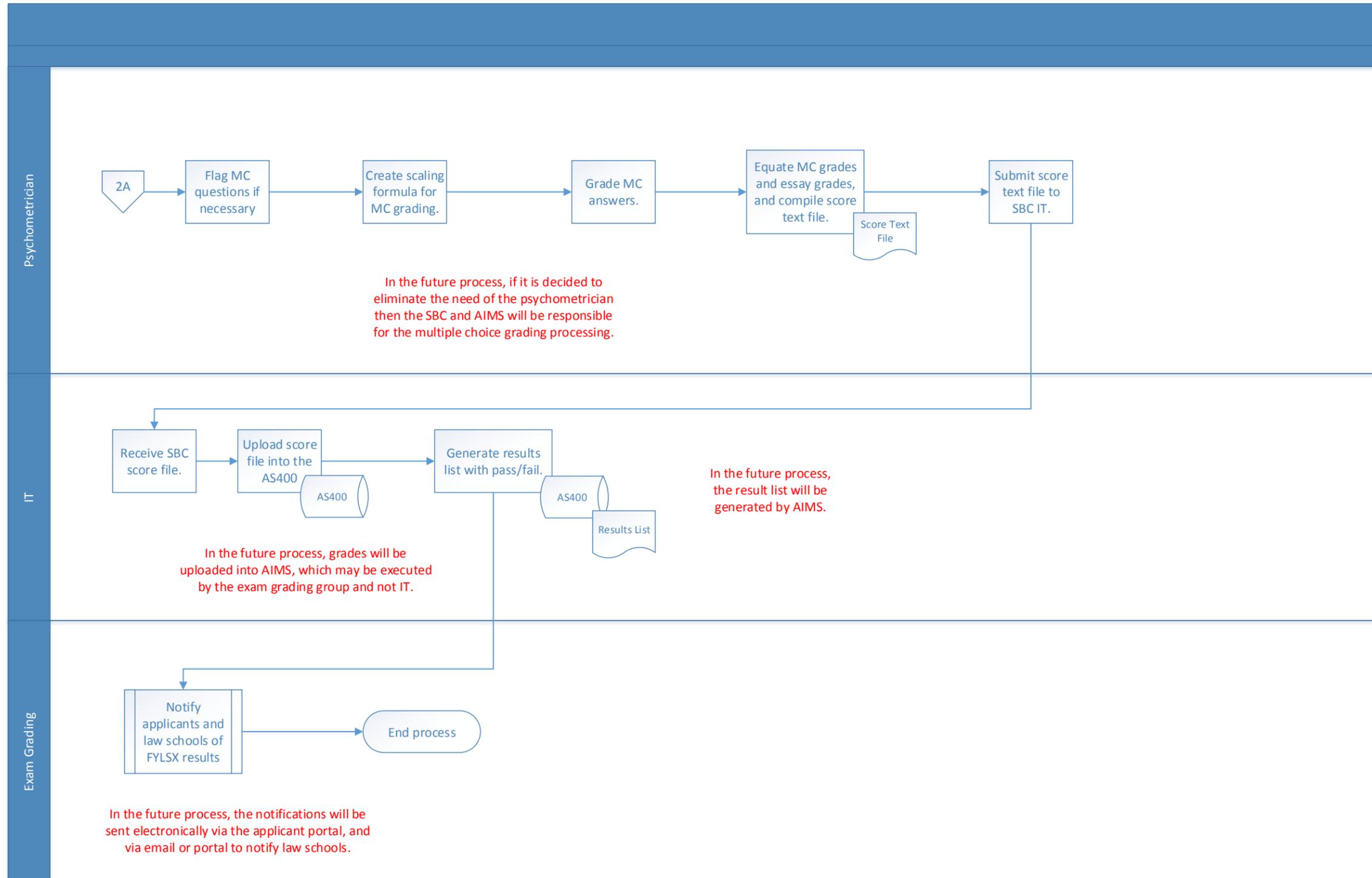
10.5	FYLSX Grading & Reporting
	<p>1.7. Applicants notified through email to check web portal for FYLSX results.</p> <p>1.8. Law schools notified via email.</p> <p>2. Executed by same entities as current process.</p> <p>3. Key steps include:</p> <p>3.1. Exam grading department generates code chart via AIMS module.</p> <p>3.2. Graders execute grading and submit graded booklets electronically.</p> <p>3.3. Exam grading department populates AIMS database with submitted grader exams.</p> <p>3.4. Exam grading department will grade multiple choice answers and populate AIMS with data.</p> <p>3.5. AIMS module computes the scores and determines pass/fail results.</p> <p>4. Tool used in future will be AIMS.</p> <p>5. Information used, captured, and created remains the same as current process. Next steps remain the same as the current process.</p> <p>6. AIMS will be the central system for saving and processing grading related data.</p>
	<p>Risks</p> <ol style="list-style-type: none"> External user failure to understand web portal functionality caused by insufficient training. Internal user failure to understand AIMS functionality caused by insufficient training, potentially affecting work proficiency Inaccurate or nonexistent tracking and reporting functionality within the system used for business purposes. Lack of system flexibility hindering the effectiveness and accuracy of the business process. <ol style="list-style-type: none"> Example includes variable number of graders and number of exam questions. Graders not receiving email notifications caused by inaccurate email addresses stored in the database. Inconsistent examination code number generating for applicants caused by the function and process executed within AIMS. Decision on electronic grading must be decided on to determine the future functionality of AIMS. Compromised data privacy caused by inadequate network, server, and database security. Inadequate fault tolerance caused by lack of data redundancy, leading to compromised business process and functionality. Poor establishment of web portal for external users causing inefficient business process flow. Improper scanning causing poor image quality of exam answers, leading to grading difficulties. Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality. Inactive data records migrated to AIMS caused by inconsistent data retention protocol.
	<p>Primary Stakeholder Approval(s):</p>

10.5	FYLSX Grading & Reporting
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

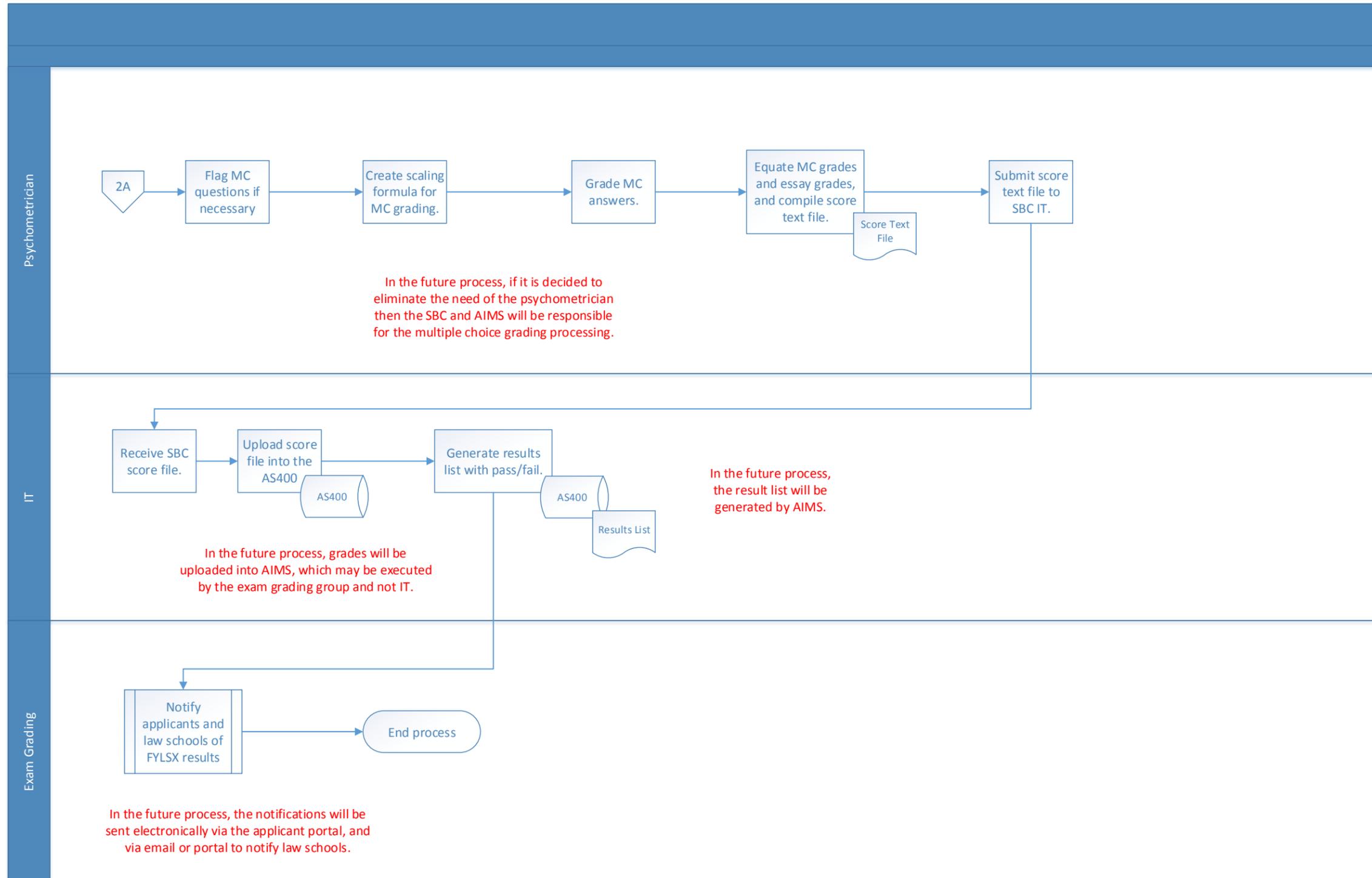
10.5 FYLSX Grading & Reporting



10.5 FYLSX Grading & Reporting



10.5 FYLSX Grading & Reporting



11.1 Group Motions

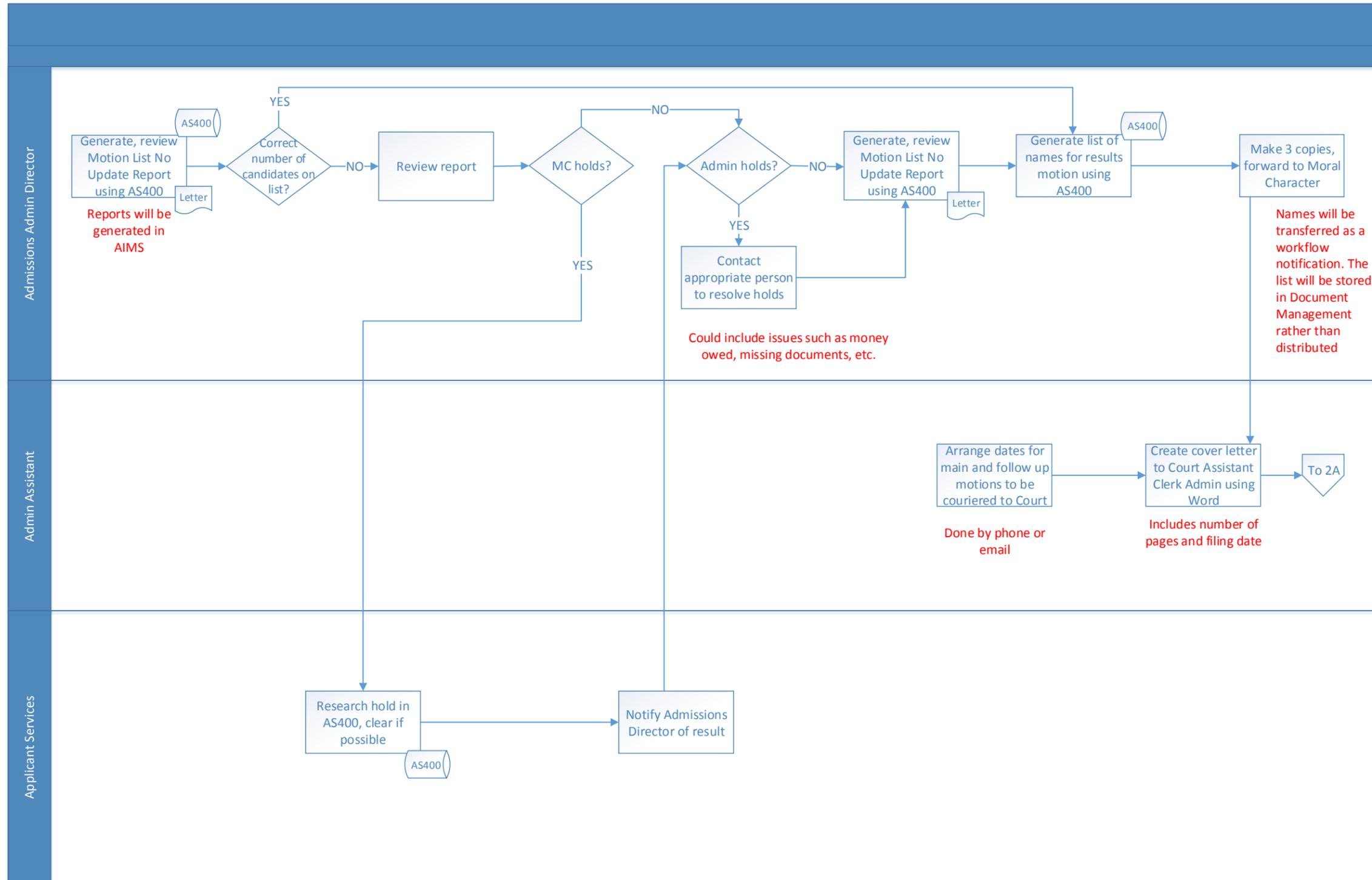
11.1	Group Motions				
Introduction	<ol style="list-style-type: none"> The scope of the process is to submit a motion to the California Supreme Court containing a list of candidates that have passed the General Bar Exam and have satisfied all other requirements to practice law in California. Follow-up motions are sometimes generated and these may be expedited. The process is conducted during the two weeks of restricted AS400 access prior to and during the period that grades are posted. 				
Stakeholders	<input checked="" type="checkbox"/> Admissions Admin.		<input type="checkbox"/> Operations & Management	<input checked="" type="checkbox"/> Moral Character	<input type="checkbox"/> Education Standards
	<input type="checkbox"/> Exam. Development & Accommodations		<input type="checkbox"/> Exam. Grading	<input type="checkbox"/> Legal Specialization	<input checked="" type="checkbox"/> Technology (rare cases)
External	<input checked="" type="checkbox"/> DOJ	<input checked="" type="checkbox"/>	<input type="checkbox"/> FBI	<input checked="" type="checkbox"/> DMV	<input checked="" type="checkbox"/> Dept. Social Services
	<input type="checkbox"/> NCBE	<input checked="" type="checkbox"/>	<input type="checkbox"/> California Supreme Court	<input type="checkbox"/> Law Schools/Equiv.	<input type="checkbox"/> Law References
Business Case	<ol style="list-style-type: none"> A group motion is created after results for every General Bar Exam are released. The motion holds the list of eligible applicants for the oath of admission. The satisfactory conclusion to the process is a motion that has been approved by the Supreme Court. 				
Current Conditions	<ol style="list-style-type: none"> The process begins with the Admissions Administration Director generating and reviewing the Motion List No Update Report from the AS400 application, then as follows: <ol style="list-style-type: none"> Verify the correct number of names is on the list. If incorrect, generate the correct list of applicants who passed the exam but have holds using the AS400. Clear holds (if possible) for candidates who passed the exam. The Admissions Administration Director creates a new Motion List No Update Report. Three copies of the names list are made and forwarded to Moral Character. The Administrative Assistant arranges dates for motion follow-up to be sent to the Supreme Court and creates a cover letter. A motion to the Court is created and a motion names list is attached. The Director for Moral Character signs the motion. If unavailable, an alternate attorney or General Counsel signs. An Administrative Assistant makes 3 copies of signed Motion plus Motion Names. One copy is sent to LA, one is filed, and another is sent to the Supreme Court along with the original. A certified copy of Supreme Court motion is sent to Los Angeles and a certified copy of the approved Supreme Court motion is filed. Moral Character, Admissions Administration, and the California Supreme Court are involved in the process. 				

11.1	Group Motions
	<ol style="list-style-type: none"> Verification of names and holds, arrangement of dates for motions to be couriered, and sending the packet to the Supreme Court are key points in the process as they address the accuracy and time sensitivity of the motion. Tools used to create group motions: <ol style="list-style-type: none"> The AS400 is used to create the Motion-List No Update Report, remove holds, and print the motion list. Microsoft Word is used to create cover letters. Names of eligible candidates for the motion are captured for the process. <ol style="list-style-type: none"> Hold and exam date information are taken into account to create the list. Notification of an approved motion will be sent out after the Supreme Court files the motion.
	Future Conditions
	<ol style="list-style-type: none"> The future process will follow the same steps, with AIMS being used to generate reports, remove holds, record motion signed dates, and store motions. Key steps will be to ensure that an accurate list of names is created by removing holds, recording the motion signed date, and making the list available to the LA office. AIMS will be used to create lists and assign them to other staff's workflow for signatures. <ol style="list-style-type: none"> Document Management will be used to store finalized motions. Names of eligible candidates for the motion will be captured to complete the process. This relies on the individuals satisfying admission requirements and AIMS having up-to-date information on the applicant. The motion will be delivered to the Supreme Court using the same courier method as is done now. Notification of an approved motion will be sent to applicants after the Supreme Court approves the motion. The future Admissions access portal will provide status updates for applicants to know of any holds preventing them from appearing on the motion.
	Risks
	<ol style="list-style-type: none"> A risk is presented in integrating AS400 data to AIMS to ensure all databases used for this process are adequately populated with information to produce future motions correctly. A risk is presented in ensuring the timely submittal of follow-up motions to be couriered to the Supreme Court. These pre-arranged dates should be included in the master calendar. A risk regarding automatic notifications stems from the FLC program, in which FLC attorneys' registrations are suspended when they've been placed on a motion. This will require a notification to be sent to an assigned staff member for follow-up action. The main gap between the current and future process is the reliance on paper documents to share motions between LA and San Francisco. Admissions will rely on the shared Document Management System in the future to store and access motion lists. Existing gap includes database schema must be established in AIMS from the existing data sources.

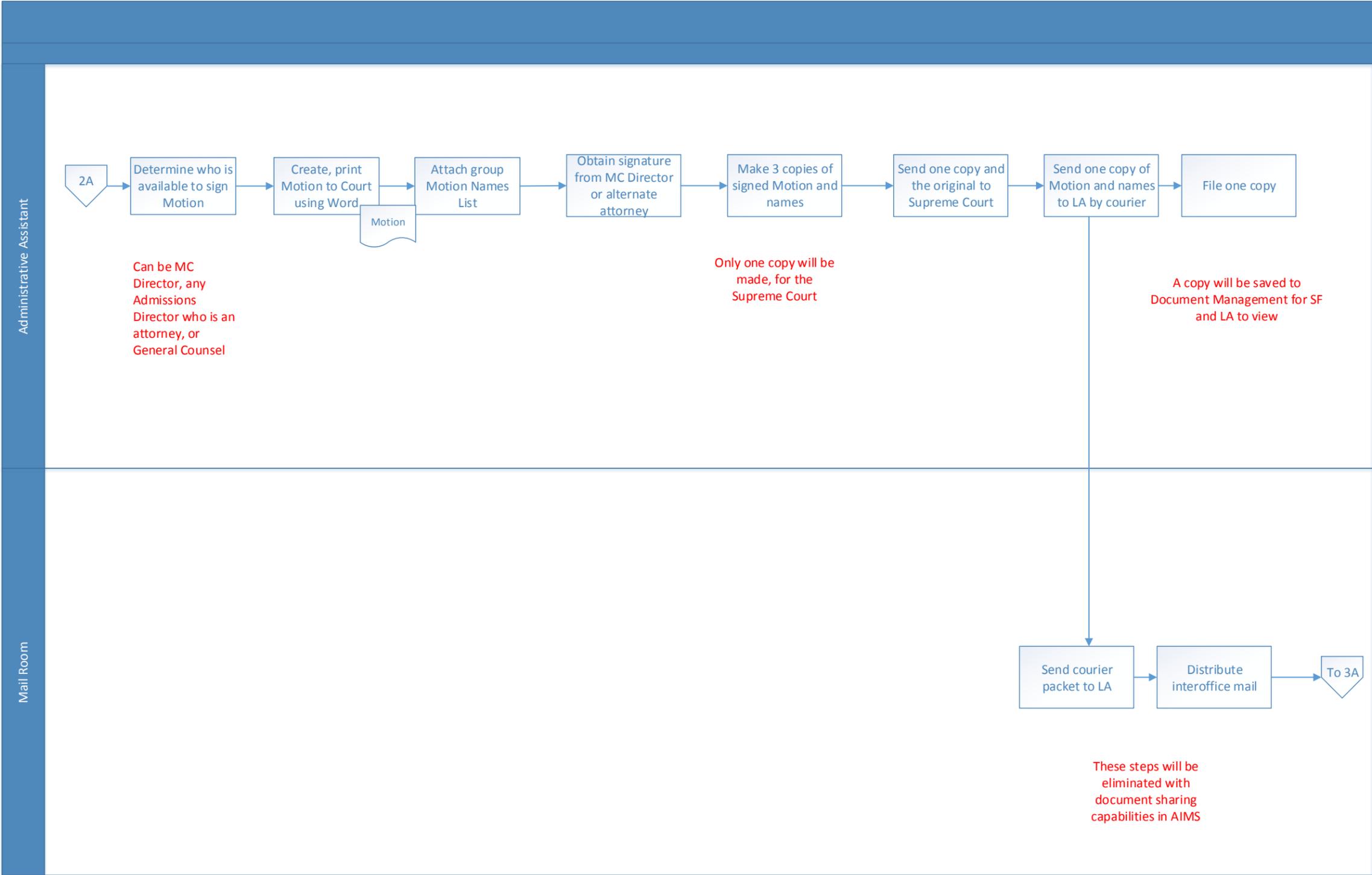
11.1 Group Motions

11.1	Group Motions
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

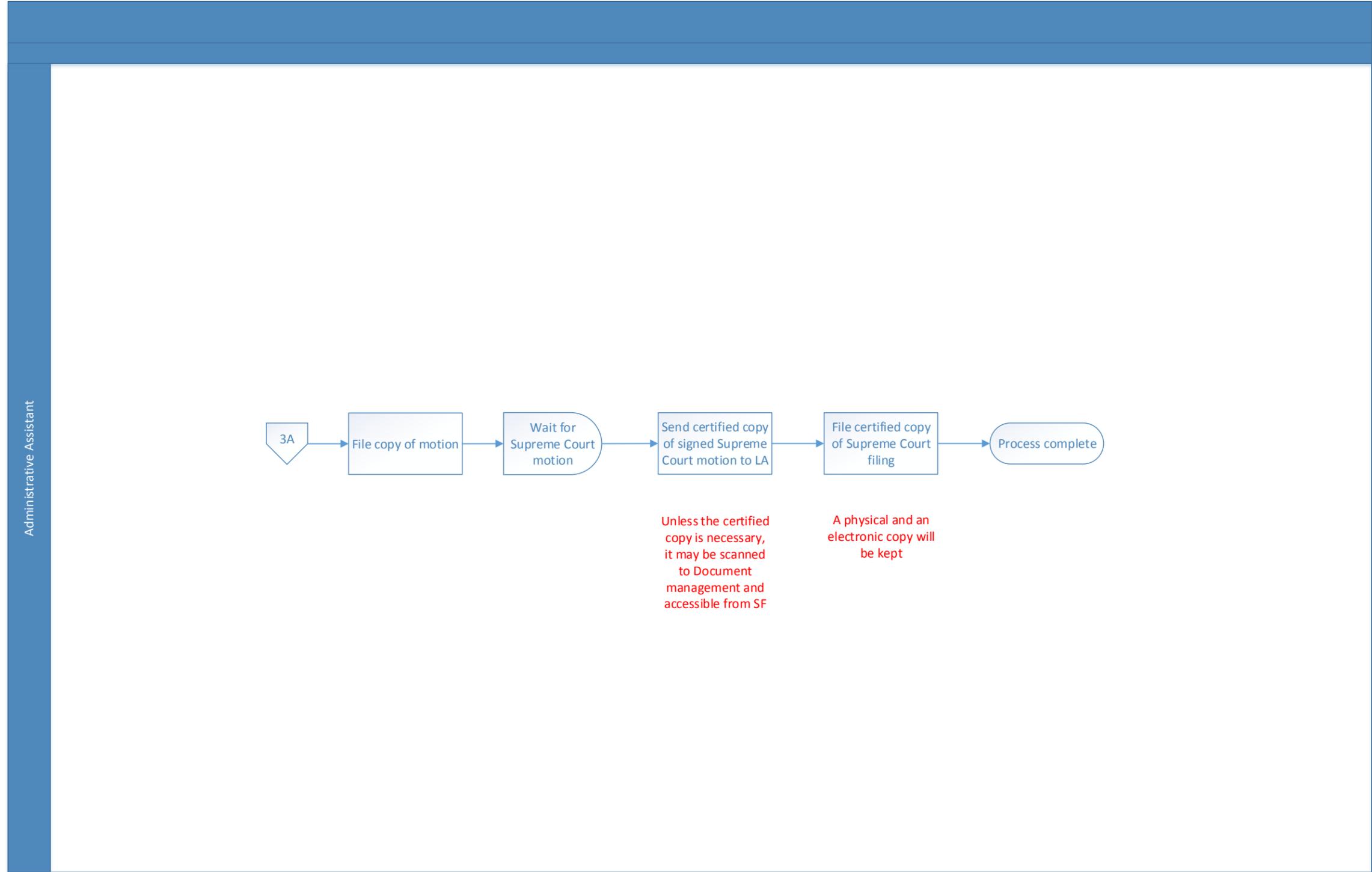
11.1 Group Motions



11.1 Group Motions



11.1 Group Motions



11.2 Weekly Motions

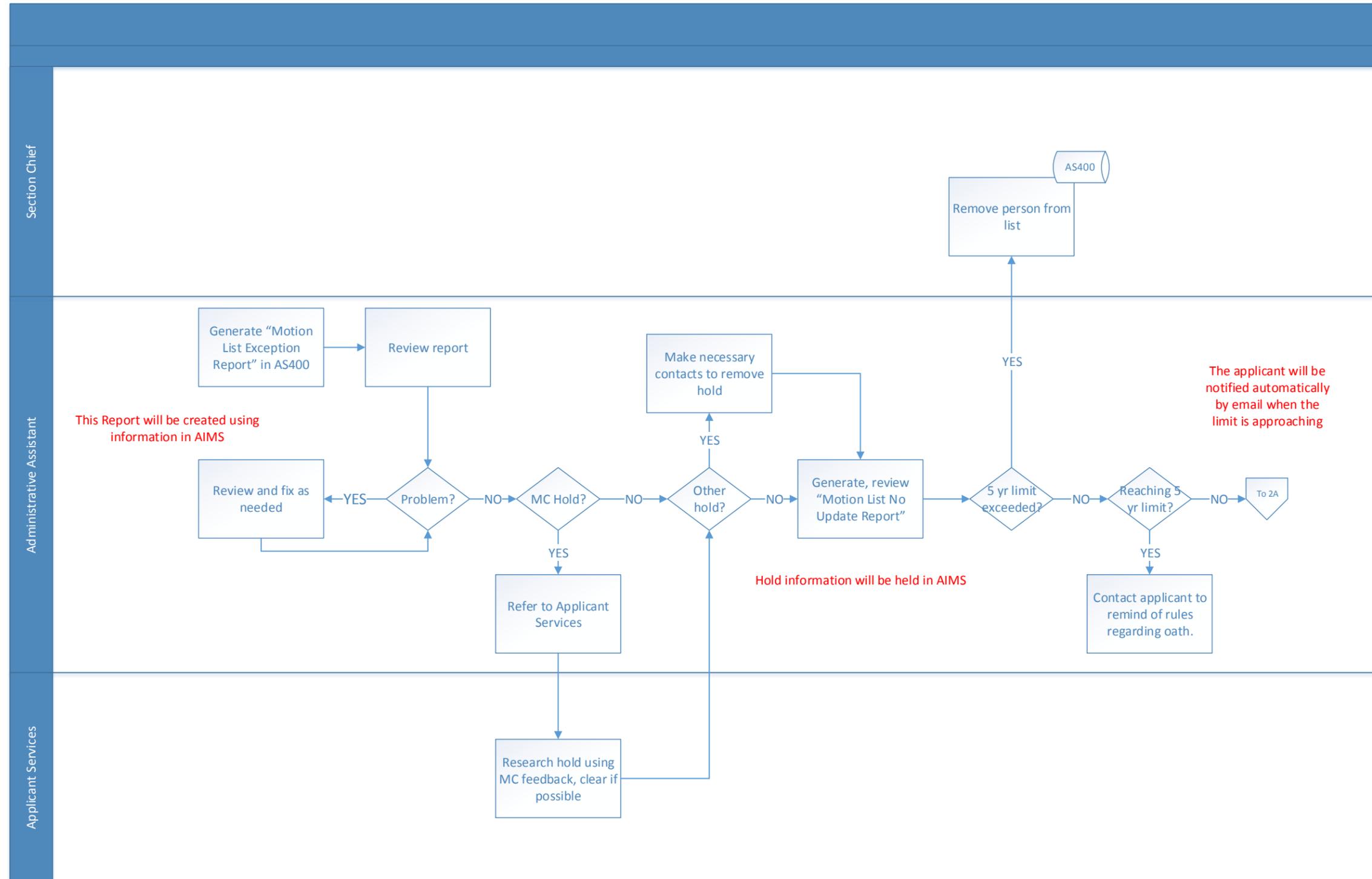
11.2	Weekly Motions					
Introduction	<ol style="list-style-type: none"> The scope of the process is to submit a motion to the California Supreme Court containing a list of candidates that have passed the General Bar Exam and have satisfied all other requirements to practice law in California. Individuals who appear on a weekly motion were unable to appear on a previous group motion because of a hold. 					
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	✓ Moral Character	Education Standards		
	Application Pre-Processing	Exam. Grading	Legal Specialization	✓ General Counsel (as needed)		
External	✓ DOJ	✓ FBI	✓ DMV	✓ Dept. Social Services		
	NCBE	✓ California Supreme Court	Law Schools/Equiv.	Law References		
Business Case						
<ol style="list-style-type: none"> A weekly motion list is required to be sent to the California Supreme Court to indicate applicants that are qualified to take the oath and become members of the State Bar. The satisfactory result to this process would be for an accurate motion list to be sent to the Supreme Court. 						
Current Conditions						
<ol style="list-style-type: none"> The process begins with the Motion List Exception Report being generated by the Administrative Assistant, then as follows: <ol style="list-style-type: none"> The report is reviewed and any holds are removed based on Grading, Eligibility, or other verifications. Generate and review the Motion List No Update Report. Candidates who have exceeded the five year limit are removed from the list. (Some applicants are given extensions.) The O&M Director authorizes removal of candidates that have been included on the list erroneously. The motion list is printed. The Moral Character director signs the motion list (if unavailable, an alternate attorney or General Counsel signs.) One copy and the original are sent to the Supreme Court, one copy is sent to Los Angeles, and one copy is filed. Moral Character, Admissions Administration, and the California Supreme Court are involved in the process. Important steps: Remove holds and ineligible applicants from the list. These steps affect the accuracy of motions. Tools used to prepare weekly motions: <ol style="list-style-type: none"> The AS400 is used to check and clear holds, generate reports, and print motions. 						

11.2	Weekly Motions					
<ol style="list-style-type: none"> Microsoft Word is used to edit motion covers. Names of eligible candidates for the motion are captured for the process. <ol style="list-style-type: none"> Hold and exam date information are taken into account to create the list. Notification of an approved motion is sent out following this process. A special characteristic to this process is that Moral Character applications in abeyance prohibit an applicant from appearing on the motion. This is not a factor in group motions. A report is created every four to six weeks listing individuals whose bar examination pass date is close to expiration. Names are cleared daily as information is received, and those names appear on the next weekly motion. 						
Future Conditions						
<ol style="list-style-type: none"> The future process will follow the same steps, with AIMS being used to generate reports, remove holds, record motion signed dates, and store motions. Key steps will be to ensure that an accurate list of names is created by removing holds, recording the motion signed date, and making the list available to the LA office. AIMS will be used to create lists and assign them to other staff's workflow for signatures. <ol style="list-style-type: none"> Document Management will be used to store finalized motions. Names of eligible candidates for the motion will be captured to complete the process. This relies on the individuals satisfying admission requirements and AIMS having up-to-date information on the applicant. The motion will be delivered to the Supreme Court using the same courier method as is done now. Notification of an approved motion will be sent to applicants after the Supreme Court approves the motion. The future Admissions access portal will provide status updates for applicants to know of any holds preventing them from appearing on the motion. A new capability that will be in AIMS will be the automatic notification to ADM staff and the applicant that their exam pass score will expire soon, and that the oath should be taken. 						
Risks						
<ol style="list-style-type: none"> All AS400 data related to admissions requirements must be transferred to AIMS to ensure all future databases used for this process are adequately populated with information to produce motions correctly. Automatic exam expiration notification will require a new set of criteria to be established including assignment of the notification, the amount of time left before expiration that acts as the trigger, follow-up action to be taken when the notification is received, etc. 						
Primary Stakeholder Approval(s):						

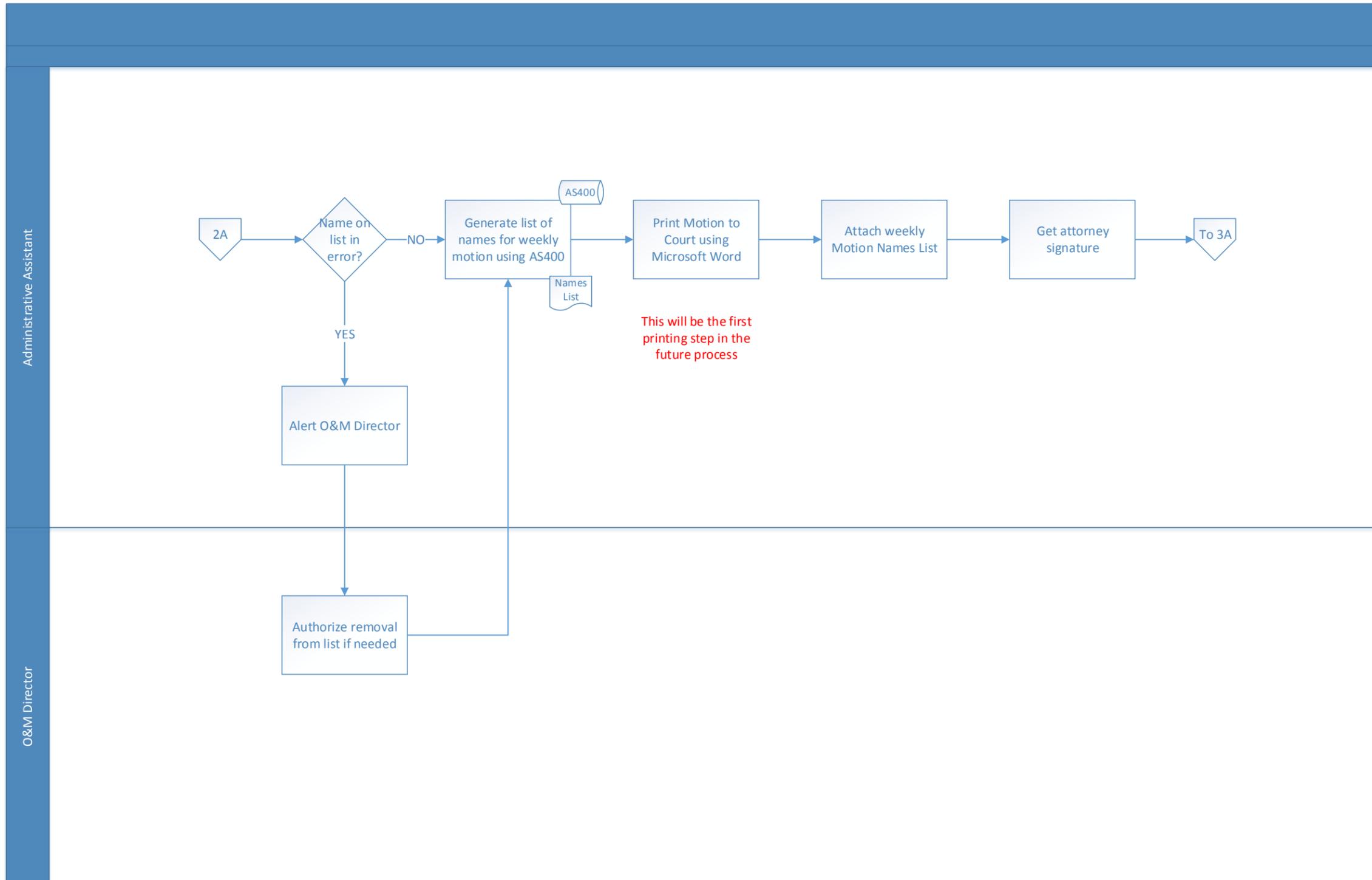
11.2 Weekly Motions

11.2	Weekly Motions
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

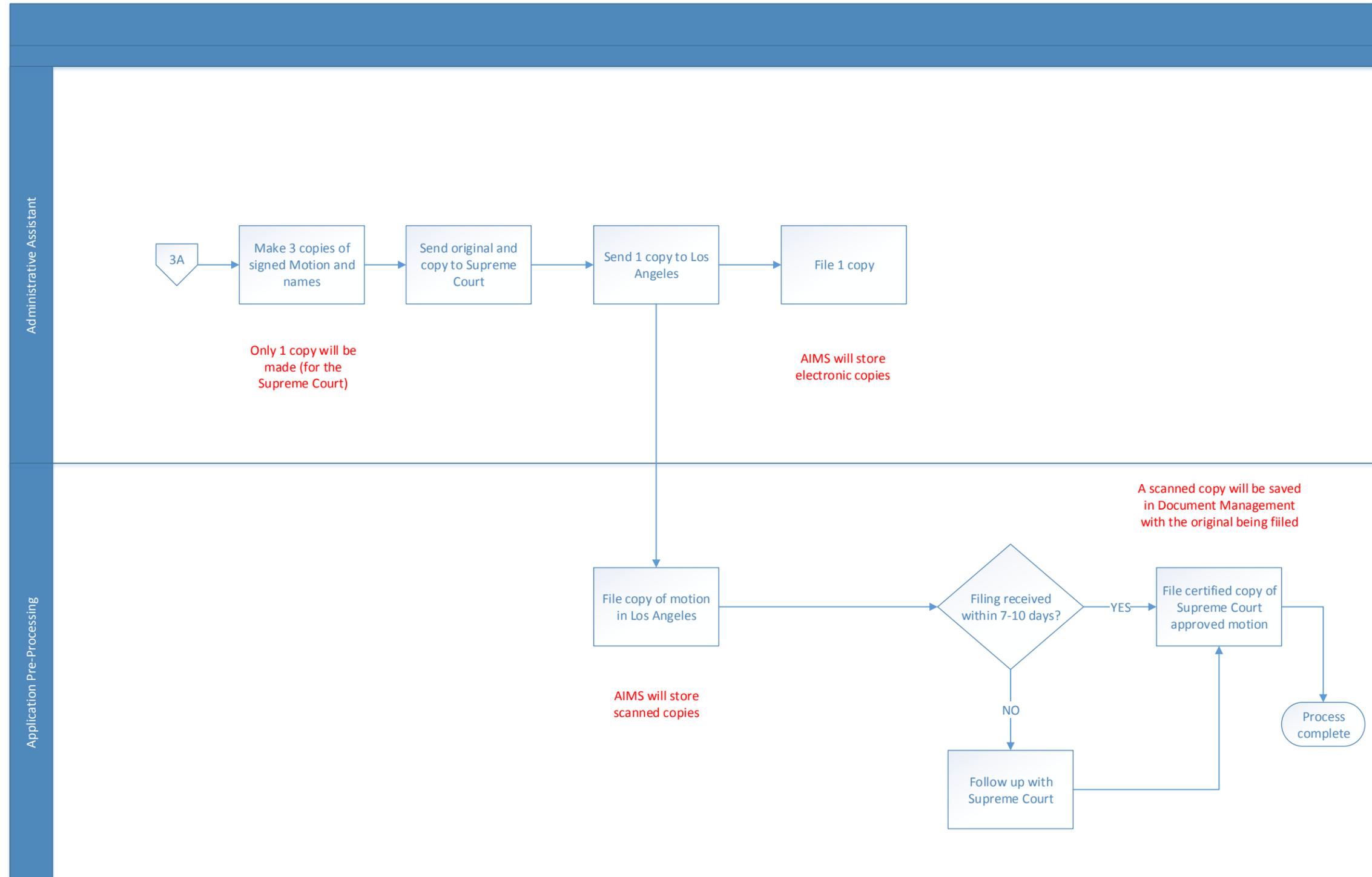
11.2 Weekly Motions



11.2 Weekly Motions



11.2 Weekly Motions

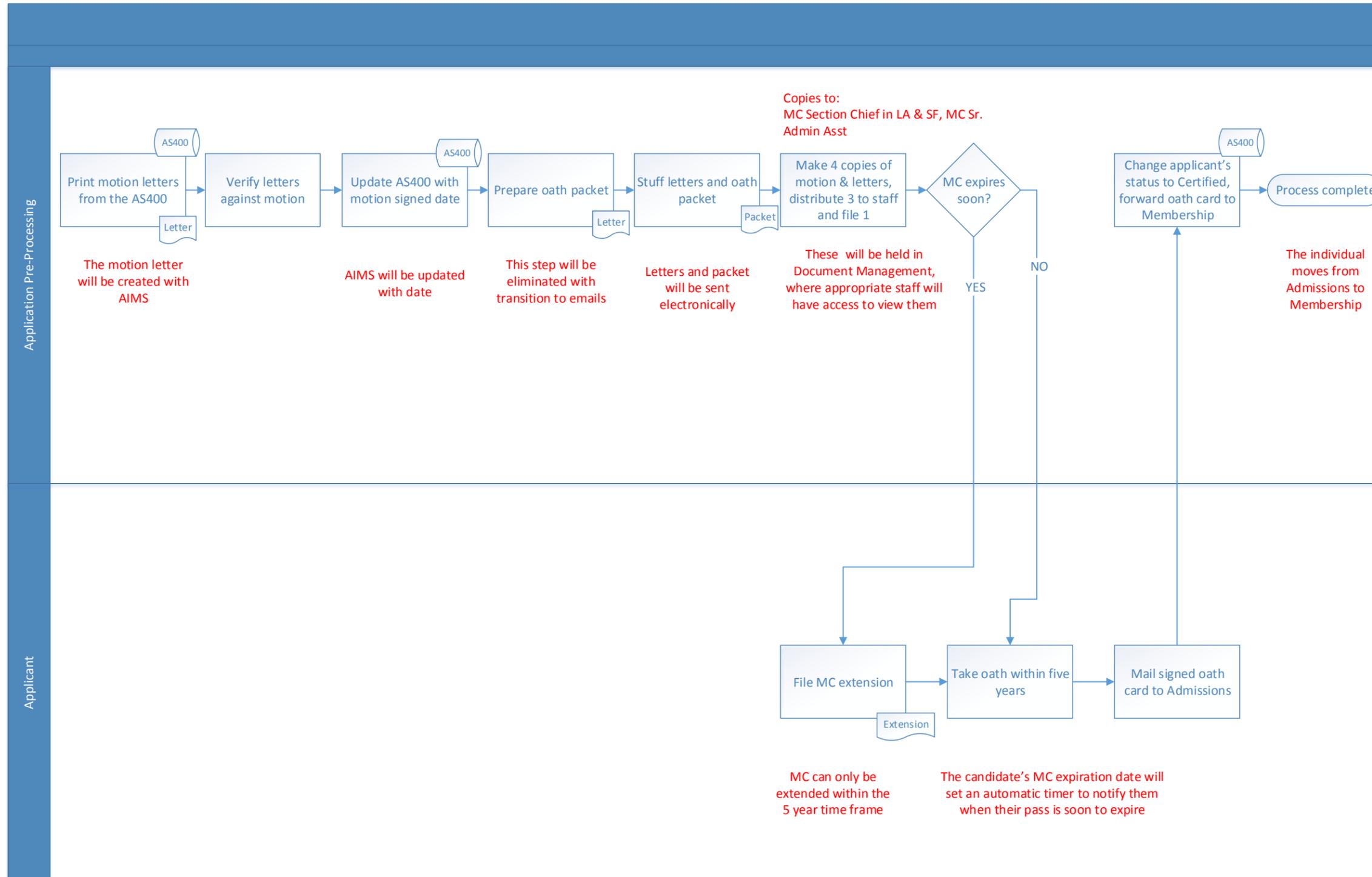


11.3 Send Notification of Approved Motion

11.3	Send Notification of Approved Motion				
Introduction	<ol style="list-style-type: none"> The scope of the process is to notify admission candidates that the Supreme Court of California has approved a motion to admit them to the State Bar, and to forward the applicant to the Membership database. This relies on the Supreme Court approving the motion that the Committee submits listing the names of eligible candidates for the oath. 				
Stakeholders	✓ Admissions Admin.		Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Application Pre-Processing
External	DOJ	✓	California Supreme Court	DMV	Dept. Social Services
	NCBE	✓	Candidate	Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> The satisfactory conclusion to the process is when candidates have been notified that a motion with their name has been approved by the California Supreme Court. The State Bar also takes this opportunity to send information on how to take the oath for admittance to the State Bar of California. Candidates have five years from the last day of the bar examination they passed to take the oath. 				
Current Conditions	<ol style="list-style-type: none"> The process begins when the Administrative Assistant runs motion letters for applicants, then as follows: <ol style="list-style-type: none"> Letters are verified against the motion. The AS400 is updated with the date of motion signature. Oath Packet prepared (includes oath card, fee schedule, and instructions.) Two copies of the motion are made. Packets are sent to oath candidates. Copies of the motion are forwarded to the MC Director and MC Section Chief. The Administrative Assistant is responsible for ensuring that letters are printed for each approved applicant. Verification of letters against the motion, recording an accurate signature date, and sending packets to candidates are key actions. The AS400 is used to update the signed date and run motion letters. Accurate names and addresses of oath candidates are important pieces of information for the successful completion of the process. Approved individuals will transfer to the Membership database after they've sent their oath card to the Office of Admissions. During the five-year Moral Character period, any changes in the determination could impact ability 				

11.3	Send Notification of Approved Motion	
	to take the oath.	
Future Conditions	<ol style="list-style-type: none"> The future process will be the same as the current, with AIMS being updated with the motion's signed date instead of the AS400. AIMS will also be used to run motion letters. Information in packets (oath card, fee schedule, instructions) will be emailed to candidates rather than mailed. (This requires a confirmation because of the hard copy oath card.) Motion copies will be saved to Document Management where they will be available to Moral Character, which currently receives these in paper form. The Administrative Assistant will still complete notifications and be in charge of making the motion available to Moral Character. Verification of letters against the motion and distributing packets to candidates will remain key points as they ensure timely oaths. Approved individuals will transfer to the Membership database after they've taken their oath and submitted the membership enrollment card. 	
Risks	<ol style="list-style-type: none"> A potential risk includes the inaccurate capture of data used for an applicant's oath packet during the data migration phase. This will cause errors during the creation of an oath packet. Existing gap includes proper database schema being established in AIMS to link the appropriate data regarding an applicant's oath. Existing gap includes the importing of required data from the AS400 into the membership database once an applicant has become a member, and the standard data required from AIMS to be imported into membership. 	
Primary Stakeholder Approval(s):		
Signature: _____	Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____		Stakeholder Name: _____

11.3 Send Notification of Approved Motion

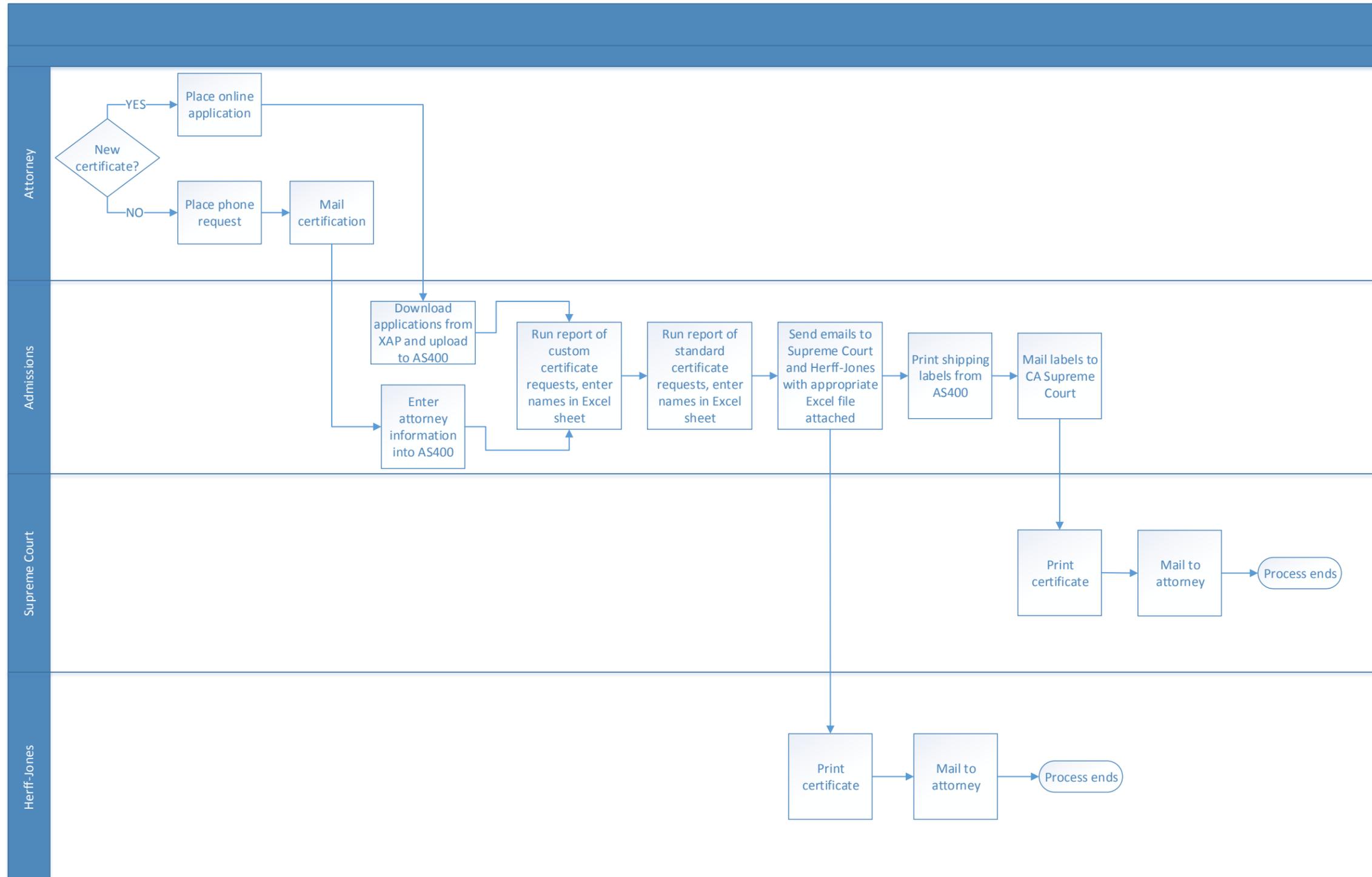


12.1 Order Wall Certificate

12.1	Order Wall Certificate				
Introduction	<ol style="list-style-type: none"> The scope of the process is for an admitted member of the bar to request a wall certificate. Only individuals with Bar numbers may place an order. There are two types of certificates that may be ordered. This process relies entirely on the Membership database. 				
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	✓ Membership Services	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE	✓ Applicant	Law Schools/Equiv.	Law References	
Business Case	<ol style="list-style-type: none"> Attorneys are eligible to request an optional wall certificate showing admission to the California State Bar. A satisfactory result of the process is for the attorney to receive their wall certificate. 				
Current Conditions	<ol style="list-style-type: none"> The current process begins when an attorney places an order for a certificate on the XAP application, then as follows: <ol style="list-style-type: none"> XAP applications are downloaded as a text file and uploaded to the AS400. A report is run every Friday to print the names of attorneys who ordered a custom certificate, and those names are entered into an Excel sheet. Another report is run to print the names of attorneys who ordered a standard certificate, and those names are entered into an Excel sheet. An email is sent to a clerk at the Supreme Court with the Excel sheet containing names for the respective standard batch. The AS400 prints shipping labels with attorney information and those are mailed to the CA Supreme Court on the same day the email is sent. An email is sent to Herff-Jones with the Excel sheet containing names for the respective custom batch. The Supreme Court and Herff-Jones print certificates and send them to the attorney. If the request is placed by phone, the applicant's information is entered into the AS400 by staff and the process continues like a normal application. If it is a replacement or new original request, the applicant must submit a signed declaration with the application and the request is placed over the phone, but the process follows the same structure. Attorneys may not use the online application more than 12 months after being sworn in. 				

12.1	Order Wall Certificate	
	<ol style="list-style-type: none"> The process is executed by the student, Admissions, and either the Supreme Court or Herff-Jones. A key step is for the applicant to ensure that their My State Bar Profile information is accurate as that is the contact and mailing information used. Tools used to fulfill wall certificate orders: <ol style="list-style-type: none"> The AS400 is used to access the Membership database Excel files are used to hold names for the certificates Emails are used to send Excel files to the Supreme Court and Heff-Jones The applicant's Bar number and contact information are used for certificate orders. There is no other Admissions process that comes after the attorney receives their certificate. A special characteristic of this process is that although it's carried out by staff in Admissions, the information received and the database used belongs to Membership Services. There are times when more than one report is sent to one or both of the printing services when there is a higher volume. 	
	Future Conditions	
	<ol style="list-style-type: none"> The way in which certificate orders are handled may remain the same after the implementation of AIMS. Because this is not an Admissions process, it may be unnecessary to include the capability to run certificate applications under AIMS' suite of functions. Future Conditions are written with the assumption that it will remain the same process. The process will be performed by the same individuals that currently do it, but they will use the same AS400 Membership database. The applicant's contact information verification will still be an important piece to complete. The AS400 will continue to be used for this process even after AIMS is implemented. The same information that is used for wall certificates now will be used in the future. There will be no other Admissions process following the receipt of the certificate by the attorney. 	
	Risks	
	<ol style="list-style-type: none"> A decision needs to be made regarding whether or not to include this process in AIMS and whether or not to keep it within Admissions overall. History of printed certificates needs to be transferred over to AIMS and updated each time a new order is made. 	
	Primary Stakeholder Approval(s):	
	Signature: _____ Date: _____	Signature: _____ Date: _____
	Stakeholder Name: _____	Stakeholder Name: _____

12.1 Order Wall Certificate

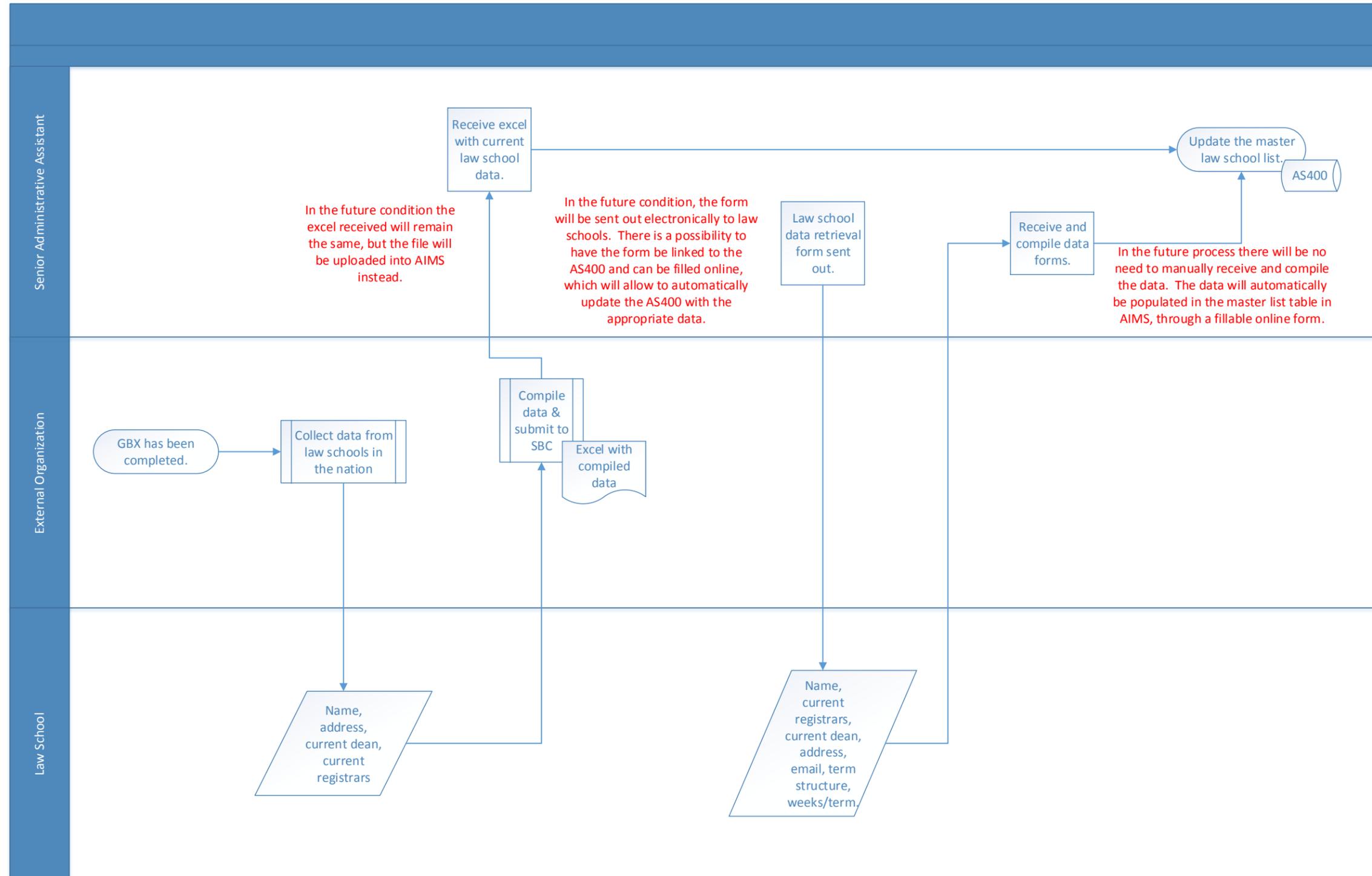


13.1 Law School Master List Management

13.1	Law School List Management				
Introduction	<ol style="list-style-type: none"> 1. Create and manage a current list of law schools in the nation with mailing and contact information. Links to application processes that require entry of law school names and codes. 2. Provides information for any process that requires correspondence with law schools, as well as the completion of California Bar Examination (CBX) lifecycle. 3. Key factors include updates of law school information. 				
Stakeholders	Admissions Admin.	Operations & Management	Moral Character	✓	Education Standards
	Exam. Development & Accommodations	Exam. Grading	Legal Specialization		Information Technology
External	DOJ	FBI	DMV		Dept. Social Services
	✓ NCBE		✓	Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> 1. Centralized location for contact information of law schools in the nation that applicant may be attending. 2. Satisfactory conclusion includes an up to date current list of law schools and contact information within the AIMS suite of applications that is available to applications. 					
Current Conditions					
<ol style="list-style-type: none"> 1. Identified by completion of CBX lifecycle <ol style="list-style-type: none"> 1.1. Proceeds with the National Committee of Bar Examiners soliciting information from the law schools, and finally ADM receiving solicited information. 1.2. The information is used to update the law school master list within the AS400. 1.3. Education Standards sends out an update request form to ABA, CALS, and unaccredited schools. 2. Responsibility of the Education Standards. 3. Key steps include: <ol style="list-style-type: none"> 3.1. NCBE collecting data from law schools. 3.2. NCBE submitting aggregated data to Education Standards. 3.3. Education Standards updates master school list on the AS400. 4. Tools used include AS400 and Excel. 5. Information used, captured, and created include: <ol style="list-style-type: none"> 5.1. NCBE law school data (name, address, current dean, current registrars, and contact information) 5.2. Data from Education Standards request forms sent to law schools. <ol style="list-style-type: none"> 5.2.1. Next steps include updated law school data in the AS400 lists and to be utilized in other business processes. 					
Future Conditions					

13.1	Law School List Management	
	<ol style="list-style-type: none"> 1. Future process goal will remain the same as current goal. <ol style="list-style-type: none"> 1.1. Workflow of processing law school data may change with implementation of the AIMS suite of applications. 2. Future process will be executed by the same individuals as the current process. 3. Key steps remain the same as current process. 4. AIMS suite application will be the main tool of use for actual updates of the Law School lists. 5. Information will be used, captured, and created as current process. <ol style="list-style-type: none"> 5.1. Information will be retained in an AIMS database for use by admissions processes and available for other ADM purposes. 6. Special characteristics of future process include implementation and integration of AIMS functionality including: <ol style="list-style-type: none"> 6.1. Recording of the law school master list data 6.2. Ability to include new data fields and comment sections to the school list database. 7. Fillable law school request forms sent electronically to Law Schools, with predefined data fields. 	
Risks		
<ol style="list-style-type: none"> 1. Data corruption during the migration phase leading to compromised data integrity. 2. Loss of data during the data migration phase compromising data integrity. 3. Altered data semantics during the data migration phase leading to compromised data integrity. 4. Inconsistent database schema from the current to future states may cause a lapse in application functionality. 5. Data duplication and redundant data fields due to a lack of data cleaning, may affect the functionality of AIMS. 6. Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency. 7. Notifying law schools of new Education Standards information request form submittal process. 		
Primary Stakeholder Approval(s):		
Signature: _____ Date: _____		Signature: _____ Date: _____
Stakeholder Name: _____		Stakeholder Name: _____

13.1 Law School Master List Management



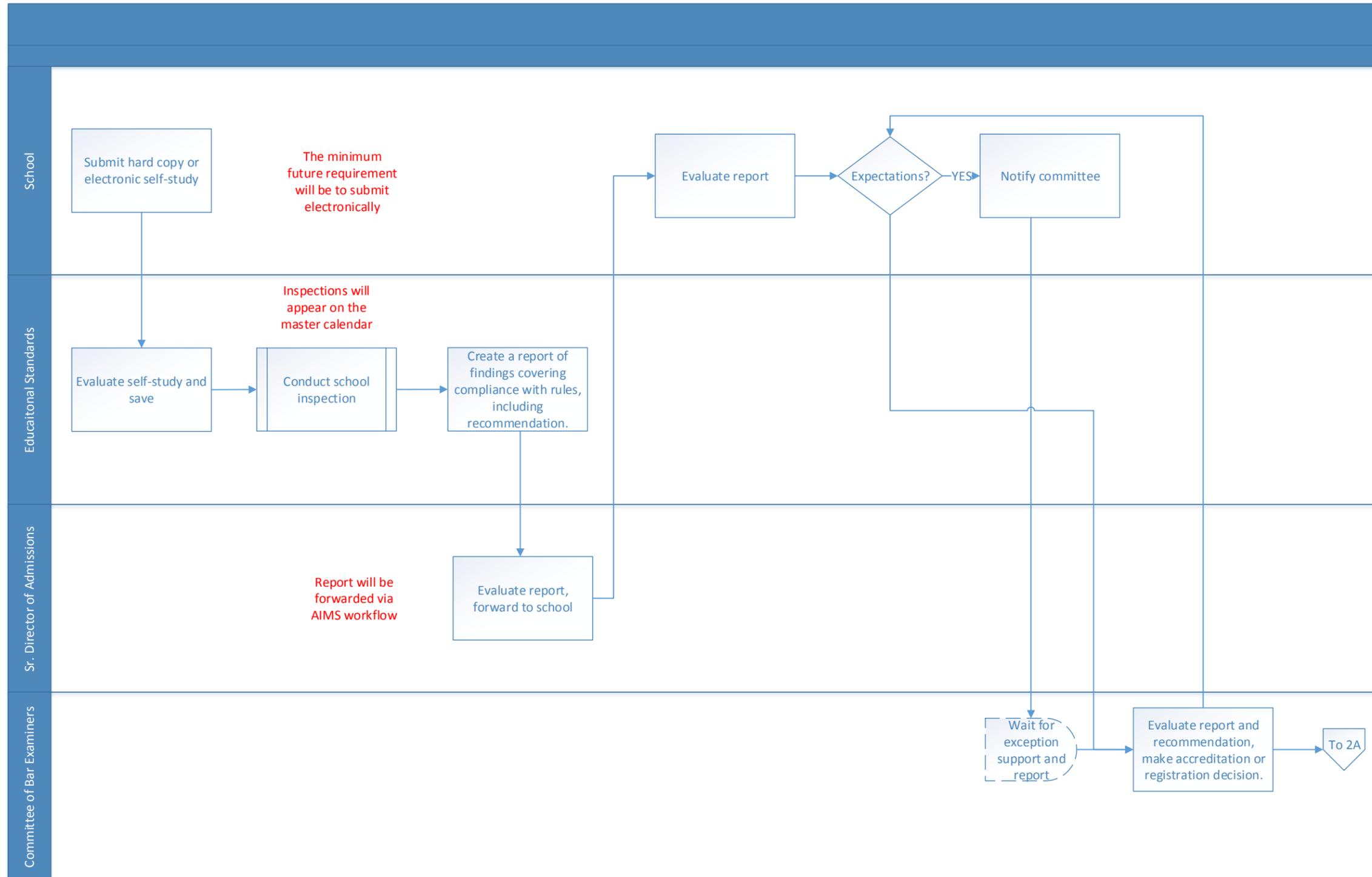
13.2 Educational Standards School Regulation

13.2	Educational Standards School Regulation				
Introduction	<ol style="list-style-type: none"> The scope of the process is to gather and report information regarding California Accredited Law Schools (CALs) and registered unaccredited schools to the Committee of Bar Examiners (CBE.) The State Bar of California establishes and enforces requirements used to determine registration or accreditation with the State Bar. The State Bar oversees compliance with standards and guidelines. 				
Stakeholders (ADM groups)	Admissions Admin.	✓	CBE	Moral Character	✓ Educational Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE			✓ Law Schools	Law References
Business Case	<ol style="list-style-type: none"> CALs and registered unaccredited schools must submit annual reports to show compliance with standards and how any points of noncompliance are being addressed. State Bar inspections are held periodically to verify that schools are complying with standards. <ol style="list-style-type: none"> Schools use self-studies to evaluate their educational programs and determine whether they've complied with regulations. These are submitted prior to inspections to provide baseline information. 				
Current Conditions					
Self-Study and Inspection	<ol style="list-style-type: none"> The self-study is a required document that must be submitted to the CBE before accreditation and any periodic inspection. Inspections are also required for some major changes. Following the inspection, the Educational Standards Director writes a report which is then submitted to the Sr. Director of Admissions for review. After the Sr. Director's review, it goes to the law school for comments. The report and the school's responses are sent to the CBE. <ol style="list-style-type: none"> Each of these steps has a deadline requirement. Included in the information sent to the CBE is a recommendation from Educational Standards on what action should be taken. A confirmation letter is sent to the school following the CBE's decision. The school, Educational Standards, and a non-competing school's Dean are involved in the inspection process. However, the non-competing Dean is not involved in the review. Self-studies are held in the V Drive if received electronically or in binders if received in hard copy. They are retained until the next study is submitted. All old studies are disposed of permanently. A key step in this process is to note the status of the self-study on the inspection tracking sheet. 				

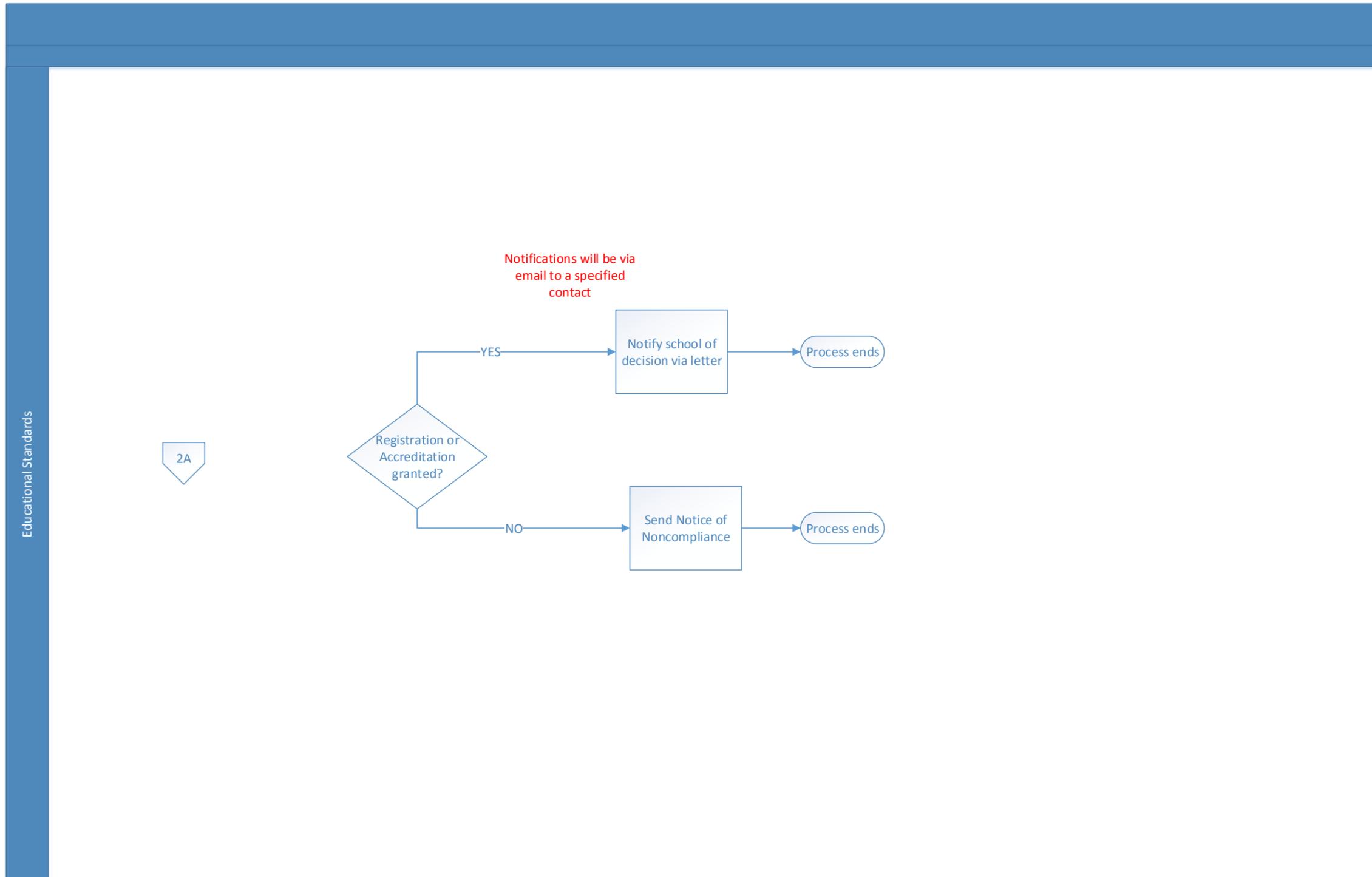
13.2	Educational Standards School Regulation				
	<ol style="list-style-type: none"> Tools used in the process: <ol style="list-style-type: none"> Inspection tracking sheet is used to document each school's last visit, type of school, next scheduled visit, who attended, status of the report, and whether the self-study was submitted. The V Drive holds all school's self-studies. 				
	Annual Reports				
	<ol style="list-style-type: none"> Annual reports are received either electronically or as a hard copy. <ol style="list-style-type: none"> If received electronically, they are held on the V Drive as well. Annual reports are retained for five years. Some of the information on the report is public, while other information is private. These reports are summarized and submitted to the CBE. Unlike most processes throughout Admissions, enforcement of standards requires no use of the AS400. 				
	Future Conditions				
	<ol style="list-style-type: none"> The future submittal format for self-studies and annual reports is dependent on management's decision. <ol style="list-style-type: none"> Electronic submittal of documents will aid in storing information based on school and type of document submittal. However, files may continue to be saved in the same format and location as they currently are. Tracking of information related to school inspections will be done through the master calendar. Reports will move between Educational Standards and the Sr. Director for review by an AIMS workflow process. Implementation of AIMS won't change the way inspections are done, but there may be an impact in the way they are scheduled and tracked. 				
	Risks				
	<ol style="list-style-type: none"> A decision is necessary regarding the way documents will be submitted by schools. New document identification will need to be created to save any electronic document in AIMS document management should that be allowed. A new workflow structure will need to be established to receive and process self-studies on AIMS. Should an electronic system be implemented, all files saved in the V Drive will need to be transferred to AIMS. 				
	Primary Stakeholder Approval(s):				

Signature: *George Hed* Date: 4/5/12
 Stakeholder Name: George Hed

13.2 Educational Standards School Regulation



13.2 Educational Standards School Regulation

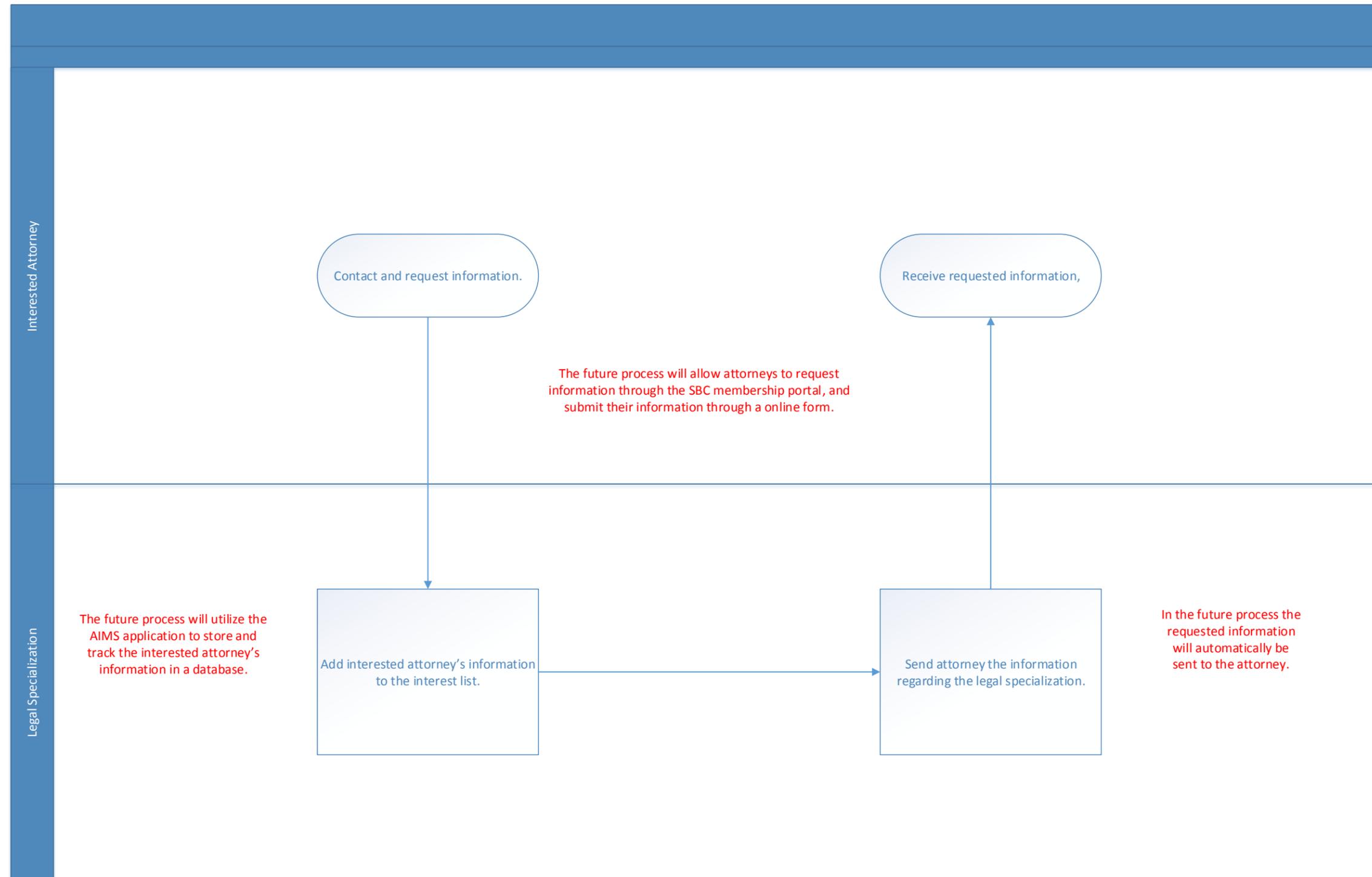


14.1 Legal Specialization Interest Tracking

14.1	Legal Specialization Interest Tracking				
Introduction	<ol style="list-style-type: none"> The scope of the process is to track interest and follow up with potential certified attorneys for certifications. Only attorneys who are members of the State Bar of California (and thus have a bar number) may participate in legal specialization. 				
Stakeholders	✓ Admissions Admin.		Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Application Pre-Processing	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Attorney	Law Schools/Equiv.	Law References
Business Case					
<ol style="list-style-type: none"> The specialization program relies on member fees to cover costs of the program, as being a part of the program is not a requirement to being a member of the State Bar of California though participation advances the State Bar's regulatory goals. Attorneys can request information about 11 different programs and 11 additional partner programs. A central location for contact information would be helpful for maintaining communication with and retaining interest from attorneys, especially if it integrated with social media and email campaign programs. 					
Current Conditions					
<ol style="list-style-type: none"> Legal Specialization currently relies on Excel spreadsheets to track attorneys who call the office requesting information or express interest through social media, email, or other sources. The email list is maintained manually and attorneys are contacted manually via Lyris. <ol style="list-style-type: none"> One way to measure who has retained interest is by checking exam registrations against the interest tracking Excel sheet. There is no way to track whether an attorney has begun to prepare the other requirements and log completion prior to the examination. Only basic information such as contact, desired specialization subject, area of practice, number of years in practice, referral method, and special requests are captured by the current Excel file. 					
Future Conditions					
<ol style="list-style-type: none"> Future Conditions are written with the assumption that there will be a mailing schedule similar to a newsletter, as well as integration with interactive social media to increase engagement. The future tracking tool will resemble a CRM system. The minimum use for the future system will be to record individuals who call the office, email, or engage via social media to request information as well as what is currently recorded, and to record progress toward meeting experience, education, and reference requirements. 					

14.1	Legal Specialization Interest Tracking				
<ol style="list-style-type: none"> When attorneys request information, they will be instructed to register with Legal Specialization where they will make use of the qualification tracking tool should they maintain interest. Tracking interest will be similar to a student who registers with the Bar planning to take the GBX. <ol style="list-style-type: none"> The Legal Specialization tracking tool will require name, contact, desired specialization, and number of years practicing information to be entered. It will also capture any questions attorneys have at the start of the process (or handle that as a subsequent communication.) While registering with ADM triggers an information evaluation process, registering with Legal Specialization will set up the user account and interest tracking will begin. Attorneys on the interest tracking list will receive follow-up communication via email, social media, or other means, and auto-scheduled, automatic response is required. 					
Risks					
<ol style="list-style-type: none"> Part of successful use of the interest tracking tool is attorneys being able to remove themselves from the list. <ol style="list-style-type: none"> Consideration will need to be given to fully removing the user's account with LS or making it inactive but with a chance to reactivate it in the future. This is a decision point for Legal Specialization. As there is no current system to track interest, there needs to be special attention in the design process to build an adequate database and set of tools. <ol style="list-style-type: none"> Legal Specialization currently relies on a database independent from Admissions and Membership that dynamically pull some fields from the Member Services database. A new process will need to be established to create a mailing list and begin an automatic and manual sending process. The Legal Specialization database will have to be pre-populated with attorneys who are on the current list. <ol style="list-style-type: none"> This may require a clean-up of the database, as some of these attorneys may have either lost interest or are no longer members of the Bar. Consideration needs to be given to how AIMS must interface with Lyris to maintain the email list. 					
Primary Stakeholder Approval(s):					
Signature: _____ Date: _____			Signature: _____ Date: _____		
Stakeholder Name: _____			Stakeholder Name: _____		

14.1 Legal Specialization Interest Tracking



14.2 Legal Specialization Qualification Tracking

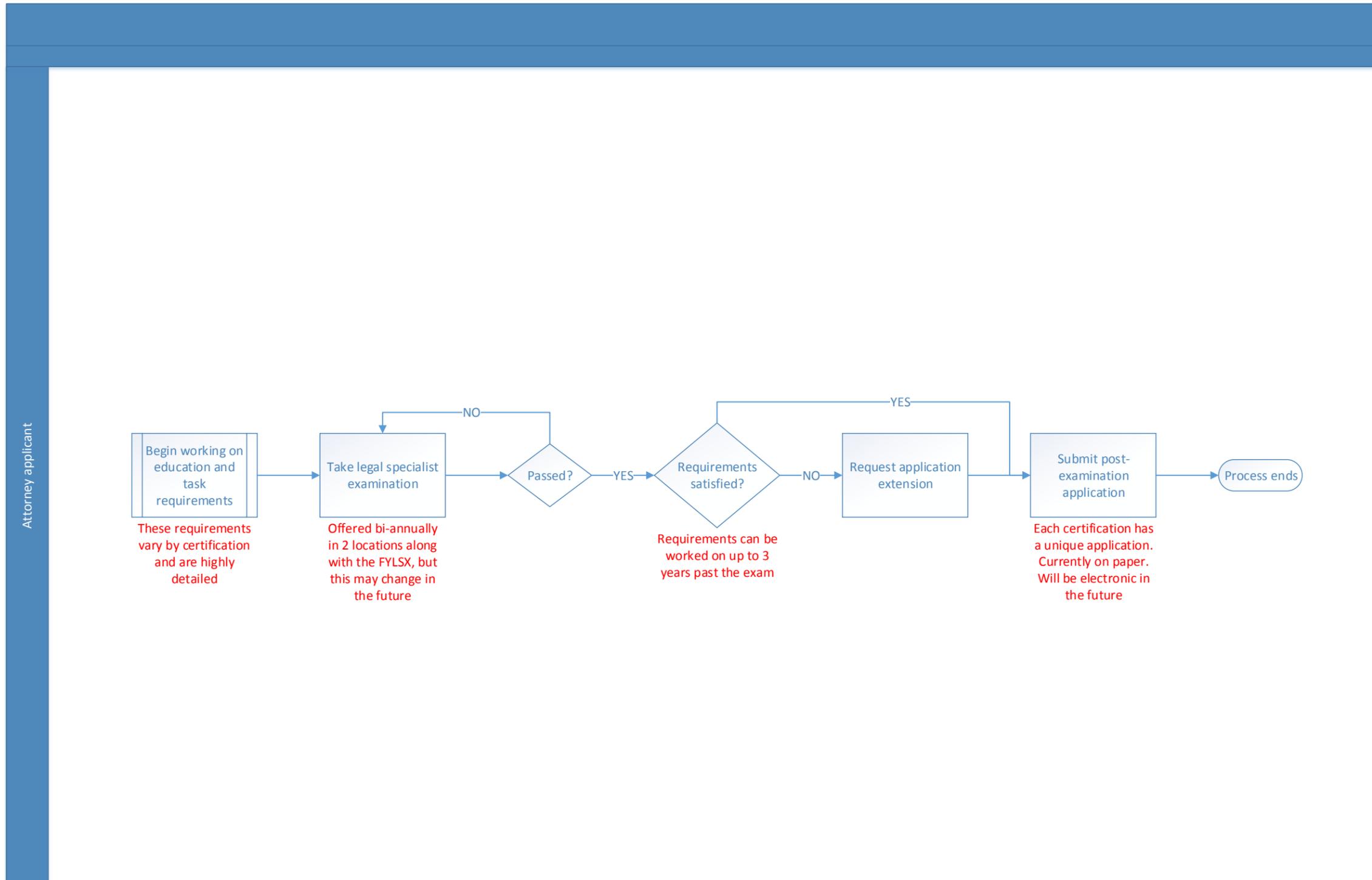
14.2	Legal Specialization Qualification Tracking				
Introduction	<ol style="list-style-type: none"> The scope of the process is to track several defining tasks and education to earn and renew certification. Requirements are tracked over five years for both certification and renewal. Requirements for certification and renewal are uniquely defined for each specialization area. 				
Stakeholders	Admissions Admin.	Operations & Management		Moral Character	Education Standards
	Exam. Development & Accommodations	Exam. Grading	✓	Legal Specialization	✓ Information Technology
External	DOJ	FBI		DMV	Dept. Social Services
	NCBE	✓	Attorney user	Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> Prospective certified attorneys are required to apply for certifications after passing examinations and renew certification once certified. There is currently no tool offered by ADM to help prospective certified attorneys track progress towards requirements. There is the option to use the paper application posted online. <ol style="list-style-type: none"> Attorneys record requirements in tables printed on the application. Specialization education and MCLE requirements must be reported separately. 				
Current Conditions	<ol style="list-style-type: none"> The current conditions of this section are different compared to current conditions of other areas within Admissions, as Legal Specialization currently doesn't have anything similar to progress tracking. Education requirements for specialization and MCLE differ but may link at times. Prospective certified attorneys are responsible for tracking their own progress towards specialization eligibility. Certification and renewal requirements vary by topic. <ol style="list-style-type: none"> Number of hours studied, topics studied in the education, the time frame of applicable education, type of task completed, and independent inquiry are all details that vary between specializations. Key information for certification: the attorney's good standing within the Bar, minimum educational hours fulfilled, minimum tasks fulfilled, and minimum positive references. Attorneys who pass the certification exam receive results by mail. 				
Future Conditions	<ol style="list-style-type: none"> Providing a tracking tool would allow for more interaction between the attorney and Legal Specialization, keeping the prospective applicant engaged while they track progress over several years. 				

14.2	Legal Specialization Qualification Tracking
	<ol style="list-style-type: none"> The future online tool will allow for attorneys to record their activities towards being eligible for certification and renewal. Tracking tables will be as follows: <ol style="list-style-type: none"> Education: recording dates of attendance, number of hours, topics studied. Task: type of task, number of times completed, dates of completion. References: at least three references, although the minimum varies based on specialization. The tracking tool will also be seen as a pre-registration to the exam for analytical use. The State Bar has an educational MCLE reporting tool; that tool could be expanded to allow a consolidated place to track MCLE and Legal Specialist CLE, or it could feed the Legal Specialization tool. Passed exams will show as a cleared item on the tracker. A key step is for the specialist to verify that the information entered does in fact cover the specific requirements for certification or recertification as they have a high level of detail. The attorney will complete the post-examination application when they've completed all requirements but will continue to use the tool to track requirements toward recertification. <ol style="list-style-type: none"> When they are ready to submit an application, they should be able to mark the tracking tool complete and submit the appropriate payment. Legal Specialist education can be complicated because members can submit approved education or petition for MCLE-approved courses in their subject area. Automatic reminders to recertify should be able to be sent through this system, as well as potentially other secure email communication.
	Risks
	<ol style="list-style-type: none"> Successful use of the qualification tracking tool would require a new type of portal that's different from the regular Admissions portal, which would pull information from the Membership database to populate the user's basic information. Another risk regarding successful use is that the portal's information capturing system will have to recognize the requirements for each recertification. A risk with the automatic cross-check between MCLE and specialization education requirements is that this would require a list to be held in a LS database with courses approved for MCLE. If a specialist hasn't been certified for the full compliance period, they are to complete a pro-rated amount of hours. The tool will need to recognize this case based on dates in the system. Bringing an electronic aspect to Legal Specialization management will also allow for the opportunity to make independent inquiries and education audits an electronic submittal. This will require management's approval. As attorneys are required to recertify every five years, there will need to be a decision made on whether or not to wipe the information received from the previous five year cycle or to store all information received indefinitely. As there is no current system to record qualification tracking, there needs to be special attention to detail in the design process to build an adequate database and set of tools, and a determination could be made whether crossover is needed with the MCLE tracking tool.

14.2 Legal Specialization Qualification Tracking

14.2	Legal Specialization Qualification Tracking
8. Integration with the regular MCLE reporting tool will have to be approved by management.	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

14.2 Legal Specialization Qualification Tracking



14.3 Legal Specialization Exam Writing & Grading

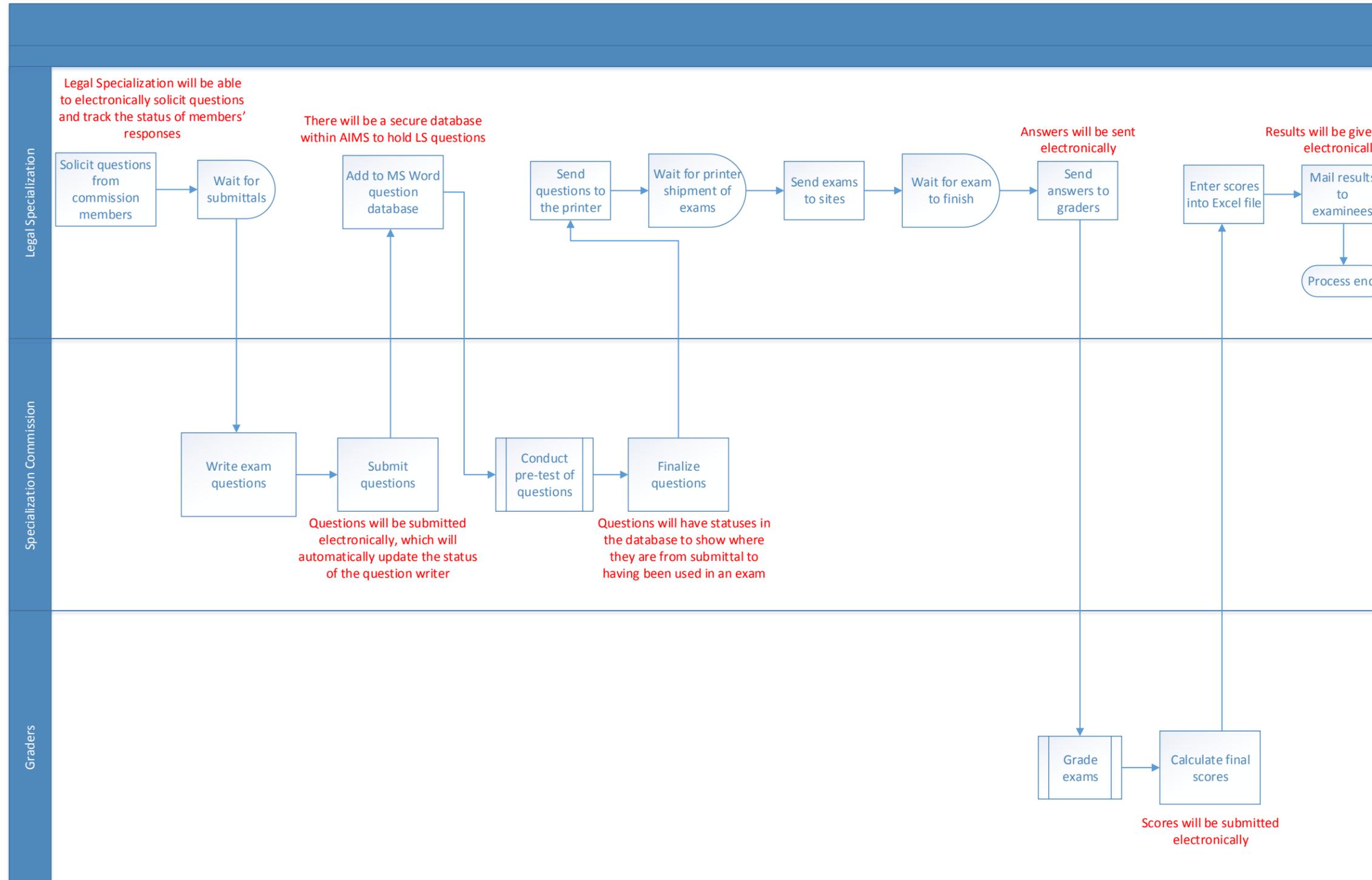
14.3	Legal Specialization Exam Writing & Grading				
Introduction	<ol style="list-style-type: none"> The scope of the process is for volunteer advisory commissions to write and grade exams. Each of the 11 specializations has its own commission assigned to writing and grading a total of 13 exams, with more to be added in the future. Administration of the exam happens during the second annual FYLSX every other year, but the date could change. 				
Stakeholders	✓ Admissions Admin.	Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	✓ Legal Specialization	✓ Advisory Commission	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE	✓ Question Drafters	Law Schools/Equiv.	Law References	
Business Case	<ol style="list-style-type: none"> One of the requirements to become a certified specialist is for the attorney to pass their respective specialization's exam. A satisfactory result to the process is to have all exams graded after the Legal Specialization exam administration. Legal Specialization exam writers and graders come from the same group of people. Some graders also come from the general pool of graders used for the GBX. 				
Current Conditions	<ol style="list-style-type: none"> Questions are solicited from the commissions and stored in an unsecured MS Word file after being received from commission members. Progress is being made on building a question library. <ol style="list-style-type: none"> Storing questions in Word is inefficient as finding the right type of question requires that the user know where to find what they're looking for in the file. If they don't know, finding the correct information is time consuming. There are several pre-testing sessions for questions that are proposed to be used for exams. These are composed of commission members. (The Advisory Commissions function as the Exam Development and Grading Team for Legal Specialization.) Pre-testing sessions identify which questions will make the finalized exam. There are eight essay questions and 75 multiple choice questions to each exam. Key steps in grading are for writers to submit questions, for pre-testers to check the quality of the questions, and for the Legal Specialization team to identify the finalized version of the exam. The main tool used for exam writing is the MS Word file used to store questions. Questions are sent for printing following the writing and pre-testing. Results and calculations are currently held indefinitely in an Excel spreadsheet. Exams are destroyed one year after being graded. 				

14.3	Legal Specialization Exam Writing & Grading
	<ol style="list-style-type: none"> Exams that are taken on laptops have historically been printed and graded in paper form. Test takers don't get exact scores if they passed, but they do get their scaled scores if they fail. About 5% of exams need to be read twice and are graded using a different regrade process. Both the original grades and the regrades are kept. Examinees are notified of their result by mail after grading is complete.
	Future Conditions <ol style="list-style-type: none"> The future process will see Legal Specialization staff requesting questions from writers electronically, with their response being recorded in a tracking tool as part of the AIMS suite. <ol style="list-style-type: none"> This is dependent on management's approval. The writer tracking tool will include, but not be limited to, the following: <ol style="list-style-type: none"> Writer response to solicitation (agreed, denied, no response). Whether or not the question has been received. Contact information. AIMS will have a secure database for Legal Specialization to use for storing exam questions and highlighting the most recent version, as each question goes through multiple versions. Exam consultants and staff should be able to access this system and make edits to questions. <ol style="list-style-type: none"> Questions will be able to be filtered and compiled into exams depending on which types of questions are needed. Statistics regarding performance on the examination during various years should be able to be attached to each question via a batch load after each examination. The same pre-testing phase that's currently done will continue into the future as well, but any questions that are edited will be saved to the database with a note that they are an updated version. There will also be a note to show on which administration of an exam they were used. Key steps will remain the same but will be aided by AIMS' functionality to store and track questions. Grading will become electronic pending management's approval, with paper exams being scanned and sent to graders electronically and laptop exams being sent electronically as well. <ol style="list-style-type: none"> Grading will also phase out the use of Excel spreadsheets to hold results and will instead use a tool similar to the one that will replace Cal Bar Grader (CBG). <ol style="list-style-type: none"> The new grading tool will depend on management's approval of either a new grading tool specifically for Legal Specialization or ability to use CBG's replacement tool. Information captured related to grading: <ol style="list-style-type: none"> A list of questions graded and for which exam, showing who the grader was. A schedule of grading showing which questions are still out for grading and which have been completed. First and second read (if necessary) scores. Overall pass/fail result. Examinees will be notified of their result electronically after grading is complete. This may be through email, on the Legal Specialization page of the State Bar site, or through their My State Bar Profile.

14.3 Legal Specialization Exam Writing & Grading

14.3	Legal Specialization Exam Writing & Grading
Risks	
<ol style="list-style-type: none"> 1. In the AS400 is an unused grading rubric for Legal Specialization. There will need to be a search through any other unused materials to decide their utility in AIMS. 2. Commissions will need access to an online portal to submit questions and respond to invitations to write. <ol style="list-style-type: none"> 2.1. Members should have access rights removed once they leave the commission. 2.2. Members will need to be given instructions to how they will access and use the portal. 3. The grading structure isn't set in stone – graders are currently volunteers while in the past they have been hired just like GBX graders, and this may be the case in the future. This relates to how much use Legal Specialization will get out of the CBG replacement tool. 4. The most recent Legal Specialization exam is being used as a first trial to grade laptop exams electronically for some exams. Results of the trial may change the way exams are graded in the future. <ol style="list-style-type: none"> 4.1. Graders will need access to grade questions electronically. 4.2. This is an area where management's decision is required to build the system to standards. 5. A new retention policy may change the amount of time that exam results are stored. The database will need to be built to comply with the policy or be configurable. 6. Legal Specialization writing and grading deadlines will need to be added to the master calendar. 7. As there is no current system outside of Microsoft software to aid in specialization exam writing and grading, there needs to be special attention to detail in the design process to build an adequate database and set of tools. 8. The AIMS capture of question answers will need to screen submitted ExamSoft tests to ensure that answers were entered in the correct field to notify staff and graders that one question may have no answer or that the answer may be in the section for another question. <ol style="list-style-type: none"> 8.1. Graders and staff also need to know if an examinee was absent during a portion of the exam to account for the missing answers. 9. Questions currently in the MS Word file will need to be transferred to the new AIMS database for LS. 10. All information held in Excel files will need to be transferred to the new LS database. 	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

14.3 Legal Specialization Exam Writing & Grading



14.4 Legal Specialization Exam Application

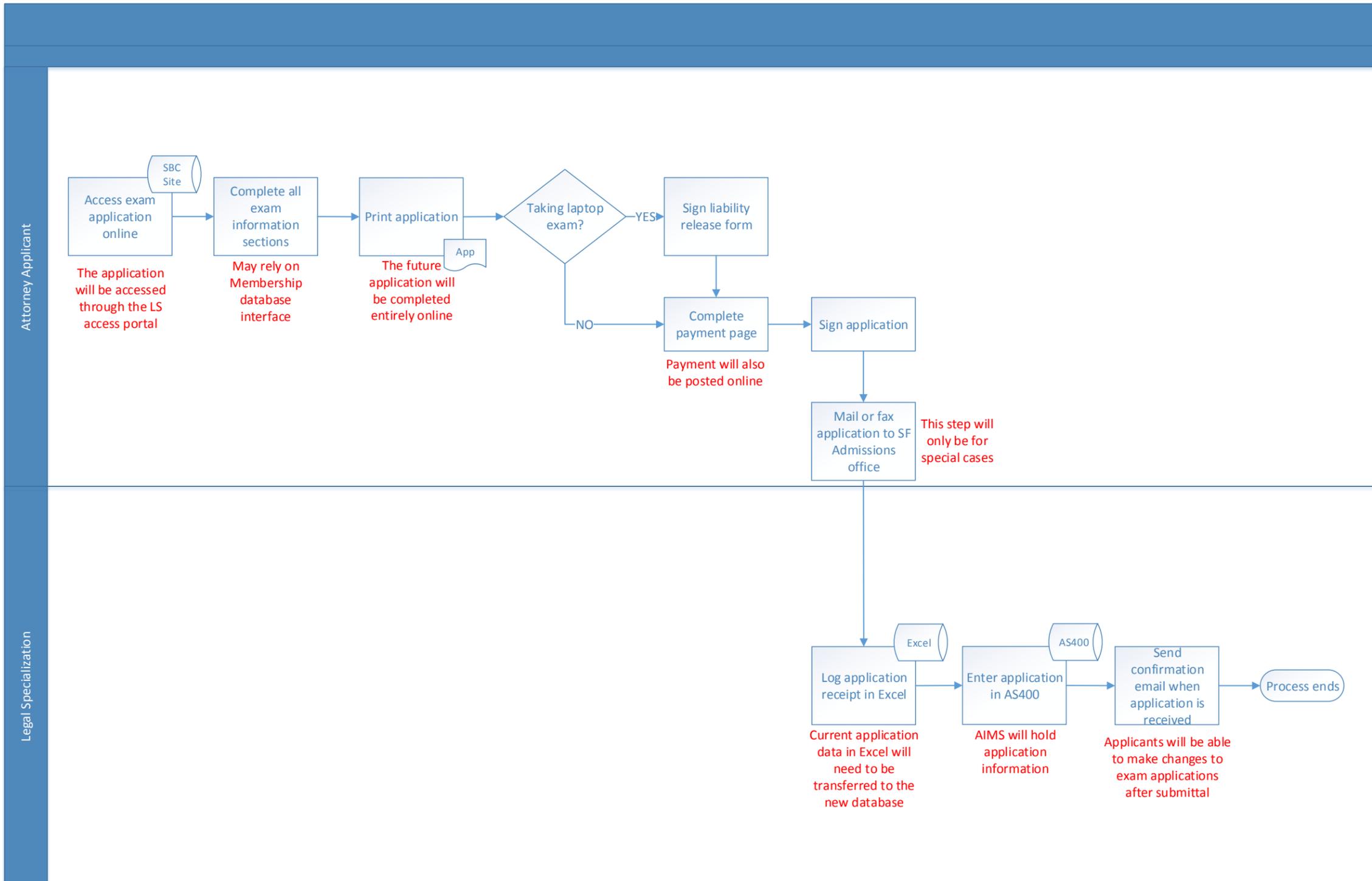
14.4	Legal Specialization Exam Application				
Introduction	<ol style="list-style-type: none"> 1. The scope of the process is for an attorney to apply for a specialization exam. 2. Taking and passing the exam is one of several requirements to becoming a certified specialist. 3. Eligibility to take the exam depends on when the applicant began working on certification requirements. 				
Stakeholders	✓ Admissions Admin.	Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	✓ Legal Specialization	Information Technology	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE	✓ Attorney Applicant	Law Schools/Equiv.	Law References	
Business Case	<ol style="list-style-type: none"> 1. Attorneys must register for exams before the filing deadline specified on the application. 2. The exam currently happens every two years during the FYLSX, but that may change in the future. 3. A satisfactory result to the application is for the applicant to receive an email confirmation that their application was processed. 				
Current Conditions	<ol style="list-style-type: none"> 1. The current process starts when the applicant starts filling out the application online or prints and manually starts the application, then as follows: <ol style="list-style-type: none"> 1.1. When all questions have been answered, the application is signed and the payment page is filled out. 1.2. If the applicant chooses to use a laptop for the exam, the release of liability is signed. 1.3. The applicant mails or faxes the application to Legal Specialization in San Francisco. 1.4. The applicant receives a confirmation email when the application is processed. 2. The existing process includes only the applicant and Legal Specialization. 3. Key steps for the applicant: <ol style="list-style-type: none"> 3.1. Apply within the deadline as not doing so will result in having to wait an extra two years to take the exam. 3.2. Specifying which of the 13 exams they'd like to take. 3.3. Ensuring that information on their My State Bar Profile is up to date as that information is how Legal Specialization knows how to contact the applicant. 4. The paper forms are used to apply for the exam, request a laptop exam, and pay for the exam. 5. Legal Specialization uses Excel to track applications. 6. The application asks for the applicant's State Bar Number, subject matter, test center and laptop choice, payment option, and knowledge source of the specialization. 7. The applicant continues to work on specialization requirements following submittal of the 				

14.4	Legal Specialization Exam Application
	<p>application.</p> <ol style="list-style-type: none"> 8. The exam application is the first time the applicant is entered into Legal Specialization's AS400 database.
	<p>Future Conditions</p> <ol style="list-style-type: none"> 1. The future process will begin with the applicant accessing and completing the application online through the specialization portal. <ol style="list-style-type: none"> 1.1. The application and payment will also be submitted online and received directly by Legal Specialization. 1.2. The applicant will still receive a confirmation email after submitting the application. 2. The future process will still only be carried out between the applicant and Legal Specialization. 3. When the attorney applies for an exam, the ADM database will record which specific exam was applied for (important for specializations with more than one exam type). Reports using this information will be used to plan exam logistics. 4. Key steps will remain the same for the online application as they are now. The system will be able to bring up the person's contact information based on the entry of their bar number. If an error is found in the contact information, they will be able to correct it in their My State Bar Profile. This will avoid numerical errors in the typing of the bar number, thus registering another person, and give them a chance to update their contact information. This requires an interface with the Membership database. 5. The application will be found through the user's access portal to Legal Specialization. 6. Legal Specialization will have its own database within AIMS to store application information. <ol style="list-style-type: none"> 6.1. Rather than using Excel to track applications, Legal Specialization will be able to run reports in AIMS to track when they're submitted. 7. The same information will be received as is required now. 8. The attorney will be able to cancel their exam application as well as change laptop/writing status or test center up until a certain date. 9. Attorneys needing exam accommodations will go through the same accommodations process as the other exams administered by Admissions. 10. After submitting the application, the attorney will continue to work on specialization requirements and track them on the proposed online tool.
	<p>Risks</p> <ol style="list-style-type: none"> 1. Providing an online application will require a new electronic workflow process and notifications to be established within Legal Specialization. 2. Staff will need the ability to add new applications to the portal as new certifications are created. 3. As there is no current system for accepting applications, there needs to be special attention to detail in the design process to build an adequate database and set of tools. 4. Approved exam registrations in the AS400 will need to be transferred to AIMS to maintain all necessary exam planning information.

14.4 Legal Specialization Exam Application

14.4	Legal Specialization Exam Application
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

14.4 Legal Specialization Exam Application



14.5 Certification Application

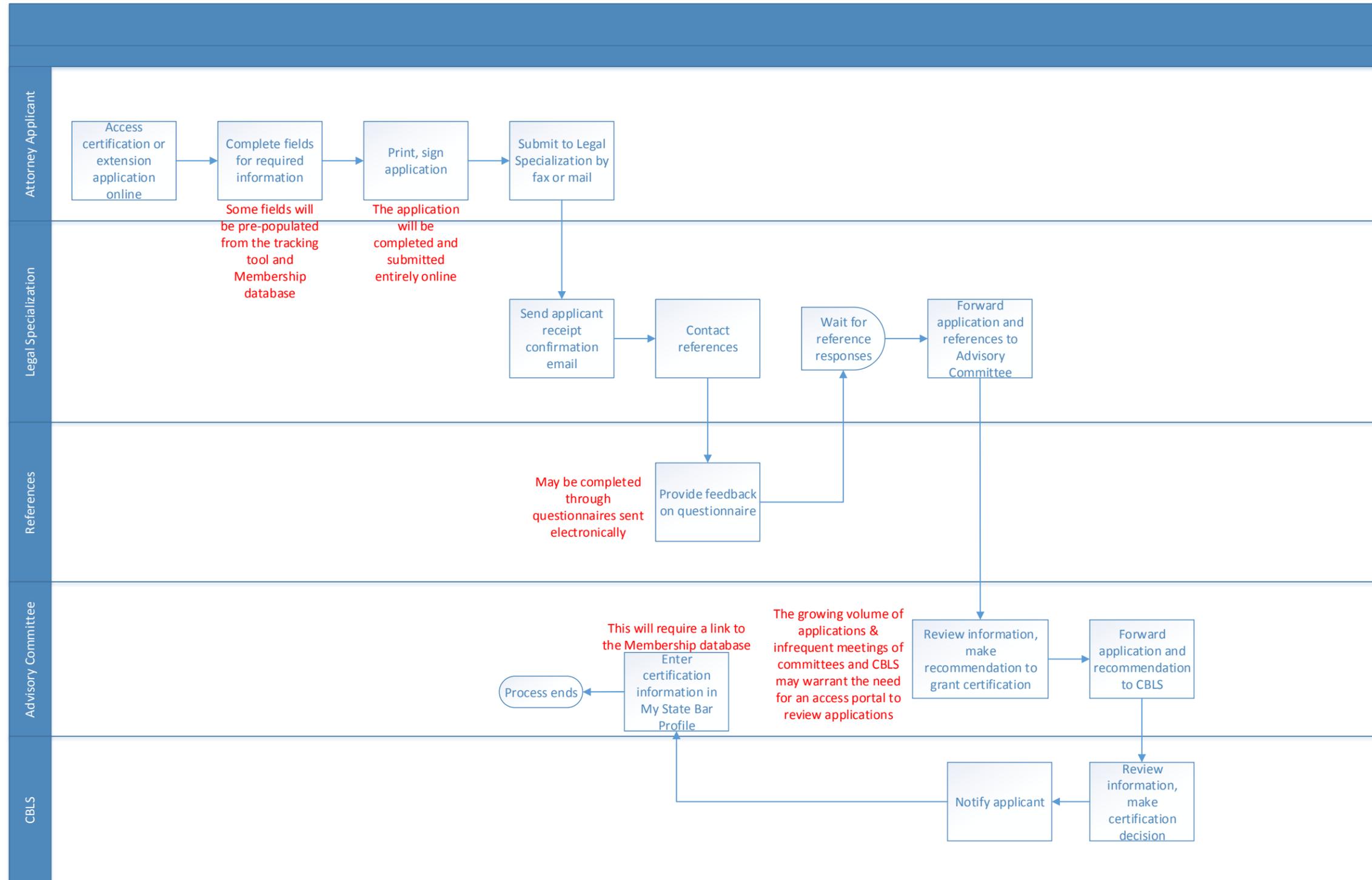
14.5	Certification Application					
Introduction	<ol style="list-style-type: none"> The scope of the process is for the attorney to apply for a specialization certification. Applying for certification is contingent upon passing the specialization exam. Receiving certification depends on the exam and completing education & task requirements. There is also an extension application used for special circumstances. 					
Stakeholders	✓ Admissions Admin.		Operations & Management		Moral Character	Education Standards
	Exam. Development & Accommodations	✓	Advisory Committee	✓	Legal Specialization	✓ CBLS
External	DOJ		FBI		DMV	Dept. Social Services
	NCBE	✓	Attorney Applicant		Law Schools/Equiv.	✓ Law References
Business Case	<ol style="list-style-type: none"> Attorneys are required to submit an application for certification after fulfilling all requirements for their desired certification. If the attorney has passed their specialization's exam but not yet completed other requirements, they can file a request for application extension for a period up to three years and three months after the exam date. A satisfactory result to the process is for the applicant to receive a notice by letter, email, or phone call detailing whether or not they have been granted certification. 					
Current Conditions	<ol style="list-style-type: none"> The current process begins when the applicant accesses the post-examination application online in PDF form and fills out all the information requested, then as follows: <ol style="list-style-type: none"> The application is printed and signed, then mailed or faxed to Legal Specialization with the proper payment. Note that many of the requirements are prima facie requirements, and the party can submit a substitution. Legal Specialization sends a confirmation email when the application is received. The applicant is contacted if any information is missing. Legal Specialization contacts the applicant's references, whose responses are entered as they arrive. The applicant doesn't see reference responses. Legal Specialization also checks to see if the attorney has had any disciplinary issues with the ADM and adds that information to the file. The application is forwarded to the specialization's advisory committee after references have returned. After the advisory committee reviews the application, it's forwarded to the California Board of Legal Specialization (CBLS). Any new information received from steps 1.5 or 1.6 is appended 					

14.5	Certification Application
	<p>to the file.</p> <ol style="list-style-type: none"> The applicant may still be contacted at any point in the review process. The applicant is notified of their certification decision. The applicant, Legal Specialization, the Advisory Committee, and CBLS are all involved in the certification application process. A key step is for the applicant to fill out the application with correct information as there is a high level of detail to the certification requirements. The paper application, its attachments, and reference questionnaires are used to make a certification decision. Information taken by the application: contact, Bar membership information, education, employment, specific practice descriptions, and amount of time devoted to certain practices. The applicant is notified of a certification decision following the review. There are cases when the applicant will file an extension for certification application rather than the regular application. This is to receive more time to fulfill requirements. <ol style="list-style-type: none"> The extension is requested via email. Attorneys who request an extension keep receiving reminder letters with the current due date as there's no way for staff to note in the AS400 that they should stop receiving letters. Attorneys added to a list of certified specialists will continue to populate the website search for specialists.
	<p>Future Conditions</p> <ol style="list-style-type: none"> The applicant will access, complete, and submit the application online through the legal specialization access portal. The extension application will also be accessed online rather than via email request. <ol style="list-style-type: none"> When the attorney submits an extension request, it will notify the automatic messaging system to stop sending certification reminder letters. There will need to be a way to have a proposed substitution and to have room to write details regarding requirement substitutions. The attorney will also need the ability to attach educational certificates and other documents In the distant future, the application will be pre-populated with education and task information that the attorney will have been tracking as they practice. <ol style="list-style-type: none"> As the proposed tracking tool and the online application should go online at the same time, initial certification applicants will have to enter all information themselves. All information including follow-up information and certification decisions will be sent via email to retain all communication. The current participants will be involved in the application and review processes when it becomes electronic. The online application will allow for attachments to describe certain activities that are currently provided as attachments to the paper application and to provide certificates of attendance to satisfy education requirements. The application may use text fields as an alternative to provide activity descriptions.

14.5 Certification Application

14.5	Certification Application	
<ol style="list-style-type: none"> 6. Peer reviews will be sent out and responded to electronically. 7. The review process will be followed by the applicant receiving a decision notification email. 8. Attorneys added to the list of certified specialists will continue to populate the website search for specialists. 		
Risks		
<ol style="list-style-type: none"> 1. There is an opportunity for references to be contacted via email or secure mobile portal, as is envisioned for the future Moral Character process. This will require new procedures for electronic references to be accomplished. 2. Because each discipline is unique in requirements that may change, each application will have to recognize criteria that define a completed application (number of hours, number of tasks, etc.) in its category in order to prohibit submittal of an incomplete application. 3. Legal Specialization staff will need the ability to add types of applications as new certifications become available. 4. As there is no current system to aid in capturing certification applications, there needs to be special attention to detail in the design process to build an adequate database and set of tools. 5. All information regarding certified attorneys will have to be transferred to a new database in AIMS. This would also include attorneys who were certified at one point but are no longer certified. 6. As changes are made, the database of certified attorneys will need to be able to update the list of certified attorneys published online. 7. In the future, there may be a payment involved in securing the extension should application extensions be requested. This will need to be factored into the submission requirements and payment interface. 		
Primary Stakeholder Approval(s):		
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____	

14.5 Certification Application



14.6 Legal Specialization Recertification

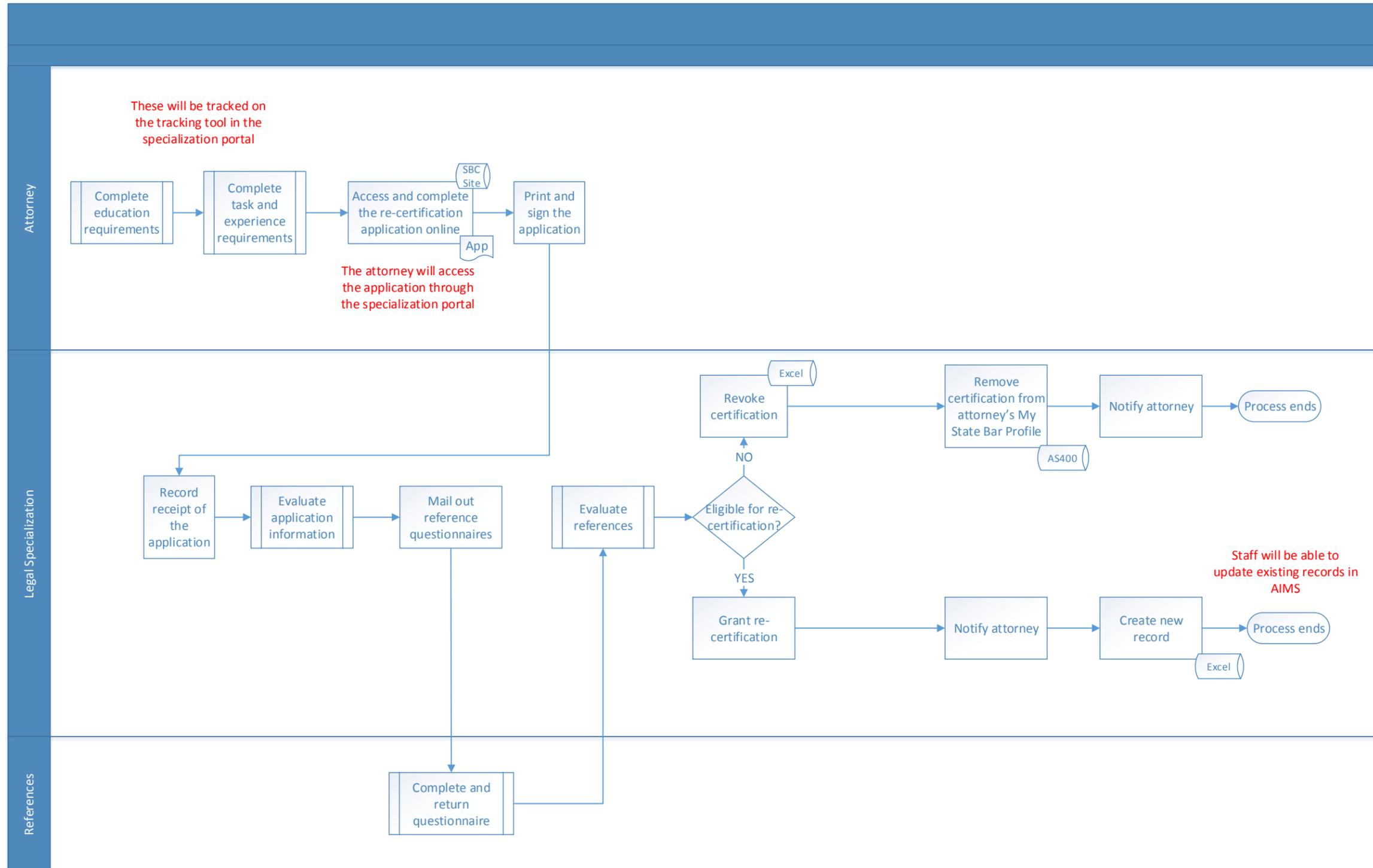
14.6	Legal Specialization Recertification					
Introduction	<ol style="list-style-type: none"> The scope of the process is for a certified legal specialist to re-certify every five years. Re-certification requirements have a high level of detail regarding education, practice, references, and tasks. Re-certification serves to show the public that the attorney's knowledge and skills are always current. 					
Stakeholders	✓ Admissions Admin.		Operations & Management		Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	✓	Legal Specialization	Information Technology
External	DOJ		FBI		DMV	Dept. Social Services
	NCBE	✓	Certified Legal Specialist		Law Schools/Equiv.	✓ References
Business Case	<ol style="list-style-type: none"> Certified Specialists are required to apply for recertification every five years. <ol style="list-style-type: none"> A certified specialist who serves full-time in a state or federal court of record as a judge, magistrate, commissioner, or referee or as an administrative law judge is exempt during the period of service from the annual fee required of a certified specialist and from recertification requirements. A satisfactory conclusion to the process is for the attorney to receive confirmation of recertification, tolling, suspension, revocation, or resignation. 					
Current Conditions	<ol style="list-style-type: none"> The current process begins five years after certification and repeats every five years. The application is submitted in hard copy no earlier than six months before the end of the certification term, but no later than the last day of the term. Specialists who choose not to recertify are terminated from the program. Recertification requires action from the attorney, references, and Legal Specialization. It is the duty the attorney to record the correct amount of hours for experience and education. Incorrect or insufficient information on the application could lead to it being withdrawn if not fixed within 60 days of submittal. <ol style="list-style-type: none"> Information covered in the application: Employment, discipline, tasks, experience, and references. Education or practice and task requirements completed in the last six months of certification that exceed recertification requirements may be applied to the next certification period. Recertification requires another peer review process. New records are created for each term of a certification for each attorney. This makes it difficult to see a person's full history and impossible to post a certification license end date on the attorney 					

14.6	Legal Specialization Recertification
	<p>search.</p> <ol style="list-style-type: none"> Actions can be taken on an application for recertification similar to those that can be taken on an application for initial certification. These include denials based on reasons of discipline, resignation, sanctions, etc.
	<p>Future Conditions</p> <ol style="list-style-type: none"> Attorneys will be automatically notified when it's time to apply for recertification. The future recertification application will be accessed through the Legal Specialization portal. The attorney will enter all required information into online application screens and include attachments wherever necessary, file a tolling form, or a resignation form. In the distant future, the application will be pre-populated with education and task information that the attorney will have been tracking as they practice. <ol style="list-style-type: none"> As the proposed tracking tool and the online application should go online at the same time, initial certification applicants will have to enter all information themselves. The attorney's recertification will continue to rely on positive references and Legal Specialization staff approving education and task information. Peer review questionnaires will be sent and responded to electronically and will not be visible to the applicant. Key steps will continue to include the accurate entry of information into the application. AIMS will be the platform the attorney uses to complete and submit the application, it will hold the databases that contain submitted information, and Legal Specialization will view information using AIMS screens. The online application will request the same information as is currently required. Attorneys will be able to see the status of their application (under review, approved, denied) in their online portal after submittal. Legal Specialization staff will have the ability to consolidate records for certification terms for easy view of the person's history. The recertification application will only be available to attorneys within the six month window for their specific term to abide by ADM's due date policy. The attorney will be notified via email regarding their recertification decision following the application.
	<p>Risks</p> <ol style="list-style-type: none"> There is an opportunity for references to be contacted via email or secure communication portal. This will require new procedures for electronic references to be accomplished. As each discipline is unique in requirements, each application will have to recognize criteria that define a completed application (number of hours, number of tasks, etc.) in its category in order to prohibit submittal of an incomplete application. Legal Specialization staff will need the ability to add types of applications as new certifications become available. Staff will need to be trained on how to add new applications as new certifications are created.

14.6 Legal Specialization Recertification

14.6	Legal Specialization Recertification
<p>These will also require new certification requirements to be added for the user's checklist.</p> <ol style="list-style-type: none">5. As there is no current system for accepting applications, there needs to be special attention to detail in the design process to build an adequate database and set of tools.6. The current information regarding specialists and their recertification history will need to be transferred to the new database. All audit history will also have to be transferred into a new AIMS database.7. Consideration must be given to whether current certification records should be merged into one before data migration to AIMS databases.	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

14.6 Legal Specialization Recertification

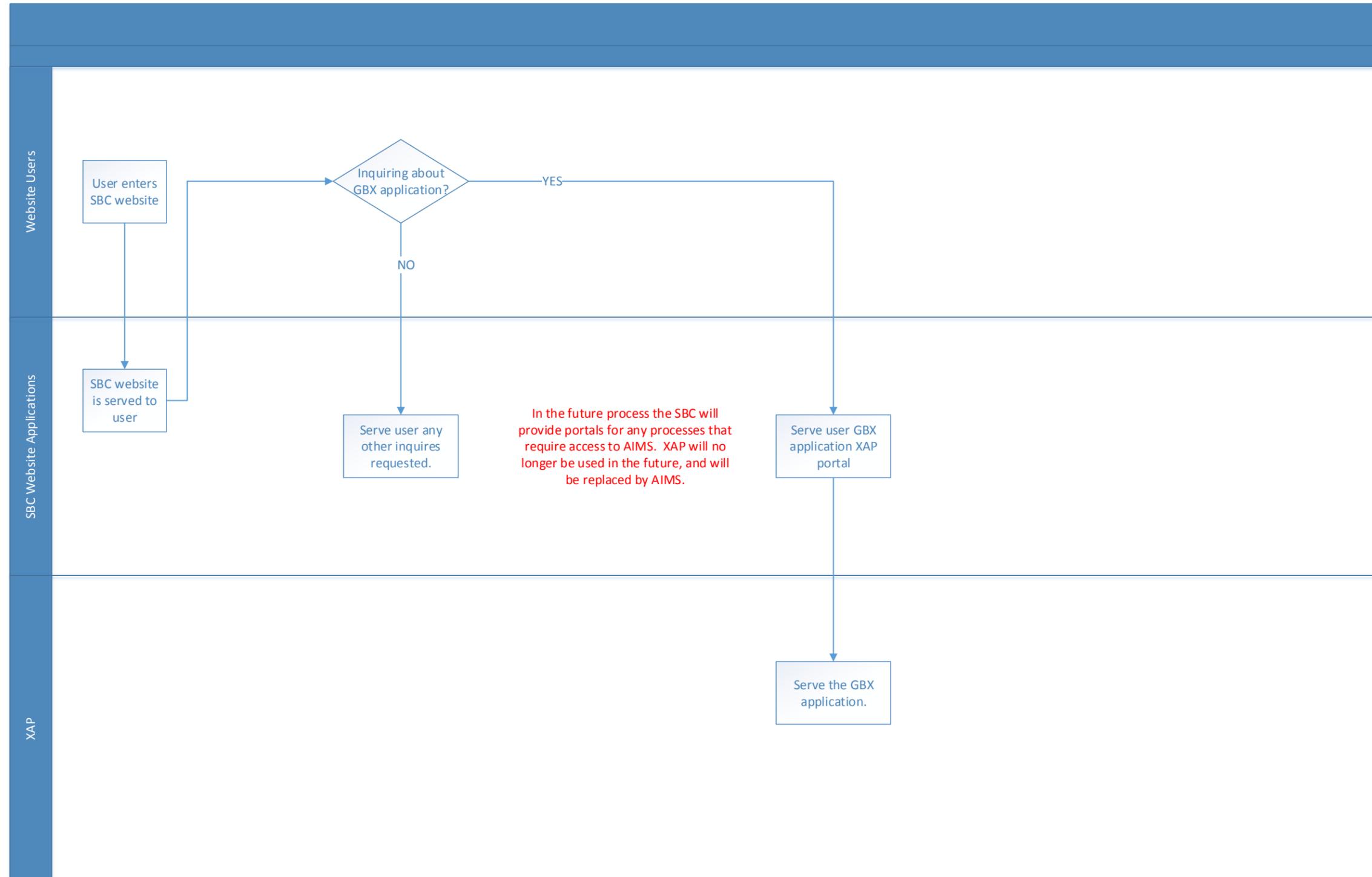


15.1 SBC Website

15.1	ADM Website				
Introduction	<ol style="list-style-type: none"> Scope of process is to identify website entry points and portals for admissions related users. Function links to processes requiring an admission portal. <ol style="list-style-type: none"> Bar account/profile setup ADM registration Bar examination application Question drafters Proctors Graders Test accommodations FYLSX application Segal specialization Special admissions The current State Bar website does not provide the above portals described, only a portal to the XAP application process for GBX applicants. 				
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	✓ Information Technology	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE		Law Schools/Equiv.	Law References	
Business Case	<ol style="list-style-type: none"> ADM Website process allows an entry point to various admissions processes required to be executed throughout a GBX admissions process. Satisfactory conclusion to process is allowing users to access the necessary portals to complete any required admissions related processes. 				
Current Conditions	<ol style="list-style-type: none"> Connects admissions related users to XAP, and other links to forms/applications that need to be printed out. Website is accessed by external users who need to interact with admissions processes. Key step includes GBX applicants to log on to XAP to complete necessary application steps. Tools used include accessing of State Bar website. Next steps following access to State Bar website is execution of particular steps required in admission processes inquired by users. 				
Future Conditions	<ol style="list-style-type: none"> Portals will have various admission related users allowing access to AIMS for specified tasks. 				

15.1	ADM Website	
	<ol style="list-style-type: none"> The portals will allow users to update user information, view statuses, and send required information to ADM. Portals will be accessed by applicants, question drafters, proctors, graders, test accommodations. Key steps in future process include logging on to appropriate portal from the website. Tools used in future are the State Bar website paired with AIMS. Next steps include the State Bar website accessed by users to execute required actions. 	
Risks		
	<ol style="list-style-type: none"> Potential security vulnerability of AIMS if website and database are not properly secured. Migrating current XAP accounts to AIMS platform may raise potential risk to overall business processes. User accounts must be established for incoming users accessing portals on ADM website. Transition plan from XAP to AIMS may cause inefficiencies if not properly executed. Procedural changes in future website will be removal of XAP from ADM website to complete a GBX application. AIMS will provide new GBX application platform, as well as any other portals that require a portal into AIMS that must be tested and validated. 	
Primary Stakeholder Approval(s):		
Signature: _____	Date: _____	Signature: _____
Stakeholder Name: _____		Stakeholder Name: _____

15.1 SBC Website



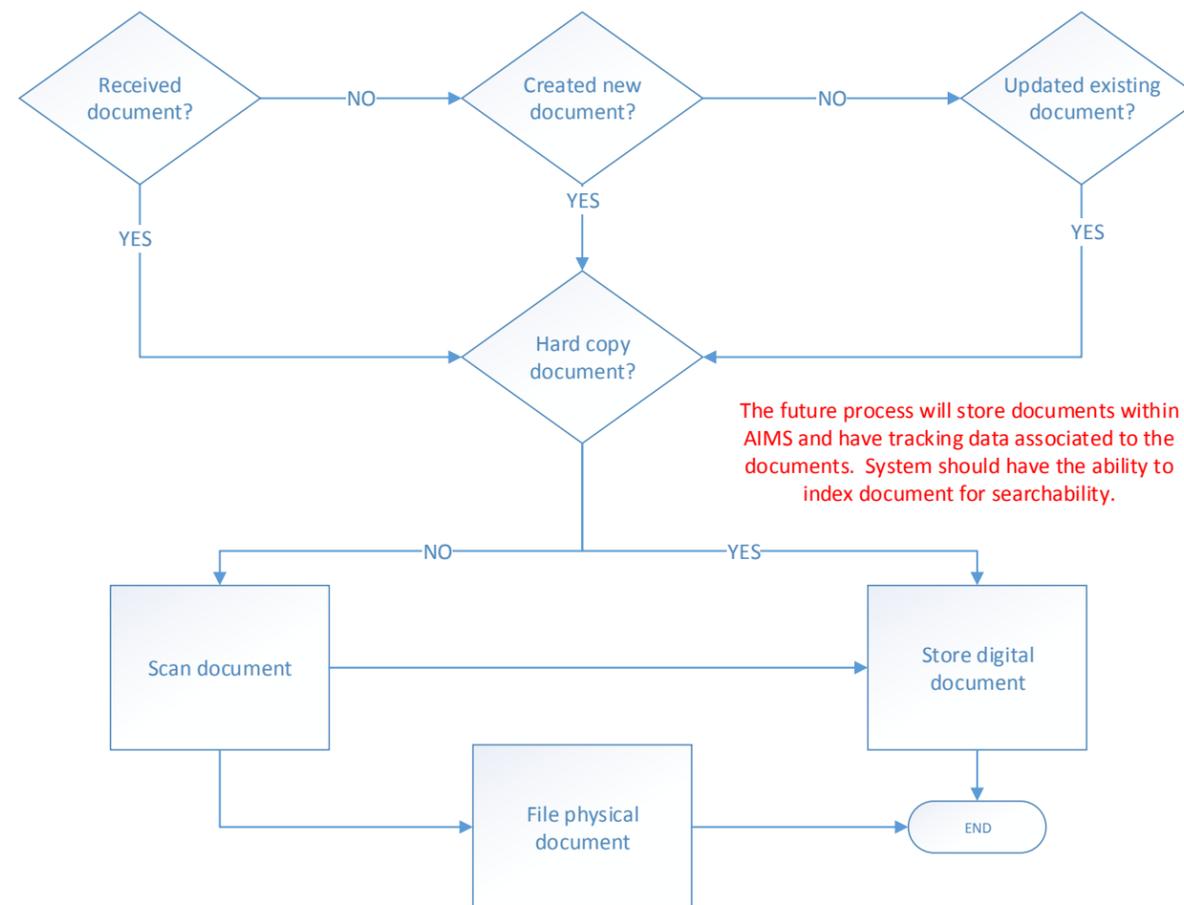
15.2 Document Management System

15.2	Document Management System				
Introduction	<ol style="list-style-type: none"> The scope of the Document Management System (DMS) is to store documents related to the admissions process. The function of the Document Management System will link to AIMS platform. <ol style="list-style-type: none"> Integrated to admissions processes that require document storage functionality. Key factors for Document Management System: <ol style="list-style-type: none"> Ability to scan document into the system. Track documents kept in the DMS through AIMS. Indexed documents for search capability from parent directory. 				
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	Information Technology	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE		Law Schools	Law References	
Business Case	<ol style="list-style-type: none"> Application allowing for centralized location of document storage retrieved in a streamlined manner. Satisfactory conclusion of DMS implementation is to have all admissions-related documents saved in electronic format. <ol style="list-style-type: none"> Users with appropriate access rights will be able to access the documents as required. 				
Current Conditions	<ol style="list-style-type: none"> Current document management procedures include segmented procedures. <ol style="list-style-type: none"> Depending on the admissions process, there may be different document management systems that are used for that process. The current document management system will include the AS400 linked with Visual Client (which is used to scan documents and have them accessible via the AS400). Directory folders within Windows, Hummingbird, and any other applications used to store documents related to admissions. Document management system is utilized by various ADM employees for various admissions related processes. Tools used for current document management system include: <ol style="list-style-type: none"> AS400 with Visual Client Windows directory folders Hummingbird Sharepoint Any other applications used to store admissions-related documents. 				

15.2	Document Management System				
	<ol style="list-style-type: none"> Information captured includes any documentation and statuses that capture the tracking of documents stored in a particular manner or system. Next steps include use and retrieval of documents once they are saved into a particular document management system. <ol style="list-style-type: none"> Proceeding steps depend on particular admissions process being considered. 				
Future Conditions	<ol style="list-style-type: none"> DMS will unify all admissions processes into a centralized document storage location related to admissions. Utilized by any users involved in admissions related process that require document storage functionality. Tools used in the future will be DMS modular solution within AIMS. Information captured will be statuses and tracking data of documents stored in DMS. Proceeding steps in future depend on particular admissions process. Centralized location for admissions-related users to store documents. <ol style="list-style-type: none"> Documents will be accessible by users given the appropriate access rights. Documents will be viewable through AIMS, and the documents should be searchable as well. 				
Risks	<ol style="list-style-type: none"> Documents not properly indexed results in poor search and tracking of DMS within AIMS. Access rights not properly defined leading to sensitive information being accessed by unauthorized users. Compromised sensitive information caused by lack of implemented DMS security measures. Sensitive information compromised if the proper security is not implemented within the DMS. Consolidating of segregated document file systems causing loss of documents. Migrating existing documents to new DMS implementation causing corruption or loss of documents. 				
Primary Stakeholder Approval(s):					
Signature: _____ Date: _____			Signature: _____ Date: _____		
Stakeholder Name: _____			Stakeholder Name: _____		

15.2 Document Management System

State Bar of California, Admissions

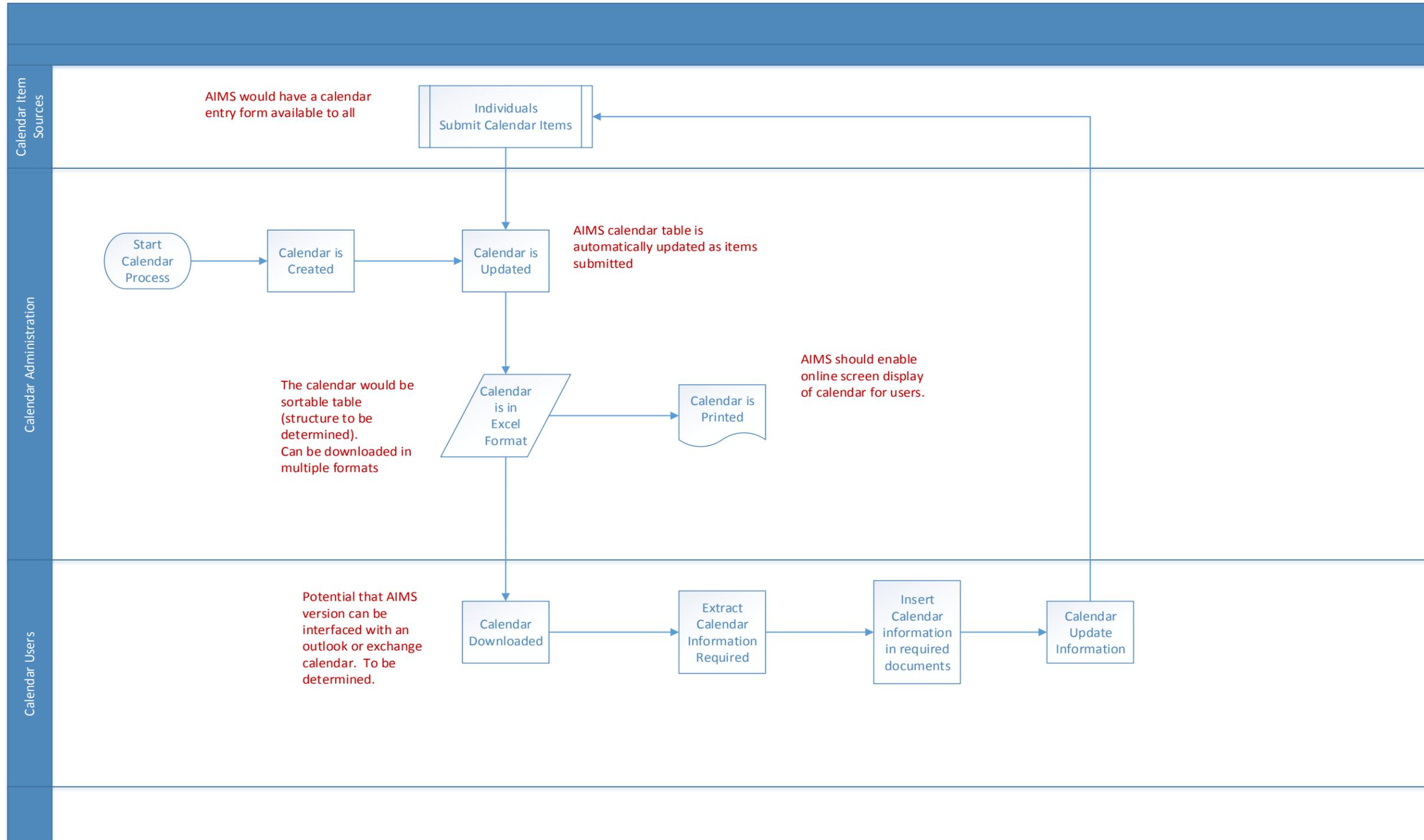


15.3 Master Admissions Calendar

15.3	Master Admissions Calendar				
Introduction	<ol style="list-style-type: none"> 1. Process addresses creation, update and dissemination of admissions process dates, responsibilities and linkages. 2. Process may have links to calendars external to admissions such as Outlook or exchange. 3. The factors that influence the process include: <ol style="list-style-type: none"> 3.1. Date of event or action 3.2. Description of event or action 3.3. Does the item require an action? 3.4. Who is responsible for the action? 3.5. Is the action completed and on what date? 				
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	✓ Information Technology	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE		Law Schools/Equiv.	Law References	
Business Case	<ol style="list-style-type: none"> 1. Bar examination process complexity requires a master calendar of admission events and actions including supporting admissions processes. 2. Establishing a calendar provides information and action reminders to affected staff. <ol style="list-style-type: none"> 2.1. Information can be widely distributed and also filtered for specific periods or events. 2.2. Success is dependent on complete and flexible base calendar. 3. If possible, the calendar should be integrated with exchange server and workflows. 				
Current Conditions	<ol style="list-style-type: none"> 1. An Excel spreadsheet is currently kept with an admissions master schedule or list that can cover multiple years, but is focused around the actions necessary to manage the examination processes. 2. Anyone on the ADM staff can add items by calling the individual that maintains the spreadsheet. 3. The spreadsheet is also available to any staff member that needs it. 4. The spreadsheet can be sorted in several ways to capture specific periods of time (such as a period around an examination date). 5. The calendar information is used by staff to develop date flows in reports, notifications, and coordination. 6. The information is not directly brought into any workflows, but does serve as a task list. 7. The information does include that an item is a simple date or a deadline. 8. The weakness of the current process is that it is not linked directly to other calendars or to workflow. 				

15.3	Master Admissions Calendar	
Future Conditions	<ol style="list-style-type: none"> 1. The intent is to bring a master admissions calendar into AIMS as a tool to support all admissions processes. 2. The calendar would be available to any staff member with authorizations to add or edit items in the calendar. A calendar entry form can be used to enter new items and brought up to users when existing items are edited. 3. The calendar would be available to all staff for viewing with filters for periods of time, subject etc. 4. The calendar would be printable in its filtered forms. 5. If the AIMS provider has the capability then the additional features should be available to: <ol style="list-style-type: none"> 5.1. Bring calendar items into Outlook or exchange calendars 5.2. Download calendar into Excel spreadsheets 5.3. Transfer of action items to workflow for the responsible individuals 6. The calendar items are a combination of date and event descriptions, and include: <ol style="list-style-type: none"> 6.1. Type of event (date, deadline, start date, action, etc.) 6.2. Who is responsible for action – to support workflow. 6.3. Action completed – to support reporting and 6.4. Pre-deadline notifications to identified staff or departments 7. Examples of calendar items are below, this is to help determine range of items: <ol style="list-style-type: none"> 7.1. Date – February 23, 2016 – first day of Bar Examination – date item no action 7.2. Deadline – November 2, 2015 - Exam application filing date – applicant action 7.3. Deadline – February nn, 2016 – supplies ship to Ontario – action – Sam Brown 7.4. Date notice – December mm 2017 – space agreement with Doubletree Hotel in Orange expires – reminder notification – examination administration 	
Risks	<ol style="list-style-type: none"> 1. Integration to staff or department work flow is not fully implemented. 2. Action items are not closed with a completed indication but just that the date has passed. 3. Training to use the calendar form (the likely way to enable calendar item entry) is not sufficient so calendar is not used as intended. 4. Consideration will need to be given to whether the calendar is linked to similar processes like meeting management. 	
Primary Stakeholder Approval(s):		
Signature: _____ Date: _____	Signature: _____ Date: _____	
Stakeholder Name: _____	Stakeholder Name: _____	

15.3 Master Admissions Calendar



15.4 Contract Management

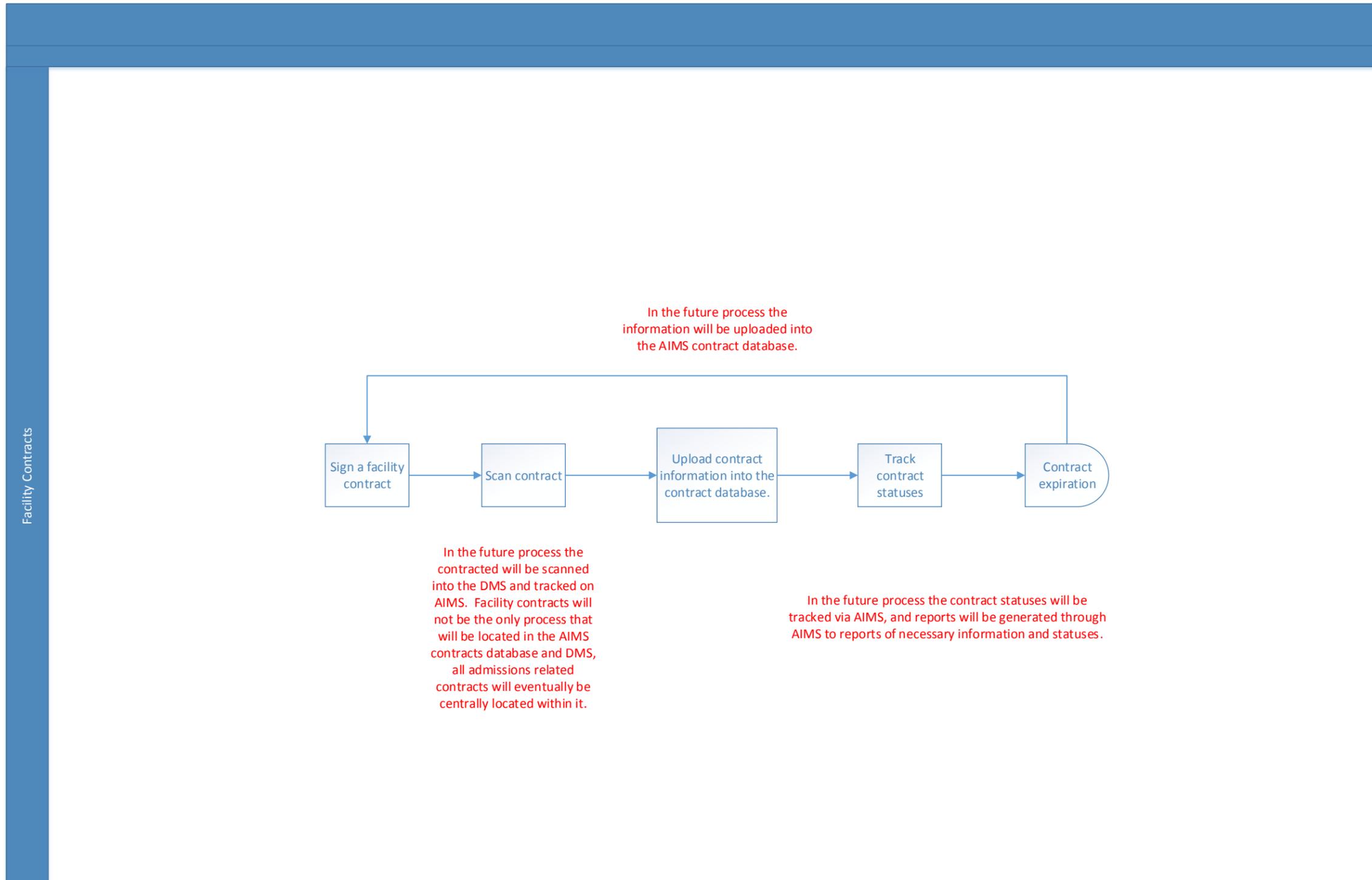
15.4	Contract Management				
Introduction	<ol style="list-style-type: none"> Scope of process is to manage past, current, and future facilities contracts. Process links to examination logistics processes. Key factors to consider: <ol style="list-style-type: none"> Identifying types of contracts that fall under admissions department that must be managed. 				
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	✓ Information Technology	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE		Law Schools	Law References	
Business Case					
<ol style="list-style-type: none"> Maintain accurate tracking of past, current and future contracts within admissions department. <ol style="list-style-type: none"> Includes timely response actions regarding contract related events and decisions. Satisfactory result of process is updated/active facility contracts for upcoming examinations. 					
Current Conditions					
<ol style="list-style-type: none"> Identified by existing contract(s) requiring an action. <ol style="list-style-type: none"> Information status look-up. Information updating. Contract renewal. Logistics reporting, etc. Facility related contracts are scanned and uploaded into the facility contracts database. Hard copies of the facility contracts are filed. Contract information and supporting information recorded on facility contract database. Facility requisition report is generated by facility contracts database when necessary. Facility contract database is used to set up examinations. Process executed by individuals responsible for tracking and updating statuses of admission facility contracts. Key step include renewal of facility contracts when their expiration date is approaching. Tool used includes contracts database. Contract information negotiated is used and captured into the contract database. <ol style="list-style-type: none"> Scanned copies of contracts are created during contract management process. Statuses of contracts are created. Next step in process is to utilize facilities contracted for examinations. 					
Future Conditions					
<ol style="list-style-type: none"> Identified in a similar manner as the current event. <ol style="list-style-type: none"> Centralize location of all admissions related contracts into a centralized database. 					

15.4	Contract Management
	<ol style="list-style-type: none"> Workflow to manage all admissions related contracts will be processed via AIMS. <ol style="list-style-type: none"> Includes scanning of contracts into document management system. Extracting of data from contracts into database. Reporting on statuses and information of contracts. Authorized ADM employees will have access rights to upload, update, and view contracts database. Future process executed by ADM employees who deal with admissions contracts. Key steps in future process include uploading of contract related information into AIMS from the admissions processes. Tools used in future process include AIMS and DMS. Information used, captured, and created remains the same as in current process with exception of information pertaining to admissions contracts (may include contract other than facility contracts). Process's next step will be to utilize resources obtained from contracts. Special characteristic of future process is centralization of all admissions related contracts into one database.
Risks	
	<ol style="list-style-type: none"> Incorrect access rights may cause unauthorized people to update or modify the contracts database. The existing gaps between the current and future processes is the future centralization of the contracts database, where currently contracts information is segmented depending on the process the contracts relates to. Contracts stored in segregated locations (such as databases or file directories) may cause loss or corruption of data or files when migrated and consolidated in new system. Inaccurate or nonexistent tracking functionality within the system used for business purposes. Lack of system flexibility hindering the effectiveness and accuracy of the business process. Data corruption during the migration phase leading to compromised data integrity. Inaccurate capturing to database stored procedures leading to an inconsistent business process. Loss of data during the data migration phase compromising data integrity. Altered data semantics during the data migration phase leading to compromised data integrity. Inconsistent database schema from the current to future states may cause a lapse in application functionality. Inactive data records migrated to AIMS caused by inconsistent data retention protocol. Data duplication and redundant data fields due to a lack of data cleaning, may affect the functionality of AIMS. External users not receiving email notifications caused by inaccurate email addresses stored in the database. Inadequate fault tolerance caused by lack of data redundancy, leading to compromised business process and functionality. Decision on phasing out current proctor system which will depend on AIMS functionality. Ineffective workflow triggers caused by poor capturing of business process integration.

15.4 Contract Management

15.4	Contract Management
16. Transitioning from paper process to electronic process causing workflow inefficiencies. 16.1. Allow both paper and electronic processing options to gracefully integrate system.	
17. Inaccurate tracking of submitted external user applications causing workflow ineffectiveness.	
18. Ineffective communication to external stakeholders caused by integration of new system. 18.1. AppleOne	
19. Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality.	
20. Inaccurate automation functions caused by lack of validation, testing, and quality control.	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

15.4 Contract Management

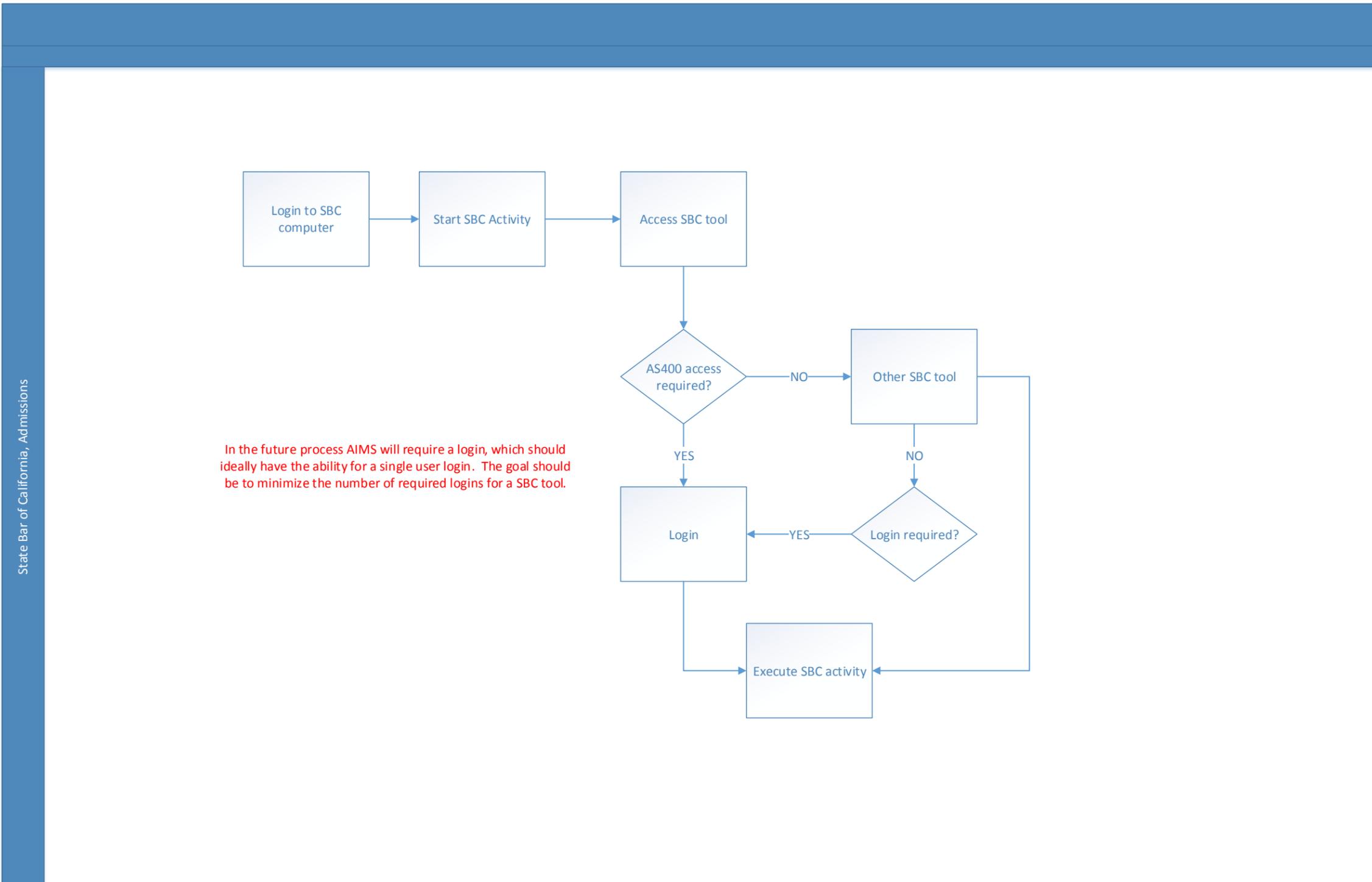


16.1 ADM User Access

16.1	ADM User Access					
Introduction	<ol style="list-style-type: none"> The scope of the process is for ADM staff to access all databases necessary to complete Admissions processes. Staff need to access at least one source of information to complete any of the processes currently involved in Admissions. Key factors to consider are security of access to databases and privacy of the information held. 					
Stakeholders	✓ Admissions Admin.	✓	Operations & Management	✓	Moral Character	✓ Education Standards
	✓ Exam. Development & Accommodations	✓	Exam. Grading	✓	Legal Specialization	✓ Information Technology
External	DOJ		FBI		DMV	Dept. Social Services
	NCBE				Law Schools	Law References
Business Case	<ol style="list-style-type: none"> Changing the way in which information is received and stored requires a change in process for access to the information. A satisfactory conclusion to the process is for all staff to easily access any information they may need at any time. 					
Current Conditions	<ol style="list-style-type: none"> Staff currently access information on databases either by logging in to the AS400 or by viewing Access, Excel, or paper logs. <ol style="list-style-type: none"> Limitations to the AS400's capabilities warrant the need for external databases. Each staff member has a unique login to the AS400. All Admissions staff have access to the program, but they can only view information based on their access rights. Key steps before issuing login information: <ol style="list-style-type: none"> Evaluating individuals' job functions. Granting authorities based on job functions. Tools used to access information: <ol style="list-style-type: none"> The AS400 stores most information about applicants and exams. Excel files store smaller amounts of information not vital to the Admissions process. Access databases also hold information not vital to the Admissions process. Examples include testing accommodations and law office study information. Paper logs hold information not vital to the Admissions process. Examples include law office study and question creator contact information. There are also document sharing programs like SharePoint and Hummingbird used in small scale by certain groups. Network drives are used to store and access information. Some of those drives are accessible 					

16.1	ADM User Access	
	to specific employees only.	
	6. Only identity and access right information are taken into account by the login.	
Future Conditions	<ol style="list-style-type: none"> All Admissions staff will log in to their AIMS account rather than the AS400 or other document sharing programs. AIMS and network drives will be the only tools used to access applicant information and statistics. No new types of information will be created by the new logins, although there may be new logins created. Staff will have access to all information necessary to their responsibilities once they are logged into AIMS. A special characteristic of the future process is that all information will be centrally located under the AIMS umbrella. Only information that is essential to the process of the applicant being admitted to the Bar will be available in the new system. Any other information such as law school regulation will remain separate. 	
Risks	<ol style="list-style-type: none"> Consideration needs to be given to whether or not staff use the same login as they do currently or setting up new accounts for the new system. As new information and capabilities will be added, new access rights will have to be established. The "discovery" phase of the vendor's communication with the Bar will lead to the addition of data that must be moved into AIMS. This will have an effect on the structure of future access rights. A decision is pending regarding how staff will access AIMS (single log in or separate log in from computer to AIMS.) 	
Primary Stakeholder Approval(s):		
Signature: _____	Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____		Stakeholder Name: _____

16.1 ADM User Access

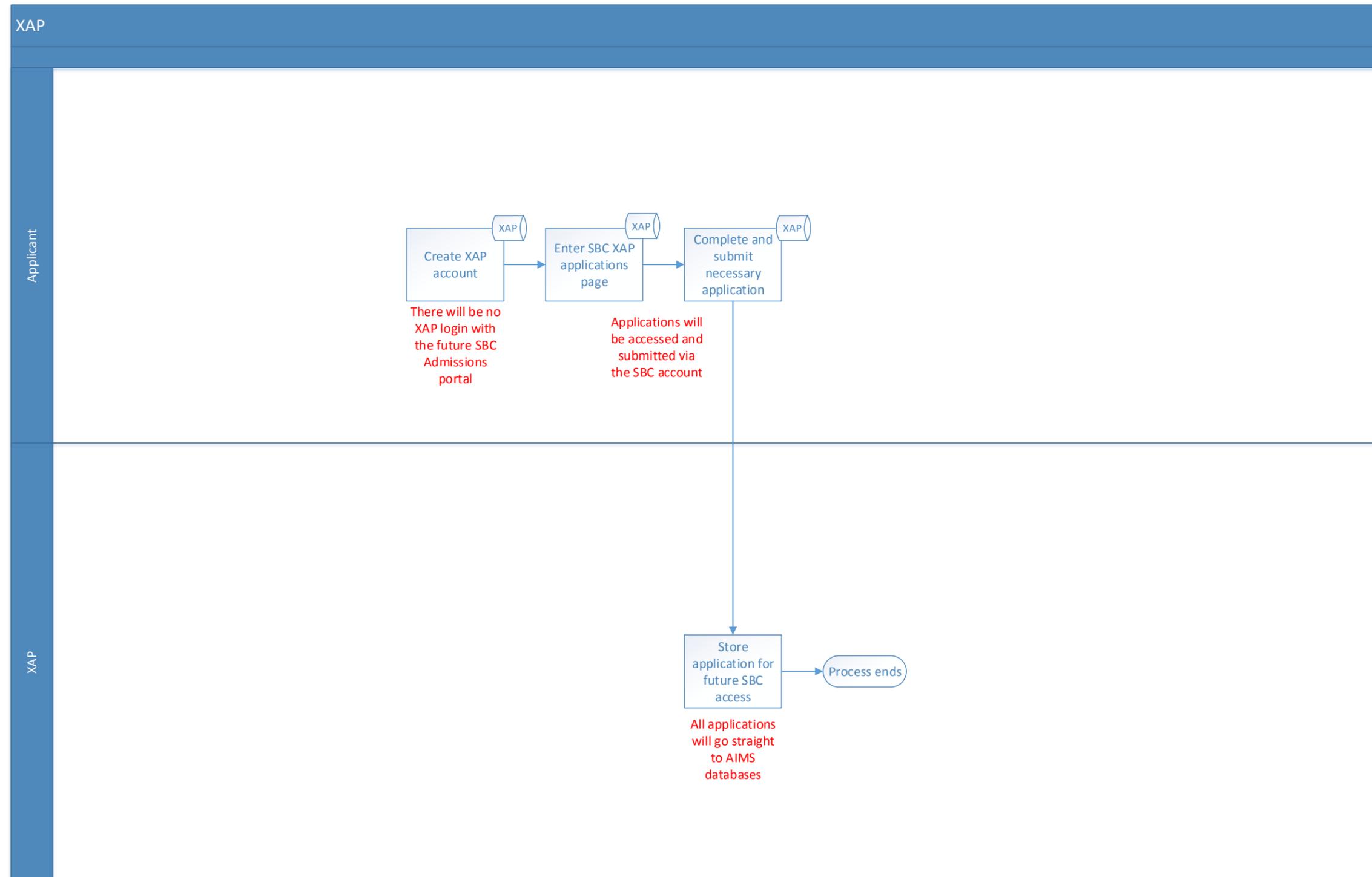


16.2 External-Applicant User Access

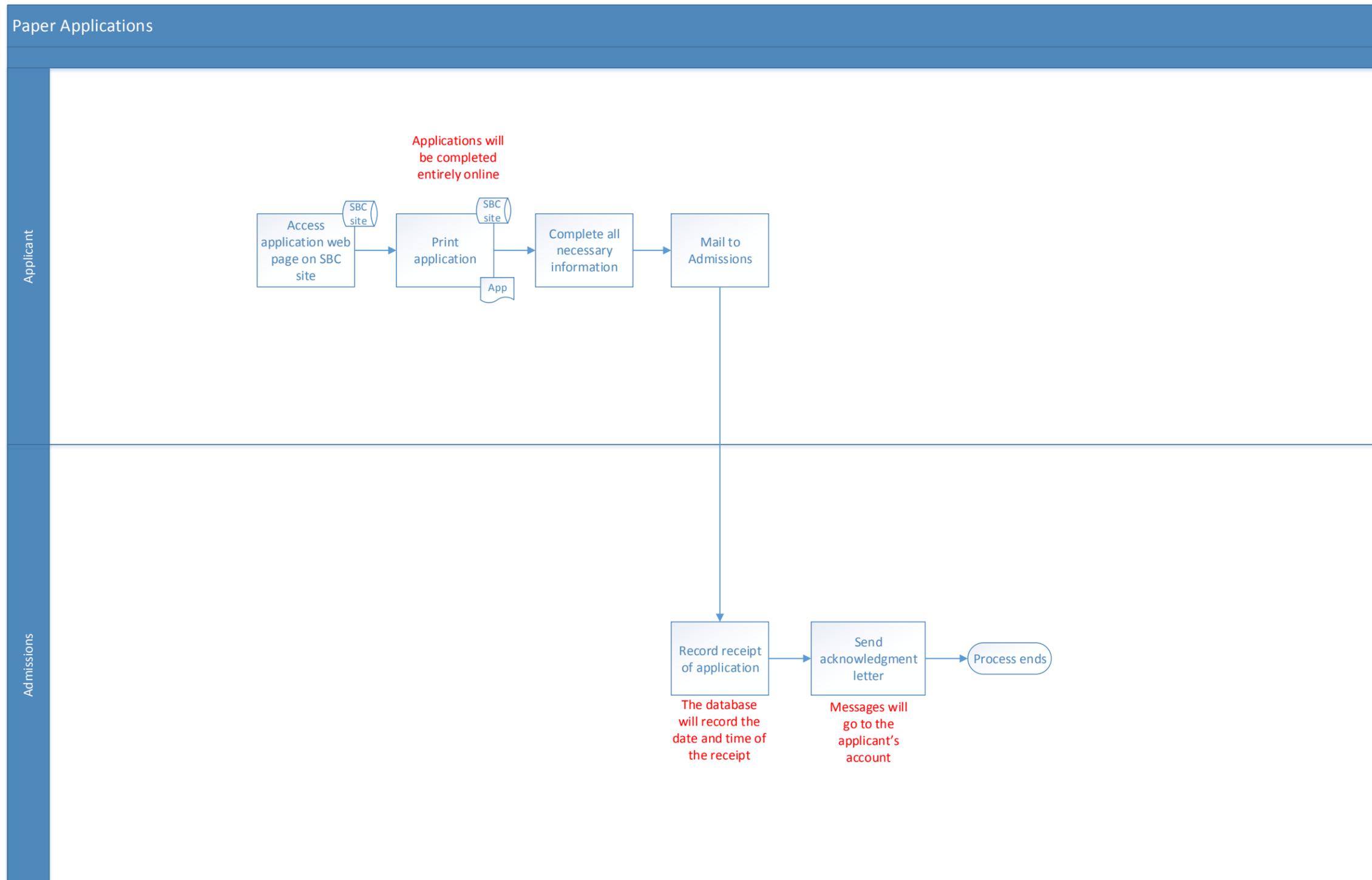
16.2	External-Applicant User Access					
Introduction	<ol style="list-style-type: none"> The scope of the process is for the applicant user to access information and applications on AIMS. This is linked to registration, applications for programs and exams, Moral Character, and other areas within Admissions. A key factor for this process is for the applicant to be registered with the Bar. 					
Stakeholders	Admissions Admin.	✓	Operations & Management	✓	Moral Character	Education Standards
	✓ Exam. Development & Accommodations		Exam. Grading	✓	Legal Specialization	✓ Information Technology
External	DOJ	✓	XAP		DMV	Dept. Social Services
	NCBE	✓	Applicant		Law Schools	Law References
Business Case						
<ol style="list-style-type: none"> Applicants need a portal which will grant them access to applications and information regarding progress to becoming an attorney with the State Bar of California. The satisfactory result to this is for the applicant to have a secure location to access existing correspondence or begin an application. There is currently a limited amount of progress information provided to applicants online. A third-party application host site (XAP) is used to submit a limited number of applications. 						
Current Conditions						
<ol style="list-style-type: none"> Beginning applications with the State Bar either requires the applicant to access XAP or find applications on the State Bar site that they must mail in. Individuals applying for registration, Moral Character, GBX, and FYLSX must first create an account with XAP to access those four applications. <ol style="list-style-type: none"> The Moral Character application has an added part that is mailed in hard copy and accessed from the Bar's site. Most types of applications are mailed in hard copy and accessed on the State Bar website. <ol style="list-style-type: none"> Those applications must be printed and mailed in to either the San Francisco or Los Angeles office, depending on instructions. These applications are followed by a letter response to the applicant. Key steps for both methods are to register with the Bar before beginning applications, as not being registered slows the application processing. The applicant is also able to see Admissions progress on their Status Screen. <ol style="list-style-type: none"> The Status Screen shows basic information regarding requirements toward admission to the Bar. It serves as more of a checklist where requirements are shown as pending, satisfied, or not yet satisfied. The Status Screen also shows basic contact information, registration date, NCBE number, exam results, fees owed, admin holds, motion information, and it also allows the user to 						

16.2	External-Applicant User Access	
change some contact information and print new admittance tickets.		
5.3. Logging in to the Status Screen requires SSN/Registration Number, Birth Date, and File Number.		
Future Conditions		
<ol style="list-style-type: none"> Future applicants beginning the Admissions process will be required to create accounts with the Bar before registration. Accessing applications will be through the user's portal directly with the Bar and not a third-party site. <ol style="list-style-type: none"> The list of applications available will depend on the type of registration – student or attorney. The future portal view will provide more detailed updates showing where applications are in processing stages. This will be the only way to submit applications electronically. The portal will also show results for any exams taken. The portal will be the access point to a secure messaging center to eliminate the need for letters. <ol style="list-style-type: none"> Applicants will receive messages to their personal email notifying them that new correspondence was sent to their secure mailbox. They will have to sign in to their account to view the correspondence. 		
Risks		
<ol style="list-style-type: none"> There is a question of whether applicants should create new login information with ADM, or transfer all usernames and passwords from XAP to the new ADM portal. This would require creation of a set of criteria for login information. A risk lies in losing activity time in the transition, so it's necessary to integrate the new user portal before XAP is shut down for Bar applications. All admission process information must be transferred to AIMS before the system goes live, as part of the utility includes being able to track progress toward membership. Consideration needs to be given to how long accounts created with the Bar will be left active after there is no action by the individual. <ol style="list-style-type: none"> It may be beneficial to delete user accounts after admission to the Bar. 		
Primary Stakeholder Approval(s):		
Signature: _____ Date: _____		Signature: _____ Date: _____
Stakeholder Name: _____		Stakeholder Name: _____

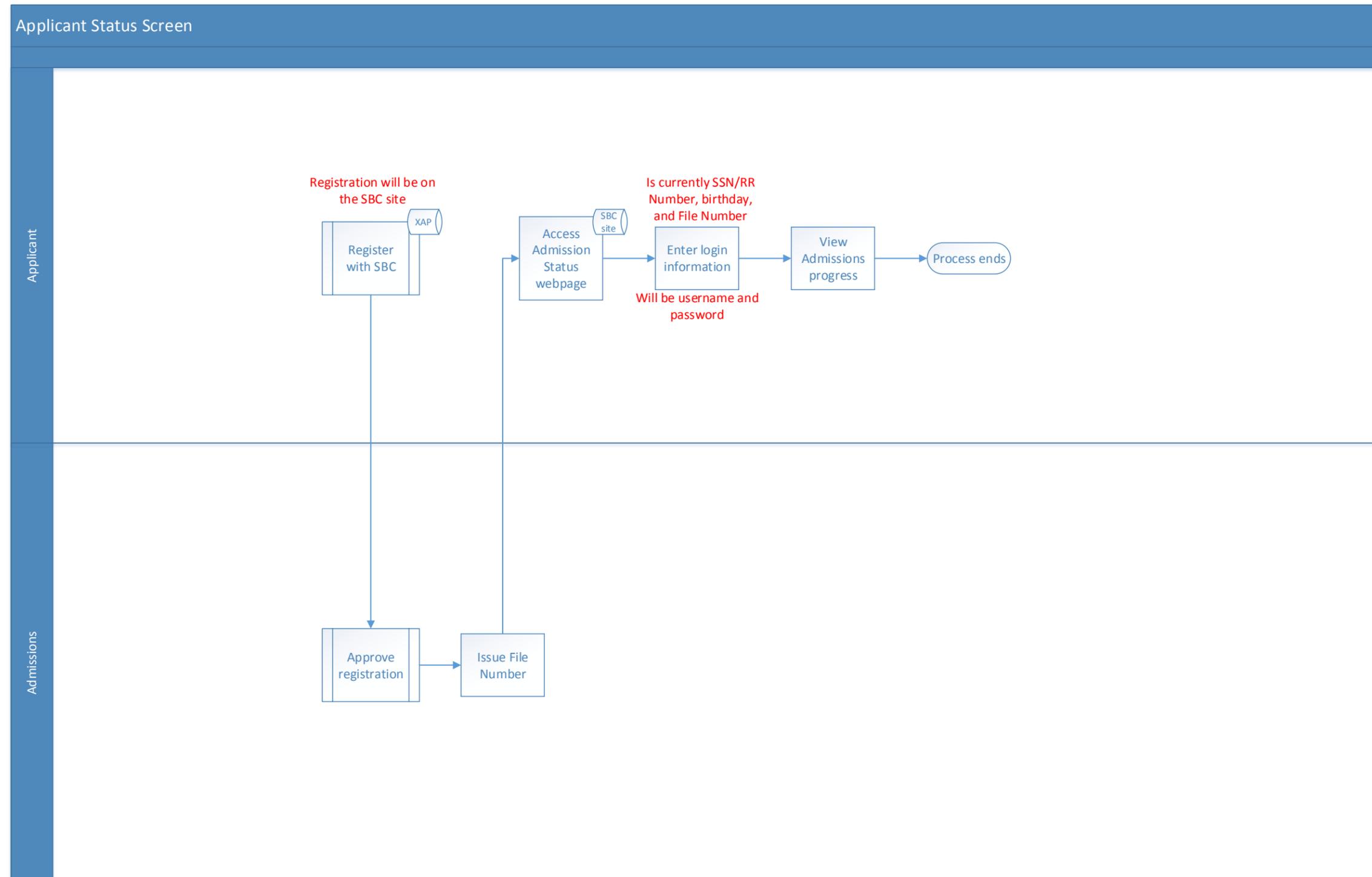
16.2 External-Applicant User Access



16.2 External-Applicant User Access



16.2 External-Applicant User Access



16.3 External User Access

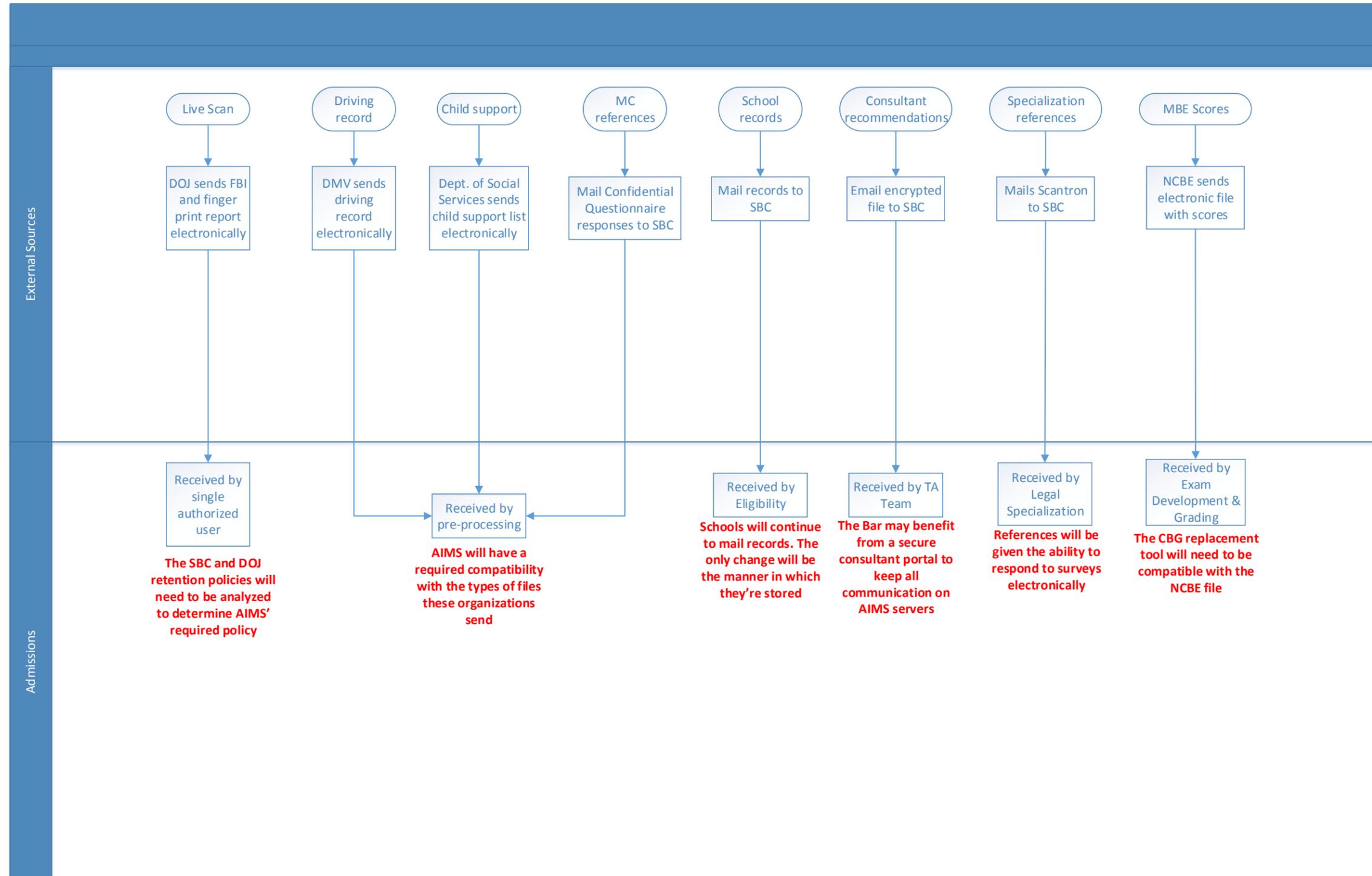
16.3 External User Access						
Introduction	<ol style="list-style-type: none"> The scope of the process is for non-staff and non-applicants to submit information that will update AIMS databases. External feedback is necessary in areas such as Moral Character application, testing accommodations, and legal specialization. A key factor for external access is security of access and privacy of information retained. 					
Stakeholders	Admissions Admin.	✓	Operations & Management		Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading		Legal Specialization	✓ Information Technology
External	✓ DOJ		FBI	✓	DMV	✓ Dept. Social Services
	✓ NCBE	✓	Consultants	✓	Law Schools	✓ Law References
Business Case	<ol style="list-style-type: none"> Many processes within Admissions rely on external feedback from external individuals and organizations. A satisfactory result to this process is for the external user to provide solicited information to complete a State Bar process. There needs to be a secure way to relate applicant information to comply with HIPAA regulation. 					
Current Conditions	<ol style="list-style-type: none"> ADM staff, medical consultants, DOJ, DMV, Dept. of Social Services (DSS), law schools, and references are all involved in external access and communication. Types of information received cover criminal, driving records, financial, education related, disability, and exam results. The way in which most external users share information is through paper documents that must be mailed to the Bar. Legal Specialization references receive Scantron forms to answer questions about the applicant. Completed responses are scanned upon receipt by the Bar. Law schools mail transcripts to certify their students' education. <ol style="list-style-type: none"> Law schools also mail information to comply with Educational Standards rules. The NCBE sends the State Bar a data file after each GBX, showing results for the MBE portion. The Testing Accommodations team contacts consultants regarding some requests. Consultants receive emails with encrypted PDFs to provide recommendations. This is the current method of complying with HIPAA regulations. Moral Character relies entirely on the following outside entities for successful completion. <ol style="list-style-type: none"> The DOJ sends an electronic file showing Live Scan Results. The DMV sends an electronic file twice a month showing driving record. The DSS sends a monthly report showing child support owed. 					

16.3 External User Access	
	<ol style="list-style-type: none"> Moral Character references receive paper questionnaires that must be answered by filling in bubbles. Question drafters submit exam questions using emails. Exam graders receive and return exams in hard copy. Proctors submit various kinds of information to the Bar which may change with each exam. Key steps are to verify the identity of the applicant and external individual to ensure the correct information is being received for the applicant in question. Tools used for external communication: <ol style="list-style-type: none"> Scantrons are used for Moral Character and Legal Specialization references to submit responses to the questionnaire. The AS400 is used to receive information from the DMV and DSS. Emails with secure PDFs are sent to consultants for TA recommendations. An electronic file is received from the DOJ with Live Scan results. That file is sent to a secure server which updates the AS400. The file contains applicants' names, tracking numbers, Social Security Number, result ("rap sheet"), and result date. The DOJ file also shows FBI results. Only one person has access to the DOJ. The DMV file is used to cross-check the driving record uploaded on the electronic application. Information from the DSS file is the source for the exception report that will show applicants who owe child support. Transcripts are used to certify education. Certifying education is part of the registration and exam eligibility processes. There are also other hard copy forms sent from schools to Educational Standards to comply with rules. The data file received from the MBE is used to calculate grades for the Bar exam. Although some information may come in batches, sections of those batches are relevant to an individual applicant. Following the receipt of any of these pieces of information, Admissions staff will review the file that was sent and make decisions such as placing a hold, denying a request, or continuing the specific process that the information relates to.
Future Conditions	<ol style="list-style-type: none"> Consultant recommendations and questionnaire answers will come electronically through portals, rather than from emails and paper/Scantron responses. All external sources of information will be retained in the future, as they are required for completion of Admissions processes. All pieces of electronic information will be received in the same manner as they are now. AIMS will be able to accept and read files in the same format that the AS400 does. Key steps will still be to verify the identity of the applicant and the respondent to ensure confidentiality and that accurate information is received for the intended individual. AIMS databases will be used to capture information for the bulk of the processes such as Legal Specialization, TA, and Moral Character.

16.3 External User Access

16.3	External User Access
<p>6.1. Education related files such as transcripts and certifications will likely still be received in hard copy as schools won't be granted access portals. The same applies to forms that are submitted to support law school regulation.</p> <p>7. The CalBar Grader replacement tool will store and read files sent from the NCBE to calculate exam results.</p> <p>8. Regardless of the manner of receipt, all pieces of information received will be saved to pre-arranged storage locations for ADM review.</p>	
<p>Risks</p>	
<p>1. Management will have to decide which external participants throughout all of Admissions' processes will have direct access to submit information via portals.</p> <p>1.1. Some of these external sources will require new portals to be created as well as new solicitation and review processes for Admissions staff to implement.</p> <p>2. External users will have to be told what file types are compatible with AIMS to ensure proper use of the tool.</p> <p>3. There is an assumption that DMV, DOJ, and SLMS files will all be received as they are now, as AIMS' implementation won't change processes for external organizations.</p> <p>4. AIMS need the ability for the DOJ-recognized staff member to request and receive information using the new system.</p> <p>5. New workflow and notification structure has to be set for recommendations and references to be submitted electronically.</p>	
<p>Primary Stakeholder Approval(s):</p>	
<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>	<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>

16.3 External User Access

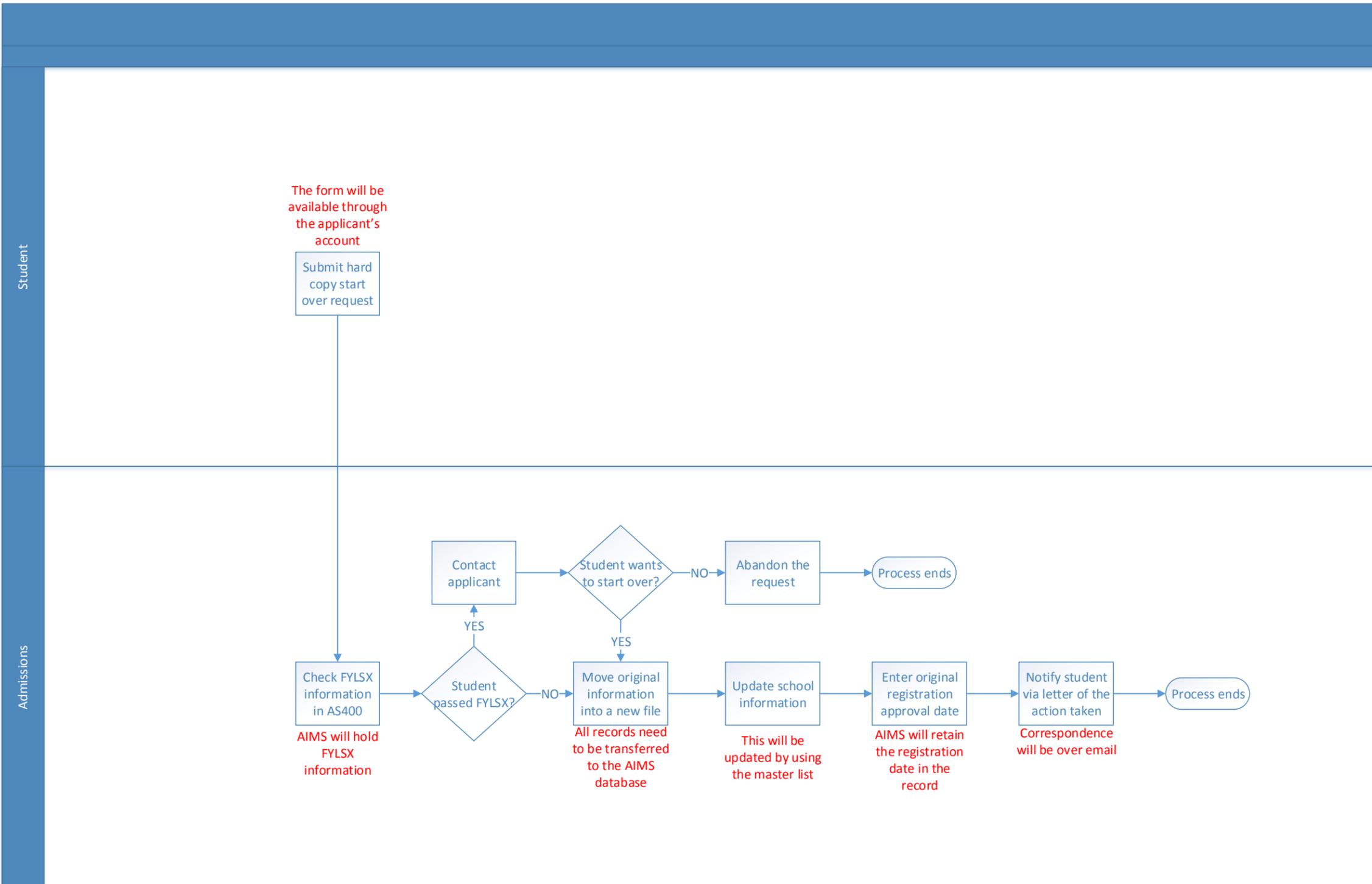


17.1 Start Legal Education Over Process

17.1	Start Legal Education Over Process				
Introduction	<ol style="list-style-type: none"> The scope of the process is for a law student to notify the State Bar that they'd like to go through the do over process to replace education information within the Bar's database clean. Old education and exam information is saved to another file. The notification makes changes to the student's registration file. There are approximately 50 requests per month. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations	✓	Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Applicant	Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> Many students request that they be allowed to start their education history over. A satisfactory conclusion is for the student to either be notified that it's not beneficial to start over, or to be notified that they have been approved to start legal education over. The student must be registered with the Committee of Bar Examiners (CBE) in order to be eligible for this request. 				
Current Conditions	<ol style="list-style-type: none"> The process starts when the student submits a "Starting First-Year Law Studies Over Certification" form, then as follows: <ol style="list-style-type: none"> Admissions checks the student's registration record to see whether they've passed the First Year Law Student Exam (FYLSX), pending results, and prior law schools. If the student has passed the exam, they are contacted to verify that they want to start over. <ol style="list-style-type: none"> 1.2.1. If the student does want to start over regardless, their education and FYLSX information are cleared and moved to a different file. Information for the new school is entered to replace education information. 1.2.2. Some of the checklist screen is automatically removed from the registration record and saved to the do over file. The date of the original registration approval is manually re-entered. 1.2.3. Applications are not processed if exam results are pending. If the student decides not to start over after clarification, the application is filed unprocessed and no information is changed. The student is notified via letter of the action taken. The process is only between the student and the Office of Admissions. Key steps are to verify that the student wants to start education over and to enter the new school's information accurately. 				

17.1	Start Legal Education Over Process	
	<ol style="list-style-type: none"> Tools used in this process: <ol style="list-style-type: none"> 4.1. The AS400 is used to move information into new files and to replace information that was previously saved. 4.2. A checklist is used to process start over applications. Information involved in the process: <ol style="list-style-type: none"> 5.1. Old and new school information, contact information, and the student's File Number. The process is followed by the student starting education over at the new school. A special characteristic of this process is that the successful completion results in the student losing credit for their first year of law school. 	
Future Conditions	<ol style="list-style-type: none"> The future process will be started by the applicant submitting the form online through their access portal. Admissions staff will carry out the same process of verifying exam information and moving information using AIMS. <ol style="list-style-type: none"> 1.1. The FYLSX check will be done through an AIMS search. 1.2. Information will be replaced through options on the student's file in AIMS. All information included in the current process will be part of the process when AIMS is used. The student and Admissions staff will still be the only participants in the request. Admissions staff will be able to undo the work done to replace information if the student requests that the first year be reverted back to the original. Key steps will remain the same as they are now, but the school will be entered through a selection from the master school list to avoid errors. After receiving notification that the request was approved, the student will begin studies at the new school. If the student elects to withdraw their form before it's processed, they will continue studies at the same school. 	
Risks	<ol style="list-style-type: none"> All original information that is currently being held needs to be moved to the registration database in AIMS. AIMS will need to hold all FYLSX information before being used for this process. This process depends on using an up-to-date school master list. 	
Primary Stakeholder Approval(s):		
Signature: _____	Date: _____	Signature: _____
Stakeholder Name: _____		Stakeholder Name: _____

17.1 Start Legal Education Over Process



18.1 OSAAC and Pro Hac Vice Application

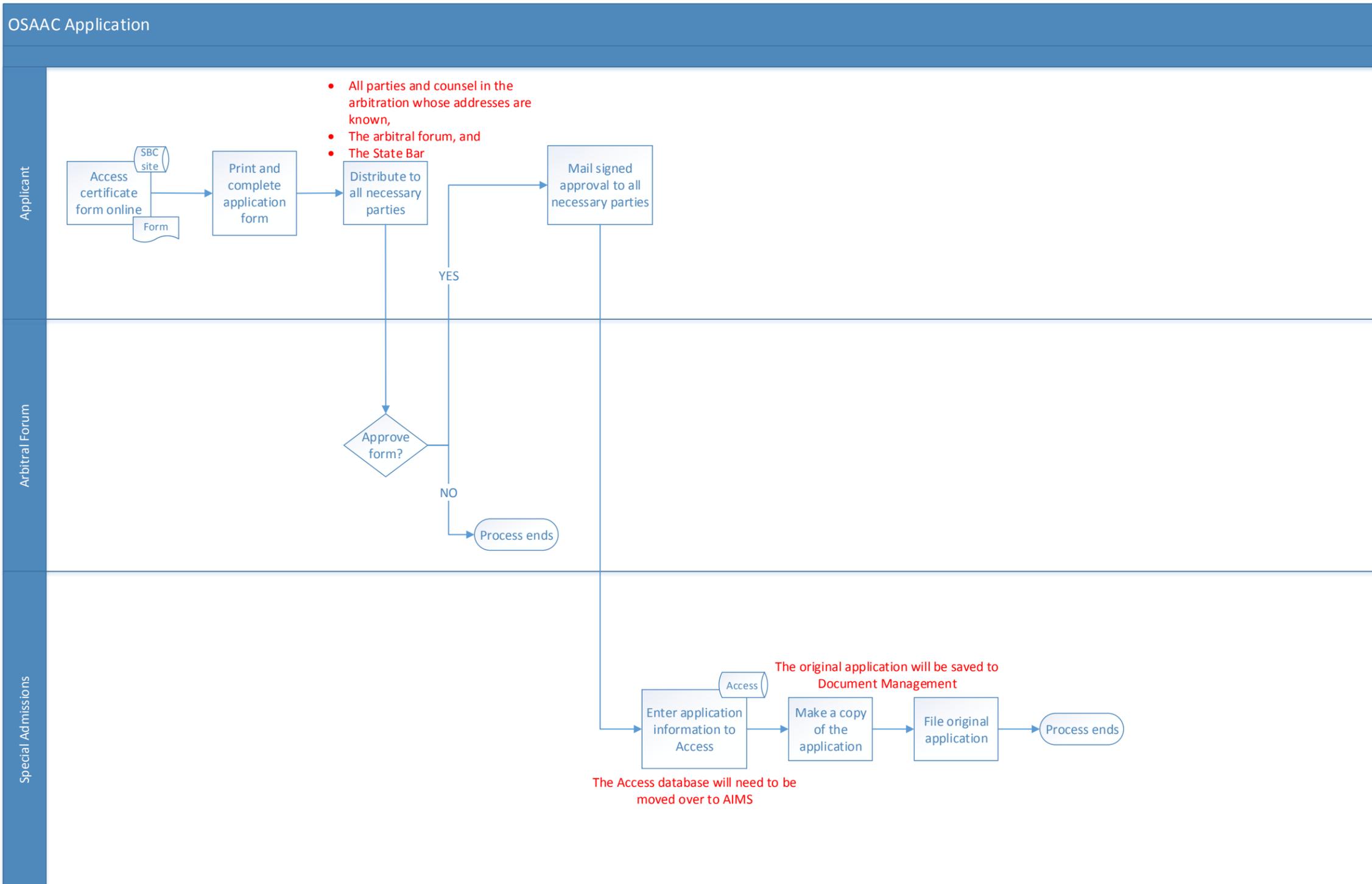
18.1	OSAAC and Pro Hac Vice Application				
Introduction	<ol style="list-style-type: none"> The scope of the process is to have out-of-state attorneys apply for the Out Of State Arbitration Counsel (OSAAC) and Pro Hac Vice programs with the State Bar. The OSAAC and Pro Hac Vice programs allow out-of-state attorneys to participate in California court cases and arbitrations with the court or arbitrator's consent. Applicants must not be members of the State Bar nor regularly do business in the state of California. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Special Admissions
External	DOJ	✓	ADM Member	DMV	Dept. Social Services
	NCBE	✓	Applicant	✓ Court	Law References
Business Case	<ol style="list-style-type: none"> These applications and approvals are effective on a one-time basis for the arbitration or case specified. Participants of the program must apply to represent an individual and be approved by the court. The State Bar serves as the custodian of records for the Pro Hac Vice program. The State Bar requires that attorneys submit a copy of their judge-approved application for the Pro Hac Vice case. Both programs require that there be a California attorney of record. 				
Current Conditions	<p>OSAAC</p> <ol style="list-style-type: none"> Neither programs require an eligibility verification process from the Bar. The court makes the decision on whether or not to allow an attorney to appear in court. Both applications are in the form of documents that must be mailed in to the Office of Admissions in San Francisco. Attorneys applying under OSAAC must print and complete the form found online and provide a copy to the State Bar and other parties involved in the arbitration. If the arbitrator approves the application, the applicant must serve a copy of the written approval to all parties noted above except for the State Bar. The State Bar receives the original signed certificate form. <ol style="list-style-type: none"> If the arbitral body requires that the applicant use a specific certificate form, the attorney uses that form instead of the one provided by ADM. The OSAAC application process includes the applicant, arbitrator, other counsel, California attorney, and the office of Special Admissions. A key step is to distribute the application to all required persons with correct information documented. 				

18.1	OSAAC and Pro Hac Vice Application
	<ol style="list-style-type: none"> Tools used for the OSAAC program: <ol style="list-style-type: none"> The applicant uses a certificate application form (either the ADM-provided one or a separate one designated by the arbitral body). Microsoft Access is used to hold information from OSAAC applications. It also tracks the number of times the attorney has practiced in California. The OSAAC application requires information regarding the arbitration (case number, address), firm contact information, CA attorney identification, other courts to which the applicant is admitted to practice in, and a history of OSAAC participation. A copy of the application and the original are stored for three years. <p>Pro Hac Vice</p> <ol style="list-style-type: none"> The Pro Hac Vice application process begins with the attorney sending the State Bar copies of moving papers filed with the Court in which the attorney wishes to appear. <ol style="list-style-type: none"> The application information is retained on the AS400. The Bar does not track how many times the attorney practiced, but it does track how many times they applied. The attorney will receive confirmation that the application has been received by the Bar. The Pro Hac Vice information includes the case, the court, applicant's contact information, standing in their home jurisdiction of practice, and contact information for the CA attorney. <ol style="list-style-type: none"> Certain courts may have other special requirements. The most important part of the Pro Hac Vice application is to submit moving papers to the Bar. This will serve as proof to the judge that they have in fact applied to the program. Neither of the programs requires that the applicant register or take exams with the State Bar. <p>Future Conditions</p> <ol style="list-style-type: none"> Because these applicants aren't required to register, they won't have a portal to access applications. <ol style="list-style-type: none"> The attorney will be able to submit certification forms online by filling out all information in the electronic form and attaching necessary materials. The form will be found on the OSAAC web page. The same will be done for Pro Hac Vice applications on the program's web page. Participants in both processes will remain the same for the future application. The only differences will be the method of submittal and State Bar storage. Key factors in both applications will also remain the same, to distribute the OSAAC application to all necessary counsel and to file moving papers with the Bar. Staff will use AIMS screens to view submitted applications. There will be a database to hold logs of cases or arbitrations worked for the OSAAC program. Pro Hac Vice will still only track the number of times it was applied for. These will be saved in an AIMS database and updated as the attorney returns to practice in California. Both processes will only be followed by acknowledgment of receipt from the Bar. There will continue to be no approval process on behalf of the Bar – that will remain the court's responsibility. A special characteristic of the future process is that unlike all other application submittals, these won't require that the user create an account to access or submit forms. However, because the

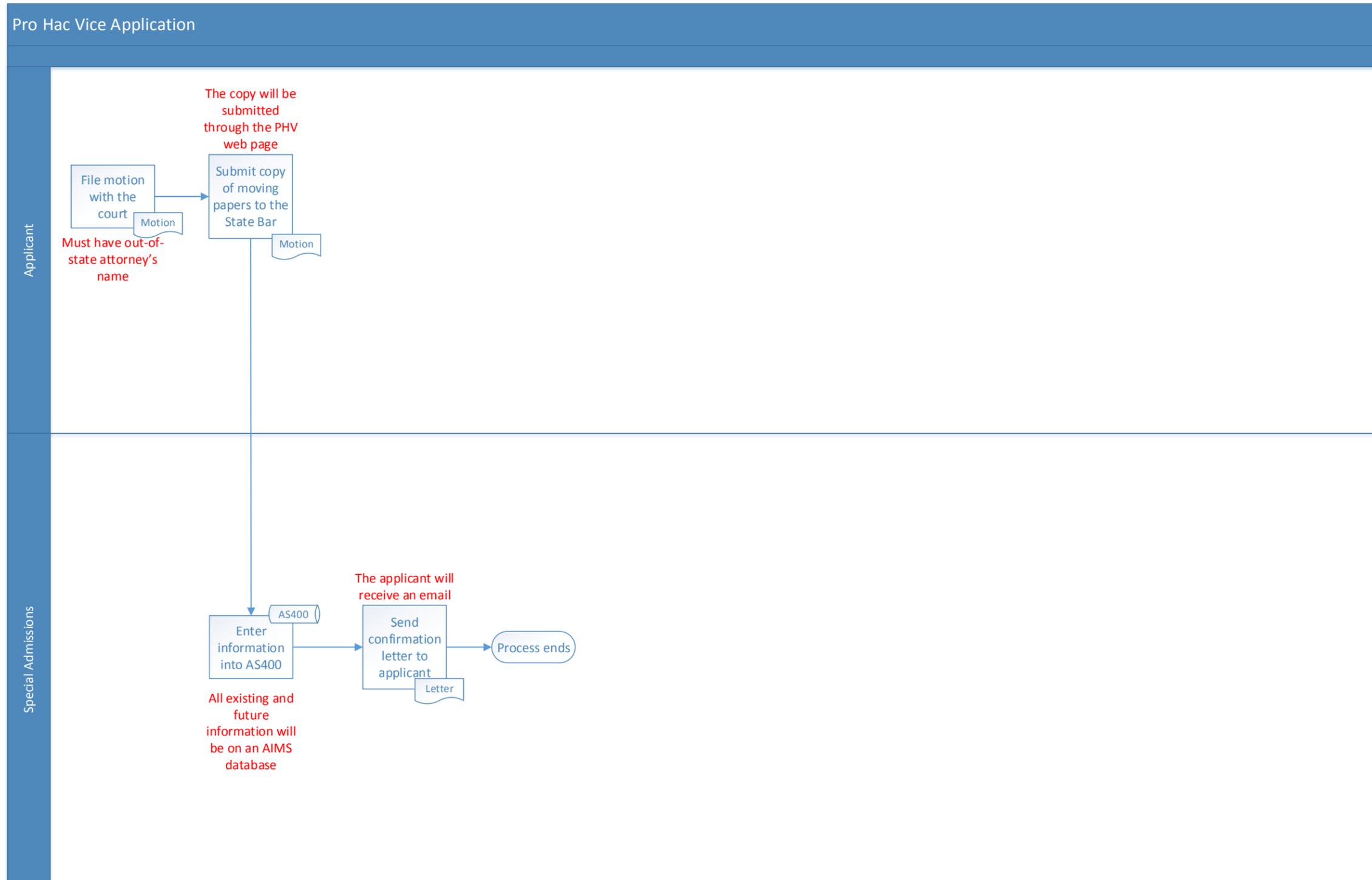
18.1 OSAAC and Pro Hac Vice Application

18.1	OSAAC and Pro Hac Vice Application
submittal will be changed, the website will be updated to show the new process.	
Risks	
1. Risks: 1.1. Having these applications be submitted through the website would require a new link on the OSAAC and Pro Hac Vice pages to accept applications and attachments. 1.2. All information in Microsoft Access and the AS400 database will need to be transferred to new AIMS databases. 1.3. The Office of Special Admissions will need the ability to manipulate retention policies for both application types. 1.4. Because Pro Hac Vice attorneys receive an application confirmation but are not required to register, a new procedure will have to be established to send confirmations electronically to align with the general shift toward email communication.	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

18.1 OSAAC and Pro Hac Vice Application



18.1 OSAAC and Pro Hac Vice Application



18.2 Practical Training of Law Students

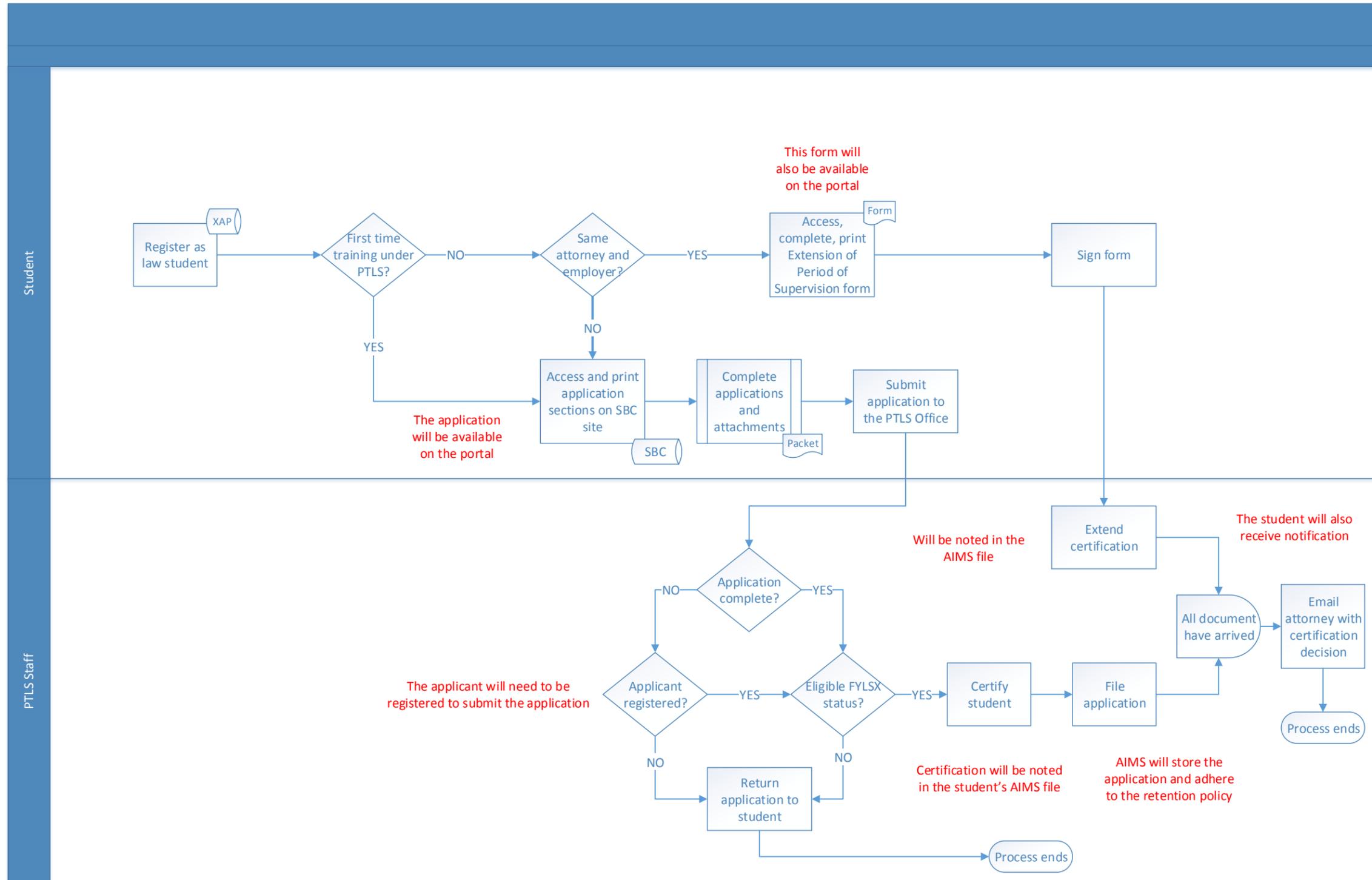
18.2	Practical Training of Law Students				
Introduction	<ol style="list-style-type: none"> 1. The scope of the process is for a law student to apply for Practical Training of Law Students (PTLS) certification. 2. Through this program, students are allowed to provide legal services under representation of an attorney during a court case. 3. Eligibility is linked to the student's exam and graduation statuses. 				
Stakeholders	Admissions Admin.		Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ	✓	Supervising Attorney	DMV	Dept. Social Services
	NCBE	✓	Applicant	✓ Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> 1. Students are required to apply for participation in the PTLS program. 2. A satisfactory conclusion to this process is for the student to be notified whether they are allowed to participate in the program. 3. The applicant must have a signed declaration from an eligible attorney and their law school's dean. 					
Current Conditions					
<ol style="list-style-type: none"> 1. The current process begins when the student submits a hard copy application packet to the San Francisco Office of Admissions. <ol style="list-style-type: none"> 1.1. The packet includes the student application form, the supervising attorney's declaration, and the law school dean's declaration. 1.2. If the student is registered with ADM and has passed or been exempted from the First Year Law Student Exam (FYLSX), they are certified for PTLS. 2. The application is stored in hard copy for three years. 3. The process is carried out by the applicant, supervising attorney, law school's dean, and the Department of Special Admissions. 4. Key steps are to gather signatures from the dean and supervising attorney as submitting an application without all required parts will result in the packet being returned to the student. 5. Information included in the application: School information, FYLSX status, attorney information, and previous PTLS experience. 6. The application is followed by the student receiving an email notifying them of the application's result. If certified, they are allowed to train under rule 9.42(d) only for the permitted certification time given on the notice. <ol style="list-style-type: none"> 6.1. After certification, the student may apply for an extension of period of supervision if they would like to serve for another case under the same supervising attorney and employer. 6.2. If the student would like to practice under a new attorney and employer, a new application must be submitted. 					

18.2	Practical Training of Law Students				
6.3. The State Bar may also revoke certification if the student violates a rule governing PTLS. The student may request that the revocation may be reviewed, and the determination of the review will be the final decision. All notices and requests are given in writing.					
Future Conditions					
<ol style="list-style-type: none"> 1. The student will be able to access the application through their portal in the future. <ol style="list-style-type: none"> 1.1. The attorney and dean sections will have to be printed, scanned, and uploaded as attachments to the online application. 1.2. The notice of certification will be sent electronically. 1.3. Notices of revocation, request for review of revocation, and the final determination will all be sent electronically as well. 2. The student will not be able to submit the application if their FYLSX status makes them ineligible for PTLS. This, along with the student not having the ability to view applications without being registered, will minimize the amount of processing that staff has to do. 3. The online application for PTLS will still require action from all individuals that are part of the current application. 4. A key step will be to attach all documents to the application to ensure that they are uploading all the required parts. The application will have one attachment option for each piece of the application. Once all have been attached, the student will be able to submit. 5. AIMS will be used by the student to access and submit the application. 6. ADM staff will use AIMS screens to view applications and create or add records of training history. 7. The information received in the electronic application will also remain the same as is now. The only change will be the way in which it is submitted and reviewed. 8. The application will be followed by the student receiving a message to their secure account notifying them of the certification decision. <ol style="list-style-type: none"> 8.1. The student will also be able to apply for an extension of period of supervision electronically if they would like to serve for another case under the same supervising attorney and employer. 8.2. If the student would like to practice under a new attorney and employer, a new application will be submitted electronically. 8.3. Should the State Bar revoke registration and the student wish to have the action reviewed, the application for review will be submitted electronically. The response to the review will be sent electronically through the student's portal. 9. A special characteristic of this process is that it is an optional part of Admissions that can include the law school and employer. 10. The student will access and submit the application for extension of period of supervision through the portal as well. 					
Risks					
<ol style="list-style-type: none"> 1. Prohibiting submittal of the application based on FYLSX status requires that the student's portal not make PTLS applications an option to students who haven't satisfied the FYLSX requirement. 2. Although it's not a part of the application, having the Draft Consent Form available near or in the 					

18.2 Practical Training of Law Students

18.2	Practical Training of Law Students
<p>application may be beneficial to the student.</p> <ol style="list-style-type: none">This is an area where an e-signature decision will affect an application. Although attorneys and deans will have to sign paper forms, the student will have the ability to sign electronically.Current rules for PTLs state that requests and responses on revocation reviews are sent in writing. Should PTLs staff choose to transition correspondence to email, the rule will have to be changed to more flexible language.The PTLs application database will have to be configurable by staff to modify the retention policy.	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

18.2 Practical Training of Law Students



19.1 File Room

19.1	File Room					
Introduction	<ol style="list-style-type: none"> Registration Applications, examination applications, Moral Character Applications and documents related to those applications are sent to the file room for retention. The filing process is linked to the Eligibility and Moral Character processes. Color barcode labels are generated and affixed to file folders as either an Eligibility file or Moral Character File. An applicant's Registration Application, examination applications and documents related to those applications are placed in the applicant's Eligibility file. An applicant's Moral Character Application and documents related to that application are placed in the applicant's Moral Character file. 					
Stakeholders	Admissions Admin.	✓	Operations & Management	✓	Moral Character	Education Standards
	Exam. Development & Accommodations	✓	Application Pre-Processing		Legal Specialization	Information Technology
External	DOJ		FBI		DMV	Dept. Social Services
	NCBE				Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> There is a document management system for files containing paper applications and related documents for Eligibility and Moral Character. Paper Registration Applications, Examination applications, Moral Character Applications, and documents related to those applications shall be properly filed in the appropriate Eligibility or Moral Character file. 					
Current Conditions	<ol style="list-style-type: none"> The Eligibility filing process commences once the applicant's Registration Application is approved. The Moral Character filing process commences once the applicant submits a Moral Character Application. <ol style="list-style-type: none"> An applicant may submit a Registration Application and examination applications electronically or by paper applications. "Determination" moral character applications are usually submitted online with a paper copy of the online application sent for processing. <ol style="list-style-type: none"> Extension moral character applications are only submitted in paper form at this time, and occasionally a Determination moral character application is submitted in paper form in lieu of submitting the application online. Color barcodes generated using barcode software named Color Bar Labels in the following cases: <ol style="list-style-type: none"> 1.3.1. Automatically generated once a paper Moral Character application is received and processed by the Coordinator of Records. 					

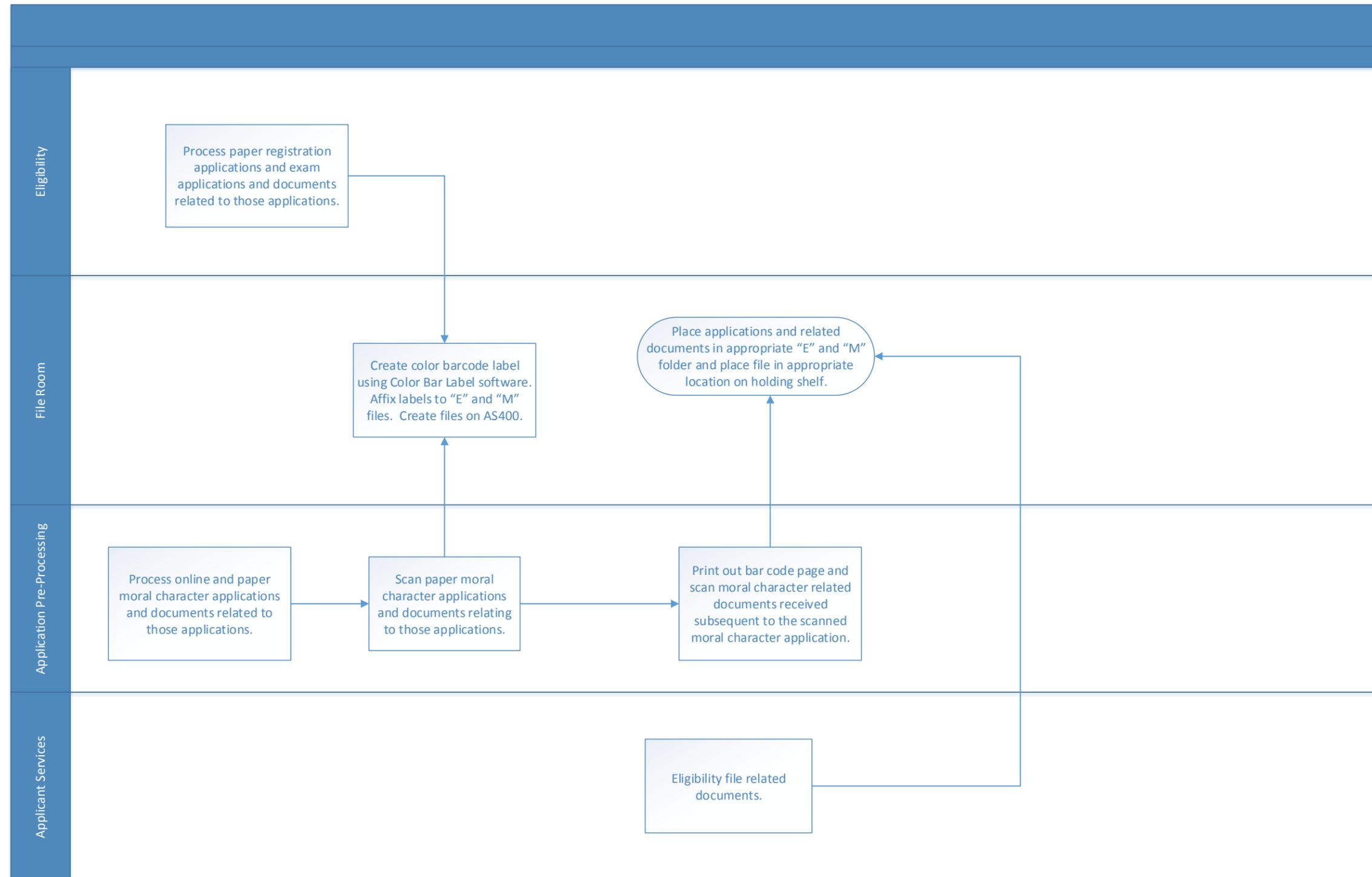
19.1	File Room
	<ol style="list-style-type: none"> 1.3.2. Automatically generated once Moral Character Application status is initially entered into the AS400 as either "Filed", "Cleared", "Abandoned". 1.3.3. Manually generated using the when file room receives a paper Registration Application. 1.3.4. Manually generated when file room receives document relating to a Registration Application, but the Registration file has yet to be created on the AS400. 1.3.5. Manually generated when file room receives documents relating to an Eligibility file or Moral Character file that has been destroyed. 1.4. Labels generated consist of the following information: <ol style="list-style-type: none"> 1.4.1. Applicant's name (Last, first, middle) 1.4.2. File numbers followed by the letter "E" for Eligibility file or letter "M" for Moral Character file. 1.4.3. Registration number 1.4.4. Unique terminal digit number based on the applicant's file number, which is used to locate the particular file folder on the filing shelf. 1.5. A scanning wand is used to scan the color bar code label affixed to the file folder to create a record of the Eligibility or Moral Character file on the AS400 database. 1.6. The creation of the file on the AS400 database will enable the file to be requested from the file room by appropriate staff. 1.7. Utilizing a bulk scanner, the Moral Character Application and related documents received with the application are scanned into Visual Client, then forwarded to the file room where the application is matched with the file folder bearing the "M" (Moral Character) color barcode label, crated on the AS400, then placed in the appropriate location on the filing shelf. 1.8. Subsequent documents received pertaining to the applicant's Moral Character application are scanned into Visual Client. 1.9. The first page of the applicant's Moral Character Application bearing a bar code is printed from Visual Client and placed on top of the documents relating to the applicant's Moral Character file. <ol style="list-style-type: none"> 1.9.1. The paper documents are then forwarded to the file room to be filed in the applicant's Moral Character file. 1.10. Applicant's paper Registration and examination applications, as well as documents related to those applications, are not scanned into Visual Client. <ol style="list-style-type: none"> 1.10.1. The initial application or documents are placed in the file folder which is subsequently crated on the AS400, then placed in the appropriate location on the filing shelf. 1.11. The Eligibility and Moral Character files are requested from the file room by staff using the AS400. 1.12. File room generates a report from the AS400 of files requested from the file room. 1.13. Color barcode label of the requested file is scanned using a scanning wand that accesses the file's record on the AS400 which creates a record of the staff the file was checked out to. 1.14. Files previously checked out are returned to file room using a hand held scanner wand.

19.1 File Room

19.1	File Room
	<p>1.14.1. The color barcode label affixed to the file is scanned in which automatically updates the AS400 to indicate the file has been returned to the file room.</p> <p>1.14.2. File is then placed in the appropriate location on the holding shelf.</p> <p>1.15. "E" and "M" files are destroyed after five years of inactivity.</p> <p>1.15.1. "M" files of applications with denied moral character certification are destroyed after 15 years of inactivity.</p> <p>1.15.2. A report is generated from the AS400 that reflects the files that meet the criteria for file destruction.</p> <p>1.15.3. The files applicable are removed from the holding shelf.</p> <p>1.15.4. Using a handheld wand scanner, the file folder barcode label is scanned to access the file's AS400 record that is manually updated indicating the date the file was destroyed with any applicable notation.</p> <p>1.15.5. Files designated for destruction are currently boxed and labeled with a unique box number and stored at an offsite warehouse.</p> <p>1.15.6. The storing location and box number are manually recorded on the AS400 for the file.</p> <p>2. Key steps include:</p> <p>2.1. Visual Client used to print Moral Character Application bar code page and to scan the moral character applications and documents related to the moral character application, as well as view scanned documents.</p> <p>2.2. Color Bar Label generates color barcode label to affix to the Eligibility or Moral Character file folder.</p> <p>2.3. AS400 records Eligibility and Moral Character file creation and tracking.</p> <p>3. Tools used include AS400, Visual Client, bulk scanner and Color Bar Label (software application).</p> <p>4. Information used, captured, and created include:</p> <p>4.1. Applicant provided applications and documents, and Visual Client produced documents.</p> <p>4.2. File color barcodes include the following information:</p> <p>4.2.1. Applicant name (Last, first, middle)</p> <p>4.2.2. File number by the letter "E" or "M".</p> <p>4.2.3. Registration/Social Security Number</p> <p>4.2.3.1. Unique terminal digit number based on the applicant's file number which is used to location the particular file folder on the filing shelf.</p> <p>4.2.3.1.1. The label color code is based on the terminal digit number which defines the specific section and row that the file is to be placed on the holding shelf.</p> <p>5. Once the Eligibility or Moral Character file has been created on the AS400, staff may request the file from the file room by using a file request function on the AS400.</p>
	<p>Future Conditions</p> <p>1. File room will still be in use for the future process.</p> <p>1.1. AIMS will affect the way the document barcode will be generated.</p>

19.1	File Room		
	<p>1.2. Some documents may no longer require physical filing due to being converted an electronic document.</p> <p>1.3. Color Bar Label will be replaced with AIMS.</p> <p>2. Future process is executed by the same personnel as the current process.</p> <p>3. Key steps include generating required barcodes via AIMS.</p> <p>4. Tools used for process include AIMS.</p> <p>5. Same information generated in the current process barcodes will be generated in the future.</p> <p>6. Next steps remain the same as current.</p> <p>7. AIMS will replace and unify the functionality of both AS400 and Color Bar Label for this particular process.</p> <p>7.1. Color Bar Label may not require replace, and may be integrated into AIMS in a similar manner the AS400 is used with Color Bar Label.</p>		
	<p>Risks</p> <p>1. Data corruption of barcode data during the migration phase leading to compromised data integrity.</p> <p>2. Loss of barcode data during the data migration phase compromising data integrity.</p> <p>3. Barcode scheme not accurately captured in future implementation.</p>		
	<p>Primary Stakeholder Approval(s):</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p> </td> </tr> </table>	<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>	<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>
<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>	<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>		

19.1 File Room



2.1 Registration – On-line

2.1	Registration – Online					
Introduction	<ol style="list-style-type: none"> 1. This describes the online process for applicants to prepare and submit an application to register with the Office of Admissions (ADM). 2. Applications are currently captured through a third-party service (XAP) and when completed and fee payment confirmed, they are set for ADM download to be processed. 3. In the future, the applications will be completed by applicants via an AIMS application portal and, when complete, fees paid will be submitted to an ADM processing queue for review and approval (this process is not described in this element.) 					
Stakeholders	Admissions Admin.	✓	Operations & Management		Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading		Legal Specialization	Information Technology
External	DOJ	✓	PayPal	✓	Applicant	Dept. Social Services
	NCBE	✓	XAP		Law Schools	Law References
Business Case	<ol style="list-style-type: none"> 1. Registration with ADM is required as a first step to begin core State Bar of California processes for admission. 2. Online registration is one of the two registration methods available to applicants; the other is a manual application process. 					
Current Conditions	<ol style="list-style-type: none"> 1. Online registrations are completed and submitted through XAP. <ol style="list-style-type: none"> 1.1. To use the XAP registration process, an applicant must have established an account. 1.2. Access to the registration application is through a common XAP application portal with selection of Registration being the method to complete a registration application. 2. Applicant selects Registration and either starts a new application or indicates continuation at a selected information entry point in the application. There are six elements to the application. <ol style="list-style-type: none"> 2.1. Entry of personal information. 2.2. Entry of other names that an applicant has been known by. 2.3. Entry of Legal Education information. 2.4. Entry of pre-legal education qualification information (if applicable). 2.5. Entry of jurisdiction information (if applicable). 2.6. Certification that information is entered correctly. 2.7. Submittal of the registration application. This leads to the credit card payment process. 3. Actual submittal to a queue of applications held by XAP for download is based upon acceptance of credit card payment by PayPal. 					

2.1	Registration – Online
	<ol style="list-style-type: none"> 4. Applicants can save the information entered at any time during information entry. Saved applications are held in the XAP database for completion. 5. Once an application is submitted and the credit card payment is OK, applicants can't change the content of an application as held by XAP. 6. When the online application is fully completed, the XAP process holds the application information until a daily download is executed by ADM staff. <ol style="list-style-type: none"> 6.1. The applicant has 60 days from the date of notice to fix any issues. 7. ADM review of the application does not occur until the application information is uploaded to the ADM AS400 database and the registration application performs checks of the application information. This is described in element 2.3 Registration Outcome.
	Future Conditions <ol style="list-style-type: none"> 1. Registration applicants will be required to establish an account before starting any ADM application for the first time. This starts an applicant account and provides the base personal information, user ID and password. 2. Access to the Registration application will be through an ADM Portal accessed through the ADM website. This portal will allow applicants to start or continue any of the ADM online admissions applications. 3. The application process will be structured in a fashion similar to the existing process with the same six elements. 4. The application will pre-populate personal information from the profile data. It will also allow for the profile information to be updated after the application has been submitted. 5. Applicants will be able to save and exit from the application and then return later to complete the application. 6. Submittal for ADM review won't be done until all required information is entered into the application. 7. The applicant will still have 60 days from date of notice to fix issues that may be found during review. 8. Completion of the online process and confirmation of payment will move the registration application into the registration review queue and ADM workflow. Until correctly submitted, the application will not be available for review by ADM. Submittal will be logged with date and time. <ol style="list-style-type: none"> 8.1. Completion of the process will prompt an email to be sent to the applicant to confirm registration. 8.2. An email will also be sent if there is a problem with the application preventing it from being approved. 9. The non-submitted application is held in an in-process database 10. Paper documents received prior to applicant registering need to be part of AIMS. 11. The Social Security Exemption form and its attachments will be able to be completed online. 12. SLMS will be checked by Eligibility for Social Security Number exemption forms. 13. Required documentation will be able to be attached pending management approval.
	Risks

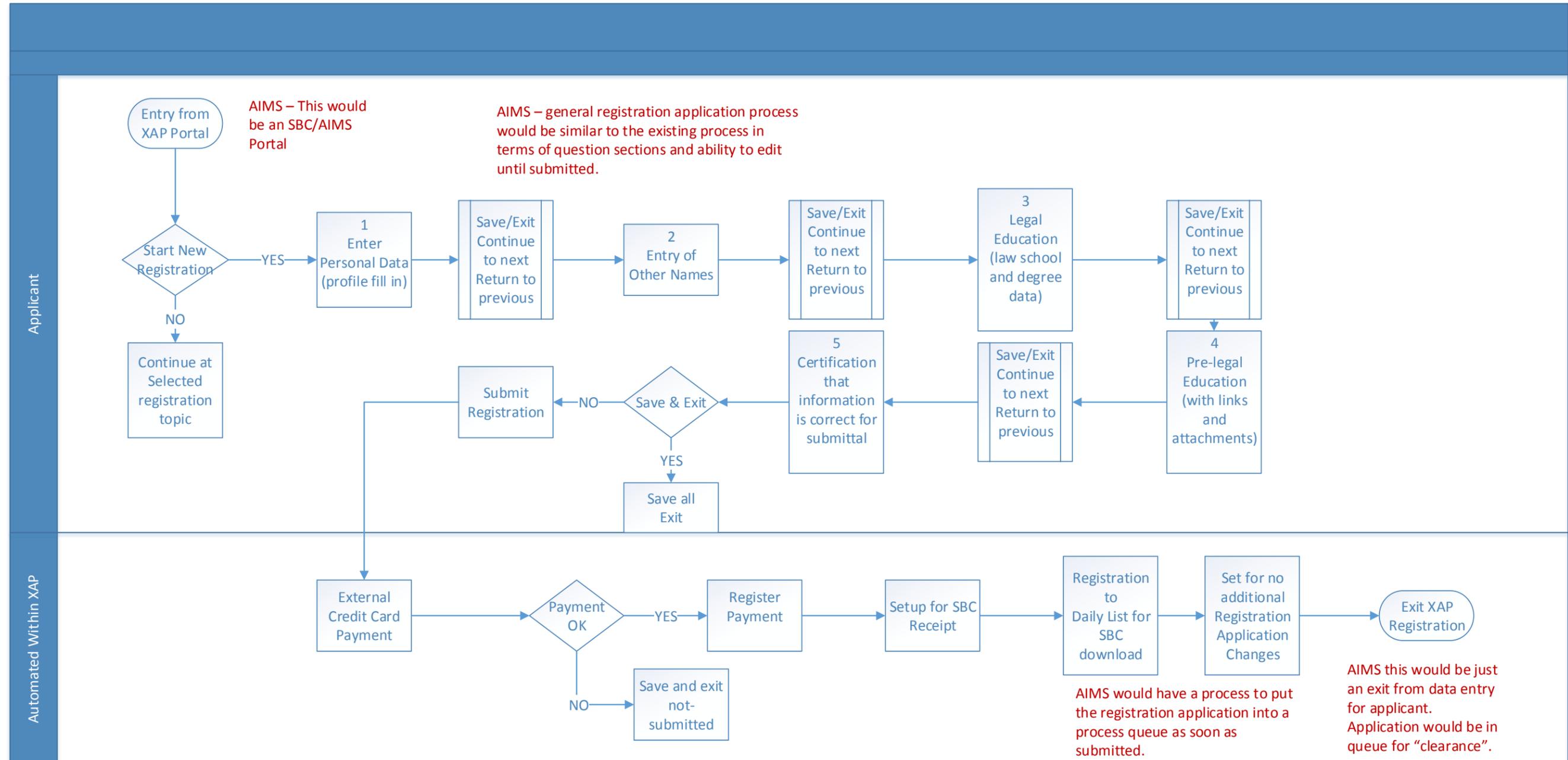
2.1 Registration – On-line

2.1	Registration – Online
<ol style="list-style-type: none">1. A plan for transition from registration applications coming from XAP and those being directly entered in AIMS must be established, as there will be many incomplete applications in XAP at transition time.2. There must be a new workflow created for foreign attorney applicants to ensure their registrations are not approved without receipt of current Certificate of Good Standing. Foreign educated applicants must submit a Credential Evaluation Report.3. The current system is in terminal digit order based on the applicant's file number. This will have to be factored into AIMS to minimize effects to the existing file room.4. Consideration must be given to the date on which no new applications will be accepted from XAP.	

Primary Stakeholder Approval(s):

Signature: AGH* Date: 4/19/16 Signature: _____ Date: _____
Stakeholder Name: Greg Shin Stakeholder Name: _____

2.1 Registration – On-line



2.2 Manual Entry of Registration

2.2		Manual Entry of Registration			
Introduction	<ol style="list-style-type: none"> 1. This process describes the Office of Admissions (ADM) receipt and entry of paper registration applications. 2. Functional elements include information entry, payment processing, and eligibility review. 3. Key factors include whether Social Security Number exemptions are included, whether Examination Applications are in process, and the category of applicant. 4. Applicants have 60 days to bring their application to an approved status. 5. A Foreign Law Study Evaluation Summary is required for foreign applicants. This is provided by a credential evaluation agency. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	✓ Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE		Applicant	Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> 1. ADM currently requires some applicants to register using paper forms. This process may include submittal of SSN exemption. 2. This process requires a manual verification of duplicate registrations. 3. Although the processes for student and attorney applicants are similar, the information captured isn't the same and the attorney registration has a different step. 4. Post implementation of AIMS, it is indicated that paper applications will or may still be required for some applicants. 				
Current Conditions	<ol style="list-style-type: none"> 1. The process for registrations begins when an applicant calls the State Bar to request a paper application. The request is then processed as follows after receipt of the application: <ol style="list-style-type: none"> 1.1. The Eligibility Analyst searches names in the AS400 to verify that the applicant isn't already registered. If a name matches, identity is verified by birthday. The existing file is updated. 1.2. If there is no match, a new registration record is created. 1.3. Information from the application is entered into the AS400 and the pre-registration records are checked. 1.4. The application is then transferred to the Accounting Technician, who processes payment and then returns the application to the Eligibility analyst. 1.5. If the application includes a Social Security Number exemption, the application is transferred to the Eligibility Department for processing of the Social Security Number exemption form. If 				

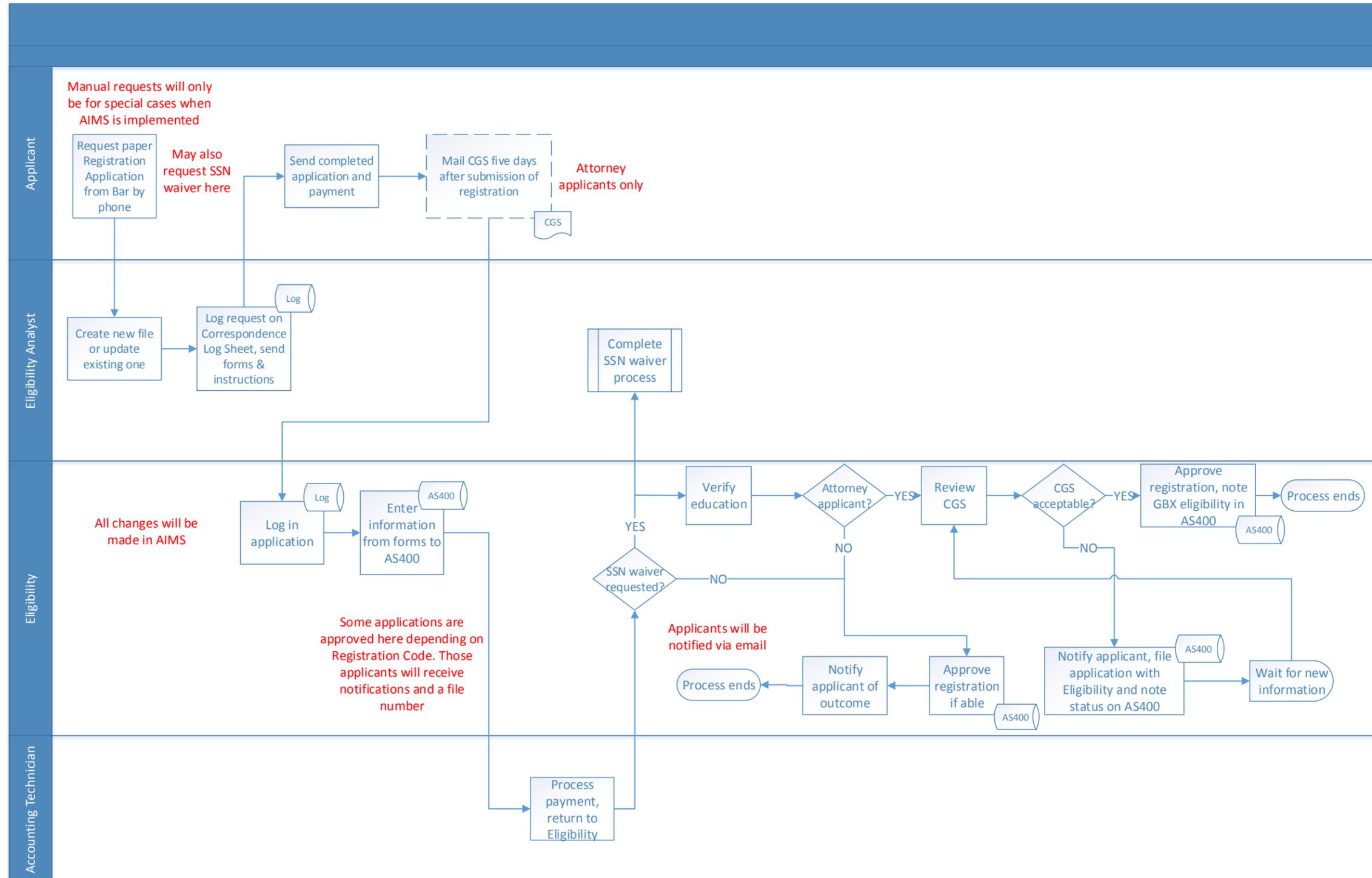
2.2		Manual Entry of Registration			
	<p>there is no exemption, the application goes to an Eligibility Analyst. When exemptions are approved, the application is given to the Section Chief or staff for registration approval.</p> <ol style="list-style-type: none"> 1.6. The Eligibility Section Chief and/or Eligibility Analyst will verify foreign education/Certificate of Good Standing (CGS) information and approve registration on the AS400. 1.7. The AS400 will automatically approve most registrations based on the Registration Code. 2. The process for paper attorney registrations follows all the same steps, but has a different step at the end to clear the registration. The Eligibility Section Chief and/or Eligibility Analyst reviews the foreign Certificate of Good Standing to determine if it is acceptable. <ol style="list-style-type: none"> 2.1. If the CGS is acceptable, the Bar number of the other jurisdiction is recorded (if applicable) and approved. Eligibility for the Bar Exam is also noted for foreign attorneys. 2.2. If the CGS is not acceptable, the application is noted as incomplete which will automatically generate an Incomplete letter. A note is added to the screen to give the reason for the "not acceptable" determination. These applications are temporarily filed in the Eligibility Section. 3. Money order/cashier's checks or credit card is processed for payment. Application is sent to Eligibility for review and entry. 4. Eligibility enters application data into the AS400 and checks for errors and performs the clearance or abandonment process. If the application is incomplete, an incomplete letter is generated by the AS400. 5. The Eligibility process results in a registration acknowledgment, denied, or abandonment letter. 6. The manual registration process is executed by the applicant, Eligibility Analysts, the Section Chief, Applicant Services, and the Accounting Technician. 7. Key steps are to record accurate information from applications, as some of this will be referenced in other processes. 8. Tool used in the process: <ol style="list-style-type: none"> 8.1. The AS400 is used to check registrations, enter applicant information in the new registration record, and approve registrations. 8.2. The Chron screen is used to make notes on registration files. 9. Information captured from student applications: <ol style="list-style-type: none"> 9.1. Personal (name, birthday, ethnic, gender, family names, etc.), First Year Law School Examination (FYLSX) requirement, and education. 10. Manual entry of registration is followed by notifying the applicant whether their registration has been approved. The notification also includes the applicant's file number that will stay with them through the Admissions process. 				
	Future Conditions <ol style="list-style-type: none"> 1. Paper applications will still be available for special case applicants after AIMS is implemented. 2. This manual process will be the creation of the applicant's electronic file held by the State Bar. 3. Money order/cashier's check or credit card payments will be processed with required receipts. 4. AIMS will have a more intuitive interface for entering applications as compared to the current system. 5. AIMS databases will be used to hold applicant information. 				

2.2 Manual Entry of Registration

2.2	Manual Entry of Registration
	<p>5.1. AIMS will also have a Chron function to enter notes.</p> <p>6. Approval date stamps for registrations will be automatically assigned.</p> <p>7. Registrations that include a Social Security Number exemption will have the exemption information go to Eligibility for processing, with the general application.</p> <p>8. Manual entry of registration will be followed by notifying the applicant via email (or letter if necessary) that their registration has been approved. The notification will include the applicant's RR (if applicable) and file numbers that will stay with them through the Admissions process.</p>
	Risks
	<ol style="list-style-type: none">1. There is an assumption that money order/cashier's check management will be the same as the current process but with the addition of payment identification for online applicants.2. The developer will have to know which Registration Codes are automatically approved and how the current system assigns those so that AIMS can do the same.3. Checking for duplicate registrations in AIMS relies on the assumption that all registrations will be transferred before any new registrations are processed by AIMS.4. In order for applications with Social Security Number exemptions and applications to be processed simultaneously, there needs to be a programming rule that will block the registration from being approved.5. Consideration must be given to whether paper applications must be stored permanently or saved to Document Management.

Signature: *AS** Date: 4/19/16 Signature: _____ Date: _____
Stakeholder Name: Greg Shin Stakeholder Name: _____
Name: _____

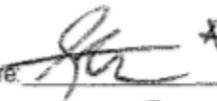
2.2 Manual Entry of Registration



2.3 Registration Outcome

2.3	Registration Outcome				
Introduction	<ol style="list-style-type: none"> The scope of the process is to determine if registration applications are approved, denied, or abandoned. Related functional elements include: Registration application preparation and submittal, email management, mail management, review workflow. Key factors of the review include the status of education submittals, certificate of good standing (CGS), credential evaluation reports, and review of the education submittals. 				
Stakeholders	Admissions Admin.	✓	Eligibility	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE			Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> Applicant registration must be approved (cleared), denied, or abandoned with 60 calendar days of submittal. Approved registration enables other admittance processes to start or be completed, such as applications to take examinations, moral character and follow-up on law education methods. Only denial allows for refund of registration application fees. 				
Current Conditions	<ol style="list-style-type: none"> Registration review starts with the ADM download of the previous day's registration applications from XAP (third party service). <ol style="list-style-type: none"> Download is a text file. ADM O&M staff reviews the upload report for technical errors and exceptions. ADM O&M staff uploads the daily applications to the AS400. The AS400 application performs an automated review of the registration application and adds registration applications to the upload report for further ADM staff review. A separate process is run in the AS400 to approve the prior day's registration. Eligibility receives the various "errors" on the upload report from the online upload process. Eligibility compares the XAP information, reviews, and makes corrections on the AS400. If the applicant needs to be contacted, contact is made, and information is added to the AS400. Corrections are made to the registration application data as necessary. If the pre-legal certification is required and not received, an incomplete registration letter is sent to the applicant every 30 days. If the pre-legal certification is not received within 60 days, the application is abandoned and the applicant notified. 				

2.3	Registration Outcome
	<ol style="list-style-type: none"> If pre-legal certifications are received, then the application is accepted or denied. In all situations, an applicant information profile is created on the AS400 with a file number and applicant record. This is done as the registration process is the first of the required steps for State Bar admission.
	Future Conditions <ol style="list-style-type: none"> AIMS will automatically save information on the application to the applicant's electronic file. Applications that require further review will go to the appropriate staff's queue. The Pre-Registration file will be checked against the submitted registration application. AIMS will automatically approve registrations based on current business rules. The applicant profile will be updated with indications of requirements to be completed and status of registration. Applicant notifications for application accepted, denied or abandoned will be sent through email.
	Risks <ol style="list-style-type: none"> Rules for abandonment must be flexible for special cases and changes in rules. Current business rules must be communicated to the developer to ensure that all automatically approved application types are still automatically approved in the future. Successful use of automatic approvals relies on AIMS recognizing criteria for automatic approval. All previously denied registration information must be transferred to an AIMS database.

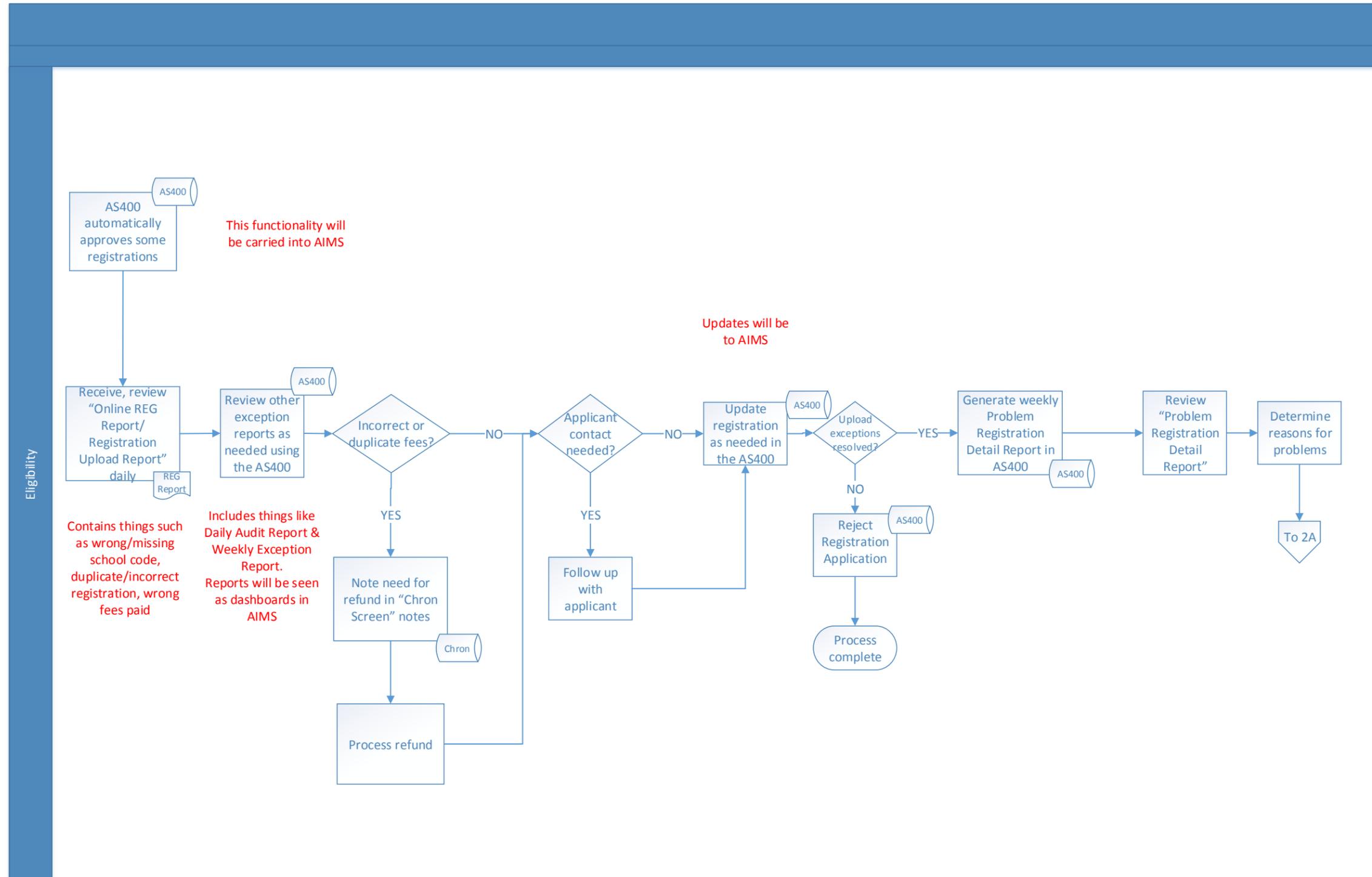
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Signature: _____ Date: _____

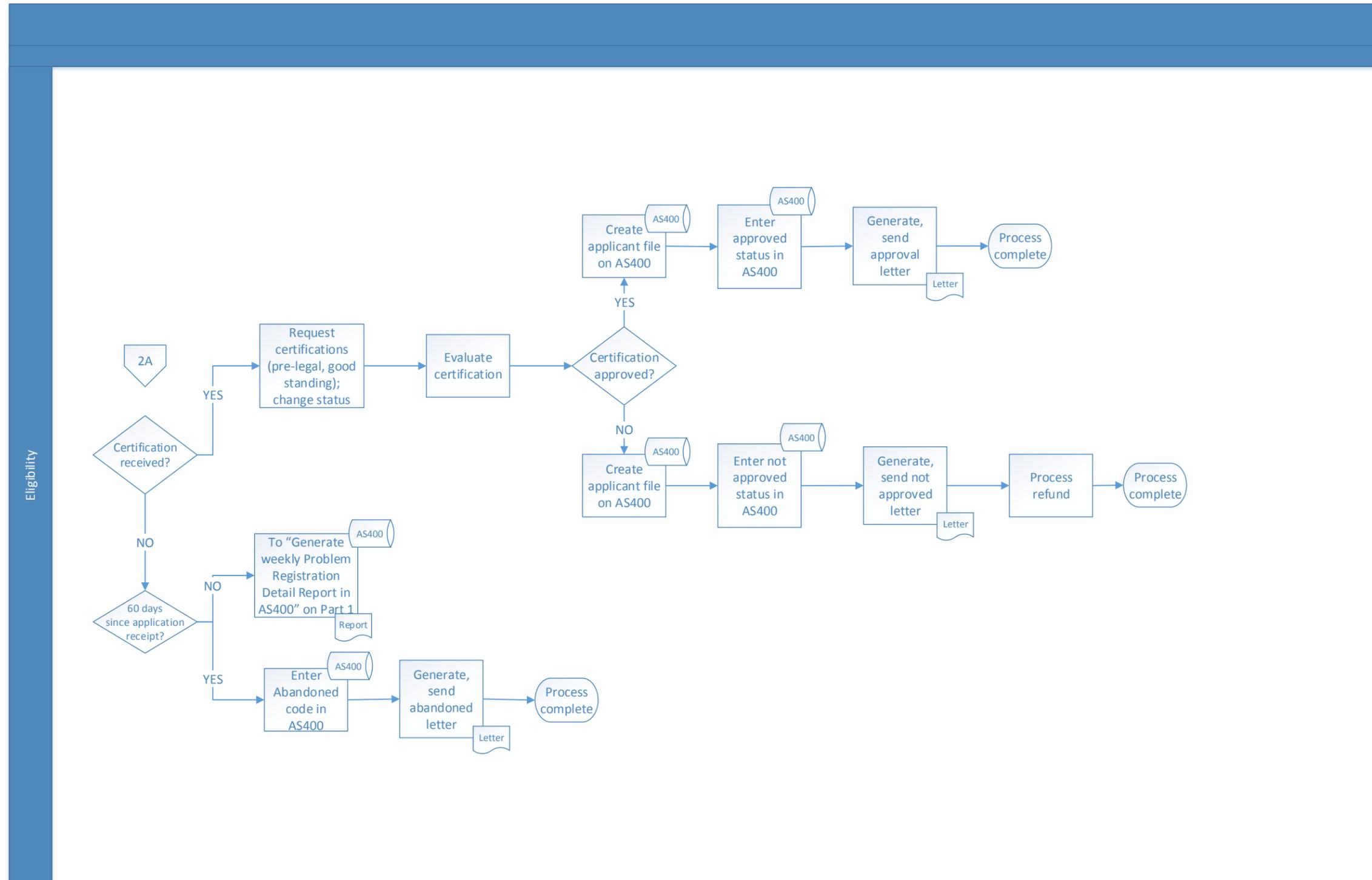
Stakeholder Name: Greg Shin

Stakeholder Name: _____

2.3 Registration Outcome



2.3 Registration Outcome



2.4 Upload of Registration

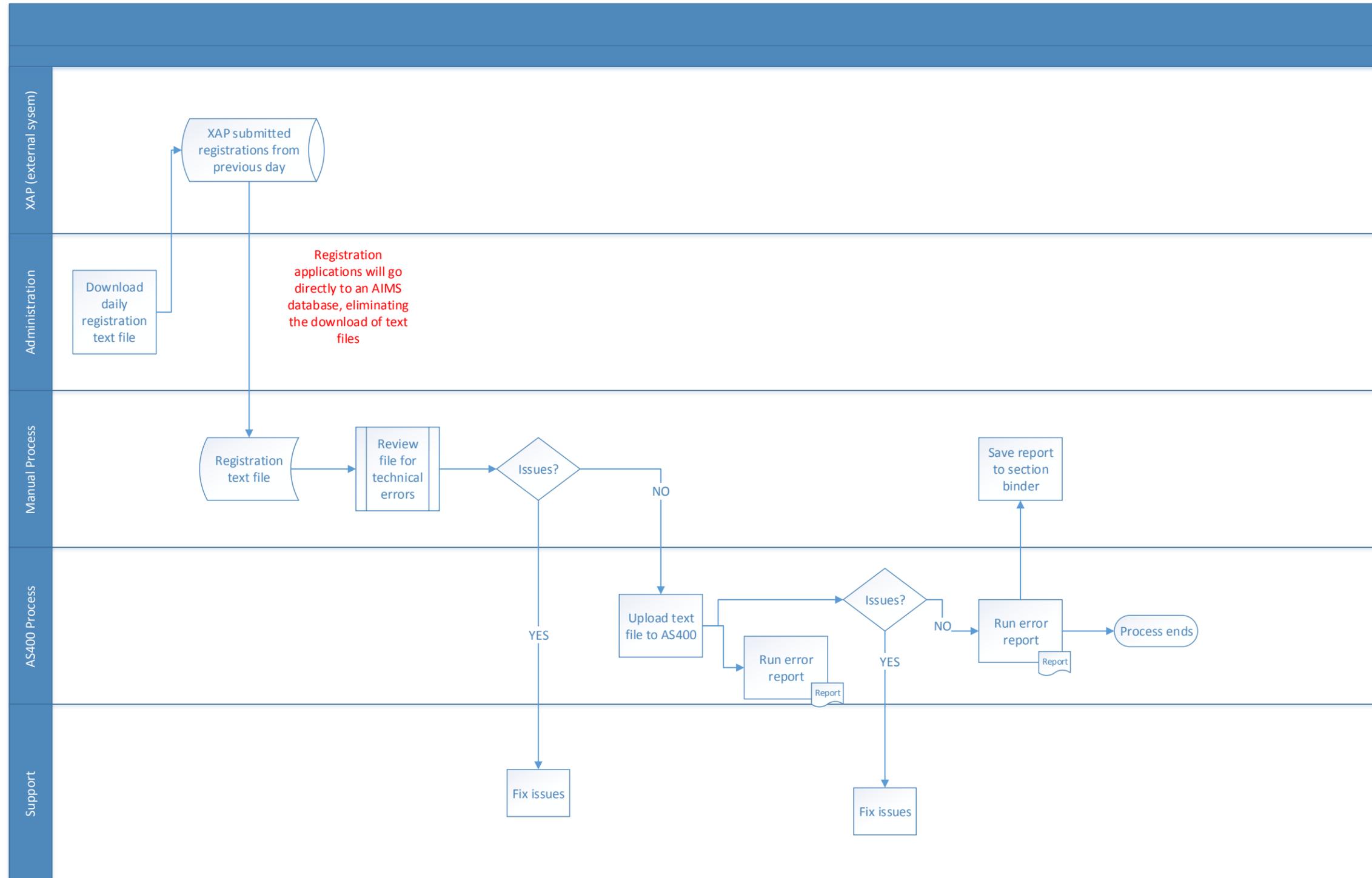
2.4 Upload of Registration (Current Process)																	
Introduction	<ol style="list-style-type: none"> Scope includes the online process to upload registration applications. Functional elements include Admissions (ADM) actions with respect to capturing XAP files and loading these into the database on the AS400. Key factors include manual ADM actions of downloading the XAP files and then uploading the XAP file to the AS400. When AIMS is implemented this process will no longer be needed. 																
Stakeholders	<table border="1"> <tr> <td>✓ Admissions Admin.</td> <td>✓ Eligibility</td> <td>Moral Character</td> <td>Education Standards</td> </tr> <tr> <td>Exam. Development & Accommodations</td> <td>Exam. Grading</td> <td>Legal Specialization</td> <td>Information Technology</td> </tr> <tr> <td>External DOJ</td> <td>FBI</td> <td>DMV</td> <td>Dept. Social Services</td> </tr> <tr> <td>NCBE</td> <td></td> <td>Law Schools/Equiv.</td> <td>Law References</td> </tr> </table>	✓ Admissions Admin.	✓ Eligibility	Moral Character	Education Standards	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	Information Technology	External DOJ	FBI	DMV	Dept. Social Services	NCBE		Law Schools/Equiv.	Law References
✓ Admissions Admin.	✓ Eligibility	Moral Character	Education Standards														
Exam. Development & Accommodations	Exam. Grading	Legal Specialization	Information Technology														
External DOJ	FBI	DMV	Dept. Social Services														
NCBE		Law Schools/Equiv.	Law References														
Business Case	<ol style="list-style-type: none"> To complete the online registration, the applicant information captured by the online XAP process must be uploaded into the ADM AS400 for AS400 automated checks, ADM review, and tracking processes. AIMS would eliminate the upload process as applications would go directly to AIMS databases. 																
Current Conditions	<ol style="list-style-type: none"> Once a day, Admissions staff logs into XAP and downloads the text file with the previous day's or weekend's online application data. ADM uploads the text file into the AS400. The AS400 reviews the file for any technical problems. <ol style="list-style-type: none"> Necessary corrections are made after an error report is generated. A registration report is generated automatically as part of the upload. Copies of the report are made as necessary. ADM staff logs process problems for review and correction. Daily reports of the registration applications uploaded are retained by the Administration section. The uploaded registration report is sent to the Eligibility Section for its clearing process (education verification). 																
Future Conditions	<ol style="list-style-type: none"> AIMS will eliminate the requirement to download/upload files from XAP and to ADM databases. Only submitted registration applications will be transferred for ADM clearance processing from the applicant's application completion process. Registration applications would be added to the registration application queue in AIMS as they are submitted. This eliminates the daily upload of applications. 																

2.4 Upload of Registration (Current Process)	
	<ol style="list-style-type: none"> It will be possible to view the registration application queue to determine the quantity of applications in the Queue and to link workflow assignments to ADM staff members for review and completion, but this is part of the registration clearance process. Refer to Registration online and registration clearance or Abandonment for the post-submittal processing.
Risks	
	<ol style="list-style-type: none"> New Procedure - New procedures will be required for the transition from daily download/upload to automatic queue updates, queue review and workflow assignment for registrations that need review. Transition Plan - Transition from the current XAP process to the AIMS process will require planning and procedures to address the parallel process of dealing with applications entered into the AIMS and the residue applications being completed via XAP. The uploading steps may be necessary to ensure generally error free registration applications are placed in the AIMS registration clearing queue. New Procedure - New procedures will have to make it clear that as long as applications are not submitted by applicants, they are not accessible to ADM staff since they are applicant working files. Application Source - It may be necessary to identify the source of the applications (AIMS or XAP) during the transition. This is to manage application quality and determine sources of issues.

Primary Stakeholder Approval(s):

Signature: [Signature] Date: 4/9/16 Signature: _____ Date: _____
 Stakeholder Name: Greg Shin Stakeholder Name: _____

2.4 Upload of Registration



2.5 Multi-Jurisdictional Practice Registered In-House Counsel

2.5	MJP Registered In-House Counsel					
Introduction	<ol style="list-style-type: none"> The scope includes the process for a prospective Registered In-House Counsel Attorney to register with the Bar, apply for Multi-Jurisdictional Practice (MJP), comply with the initial 25 hours of MCLE requirements during the first year, submit payment of dues, and comply with the Annual Renewal requirements. Eligibility and Moral Character (MC) determine the application's result. Membership Services is involved with the billing of bar dues and MCLE compliance. 					
Stakeholders	Admissions Admin.			✓	Moral Character	Education Standards
	✓	Eligibility	✓	Membership Services	Legal Specialization	Information Technology
External	✓	DOJ	✓	FBI	✓	DMV
		NCBE	✓	Outside Qualifying Institution		Law Schools
						Dept. Social Services
						Law References
Business Case	<ol style="list-style-type: none"> Prospective Registered In-House Counsel applicants are required to register as attorneys, apply for MJP registration, and submit a Moral Character application. In-House Counsel are allowed to practice law under Rule 9.46. 					
Current Conditions	<ol style="list-style-type: none"> The current paper process begins with the applicant filling out a MJP application & Moral Character application, attaching all pertinent information, and sending the packet to the Eligibility Department Office of Admissions in Los Angeles. Then as follows: <ol style="list-style-type: none"> Eligibility verifies that the applicant has registered as an attorney. If so, the MJP application and payment are forwarded to Exam Administration. Moral Character hard copy application moves to Pre Processing. Exam Administration returns MJP application to Eligibility, which reviews the MJP application for completeness after payment is processed. <ol style="list-style-type: none"> Letter of incompleteness sent to applicant if needed. If eligible, the applicant is registered as In-House Counsel, and a provisional approval letter is sent to applicant. If ineligible, a letter of denial is sent to the applicant. Moral character is reviewed as long as the applicant is registered. Applicants may practice as Registered In-House Counsel while the moral character determination is in process. <ol style="list-style-type: none"> If moral character is denied, MJP membership to practice is revoked. The MJP Application is usually approved before Pre Processing clears the MC application provided that they're submitted at the same time. Once MC application is approved, the applicant is mailed a MC cleared letter by Pre Processing that completes the MJP Registration process The applicant receives Minimum Continuing Legal Education (MCLE) and renewal information 					

2.5	MJP Registered In-House Counsel
	<p>with provisional approval registration letter.</p> <ol style="list-style-type: none"> The MCLE requirement of 25 hours must be completed within one year of status effective date. This is tracked by the Admissions department for the 1st year. Afterwards, MCLE compliance is tracked by Membership Services. Membership services sends Annual Fee Statement and Admissions sends the annual renewal form each year, which the attorney responds to with a current CGS attached. <ol style="list-style-type: none"> If a payment isn't received and MCLE compliance isn't fulfilled, Membership Services notifies Admissions to revoke the MJP registration. The applicant, Eligibility, Moral Character/Pre-processing, Membership Services, and outside parties are involved in the process. Tools used in the process: <ol style="list-style-type: none"> The AS400 is used to check attorney registration, to register the applicant as MJP, and to store information from the application. The application log is used to show which applications have been approved. "My State Bar Profile" is used by the applicant for membership fees and MCLE compliance. The applicant's Certificate of Good Standing, Declaration of Qualifying Institution, attorney declaration, Admissions standing list, and MC application are used in the Registered In-House Counsel process.
	Future Conditions
	<ol style="list-style-type: none"> The online process will begin with the applicant completing the Attorney Registration, Moral Character application, and then completing the MJP Registered In-House Counsel application with required attachments. Then as follows: <ol style="list-style-type: none"> If eligible, the applicant will be registered as In-House Counsel and receive provisional approval via email with certificate attached. If ineligible, an email of notice will be sent. If incomplete, a notification email will be sent to the applicant to submit more information. Moral character will be determined while Eligibility reviews information in electronic attachments (or mailed-in sections if certain documents can't be scanned based upon policy.) If moral character clears, the applicant will receive an email letting them know the entire process is complete. If moral character is denied, registration to practice will be revoked and the attorney will be notified. Only registered attorneys will be able to apply for MJP. Information verification will be done by staff using information saved to AIMS databases. The same information regarding the applicant will be used, but some of it will be received electronically rather than in hard copy. Decisions are required in this area. The online process will allow for registration, application, payment, Moral Character application, and submittal of required attachments that are part of the application. It will also allow for renewal forms to be sent electronically. Membership Services will send the Annual Fee Statement and Eligibility will send a renewal form via email. Membership will notify Eligibility of who to revoke registration. <ol style="list-style-type: none"> Renewing and revoking registrations will be recorded in AIMS.

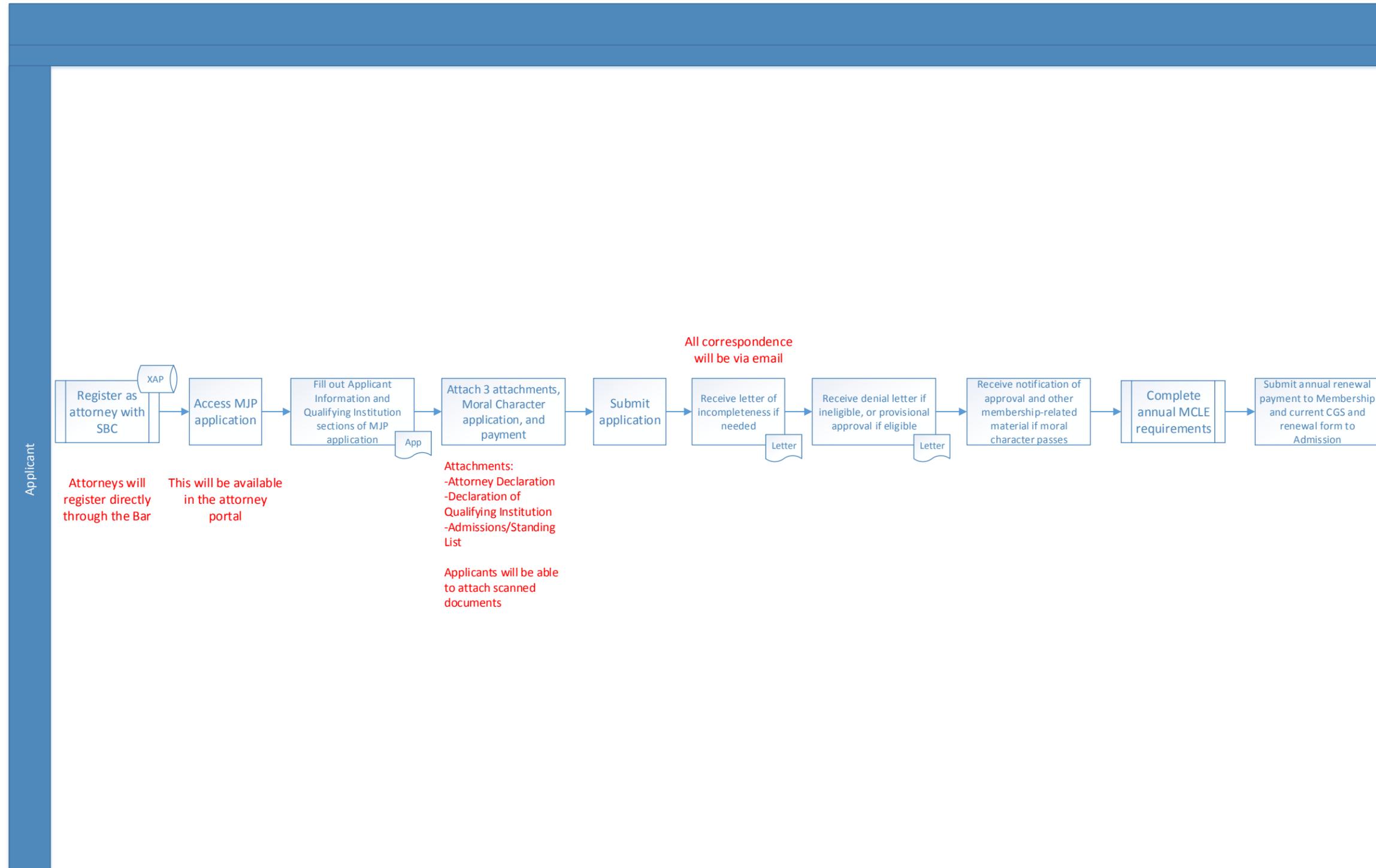
2.5 Multi-Jurisdictional Practice Registered In-House Counsel

2.5	MJP Registered In-House Counsel
7. There will be the ability to track statuses of provisional and final approvals.	
8. An interface with Membership Services will assist in tracking MCLE and payment requirements.	
Risks	
1. A new database and workflow structure will have to be implemented to manage the simultaneous process of provisional approval of the MJP application until moral character clears. 1.1. This requires a notification to be sent to appropriate staff in Eligibility notifying them that Moral Character has finished reviewing the application.	
2. All previously cleared MJP applications must be moved into a new AIMS database.	
3. Registering for MJP relies on all registration files being transferred to AIMS to ensure only registered attorneys submit applications.	
4. AIMS will need to track attorneys who are in their first year in the program to track MCLE requirements.	
5. A decision is needed regarding how attachments may be received in the future.	
6. The Excel application log data must be transferred to AIMS.	

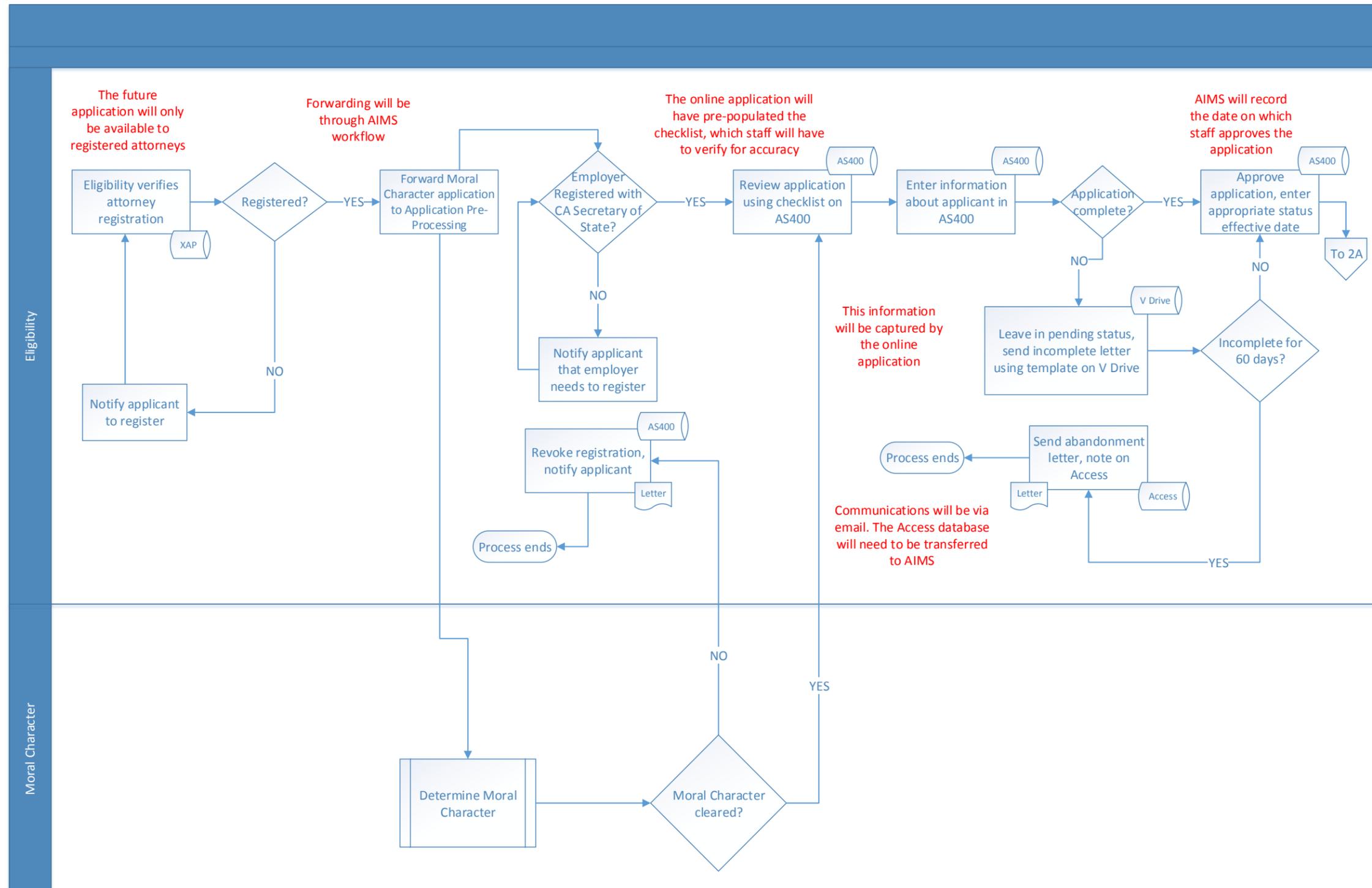
Primary Stakeholder Approval(s):

Signature: [Handwritten Signature] Date: 4/19/16 Signature: _____ Date: _____
Stakeholder Name: Greg Shin Stakeholder Name: _____

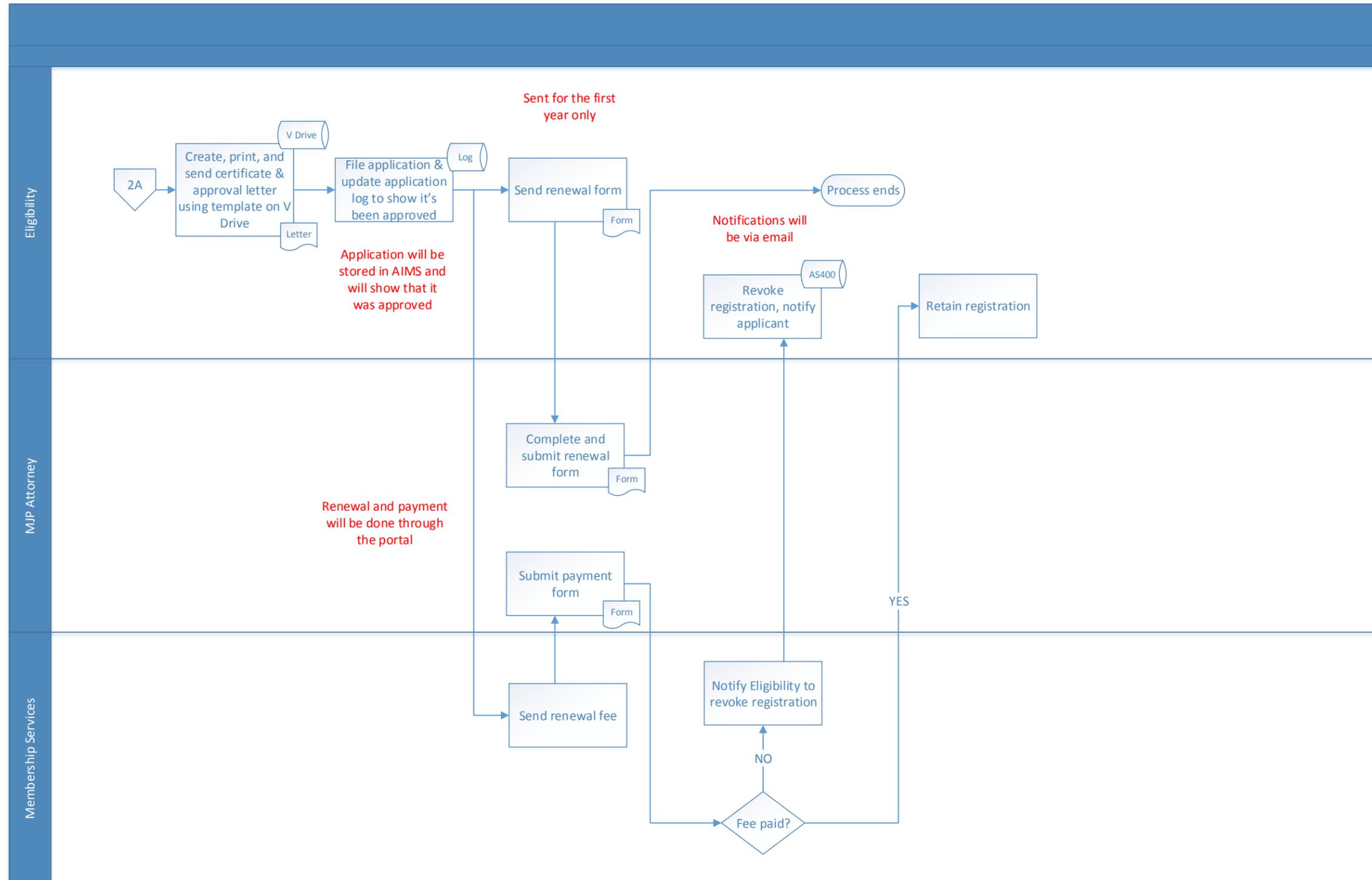
2.5 Multi-Jurisdictional Practice Registered In-House Counsel



2.5 Multi-Jurisdictional Practice Registered In-House Counsel



2.5 Multi-Jurisdictional Practice Registered In-House Counsel



2.6 Multi-Jurisdictional Practice Registered Legal Services Attorney

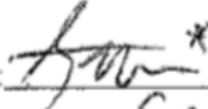
2.6	MJP Registered Legal Services Attorney					
Introduction	<ol style="list-style-type: none"> The scope includes the process for a prospective Legal Services Attorney to register with the Bar and apply for Multi-Jurisdictional Practice (MJP), comply with the initial 25 hours of MCLE requirements during the first year, submit payment of dues, and comply with the Annual Renewal requirements. Eligibility and Moral Character (MC) determine the application's result. Membership Services is involved with the billing of bar dues and MCLE compliance. 					
Stakeholders	Admissions Admin.	✓	Operations & Management	✓	Moral Character	Education Standards
	✓ Eligibility	✓	Membership Services	✓	Legal Services	Information Technology
External	✓ DOJ	✓	FBI	✓	DMV	✓ Dept. Social Services
		✓	Legal Services Provider (employer)		Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> Prospective Registered Legal Services Attorney applicants are required to register as attorneys, apply for Moral Character, and apply for MJP registration. Registered Legal Services Attorneys are allowed to practice law under Rule 9.45 for only three years. 					
Current Conditions	<ol style="list-style-type: none"> The current paper process begins with the applicant filling out a MJP application & Moral Character application and attaching all pertinent information. The applicant sends the packet to the Eligibility Department Office of Admissions in Los Angeles. Then as follows: <ol style="list-style-type: none"> Eligibility verifies that the applicant has registered as an attorney. If so, the MJP application and payment are forwarded to Exam Administration. The Moral Character hard copy application then moves to Pre-Processing. Exam Administration returns MJP application to Eligibility, which reviews the MJP application for completeness after payment is processed. <ol style="list-style-type: none"> A letter of incompleteness is sent to the applicant if needed. If eligible, the applicant is registered as Legal Services Attorney, and a provisional approval letter is sent to the applicant. If ineligible, a letter of denial is sent to the applicant. Moral Character is reviewed as long as the applicant is registered. Applicant may practice as Legal Services Attorney while the Moral Character determination is in process. <ol style="list-style-type: none"> If the moral character application is denied, registration to practice is revoked. The MJP Application is usually approved before Pre-Processing clears the MC application if they're submitted at the same time. Once the MC application is approved, the applicant is mailed a letter by Pre-Processing that completes the MJP Registration process. An applicant receives MCLE and renewal information with a provisional approval registration 					

2.6	MJP Registered Legal Services Attorney
	letter.
	<ol style="list-style-type: none"> The Minimum Continuing Legal Education (MCLE) requirement of 25 hours must be completed within one year of status effective date. This is tracked by Admissions. Afterwards, MCLE compliance is tracked by Membership Services. Membership Services sends an Annual Fee Statement and Admissions sends the annual renewal form annually, which the attorney responds to with a current CGS attached. <ol style="list-style-type: none"> If a payment isn't received or MCLE isn't complied with, Membership Services notifies Admissions to revoke the MJP registration. The applicant, Eligibility, Moral Character/Pre-Processing, Membership Services, and outside parties are involved in the process. If the employer isn't a qualifying legal services provider, the application is forwarded to Legal Services for approval. Tools used in the process: <ol style="list-style-type: none"> The AS400 is used to check attorney registration, to register the applicant as MJP, and to store information from the application. The application log is used to show which applications have been approved. "My State Bar Profile" is used by the applicant for membership fees and MCLE compliance. The applicant's Certificate of Good Standing, Declaration of Qualifying Legal Services Provider, attorney declaration, and MC application are used in the Registered Legal Services Attorney MJP process.
	Future Conditions
	<ol style="list-style-type: none"> The online process will begin with the applicant completing the Attorney Registration, Moral Character application, and then completing the MJP Legal Services Attorney application with required attachments. Then as follows: <ol style="list-style-type: none"> If eligible, the applicant will be registered as In-House Counsel and receive provisional approval via email with certificate attached. If ineligible, an email of notice will be sent. If incomplete, a notification email will be sent to the applicant to submit more information. Moral character will be determined while Eligibility reviews information in electronic attachments (or mailed-in sections if certain documents can't be scanned based upon policy.) If moral character clears, the applicant will receive an email letting them know the entire process is complete. If Moral Character is denied, registration to practice will be revoked and the attorney will be notified. Only registered attorneys will be able to apply for MJP. The same information regarding the applicant will be used, but some of it may be received electronically rather than by hard copy. Decisions are required in this area. The online process will allow for registration, application, payment, Moral Character application, and submittal of required attachments that are part of the application. It will also allow for renewal forms and payments. Membership Services will send the Annual Fee Statement and Eligibility will send a renewal form. Membership will notify Eligibility which attorneys will be revoked or reinstated.

2.6 Multi-Jurisdictional Practice Registered Legal Services Attorney

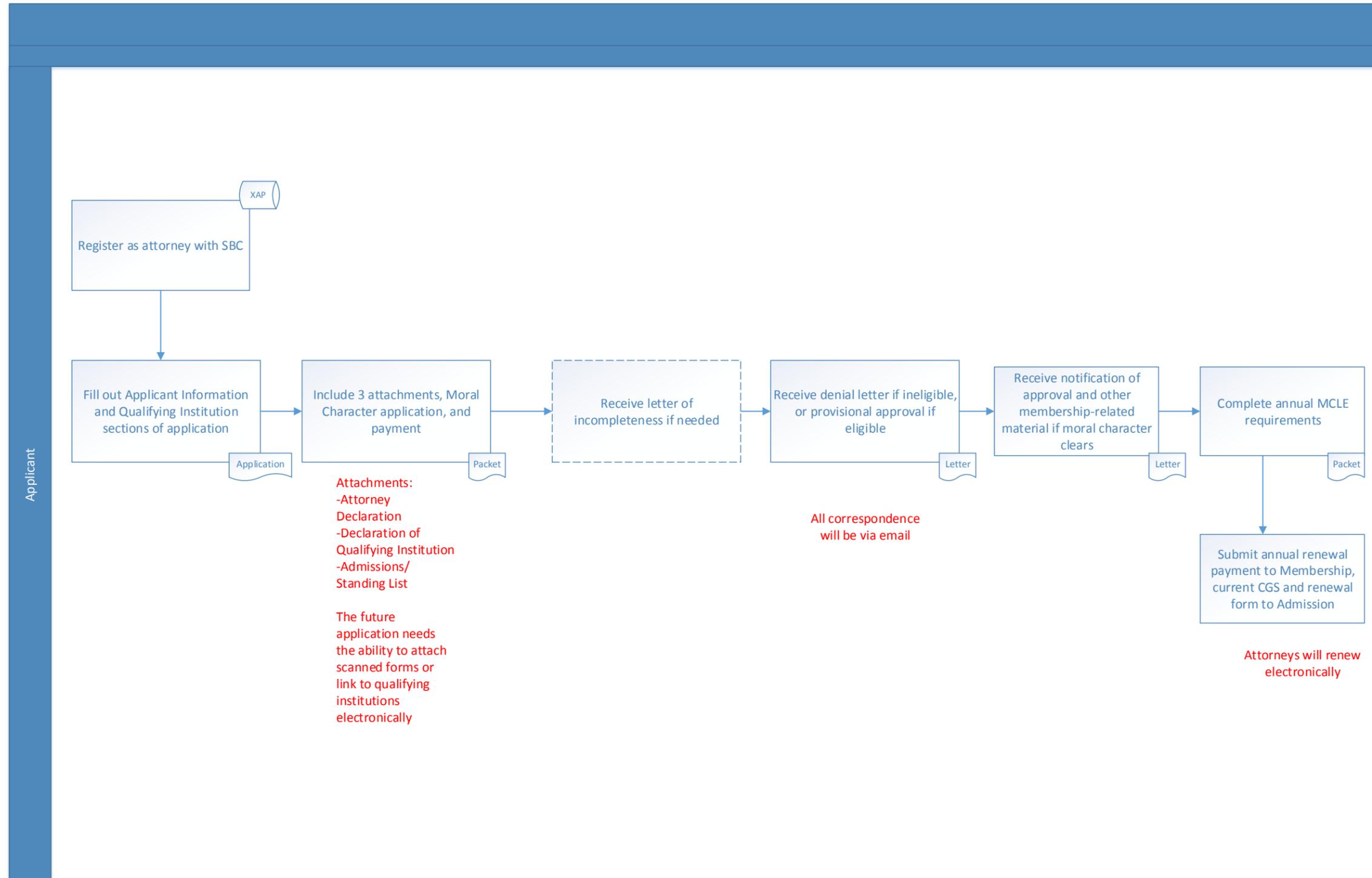
2.6	MJP Registered Legal Services Attorney
<p>5.1. Renewing and revoking of registrations will be timestamped and completed in AIMS.</p> <p>6. If the employer isn't a qualifying legal services provider, the application will be forwarded to Legal Services for approval.</p> <p>7. There will be the ability to track statuses of provisional and final approvals.</p> <p>8. An interface with Membership will be helpful to track payment and MCLE compliance.</p>	
Risks	
<p>1. A new database and workflow structure will have to be implemented to manage the simultaneous process of provisional approval of the MJP application until moral character clears.</p> <p>1.1. This requires a notification to be sent to appropriate staff in Eligibility notifying them that Moral Character has finished reviewing the application.</p> <p>2. All previously cleared MJP applications must be moved into a new AIMS database.</p> <p>3. Registering for MJP relies on all registration data being transferred to AIMS to ensure only registered attorneys submit applications.</p> <p>4. AIMS will need to be note attorneys who are in their first year in the program to track MCLE requirements.</p> <p>5. A decision is needed regarding how attachments may be received in the future.</p> <p>6. The Excel application log data must be transferred to AIMS.</p>	

Primary Stakeholder Approval(s):

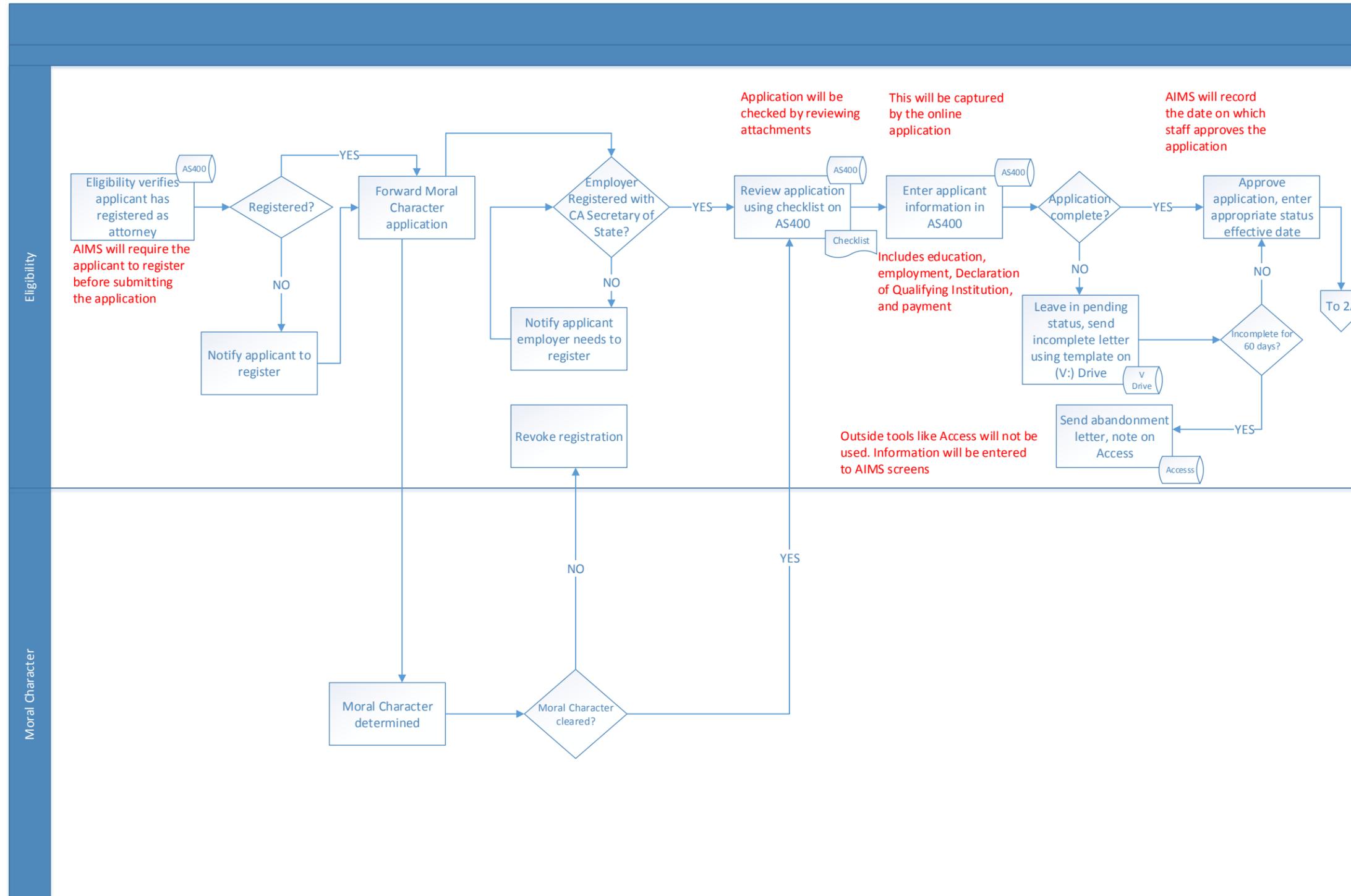
Signature:  Date: 4/19/16 Signature: _____ Date: _____

Stakeholder Name: Greg Shin Stakeholder Name: _____

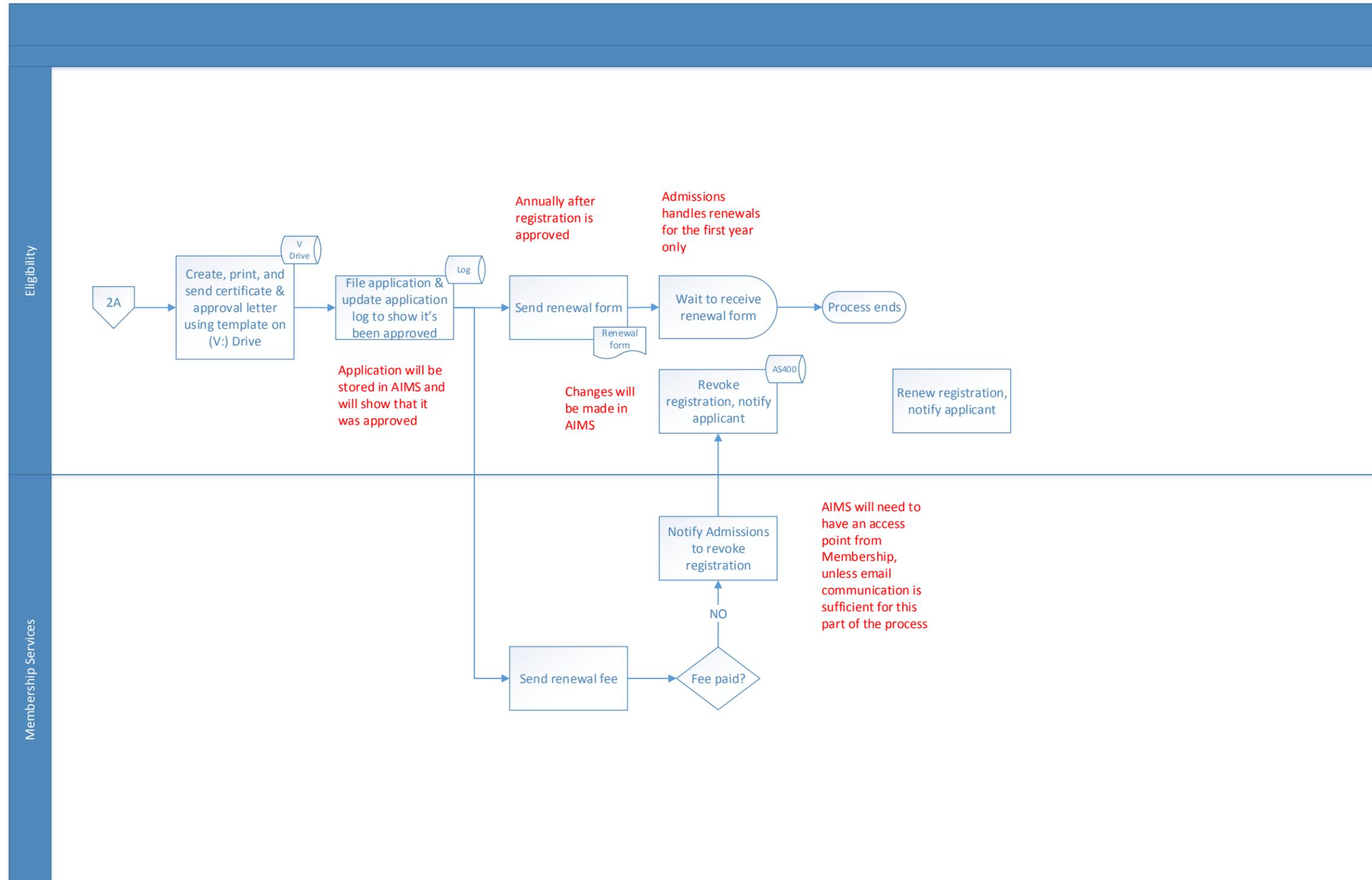
2.6 Multi-Jurisdictional Practice Registered Legal Services Attorney



2.6 Multi-Jurisdictional Practice Registered Legal Services Attorney



2.6 Multi-Jurisdictional Practice Registered Legal Services Attorney



2.7 Disciplined Attorneys

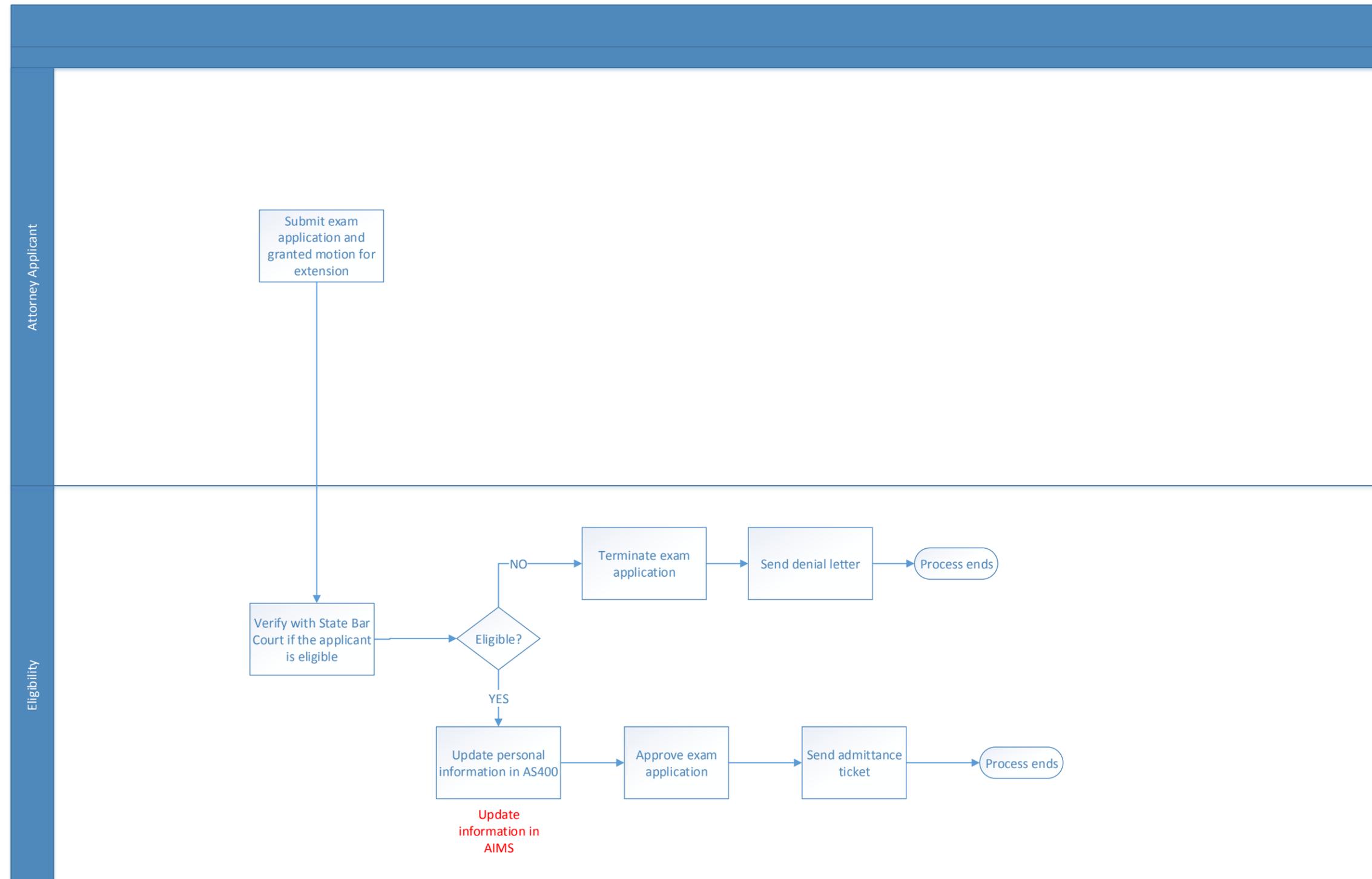
2.7	Disciplined Attorneys				
Introduction	<ol style="list-style-type: none"> The scope includes the process of updating the attorney's information to be reinstated to the State Bar of California (SBC). This is linked to the Bar Exam processes. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	State Bar Court	Law Schools/Equiv.	Law References
Business Case					
<ol style="list-style-type: none"> This is to establish an exam registration for disciplined members of the State Bar of California after the State Bar Court has approved their reinstatement. The Office of Admissions handles the manual process of updating information and the application to take the required Bar Examinations. 					
Current Conditions					
<ol style="list-style-type: none"> When a Bar Exam application is received, it's entered into the AS400 and the State Bar Court is contacted to verify that they are a disciplined attorney and eligible to take the Bar Exam. This triggers: <ol style="list-style-type: none"> 2.1. Personal information is updated as necessary. 2.2. Requirements for which type of the Bar Examination are identified. 2.3. Paper admittance tickets are sent to the candidate. Note: Applicants must apply for and take the Attorneys Exam portion of Bar Examination as a minimum requirement. An order granting petitioner's motion for extension of time to take the three day Bar exam must be granted and a copy provided with the bar examination application. The AS400 is the only tool used in this process. This process includes only the attorney applicant and Eligibility. Key information required for this process is the applicant's eligibility and type of exam required. 					
Future Conditions					
<ol style="list-style-type: none"> The steps of the process will be the same as the existing conditions ones. AIMS functionality will be used and not the AS400. An interface to the State Bar Court is required to determine exam eligibility and disciplined status. The AIMS application can include the information required for the examination application in order to reduce the forms required and reduce entry processes. A key is the determination of any fees. AIMS functionality will be used to update information and generate acknowledgment letters. Future participants and information required will remain the same as they are now. 					

2.7	Disciplined Attorneys
Risks	
<ol style="list-style-type: none"> That there are only 18 to 35+ reinstatements per year may make this area a low priority, but it is high risk if not executed correctly at the starting point for reinstatement. Future implementation will depend upon a linkage to State Bar Court information. Transition is a risk if there are applicants partially done with reinstatement during system transition. Transition is a risk if it is determined not to transfer all inactive registration files into the AIMS database. AIMS must hold all exam history in order to be used for reinstatement tracking. 	

Primary Stakeholder Approval(s):

Signature: [Signature] Date: 4/19/16 Signature: _____ Date: _____
Stakeholder Name: Greg Shin Stakeholder Name: _____

2.7 Disciplined Attorneys



2.8 Register for Law Office Study

2.8 Register for Law Office Study					
Introduction	<ol style="list-style-type: none"> 1. The scope of the process is for a future applicant to apply to the law office/judge's chamber program so that their law education progress can be tracked. 2. Applicants who choose to study this way will have to provide the State Bar with a semi-annual report every six months. 3. The applicant must be registered with the State Bar before registering for law office study. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Eligibility
External	DOJ	✓	Supervising Attorney/Judge	DMV	Dept. Social Services
	NCBE	✓	Applicant	Law Schools	Law References
Business Case	<ol style="list-style-type: none"> 1. This is the beginning of the State Bar's process to track applicants in law office programs until they complete that type of study. 2. Law office study qualifies as a source of education to fulfill education requirements. 3. A satisfactory ending to the application process is when the applicant and attorney are notified of approval or denial. 4. The Notice of Intent is what verifies that the supervising judge or attorney satisfies requirements to be approved for supervision. 5. This is a small group of people currently in the Admissions process – 178 as of October 2015. 				
Current Conditions	<ol style="list-style-type: none"> 1. The process begins when the applicant submits a Notice of Intent to study in a law office/judge's chamber by mail, then proceeds as follows: <ol style="list-style-type: none"> 1.1. The O&M Admin records receipt of the Notice of Intent in the Mail Log. 1.2. The Eligibility Section Chief records receipt in the Eligibility Mail Log and forwards the notice to an Eligibility analyst. 1.3. If the applicant isn't registered as an applicant with Admissions, the analyst sends "Unable to Process" letter and files a copy in the Law Office Study file. Everything is sent back to the applicant along with the letter. 1.4. If the applicant is registered but the Notice of Intent is incomplete, the "unable to process" letter is the same as above. 1.5. If the applicant is registered and the Notice of Intent is complete, the analyst verifies that the attorney is eligible to supervise the applicant. If ineligible, a rejection letter is prepared and sent to the Section Chief for review and then sent to the applicant. If accepted, a physical file folder is created and the Access database is updated. The AS400 is noted if the attorney is denied. 				

2.8 Register for Law Office Study	
	<ol style="list-style-type: none"> 1.6. A draft acceptance letter is created and goes through the same Section Chief review procedure as above and is sent to the applicant. 2. If the applicant begins receiving education from a different attorney, they must notify Eligibility. The new attorney must file an initial report and the former attorney must file a final report. 3. The applicant begins the study process while O&M Eligibility verifies information and completes the processing of the application. 4. Key steps are reviewing the outline of proposed coursework, verifying the supervising attorney's information, and recording accurate information so there's no confusion during updates. 5. Tools used for law office study application: <ol style="list-style-type: none"> 5.1. The MS Access Law Office Study Database holds personal information related to students and their credit history for study. 5.2. MS Word is used to write letters to applicants. 5.3. The Law Office Study Quick Reference Log Sheet is a paper file in the physical file that tracks semi-annual reports. This is created when the application is approved. 6. Pre-legal transcript, proposed coursework, attorney's standing and other legal education history has information captured during the application process.
Future Conditions	<ol style="list-style-type: none"> 1. In the short term, the application process will remain the same for the law office study program. The current group of law office applicants is small enough that this isn't a priority to transition the application aspect. The Notice of Intent will become electronic registration during the implementation of AIMS. <ol style="list-style-type: none"> 1.1. Applicants will continue the regular applicant registration online. 2. Storage of information will be in AIMS, and, if management allows, the Notice of Intent submitted will be scanned and saved to Document Management. 3. Recording accurate information about applicants and attorneys will be important as this affects the approval of the Notice of Intent. 4. Document Management and applicant electronic files will be tools used for this type of application. 5. The quick reference log will be a table within an applicant's account files. This is to allow quick online review. 6. The required parts of the current application will not change. Pre-legal transcripts, proposed coursework, attorney's standing, and other legal education history captured during the application process will still be captured. 7. Applicant notifications of approval or denial will be via email following the registration process.
Risks	<ol style="list-style-type: none"> 1. All information currently in MS Access must be transferred to AIMS before using the new registration method. 2. There may need to be a link to Membership to notify if a supervising attorney loses their good standing with the State Bar, as this would disqualify them from supervising education. 3. Tracking of supervising attorneys and judges is necessary to ensure they're not surpassing the two

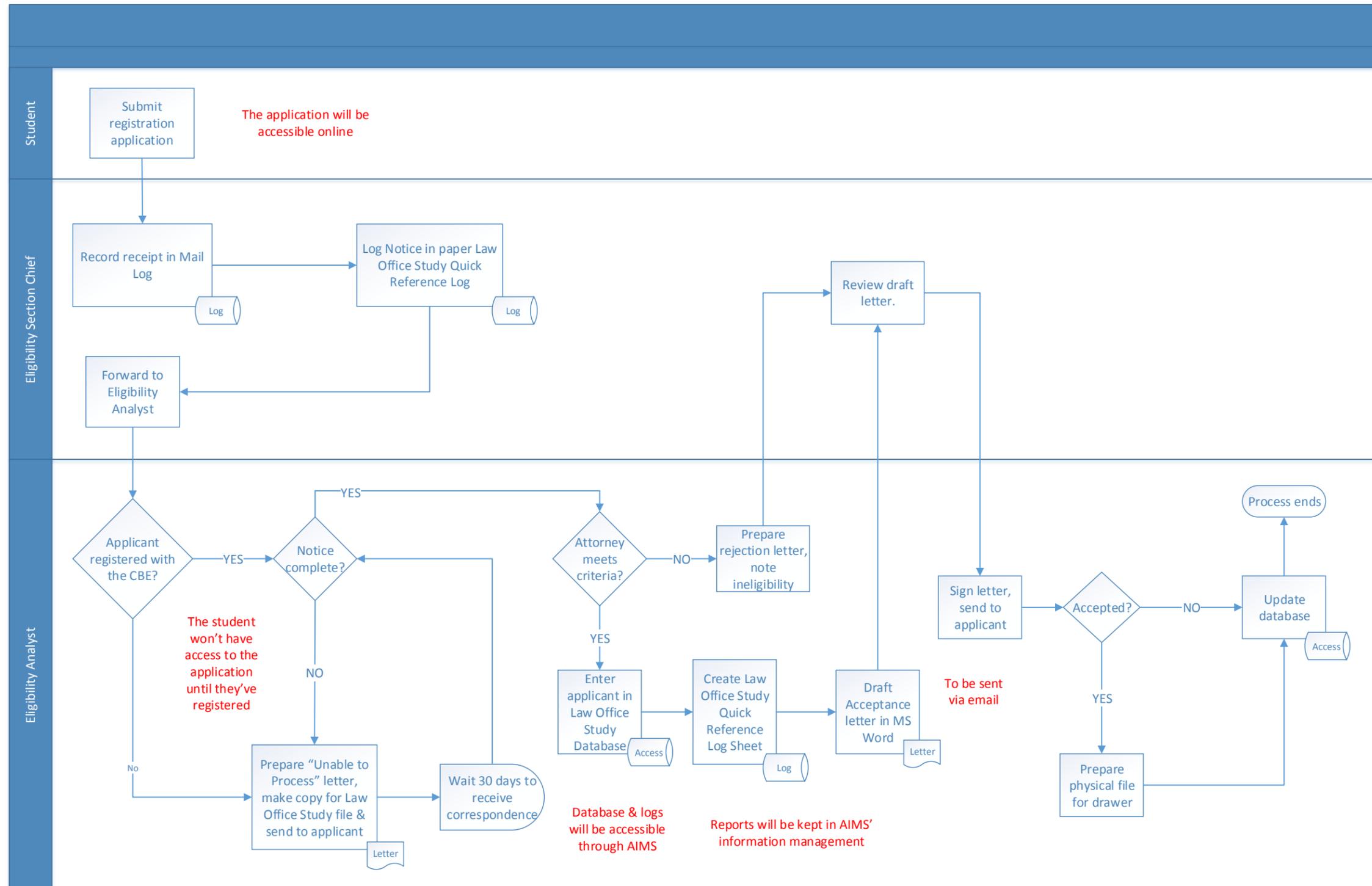
2.8 Register for Law Office Study

2.8	Register for Law Office Study
<p>student limit.</p> <ol style="list-style-type: none">4. An interim process must be established for applications under review when AIMS is implemented.5. A new database will have to be created to hold all current Law Office Study information held in Access.<ol style="list-style-type: none">5.1. All information in this database must be up to date as there are other processes that rely on education.	

Primary Stakeholder Approval(s):

Signature: [Handwritten Signature] * Date: 4/19/16 Signature: _____ Date: _____
Stakeholder Name: Greg Shin Stakeholder Name: _____

2.8 Register for Law Office Study



2.9 Apply as Foreign Legal Consultant

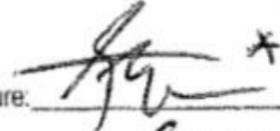
2.9	Apply as Foreign Legal Consultant						
Introduction	<ol style="list-style-type: none"> The scope includes the process for a prospective foreign legal consultant (FLC) to go through the process from applying to be allowed to practice under Rule 9.44. The process is linked to Moral Character (MC) and to the applicant's good standing in the foreign jurisdiction. 						
Stakeholders (SBC groups)	✓	Admissions Admin.	✓	Operations & Management	✓	Moral Character	Education Standards
		Exam. Development & Accommodations		Exam. Grading		Legal Specialization	Information Technology
External	✓	DOJ	✓	FBI	✓	DMV	✓ Dept. Social Services
		NCBE				Law Schools/Equiv.	✓ Law References
Business Case							
<ol style="list-style-type: none"> Foreign Legal Consultant (FLC) Program applicants are required to register and have a cleared moral character application to consult on the law of a foreign country. There are other requirements that must be fulfilled through their qualifying foreign country. FLCs are required to renew annually by submitting a current Certificate of Good Standing, payment of annual fee, and a Written Statement Agreeing to Maintain Required Security. 							
Current Conditions							
<ol style="list-style-type: none"> The current process begins with the applicant submitting the following: application for registration (if not previously registered), a Moral Character application (if expired), a paper FLC application, and all pertinent information to the LA Office of Admissions – FLC Program. Then as follows: <ol style="list-style-type: none"> The Eligibility department reviews the application for eligibility. If the application is incomplete, missing information is requested. The applicant's Moral Character application is processed as long as the applicant is registered. If ineligible, a letter of denial is sent. <ol style="list-style-type: none"> 1.3.1.If Moral Character clears, the Office of Admissions will issue a Certificate of Registration and notify Webcontent to add the attorney's name to the FLC web page. 1.3.2.If MC doesn't clear, a letter is sent to the applicant indicating MC has not cleared and the decision is recorded by staff in the applicant's file. The existing FLC application process requires action from the applicant, the applicant's foreign governing body, Admissions, MC related outside organizations, and the Moral Character department. Required documents: <ol style="list-style-type: none"> 3.1. A Current Certificate of Good Standing from any countries the applicant is seeking to consult on. 3.2. A Letter of Recommendation from an executive member of the body overseeing discipline or 							

2.9	Apply as Foreign Legal Consultant
	<p>from a judge in the highest court of the foreign country. This may be substituted by a letter from an attorney familiar with the applicant's work using a waiver.</p> <ol style="list-style-type: none"> 3.3. A Letter of Commitment to follow FLC rules and the Bar's professional conduct standards. 3.4. A Designated Agent for Service of Process, which sets the consultant's official mailing address and designates the Secretary of the Board of Governors of the Bar as their agent to receive service of process in any action brought against them. 3.5. An Attorney Declaration to comply with rules regarding eligibility to become a FLC. 3.6. A Written Statement Agreeing to Maintain Required Security for Claims of money losses. This may be substituted by a Third-Party Guarantee To Provide Required Security For Claims if a third party is signing the statement. 3.7. An Application for Determination of Moral Character. <ol style="list-style-type: none"> The applicant's practice history, admission, and good standing history are all taken into account by the State Bar of California. The applicant is sent a certificate showing approval by email and their name is added to the FLC webpage. After being certified, the applicant can practice law under Rule 9.44. <ol style="list-style-type: none"> 6.1. FLC attorneys are able to practice under this rule as long as they are not admitted to the Bar. Should an attorney be admitted to the Bar, an automatic notification will alert a staff member to cancel registration as a FLC. Foreign Legal Consultant must renew the certification annually. <ol style="list-style-type: none"> 7.1. Certification is suspended for nonpayment and the Eligibility Analyst will submit a request to the IT department to have their name removed from the webpage. 7.2. Exact date of suspension depends on the date the suspension notice is sent. FLC certification is terminated for failing to comply with Rule 9.44, by request of the Foreign Legal consultant, or by admittance to the State Bar.
	Future Conditions
	<ol style="list-style-type: none"> The future process will begin with the attorney applying to the FLC program online. Attachments will be checked electronically to ensure completeness. <ol style="list-style-type: none"> 2.1. The process will follow the same steps as it does currently, but it will use AIMS workflow and application approval capabilities. The same participants as are required currently will be involved in the future process. Current documents required for the application will be used with AIMS implementation, but uploaded as attachments. This is pending management approval. The information that is used currently will also be used. Should application requirements change, applications will be flexible to SBC staff changes. FLC suspension will continue to depend on renewal payments. <ol style="list-style-type: none"> 6.1. It would be helpful if an automated check for suspensions to send an email to IT to show that a FLC must be removed from the webpage. The applicant will be notified of the approval or rejection following this application and verification process.

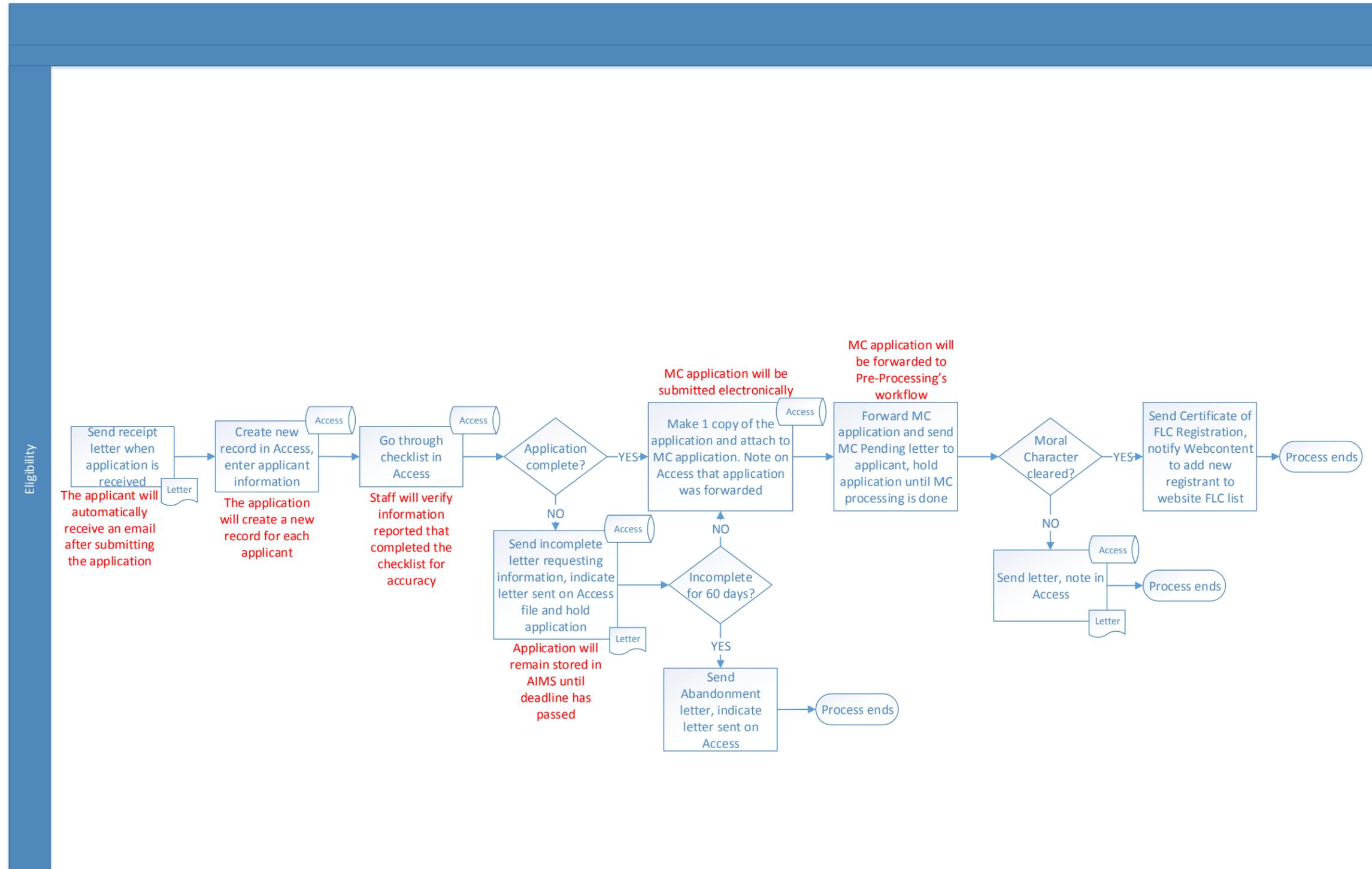
2.9 Apply as Foreign Legal Consultant

2.9	Apply as Foreign Legal Consultant
8. A special characteristic to this process is that certification to practice as a FLC is dependent on a Moral Character decision.	
Risks	
<ol style="list-style-type: none">1. When letter communication transitions to email communication, there may need to be a policy change for date of registration suspension as there will no longer need to be a delay for the notice to reach the consultant by mail. AIMS will need to record the date of notification sent and official date of suspension.2. Records of current FLCs in Access will have to be transferred to an AIMS database.3. A new workflow will have to be established for Orders of Revocation where orders can be created in AIMS and forwarded for the Section Chief's review.4. The automatic notification for FLC registration will require a new set of criteria to be established including assignment of the notification, the amount of time left before expiration that acts as the trigger, follow-up action to be taken when the notification is received, etc.5. An interim process must be established for applications under review when AIMS is implemented.	

Primary Stakeholder Approval(s):

Signature:  Date: 4/19/16 Signature: _____ Date: _____
Stakeholder Name: Greg Shin Stakeholder Name: _____

2.9 Apply as Foreign Legal Consultant



3.1 Evaluation and Certification of Pre-Legal Education

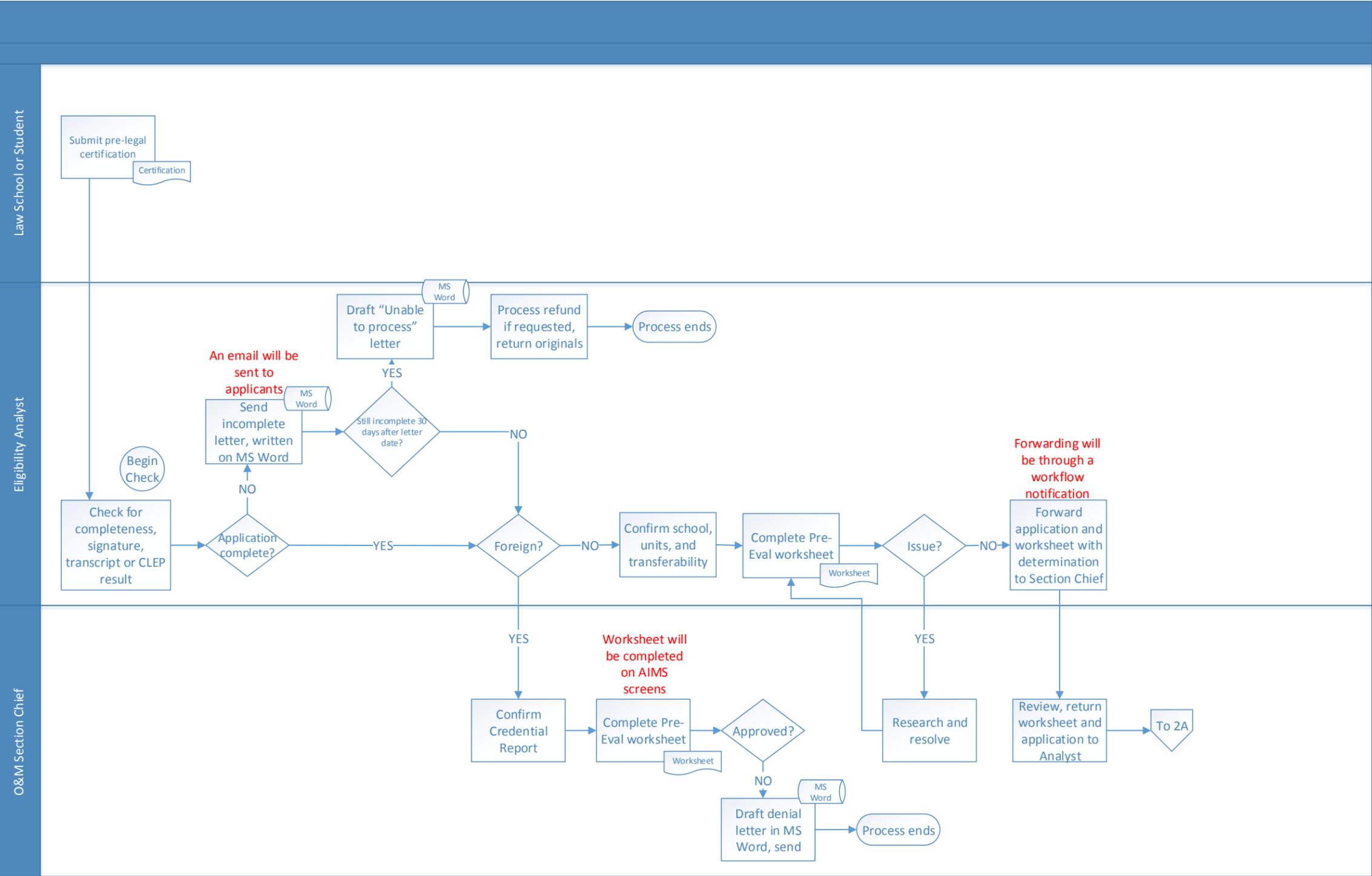
3.1	Evaluation and Certification of Pre-Legal Education				
Introduction	<ol style="list-style-type: none"> The scope of the certification process is to determine whether students have the necessary undergraduate education to begin law school according to the State Bar's Admissions Rules. The optional evaluation process serves to tell a student or law school applicant whether a proposed plan of study will qualify the student for legal education. Education certification is dependent on the sub-process of sending a pre-legal education certification to schools to provide evidence of their students having the necessary pre-legal education to abide by California Business and Professions Code Section 6060. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations	✓	Eligibility	Legal Specialization	Application Pre-Processing
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE			✓ Law Schools	Law References
Business Case	<ol style="list-style-type: none"> California Business and Professions Code Section 6060 details minimum pre-legal education requirements to be completed before beginning law school. The pre-legal certification process results in an approved or denied registration. If the pre-legal evaluation application is submitted, responses go to the students or school, depending on who submitted it. Applicants who have not completed at least two years of college work may receive credit for passing the College Level Examination Program (CLEP) exam with a score of 50 or higher. 				
Current Conditions					
Pre-legal Certification	<ol style="list-style-type: none"> Upon registration if the applicant doesn't meet educational requirements, a pre-legal certification is sent to the law school. Applicant is notified that their registration is incomplete. When the certification is received by the Bar, Eligibility checks for completeness. <ol style="list-style-type: none"> If still incomplete after 60 days, the applicant receives an abandonment letter. If Pre-Legal certification is complete: units, school, and transferability are verified and registration approved. If the certification and registration are approved, a physical file is created. If not approved, the registration goes to the Pre-Registration document file based on the Pre-Legal certification. The certification process involves the school, Application Pre-Processing, and Eligibility. The certification for foreign students requires the Credential Evaluation Report by a credential evaluation agency to determine what level of education has been achieved and in what country. 				

3.1	Evaluation and Certification of Pre-Legal Education
	<p>Pre-legal Evaluation</p> <ol style="list-style-type: none"> If a Pre-Legal Evaluation is submitted by the student/school, a Pre-Legal Evaluation worksheet is completed. Eligibility researches any issues and updates the Pre-Legal Evaluation worksheet. <ol style="list-style-type: none"> Receipt is recorded in the Excel Pre-Legal Log Sheet. The Section Chief reviews and returns the evaluation worksheet to the Eligibility Analyst. The result is sent to the student/school. The Section Chief makes changes to the letter and worksheet as needed, or approves and the analyst scans and saves the worksheet to the V Drive. A copy is saved in the Pre-Registration document file. The evaluation process involves the student or school submitting the application, and Eligibility making a determination. The evaluation application for US students requires only fees, transcripts, basic contact information, and dates of attendance for general education schools. Key steps are to confirm school, units, and transferability (or Credential Report if foreign.) Tools used to evaluate education: <ol style="list-style-type: none"> AS400 is used to clear registration and assign Pre-Registration File numbers MS Word is used to create letters. V Drive stores letters and Pre-Evaluation Worksheets. Pre-Evaluation Worksheet is used to record information regarding the study program. Excel is used to record receipt of Pre-Legal Evaluation applications. Pre-Legal certification requests are currently sent only twice per week. Evaluation is followed by the Bar sending an approval or denial letter.
	<p>Future Conditions</p> <ol style="list-style-type: none"> The application (when submitted by students) will be completed online. <ol style="list-style-type: none"> The review process for evaluations that are done as a response to student registrations will be completed using AIMS screens and attachments that the student uploaded to the registration. Requests completed for the purpose of evaluating a proposed education plan will also rely on attachments, but will not be relevant to registration. AIMS will record the date and time of application receipt for reporting. <ol style="list-style-type: none"> In order to comply with rules regarding incomplete applications, staff will be able to track how much time is left before an application is deemed abandoned. Responses to the evaluation will be sent via email. <ol style="list-style-type: none"> Email responses will be saved to correspondence management. AIMS will store information regarding what credit has been given in order to clear or deny future test registrations. This will replace the Pre-Evaluation Worksheet. As evaluations progress through the process, transfer of responsibility will use notifications of workflow queues to appropriate staff and AIMS will record when these transfers happen. Staff will be able to store information for future reference on which courses at specific schools may

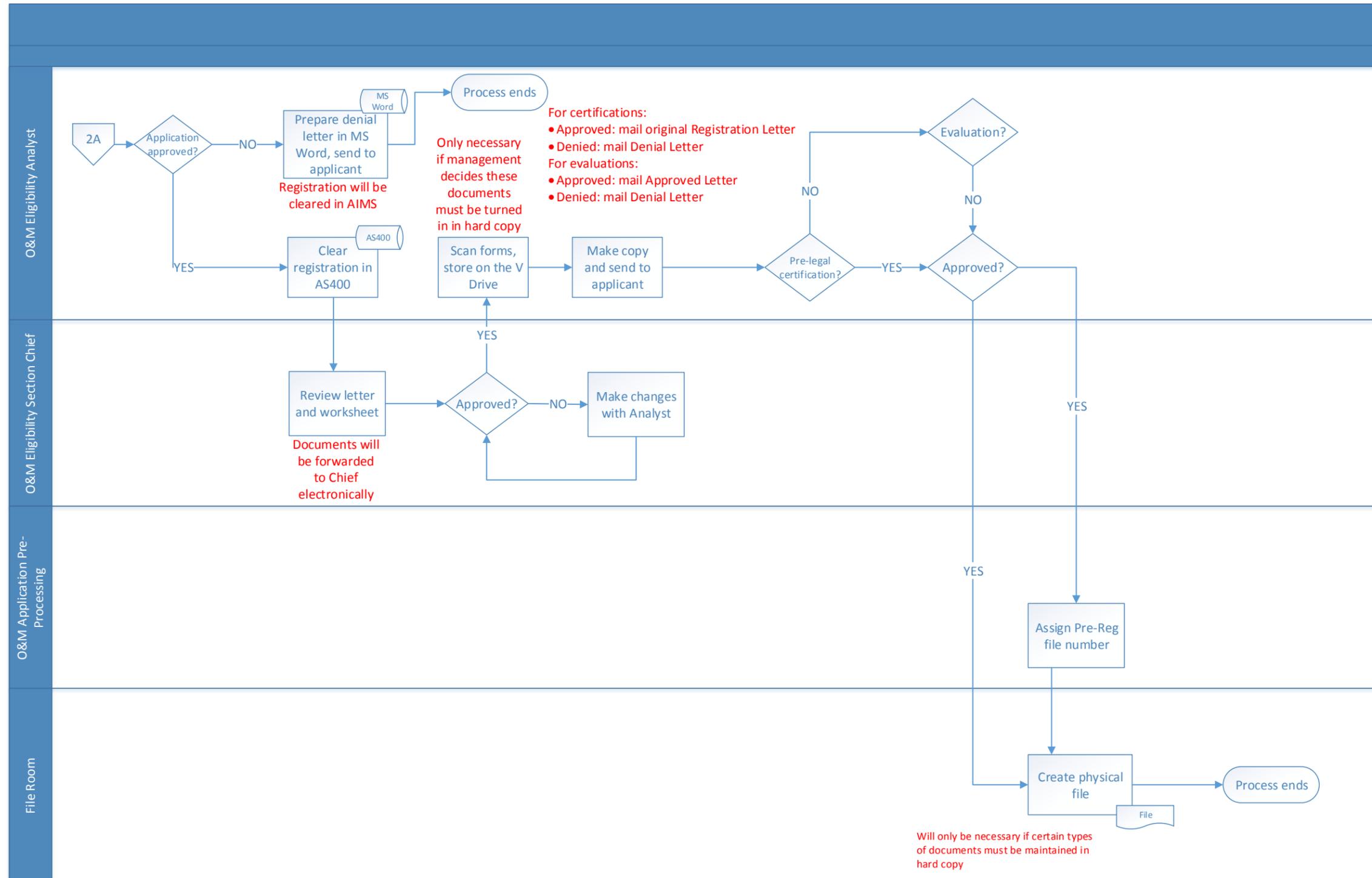
3.1 Evaluation and Certification of Pre-Legal Education

3.1	Evaluation and Certification of Pre-Legal Education	
<p>earn the student credit as not all courses at all schools apply.</p> <p>7. AIMS will likely offer the opportunity to automate the printing (or emailing) of law school certification requests. Emailing depends on management's decision.</p>		
Risks		
<ol style="list-style-type: none"> 1. Management will have to decide whether to allow for applicants to electronically submit official documents or if hard copies will be necessary. <ol style="list-style-type: none"> 1.1. If transcripts must still be sent in paper form, the online application will notify staff that the application has been started and that only the transcript is needed to begin the evaluation. 2. The Pre-Evaluation Worksheet will need to be integrated into AIMS to be completed electronically. 3. Evaluations that are in progress when AIMS is implemented may have to be noted in an AIMS application status log as their receipt would have already been recorded in the Excel sheet. The Excel information becomes one of the information sources to bring into the AIMS database. 4. There is also a risk associated with how to best indicate qualifying courses at specific schools. 5. Editable templates will need to be integrated into AIMS to generate responses to evaluations with reasons explaining the determination. 6. There will be a need in the future to note that some credential reports can be accessed via Document Management, while others are found in hard copy where they are currently stored. 7. The list and structure of pre-registration file numbers needs to be implemented in AIMS to ensure that no future assigned numbers have already been used. 8. Because pre-legal evaluations that are done by request don't require registration, the application will have to be posted online and have access to payment to keep in line with the trend of receiving all information electronically. 		
Primary Stakeholder Approval(s):		
Signature: _____ Date: _____ Stakeholder Name: _____		Signature: _____ Date: _____ Stakeholder Name: _____

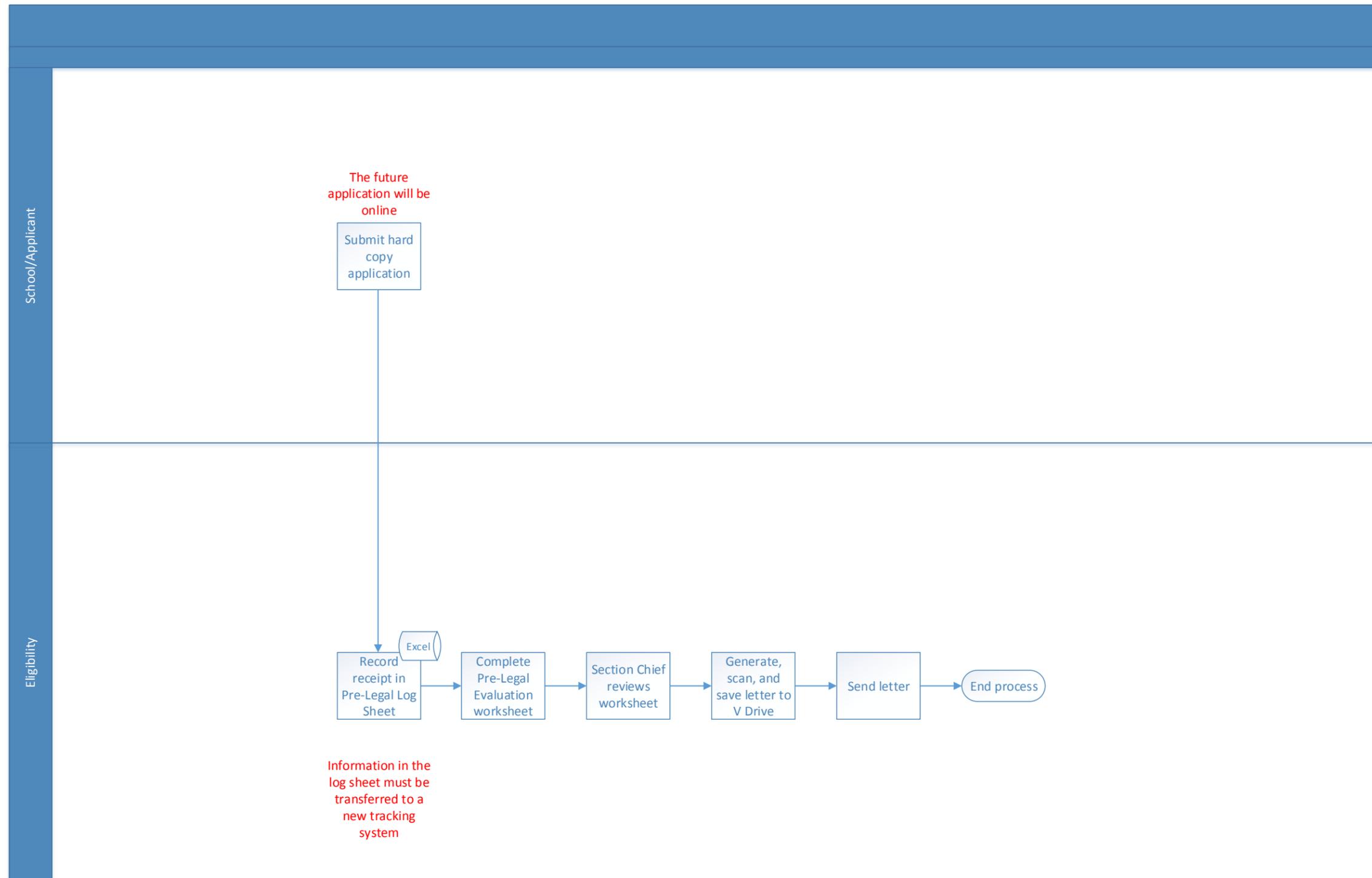
3.1 Evaluation and Certification of Pre-Legal Education



3.1 Evaluation and Certification of Pre-Legal Education



3.1 Evaluation and Certification of Pre-Legal Education



3.2 Evaluate Legal Education

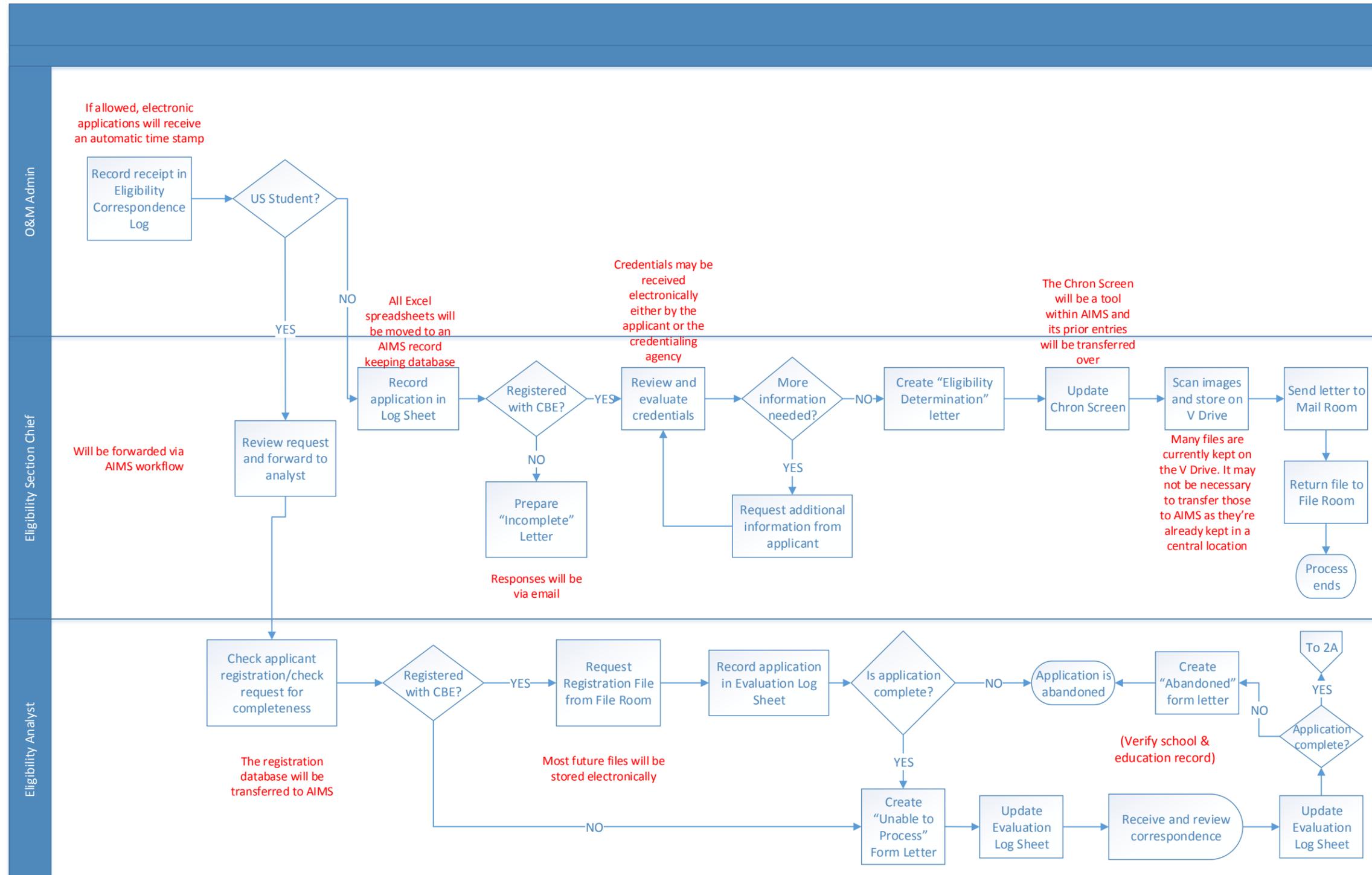
3.2	Evaluate Legal Education				
Introduction	<ol style="list-style-type: none"> The scope of the process is to determine whether a student who has not earned a law degree from an ABA-certified or Committee-accredited school has completed sufficient legal education required. The process may also be initiated by an individual who wishes to confirm whether a projected course of study will meet Committee requirements. This is not the same procedure to evaluate law office study. One factor to be considered in the process is the reason for the request – if it is part of exam clearance, there is a separate process that's linked. Another consideration is whether the student is American-educated or foreign-educated. The two are reviewed in different manners. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Eligibility
External	DOJ	✓	Applicant	DMV	Dept. Social Services
	NCBE			✓ Law Schools	Law References
Business Case	<ol style="list-style-type: none"> California Business and Professions Code Section 6060 requires a minimum level of education to be admitted to practice law. The satisfactory result to the process is when the applicant and/or law school is notified of the evaluation result and a result letter is added to the applicant's file. 				
Current Conditions	<ol style="list-style-type: none"> The existing process links the school or student with the State Bar when the student or school submits the request by mail. The O&M Admin records receipt in the Eligibility Correspondence Log. If it is a U.S. student, the evaluation is as follows: <ol style="list-style-type: none"> The Eligibility Section Chief reviews the request and forwards it to an analyst The Eligibility Analyst verifies in the AS400 that the applicant is registered and the request is checked for completeness If the student hasn't registered, they receive an "Incomplete" letter and the Evaluation Log Sheet is updated to show that. When the student sends more information, the Log Sheet is again updated. If after the information is received the application is still incomplete, the student gets an "Abandoned" letter. <ol style="list-style-type: none"> The request goes to the regular evaluation process if the new information does complete the application. The Eligibility Analyst verifies the school and education record. If more information is needed, the school is contacted via phone or letter. If the student is registered, their file is pulled from the file room and the application is recorded 				

3.2	Evaluate Legal Education
	<p>in the Evaluation Log Sheet. If the application is complete, the student receives a "Complete" letter and the Evaluation Log Sheet is once again updated. The request goes through the regular evaluation process following this.</p> <ol style="list-style-type: none"> U.S. student evaluation process: <ol style="list-style-type: none"> If no more information is needed, a Law Study Evaluation Worksheet is completed. A result letter is prepared for the applicant and forwarded to the Section Chief along with the worksheet. The Section Chief reviews both and makes any necessary changes with the analyst If both are approved, they're scanned to the V Drive, the letter is sent, and the file is returned to the file room. Foreign student evaluation process: <ol style="list-style-type: none"> Eligibility Section Chief records the application in the log sheet. If unregistered, the applicant receives an "incomplete" letter. If registered, credentials are evaluated. If more information is needed, it's requested by letter or phone. If not needed, an "Eligibility Determination" letter is created and the Chron screen is updated. The worksheet and determination letter are scanned to the V Drive, the letter is sent, and the file is returned to the file room. Legal education evaluation is carried out between Eligibility staff and the applicant. The applicant may either be a school or a student, depending on the reason for the application's submittal. A key step for the applicant is to submit a complete application as this affects timeliness and could result in an abandoned application if not completed. Tools used in the evaluation: <ol style="list-style-type: none"> MS Word is used to create letters. Eligibility Correspondence Log is used to show receipt of applications and follow-up information. This log is in Excel. The AS400 is used to check that the student is registered and to record result for the evaluation. Evaluation Log Sheet is used to record progress of applications. This log is in Excel. The V Drive holds scanned letters and determinations. The Chron screen records eligibility determinations. The Law Study Evaluation Worksheet is used to determine if/how much credit will be given. The applicant submits the student's name, address, contact information, and history of law school attendance. This includes anything that's reported on a transcript. <ol style="list-style-type: none"> If the purpose of the application is to evaluate a proposed plan of study, the student submits the name of the school and courses, dates when attendance in the specific courses are planned, and the units that are going to be given. Following receipt of an application for either of the above evaluations, the law student or law school official is advised in writing of his/her status.
	Future Conditions
	<ol style="list-style-type: none"> The future process will begin when the applicant submits a request electronically. (The method of

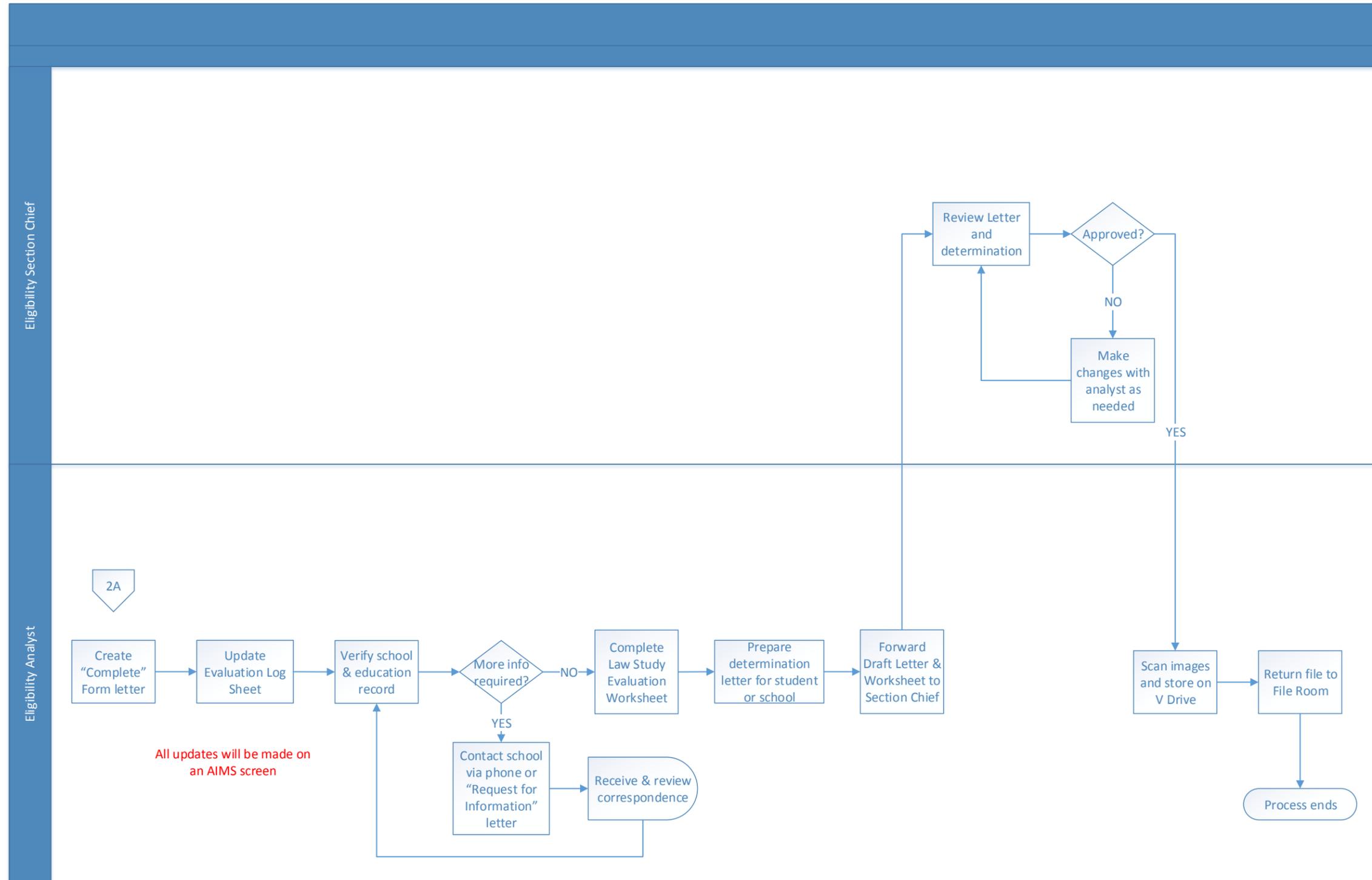
3.2 Evaluate Legal Education

3.2	Evaluate Legal Education
<p>submittal is pending management approval.)</p> <ol style="list-style-type: none"> 2. Applications will trigger a notification to the Section Chief who will then forward the application to an analyst through the workflow tool for U.S. students, or carry out the evaluation themselves if it is a foreign student. 3. The future process will still involve the applicant and Eligibility, and in some cases schools. 4. The current key steps will continue to be the key steps after the transition to AIMS. Timeliness and receipt of all necessary information will still be of high importance. 5. Tools that will be used for evaluation: <ol style="list-style-type: none"> 5.1. MS Word will still be used to create letters based on information received. 5.2. The Eligibility Correspondence Log will be used as a correspondence management function. <ol style="list-style-type: none"> 5.2.1. Every receipt of an application will automatically update the Eligibility Correspondence Log. 5.3. The Evaluation Log sheet, Law Study Evaluation Worksheet, and result of the evaluation will also be replaced by a status tracking function of AIMS. 5.4. Document Management in AIMS will be used to hold scanned versions of determinations and letters. 6. The same information regarding the applicant and the education will be received by the future application. 7. Following receipt of an application for either of the above evaluations, the law student or law school official will be advised electronically. 	
<p>Risks</p>	
<ol style="list-style-type: none"> 1. Information in the evaluation and correspondence logs will have to be transferred to an AIMS database. 2. The Law Study Evaluation Worksheet will have to be built into AIMS in a way that can be completed efficiently at the same time the evaluation is being completed. 3. In the future, some students' files will be in an AIMS database while others will be in the File Room. There will need to be a way to notify that the student's file is in the file room or kept in the AIMS database. 	
<p>Primary Stakeholder Approval(s):</p>	
<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>	<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>

3.2 Evaluate Legal Education



3.2 Evaluate Legal Education



3.3 Law Office Study Evaluation

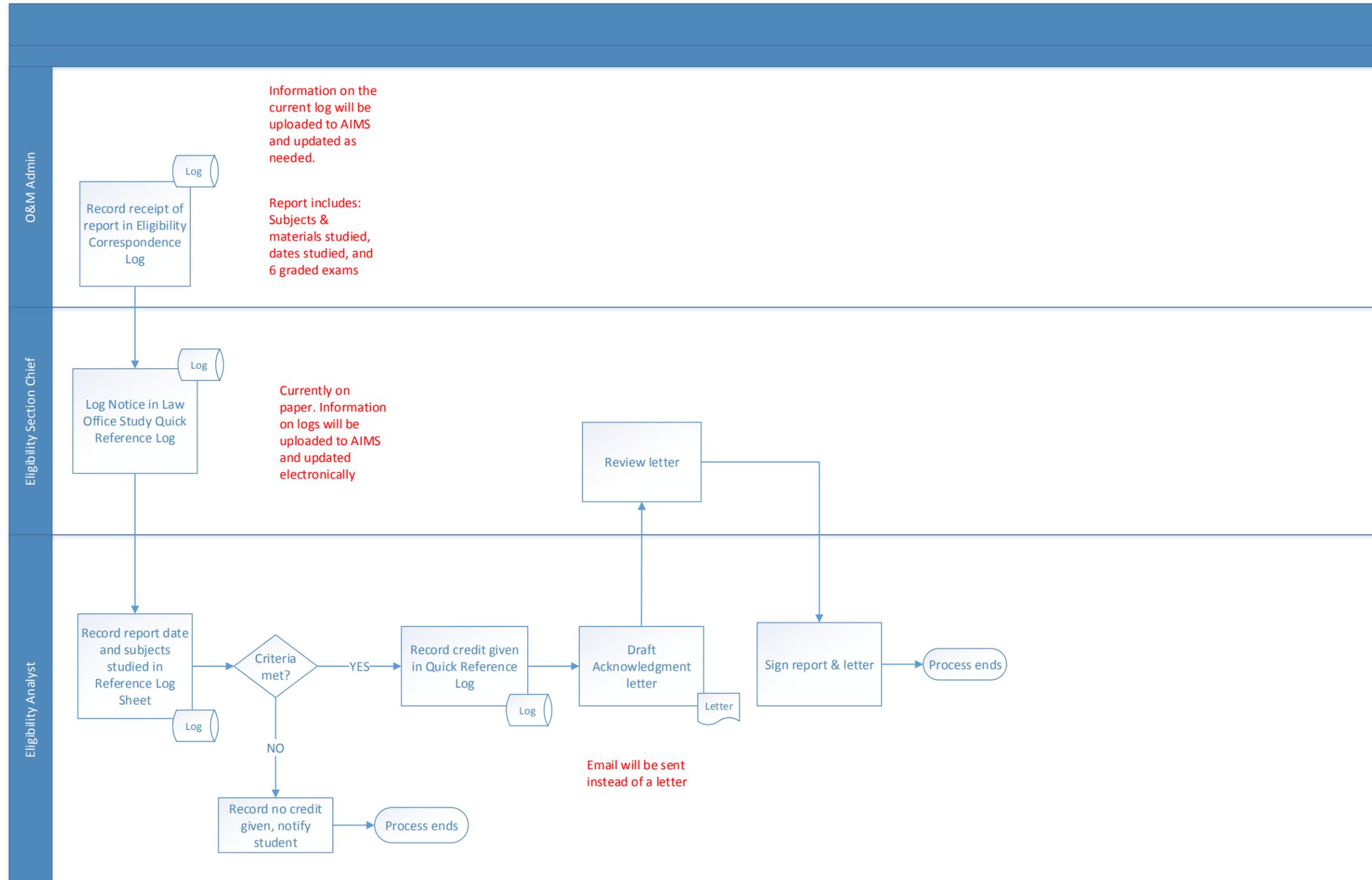
3.3 Law Office Study Evaluation					
Introduction	<ol style="list-style-type: none"> The scope of the process is to determine whether material studied and tested under an attorney's supervision satisfies education requirements to take the First Year Law Student Exam (FYLSX) and California Bar Exam (CBX.) This evaluation is based on semi-annual reports submitted by the student. A student must first have submitted notification of intent to study in a law office or judge's chambers and been approved for such study before submitting reports. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Eligibility
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Student	Law Schools	Law References
Business Case	<ol style="list-style-type: none"> Law office students are required to submit reports within 90 days of every six months of completed education. Reports give topics studied, hours of study, and test scores. This process ends with the student receiving a letter notifying them whether they've received credit for material studied during the reporting period. This process also becomes a key evaluation criteria for approval to take the FYLSX and CBX. 				
Current Conditions	<ol style="list-style-type: none"> The current process of evaluating six-month updates begins when the student mails a Law Office Study Report & Cover Sheet to the ADM. The process then includes: <ol style="list-style-type: none"> O&M Admin records receipt of the report in the Eligibility Correspondence Log. Eligibility Section Chief logs notice in the Law Office Study Quick Reference Log and forwards to the analyst. The Eligibility Analyst records the report date and subjects studied in the Reference Log Sheet. If criteria aren't met, an entry is made to show no credit was given and the student is notified. If criteria are met, credit given for subjects studied is entered and the student is notified. An analyst drafts an acknowledgment letter in MS Word and forwards it to the Section Chief for review. The analyst signs the letter, which is then sent to the student. This process also includes the steps to complete the regular education evaluation. The evaluation for FYLSX begins after credit is given for one year of law office study. The student, Eligibility Analyst, and Eligibility Section Chief are involved in the evaluation. A key step is for the analyst to record credit given after all evaluations. This affects exam eligibility. The student must submit reports before the deadline or they will receive no credit for any work completed. If submitted late, the report is sent back to the student. 				

3.3 Law Office Study Evaluation	
	<ol style="list-style-type: none"> Tools used to evaluate law office study: <ol style="list-style-type: none"> MS Word is used to create letters. Eligibility Correspondence Log is used to record when semi-annual reports are received. The Law Office Study Quick Reference Guide is used for the individual student when a report is submitted. MS Access logs information submitted in the semi-annual report. Materials and subjects studied and tested, dates studied, and hours studied are all information taken into account. The process is followed by the student receiving an acknowledgment letter and then executing the study process and preparing to report again in six months.
Future Conditions	<ol style="list-style-type: none"> As there is a small group of people in this program, it's not a priority to make it an online process immediately. However, Future Conditions will be written with a focus on AIMS. Students will electronically submit all materials currently required for law office study through the student portal. <ol style="list-style-type: none"> Any necessary attachments will be submitted as scanned files along with other information that will be entered into fields on the future online report form. The student will still need to ensure that the report is submitted on time. If not, they will not receive credit for work completed. A key step on the State Bar's side will still be to record in AIMS if credit is given as this affects future exam eligibility. <ol style="list-style-type: none"> All information that goes into the Law Office Quick Reference Guide will also be recorded in AIMS screens. A special characteristic about this process is that paper files currently holding information about the program's participants will continue to be the source of information for other processes such as exam eligibility. The Eligibility Analyst will notify the student via email with a decision regarding credit earned.
Risks	<ol style="list-style-type: none"> There lies a dependency on management's decision regarding whether forms can be scanned to Document Management and destroyed or if they must be kept in hard copy. <ol style="list-style-type: none"> There is also a critical decision regarding how attorneys will sign the report for the student to turn in. Online submittal of the report requires the supervising attorney or judge's signature to be scanned. Consideration should be given to retention of the law office study file after admission to the Bar. All data in MS Access for law office students must be transferred to AIMS.

3.3 Law Office Study Evaluation

3.3	Law Office Study Evaluation
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

3.3 Law Office Study Evaluation

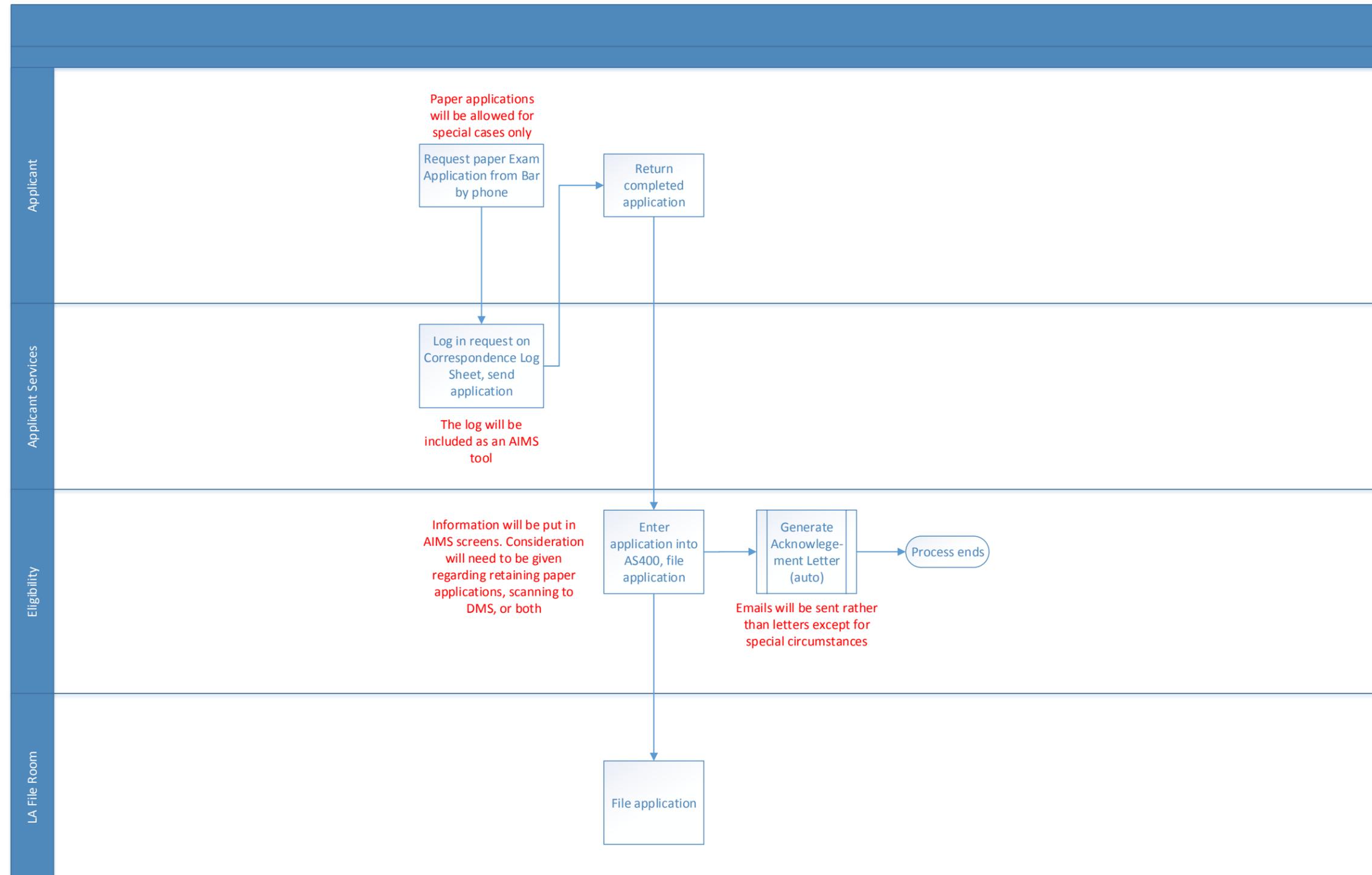


4.1 Bar Examination Application (Paper) CBX

4.1	Paper Examination Application				
Introduction	<ol style="list-style-type: none"> The scope includes the process of applying for the California Bar Exam (CBX) using the paper application method and ADM staff uploading application information to the AS400. Passing the CBX is an admission requirement for all State Bar applicants. Applying for the CBX triggers the process of checking exam eligibility. 				
Stakeholders	Admissions Admin.	✓	Application Pre-Processing	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE		MPRE	✓ Applicant	Law References
Business Case	<ol style="list-style-type: none"> Student and attorney applicants are required to apply for the CBX in order to have eligibility confirmed. Confirmation would put the applicant on the exam roster. <ol style="list-style-type: none"> No applicant is eligible unless the First Year Law Student Exam (FYLSX) requirement is satisfied. Exam applications are the basis for planning exam logistics. All applicants must be registered with the Committee of Bar Examiners (CBE) in order to take the exam. 				
Current Conditions	<ol style="list-style-type: none"> The current process starts when the student requests a paper application via phone, hand delivery, or email, then as follows: <ol style="list-style-type: none"> Applicant Services sends the application and enters the request in the correspondence log. Applicant returns completed application and payment. Application information entered in AS400 and filed. AS400 generates an Acknowledgement Letter. If the application is incomplete, the applicant will receive several follow-up letters and/or an abandonment letter. The only participants in the application process are the applicant, Eligibility, and Applicant Services. Tools used in the process: <ol style="list-style-type: none"> The paper application is used to apply for the exam. The AS400 is used to store exam information taken from application forms and generate letters. Information captured by the application: Identification and contact information, aliases, legal education, exam detail (laptop/written, location, TA, FYLSX req), and jurisdiction information for attorney applicants. Exam eligibility is checked following the data entry of information to the AS400. 				

4.1	Paper Examination Application	
	<ol style="list-style-type: none"> If a change to the test method or center, in addition to withdrawing from an exam requires a paper application submission. 	
Future Conditions	<ol style="list-style-type: none"> Paper applications will not be accepted in the future, except for special circumstances. Responses to applications will be via email rather than letter wherever possible. Information taken from the application will be entered in AIMS screens to replace the AS400. Information entered by staff will automatically update the student's status screen to show that the application is under review. The application and data entry steps will still only be carried out by the applicant and Eligibility. AIMS will not allow ADM staff to enter CBX application information without the applicant having fulfilled the FYLSX requirement and being registered. Exam eligibility will still be the next step after the entry of application information. 	
Risks	<ol style="list-style-type: none"> AIMS will need to automatically stop the manual entry of applications by staff if the applicant hasn't satisfied the FYLSX requirement. Some withdrawals are entitled to refunds, and the amount depends on when the withdrawal happened. AIMS should be able to calculate how much of the fee the applicant is entitled to be refunded. There will need to be a new process for payment to be accepted since XAP will be taken out of the process. Consideration will need to be given regarding whether to store paper applications and attachments or rely on information held in AIMS databases for future reference. An interim structure will need to be established during the period when there are still paper applications under review when AIMS is implemented. All previously approved exam registration information will need to be transferred to AIMS. 	
Primary Stakeholder Approval(s):		
	Signature: _____ Date: _____	Signature: _____ Date: _____
	Stakeholder Name: _____	Stakeholder Name: _____

4.1 Bar Examination Application (Paper) CBX



4.2 Online Examination Application CBX

4.2	Online Examination Application				
Introduction	<ol style="list-style-type: none"> The scope includes the process of applying for the California Bar Exam (CBX) using the XAP application method and ADM staff uploading application information to the AS400. Passing the CBX is an admission requirement for all State Bar applicants. Applying for the CBX triggers the process of checking exam eligibility. 				
Stakeholders	Admissions Admin.	✓	Application Pre-Processing	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	MSBE		MPRE	✓ Applicant	Law References
Business Case	<ol style="list-style-type: none"> Student and attorney applicants are required to apply for the CBX in order to have eligibility confirmed. Confirmation would put the applicant on the exam roster. <ol style="list-style-type: none"> No applicant is eligible unless the First Year Law Student Exam (FYLSX) requirement is satisfied. Exam applications are the basis for planning exam logistics. All applicants must be registered with the Committee of Bar Examiners (CBE) in order to take the exam. 				
Current Conditions	<ol style="list-style-type: none"> The current process starts when the student submits an application and payment, then as follows: <ol style="list-style-type: none"> The applicant receives a confirmation email from XAP. Administration downloads a daily text file showing all applications since the last download from XAP. The text file is uploaded to the AS400. The AS400 checks that the applicant is registered with the CBE. If they are not registered and fewer than 10 days have passed since the exam application was received, and an incomplete letter is sent. <ol style="list-style-type: none"> If after 10 days the applicant is still unregistered, the application is terminated, a refund is requested, and the student receives an Incomplete Registration Letter. Online Error Report is printed. A copy of the report is put in the section binder. The Error Report is forwarded to the Section Chief. The Daily Log is updated with problems/information. The only participants in the application process are the applicant, Eligibility, and Administration. Key steps in the process are to upload the text file to the AS400 and run the error report. Tools used in the process: <ol style="list-style-type: none"> XAP is used to apply for the exam, manage payment, and download the text file. The AS400 is used to store exam applicant information and run the Online Error Report. 				

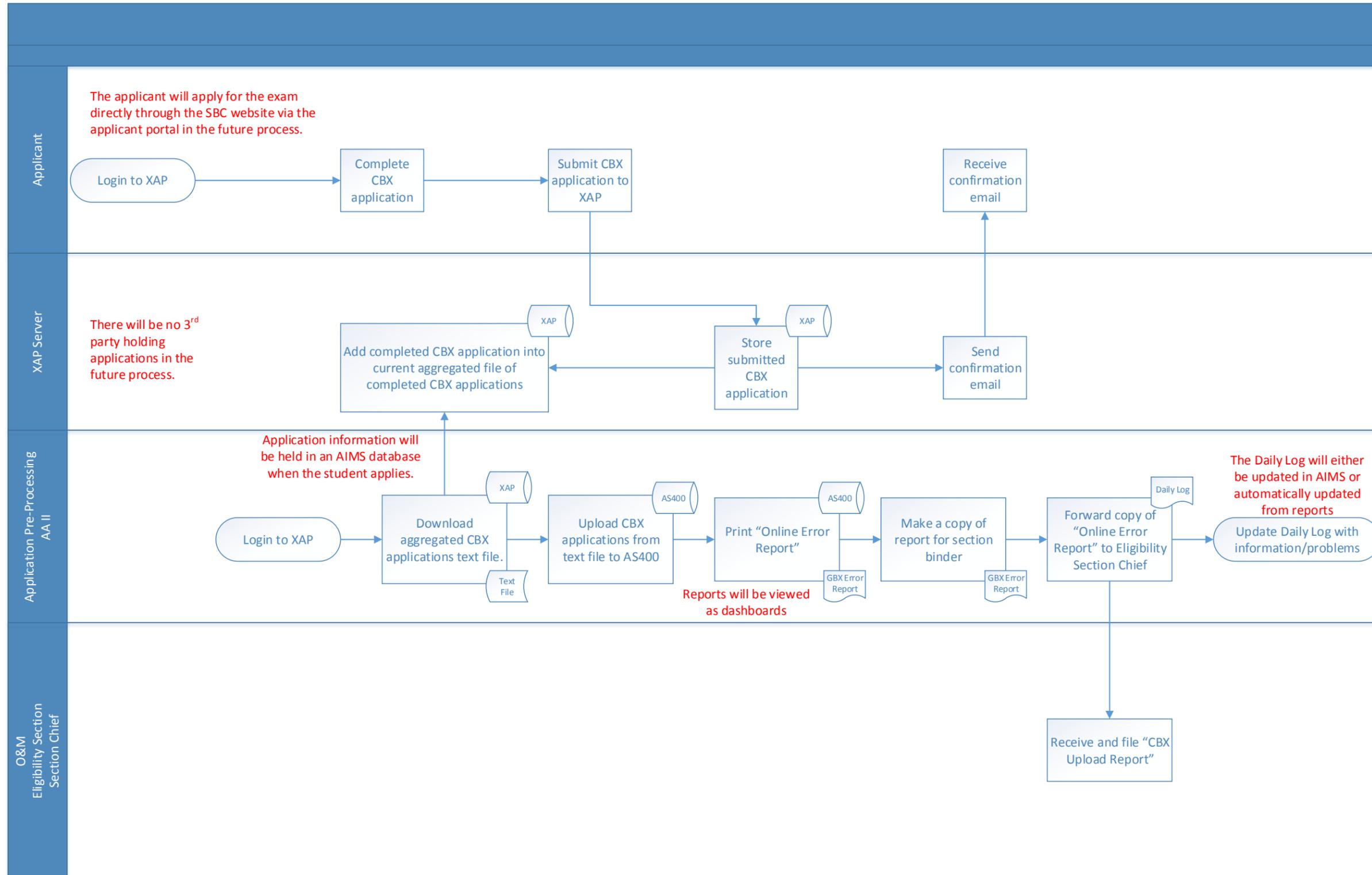
4.2	Online Examination Application
	<ol style="list-style-type: none"> The Daily Log holds information on registration issues. Information captured by the application: Identification and contact information, aliases, legal education, exam detail (laptop/written, location, TA, FYLSX requirement), and jurisdiction information for attorney applicants. Exam eligibility is checked following the upload of application information to the AS400. If a change to the test method or center, in addition to withdrawing from an exam requires a paper application submission.
Future Conditions	<ol style="list-style-type: none"> The future process will have applicants going to their Admissions web portal instead of XAP to apply for the CBX and submit payment. <ol style="list-style-type: none"> Having the application submitted directly to the Bar will eliminate the need for the daily download and upload of the text file. The application will automatically pull information stored in the user's profile and will update the user's status screen when submitted. <ol style="list-style-type: none"> The status screen will show a new level of detail for the application's status (e.g. Under Review) when the application is being reviewed. The future portal to AIMS will also allow for users to withdraw from exams or change test centers and test method. <ol style="list-style-type: none"> When a previously registered person withdraws, Admissions Accounting Tech will be notified to issue a partial refund. When there is a change to test method or center, Admissions will be notified of new funds paid. The future process will involve only the applicant as there will be no need for action on the Bar's side to manage the submission. All information submitted in the application will be stored in AIMS databases for review during the eligibility check. The future system will block new applications automatically for the following reasons: <ol style="list-style-type: none"> Deadline has passed. FYLSX requirement not fulfilled. Exam eligibility will be checked following submittal of the application. This may be a good opportunity to add the headwear permit and test accommodation information to the application. Disciplined attorneys will need to create a profile if necessary and apply for the CBX online.
Risks	<ol style="list-style-type: none"> Consideration will need to be given to transferring in-process applications from XAP or having the applicant start a new application in the new system. Some withdrawals are entitled to refunds, and the amount depends on the withdrawal rate. AIMS should be able to calculate how much of the fee the applicant is entitled to be refunded. <ol style="list-style-type: none"> This relies on the withdrawal request to be made electronic as well. Application fees vary based on how far in advance the user applies. The new application will need to be able to identify which time window the applicant is in to charge accurately.

4.2 Online Examination Application CBX

4.2	Online Examination Application
	<ol style="list-style-type: none">4. The application will need to recognize the difference in fees based on method of exam.5. There will need to be a payment intermediary selected since XAP will be taken out of the process.6. There will need to be an interim procedure in place to manage applications under review when AIMS is implemented.<ol style="list-style-type: none">6.1. Information from approved applications for exams that have yet to be administered will need to be transferred to AIMS.
Primary Stakeholder Approval(s):	

4.2	Online Examination Application
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

4.2 Online Examination Application CBX



4.3 Eligibility Verification

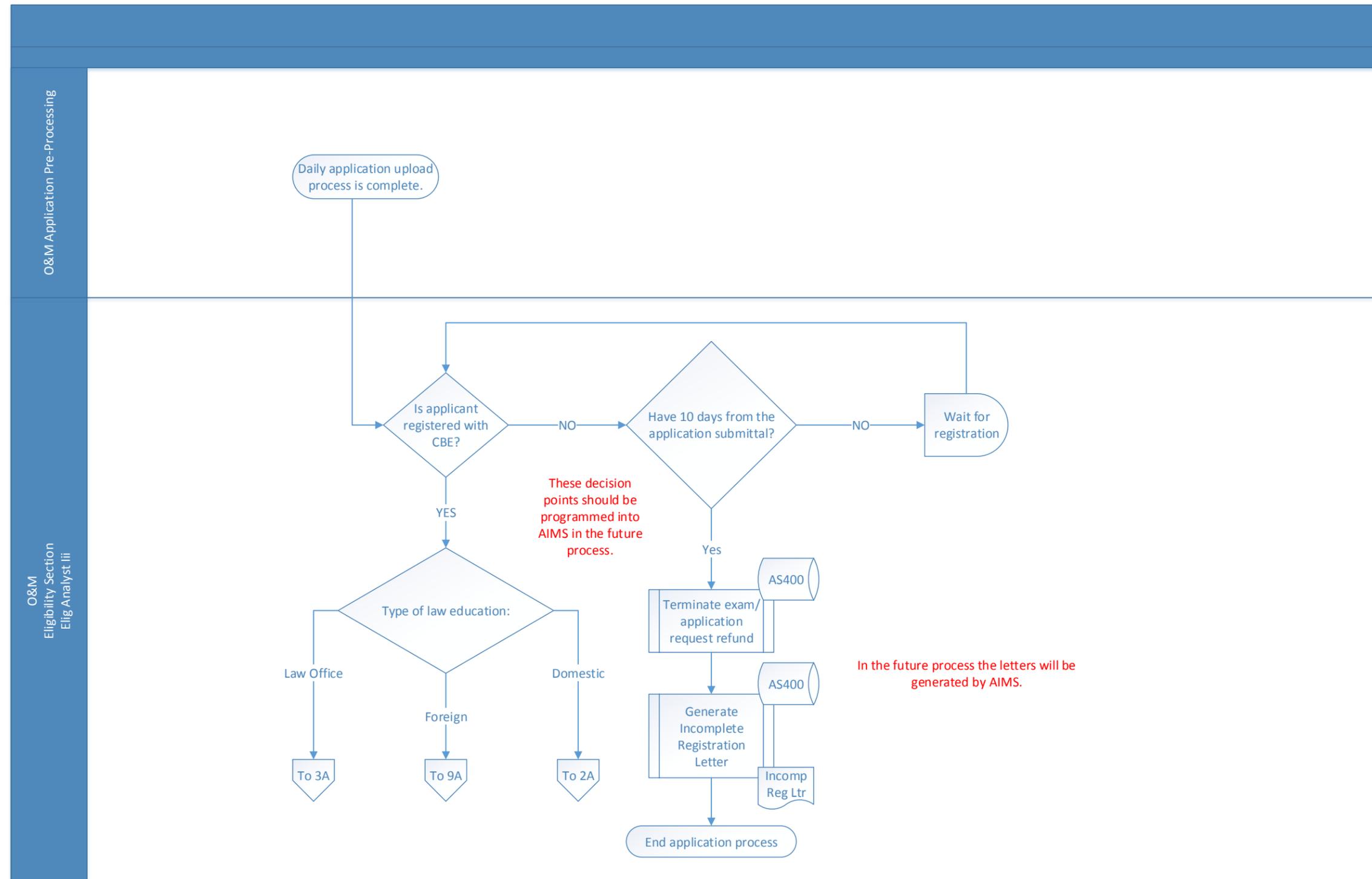
4.3	Eligibility Verification				
Introduction	<ol style="list-style-type: none"> The scope of the process is to determine if an applicant for the Bar Exam (CBX) is eligible to take the exam. This process is linked to education evaluation and depends on whether or not the student has met or been exempted from the First Year Law Student Exam (FYLSX) requirement. The CBX has two different types: the general and the attorney exam. Applicants must be registered with the Committee of Bar Examiners (CBE) before applying for an exam. Exam eligibility is permanent unless the attorney applicant is applying for a different type of exam. 				
Stakeholders	Admissions Admin.	✓	Eligibility	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Applicant	✓ Law Schools	Law References
Business Case	<ol style="list-style-type: none"> Applicants must submit personal information in the application to take the CBX for the Bar to ensure that they are eligible. A satisfactory conclusion to the process is to notify the applicant that they are either eligible or ineligible for the exam. Eligibility criteria depends on whether the applicant is a student or an attorney in another jurisdiction. 				
Current Conditions	<ol style="list-style-type: none"> The eligibility process begins when applications are entered into the AS400, then as follows: <ol style="list-style-type: none"> 1.1.1.If the student is registered or registers within 10 days, the Eligibility Analyst generates a Certification Request Letter/List to the student's law school. 1.2. The law school returns the certification along with a transcript of the student's record. 1.3. Information received from the law school is entered into the AS400. 1.4. An Eligibility Exception Report is generated and reviewed. 1.5. Inconsistencies and errors on the report are fixed. 1.6. If the certification response is not received and the deadline has passed, a Certificate of Good Standing/Transcript letter is sent to the applicant notifying them of the status. 1.7. If the certification response is received but incomplete, a letter is generated requesting more information. The Eligibility Analyst follows up with the law school. 1.8. If a complete certification response is received: <ol style="list-style-type: none"> 1.8.1.If the school wasn't able to certify the student and no transcript was provided, the school 				

4.3	Eligibility Verification				
	<p>is called to more information.</p> <ol style="list-style-type: none"> 1.8.2.If the transcript was received and the student wasn't certified, the Eligibility Analyst requests the registration file from the File Room for review. 1.8.3.If the transcript was received and the student was certified, their eligibility is approved on the AS400. 1.8.4.If applicant was certified without a transcript, their eligibility is conditionally approved. 1.9. The Eligibility Analyst reviews the applicant's legal study. 1.10. If the applicant is deemed ineligible for the exam, a letter is drafted and forwarded to the Eligibility Section Chief along with supporting materials. 1.11. The Eligibility Section Chief rejects or confirms the decision then notifies the Analyst. 1.12. The Analyst updates the AS400 with the final decision. 1.13. The applicant will receive a letter notifying them of the decision and the original will be filed. 2. Attorney applicants only need to be registered and show proof of admission to practice law in another jurisdiction in order to be eligible. 3. Foreign educated students must have earned a law degree or fulfilled additional education requirements. All law students must submit a Foreign Law Study Evaluation Summary. 4. Law office students must have been given credit for four years of study in order to be eligible. 5. The existing process relies on actions from the applicant, law schools, Eligibility Analysts, and sometimes the Eligibility Section Chief. 6. Key steps in the process: <ol style="list-style-type: none"> 6.1. Applicants must register with the CBE before applying for the exam to ensure prompt action on the application. 6.2. Attorney applicants must submit a Certificate of Good Standing to show eligibility for the Attorney's Exam. 6.3. Schools are to return completed certification responses with transcripts if possible to avoid a longer process to verify eligibility. 6.4. The Eligibility Analyst must update the AS400 for each eligible applicant. 7. Tools used to verify eligibility: <ol style="list-style-type: none"> 7.1. The AS400 is used to check registration, update application status, request refunds, generate letters and reports, and record which applicants are approved to take the exam. 7.2. Certification Request Letters are used to notify the Bar that the student has completed the required amount of coursework. 7.3. Foreign Law Study Evaluation Summary and Credential Evaluation Report forms show that the degree a foreign law study graduate received does in fact fulfill education requirements to take the CBX. This is completed by a credential evaluation agency. 8. The process is concluded by the student receiving their notice of eligibility or ineligibility. 9. A special characteristic of eligibility verification is that it relies almost entirely on third parties. 				
	<p>Future Conditions</p> <ol style="list-style-type: none"> The future process will require all the same steps and use information as is currently done. The differences in the process are as follows: 				

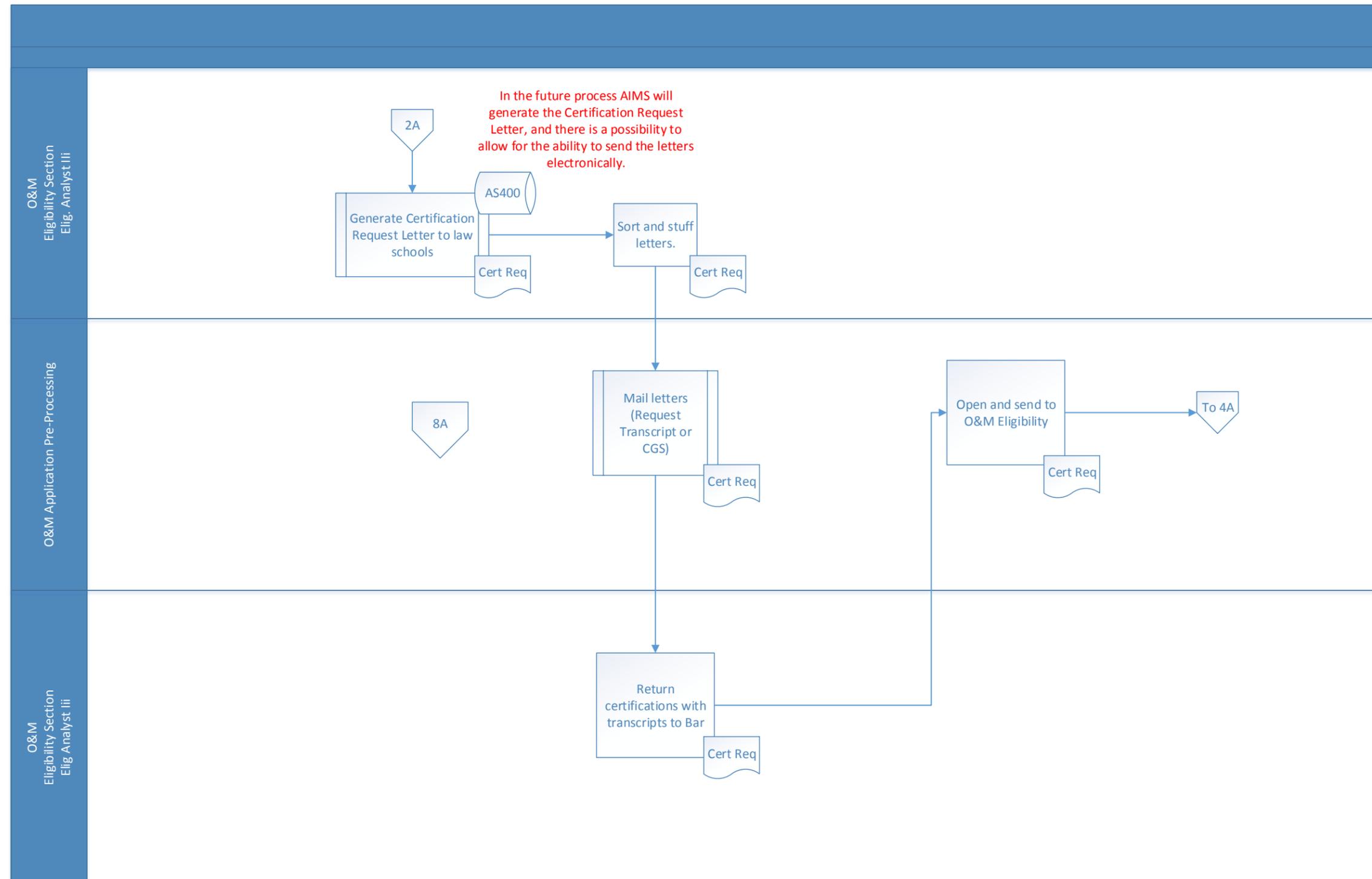
4.3 Eligibility Verification

4.3	Eligibility Verification
<ol style="list-style-type: none"> 1.1. AIMS will be used to generate letters and reports, enter information received in law school certifications, view completed Foreign Law Study Evaluation Summary and Credential Evaluation Report forms, and approve test registrations. 1.2. Applications will not be able to be submitted unless the student has already registered, eliminating the need to check for registration and possibly being sent into the 10-day wait. 1.3. Schools may send transcripts and certifications electronically (pending management's decision.) 1.4. Emails will be sent to students notifying them of eligibility rather than letters. 2. Eligibility verification will still be carried out by the same participants that are part of the current process. 3. The most important steps in the process are to evaluate transcripts and Certificates of Good Standing for current attorneys. <ol style="list-style-type: none"> 3.1. Timeliness on behalf of schools and applicants to submit these materials are important as well. 4. The student will still receive their notice of eligibility or ineligibility following this process. 	
Risks	
<ol style="list-style-type: none"> 1. All registration files, pending applications, test information, and law study information must be moved to the AIMS database before this process can be carried out. 2. Should paper files be used for law office study verifications, a new documented procedure will be necessary. 3. This is an area where management's decision on whether or not to allow schools to submit information electronically will affect the process. 	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

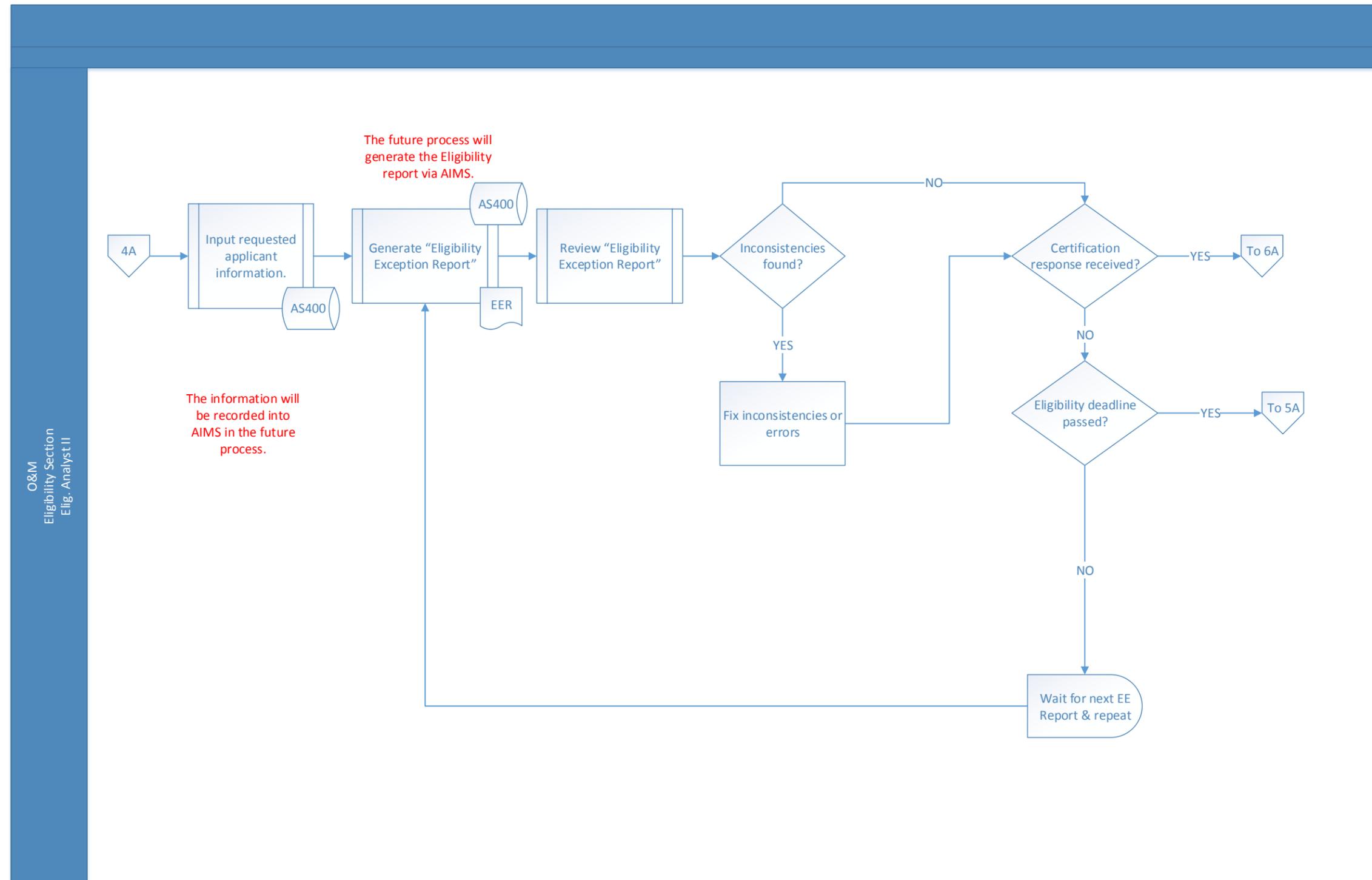
4.3 Eligibility Verification



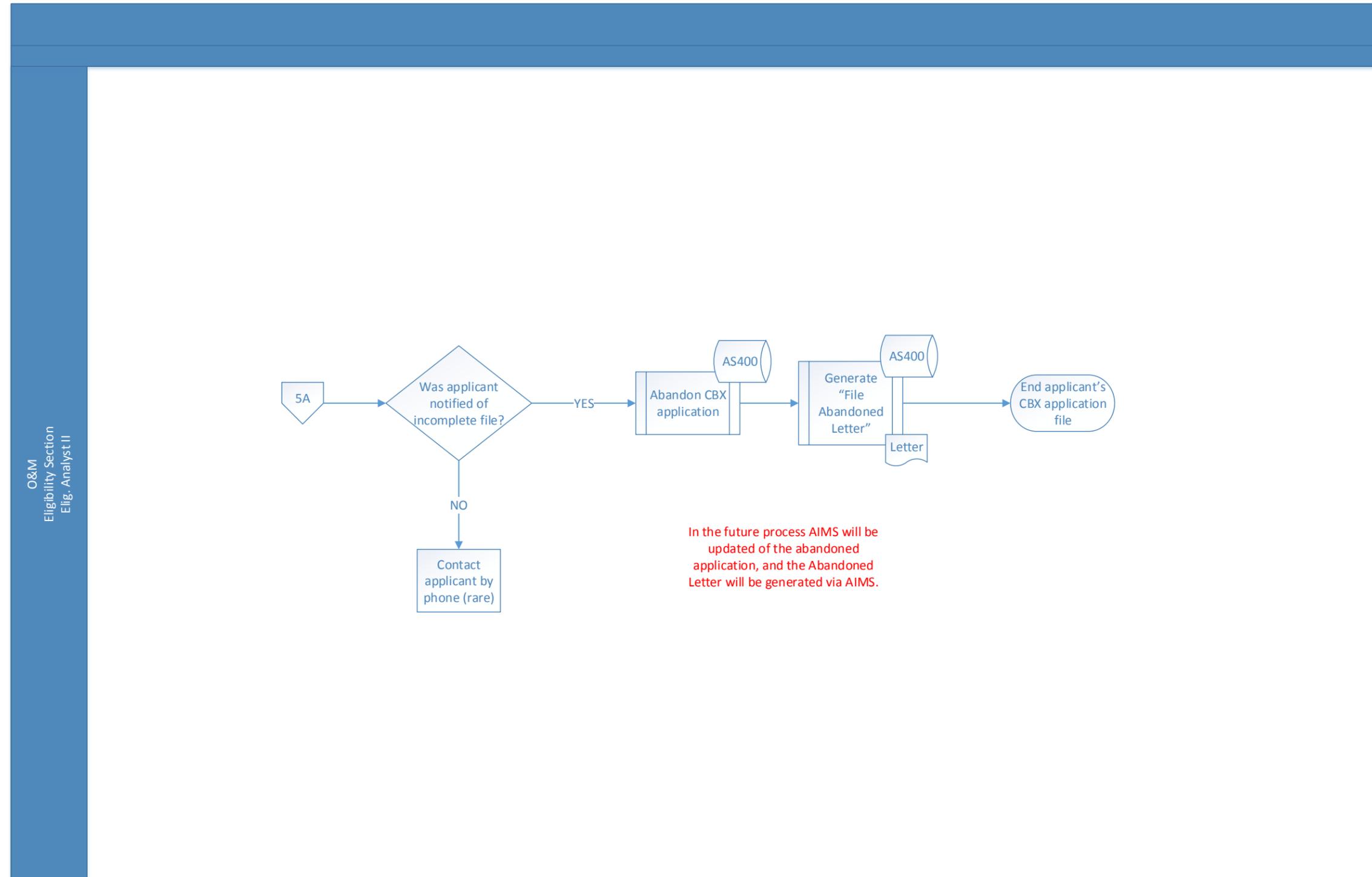
4.3 Eligibility Verification



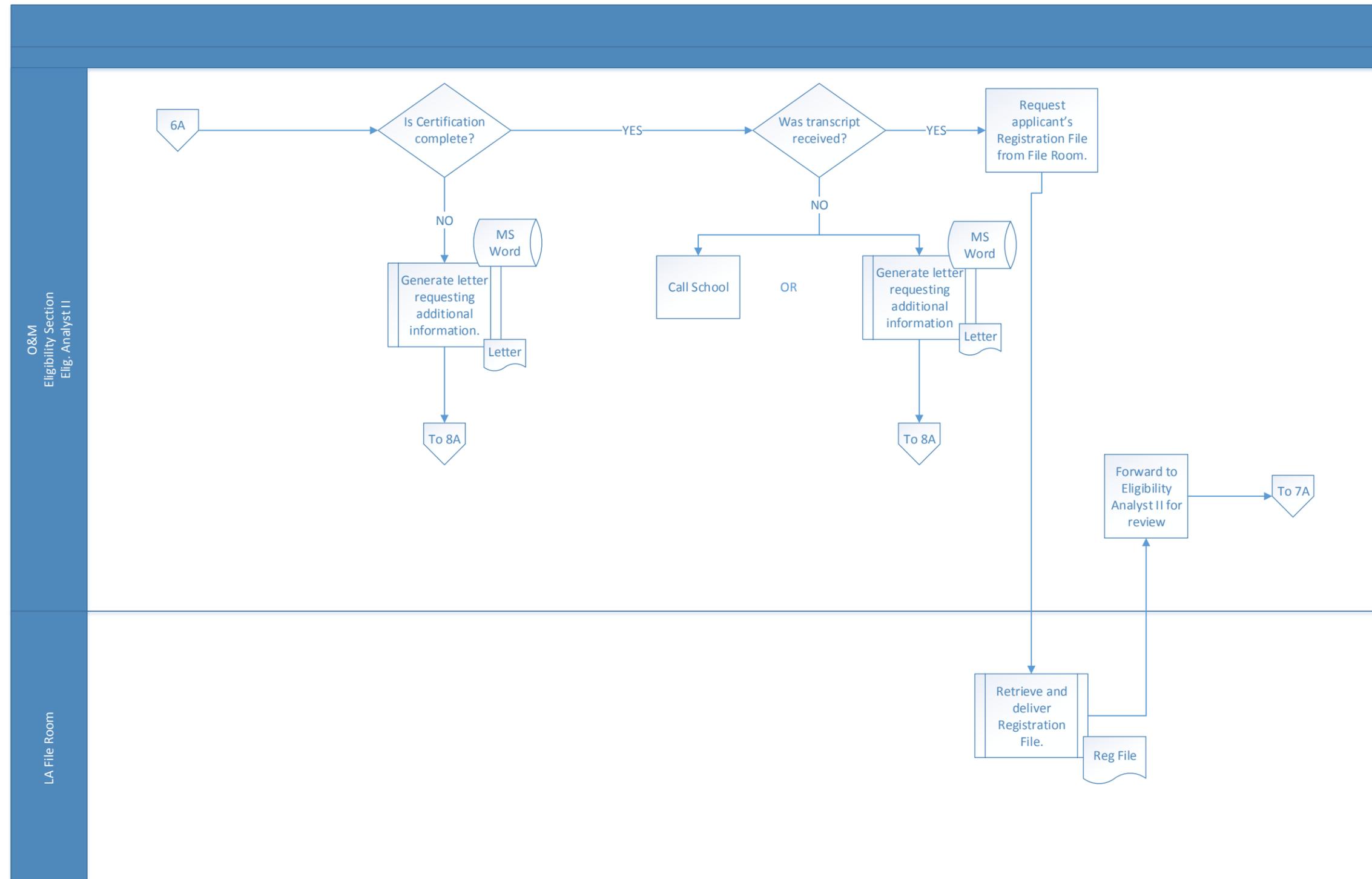
4.3 Eligibility Verification



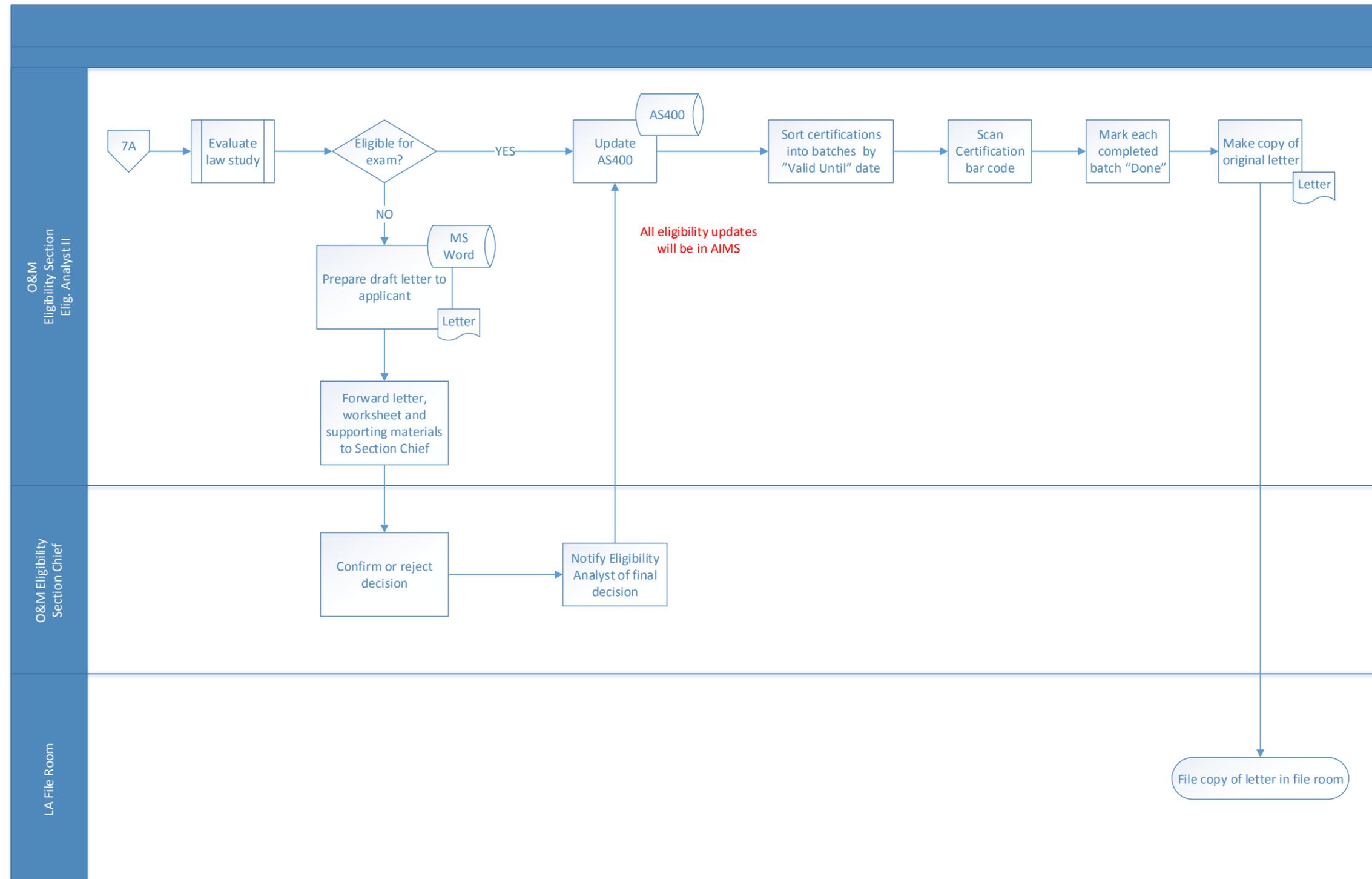
4.3 Eligibility Verification



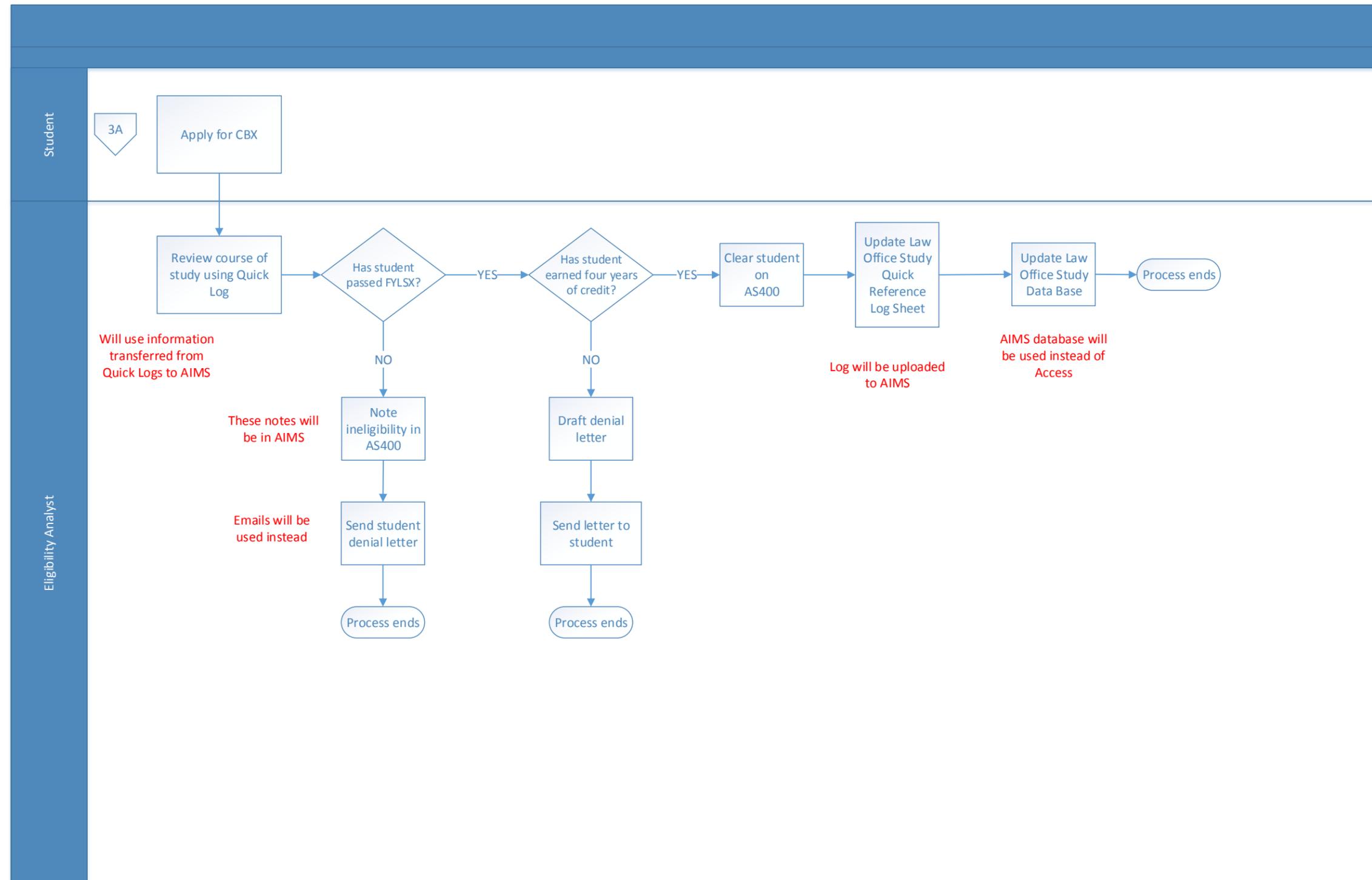
4.3 Eligibility Verification



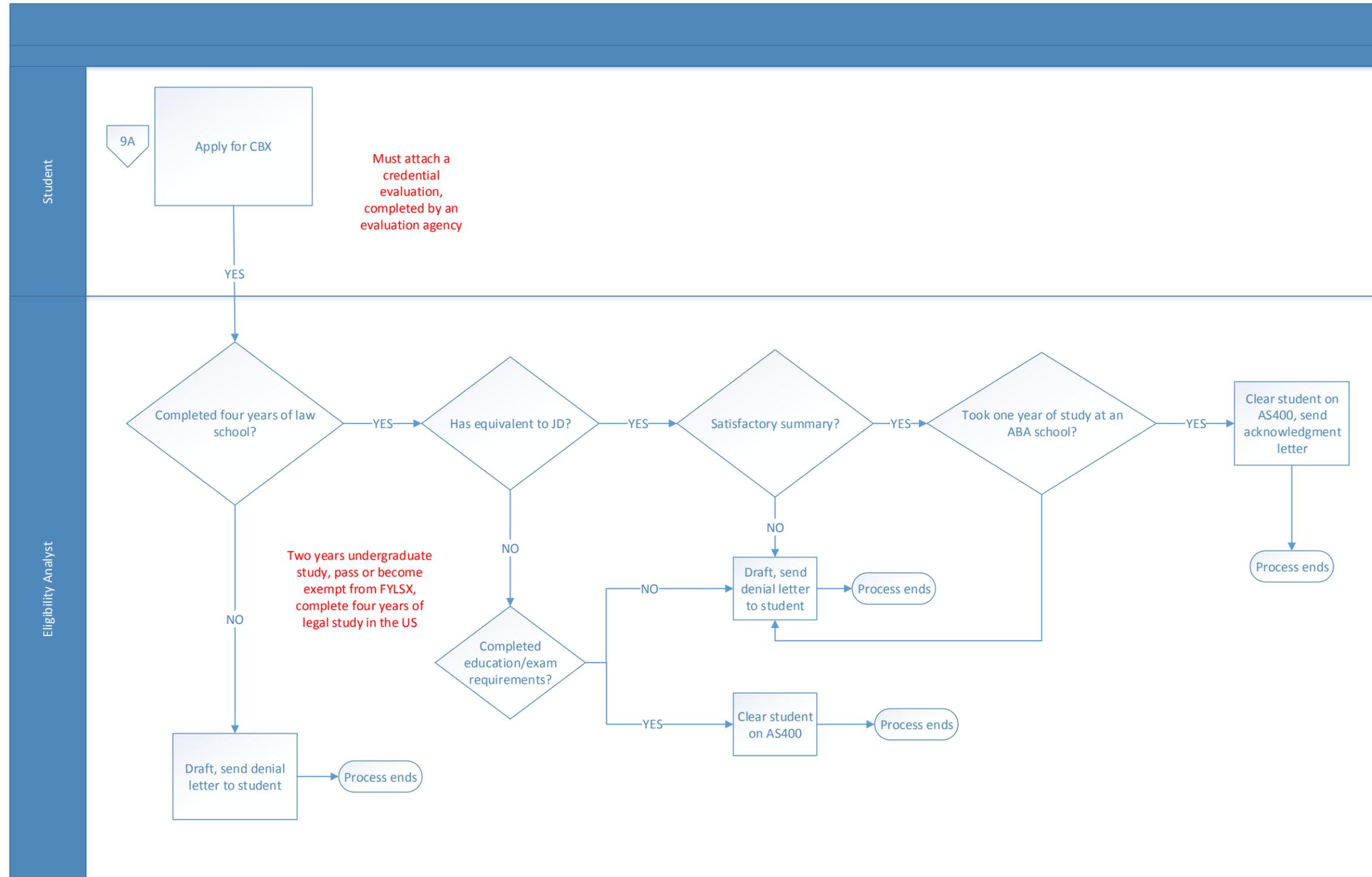
4.3 Eligibility Verification



4.3 Eligibility Verification



4.3 Eligibility Verification



5.1 Bar Exam Question Preparation

5.1	Bar Exam Question Preparation				
Introduction	<ol style="list-style-type: none"> 1. Compile set of essay questions for February and July California Bar Examination (CBX). 2. Links to Examination Logistics process when print job is executed. 3. Key factors include available pool of potential question drafters, EDG team members, and pretesters. 				
Stakeholders	Admissions Admin.		Operations & Management	Moral Character	Education Standards
	✓ Exam. Development		Exam. Grading	Legal Specialization	Information Technology
External	CBE	✓	Pretest Team	DMV	Dept. Social Services
	✓ EDG Team	✓	Question Drafters	Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> 1. Draft, validate, and select essay questions used for CBX. 2. Satisfactory conclusion details compiled list of finalized essay questions for CBX. Solicited essay questions are not necessarily used for upcoming exam cycle. <ol style="list-style-type: none"> 2.1. The set of final selected and vetted questions are compiled for each examination. 					
Current Conditions					
<ol style="list-style-type: none"> 1. Current process consists of four primary phases: <ol style="list-style-type: none"> 1.1. Essay question solicitation phase: <ol style="list-style-type: none"> 1.1.1. Invitation to question drafters to author essay questions. 1.1.2. Invitation statuses and question drafter history is tracked. 1.1.3. Selected question drafters sign an agreement. 1.1.4. Drafted question submission. 1.1.5. Questions are kept in a secure drive for future use. 1.2. Essay question editing phase: <ol style="list-style-type: none"> 1.2.1. EDG Team nominations for February and July exams. 1.2.2. EDG Team members select 2 questions each from their respective subject matter banks (12 banks). 1.2.3. Banks and nominated questions returned to Exam Development Department. 1.2.4. Send EDG Team members binder with 24 questions nominated from the banks. 1.2.5. EDG Team meets to discuss and edit 24 questions, then to select 12 for each exam. 1.3. Essay question pretesting phase: <ol style="list-style-type: none"> 1.3.1. Pretesters solicited. 1.3.2. Selected pretesters must agree to sign Pretesting Program Agreement and verify no conflict of interest. 1.3.3. Essay questions sent to the pretesters. <ol style="list-style-type: none"> 1.3.3.1. Alternate questions from previous examination may not require pretesting. 1.3.4. Questions sent for pretesting are sent by courier. 					

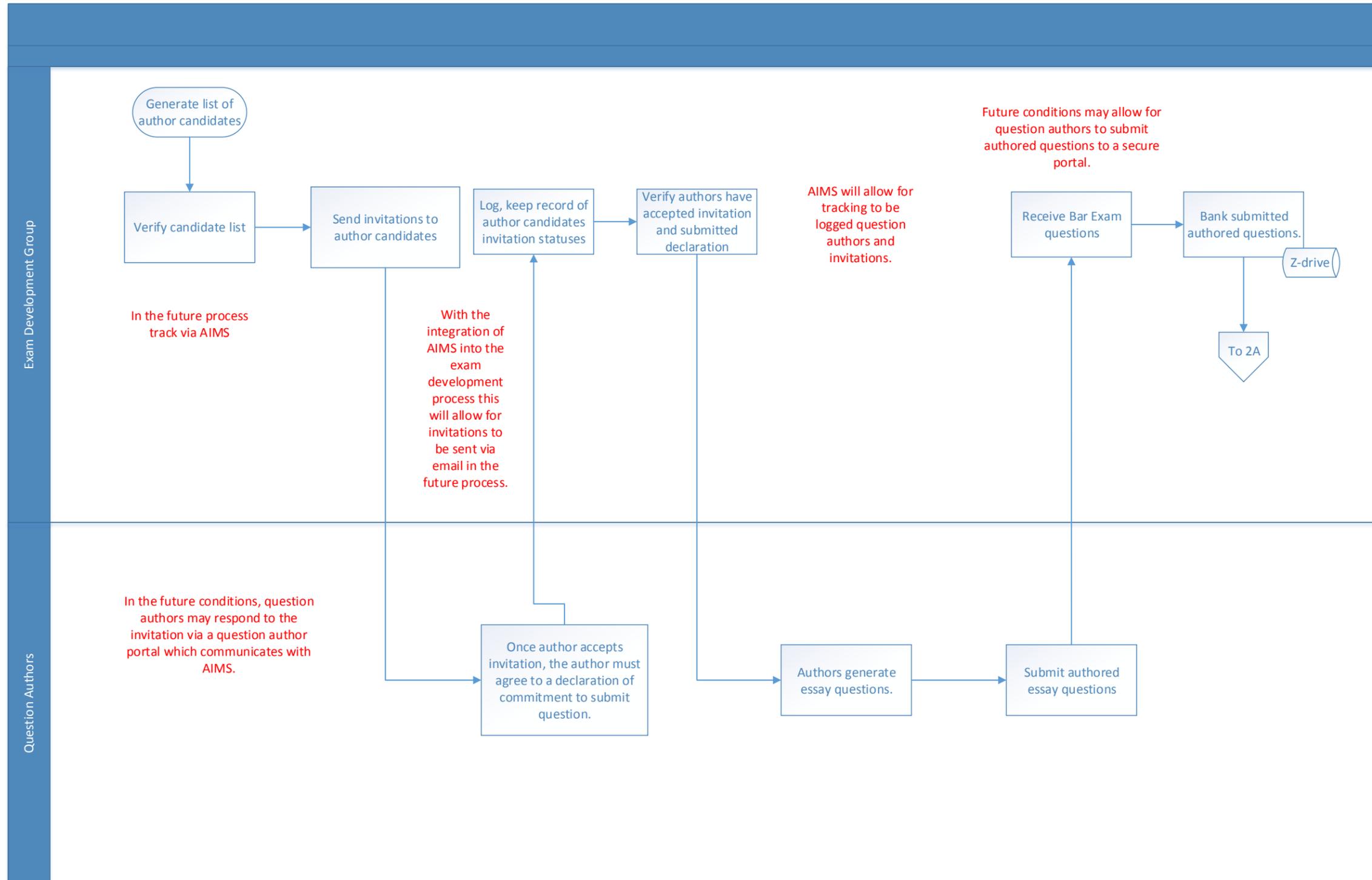
5.1	Bar Exam Question Preparation
	<ol style="list-style-type: none"> 1.3.5. Pretesters prepare an answer to the sent question. 1.3.6. Generated answers immediately destroyed by the pretesters after they have assigned themselves a grade for their answers. Pretesters write legal analysis of the question's answer and submit it to the ADM by courier 1.4. The question selection and finalization phase: <ol style="list-style-type: none"> 1.4.1. EDG Team receives pretesters' legal analysis of questions and reviews in preparation for question editing session. 1.4.2. EDG Team meets for final question editing session and nomination of performance test items. 1.4.3. Nominated questions are sent to the CBE for review. 1.4.4. CBE approves nominated questions or selects from alternates. Final edits are made to essay questions and performance tests as necessary. 1.4.5. Essay questions and performance tests finalized. 1.4.6. Set saved on secure logical drive in the ADM drive array. 2. Executed by the exam development group, question drafters, EDG Team, pretesters, and committee members. 3. Key steps include: <ol style="list-style-type: none"> 3.1. Exam development group tracking question drafter invitations. 3.2. Storing drafted essay questions. 3.3. Binder of essay questions sent to EDG Team. 3.4. EDG Team nominates questions from respective banks. 3.5. EDG Team generating edits to essay questions. 3.6. Essay Question Pretesters submitting legal analysis to questions. 3.7. Performance test pretesters meet at SF ADM office for simulated examination, led by an EDG Team member. 3.8. EDG Team nominating questions for each exam, to be selected by CBE. 3.9. CBE selecting final set of questions for CBX. 4. Tools used include MS Word, Excel, secure drives, encrypted email clients, and handwritten logs used for tracking of question drafters. 5. Information used, captured, and created: <ol style="list-style-type: none"> 5.1. Exam development notebook is used to log question drafter pool information. 5.2. Question bank used to select set of questions for review. 5.3. Status of question drafters. 5.4. Status of questions drafted. 5.5. New drafted essay questions and performance tests 5.6. Edits to drafted questions 5.7. Legal analysis for selected drafted questions. 5.8. Finalized set of questions for exams. 6. Next step includes sending exam questions to be printed by the printing contractor. <ol style="list-style-type: none"> 6.1. Contractor actually uses shared secure ADM drive to retrieve question edits and prepare

5.1 Bar Exam Question Preparation

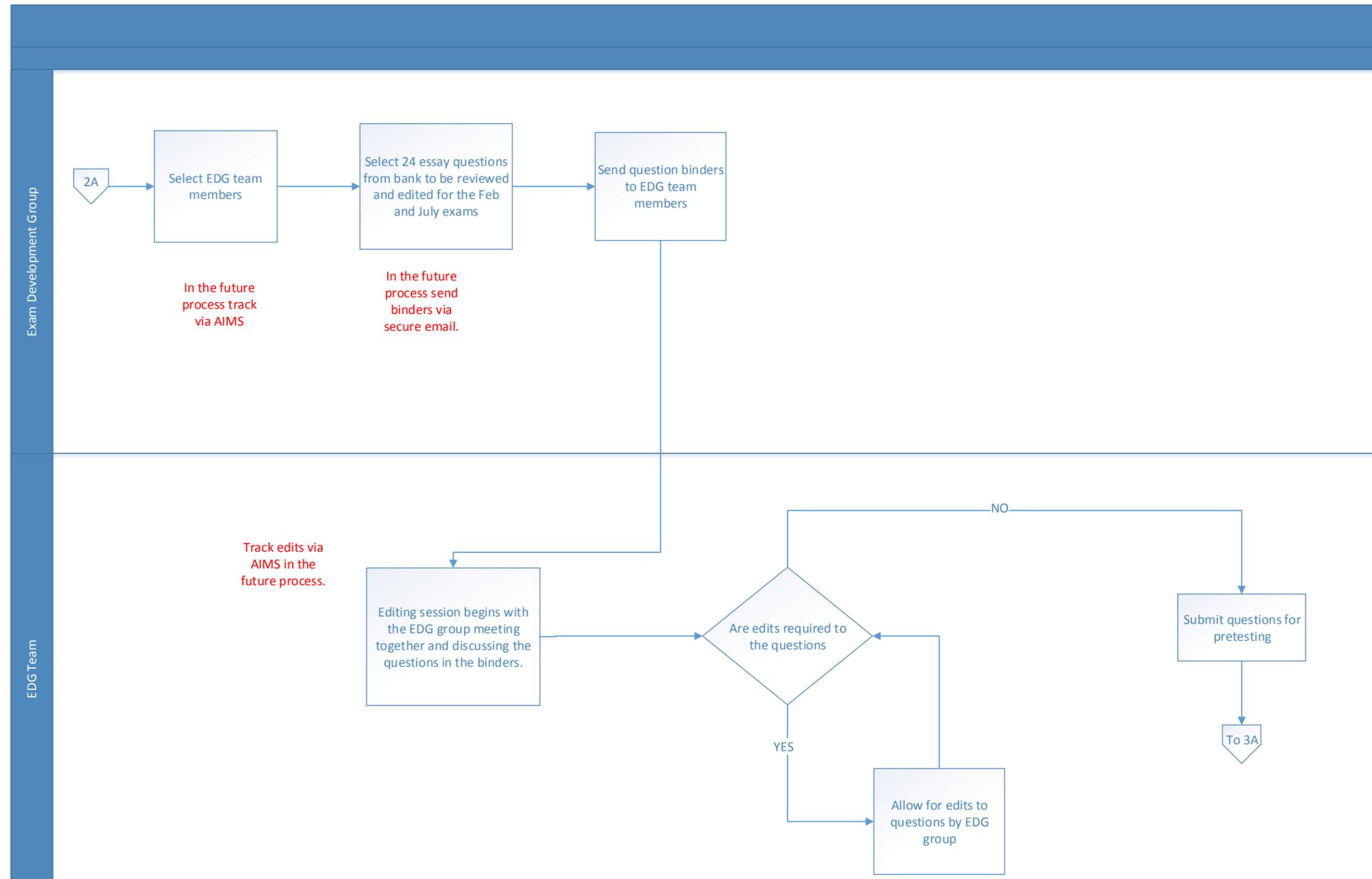
5.1	Bar Exam Question Preparation
proofs for approval to print.	
Future Conditions	
<ol style="list-style-type: none"> 1. Future process similar to current conditions in regards to overall goal with exceptions including: <ol style="list-style-type: none"> 1.1. Transition to paperless transactions. 1.2. Electronic tracking of statuses <ol style="list-style-type: none"> 1.2.1. Question version tracking 1.2.2. Question status/ history tracking. 1.3. Secure portals for question drafters. 1.4. Same secure drive will be used to store drafted questions. 2. Process will be executed by same parties as in current conditions. 3. Key steps remain the same as current conditions. 4. Tools used include AIMS and secure email clients 5. Information used, captured, and created remains the same, unless additional information is requested to be tracked, which AIMS will allow. <ol style="list-style-type: none"> 5.1. Information will be processed through AIMS. 6. Next step in process remains the same as current conditions. 7. Special characteristics include: <ol style="list-style-type: none"> 7.1. Streamlined workflow 7.2. Collaboration tool for editing purposes. 7.3. Improved communication between external users. 7.4. Reduction in paper creation. 7.5. Improved tracking functionality. 7.6. Content security as questions exchanged between participants. 7.7. Continued use of current shared drive due to security stability. 	
Risks	
<ol style="list-style-type: none"> 1. Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality. 2. External user failure to understand web portal functionality caused by insufficient training. 3. Poor establishment of web portal for external users causing inefficient business process flow. 4. Compromised data privacy caused by inadequate network, server, and database security. 5. Migrating data from notebook logs and spreadsheets causing data integrity issues. 6. Transitioning from paper process to electronic process causing workflow inefficiencies. <ol style="list-style-type: none"> 6.1. Allow both paper and electronic processing options to gracefully integrate system. 7. Ineffective workflow triggers caused by poor capturing of business process integration. 8. Compromised data privacy caused by inadequate network, server, and database security. 	

5.1	Bar Exam Question Preparation
<i>Primary Stakeholder Approval(s):</i>	
Signature: <u><i>Lisa J. Cummins</i></u>	Date: <u><i>5/25/16</i></u>
Stakeholder Name: <u><i>Lisa J. Cummins</i></u>	Stakeholder Name: _____

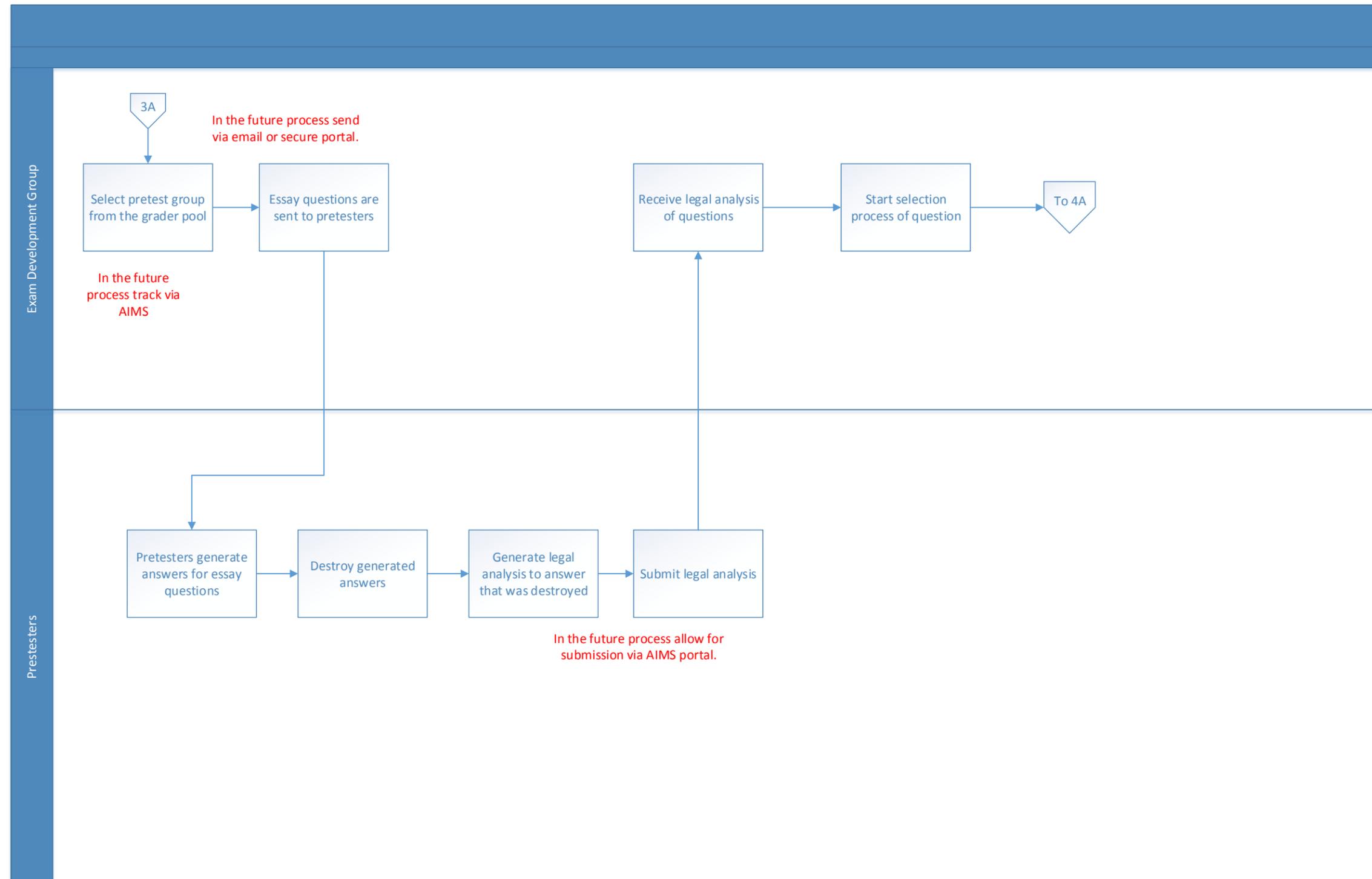
5.1 Bar Exam Question Preparation



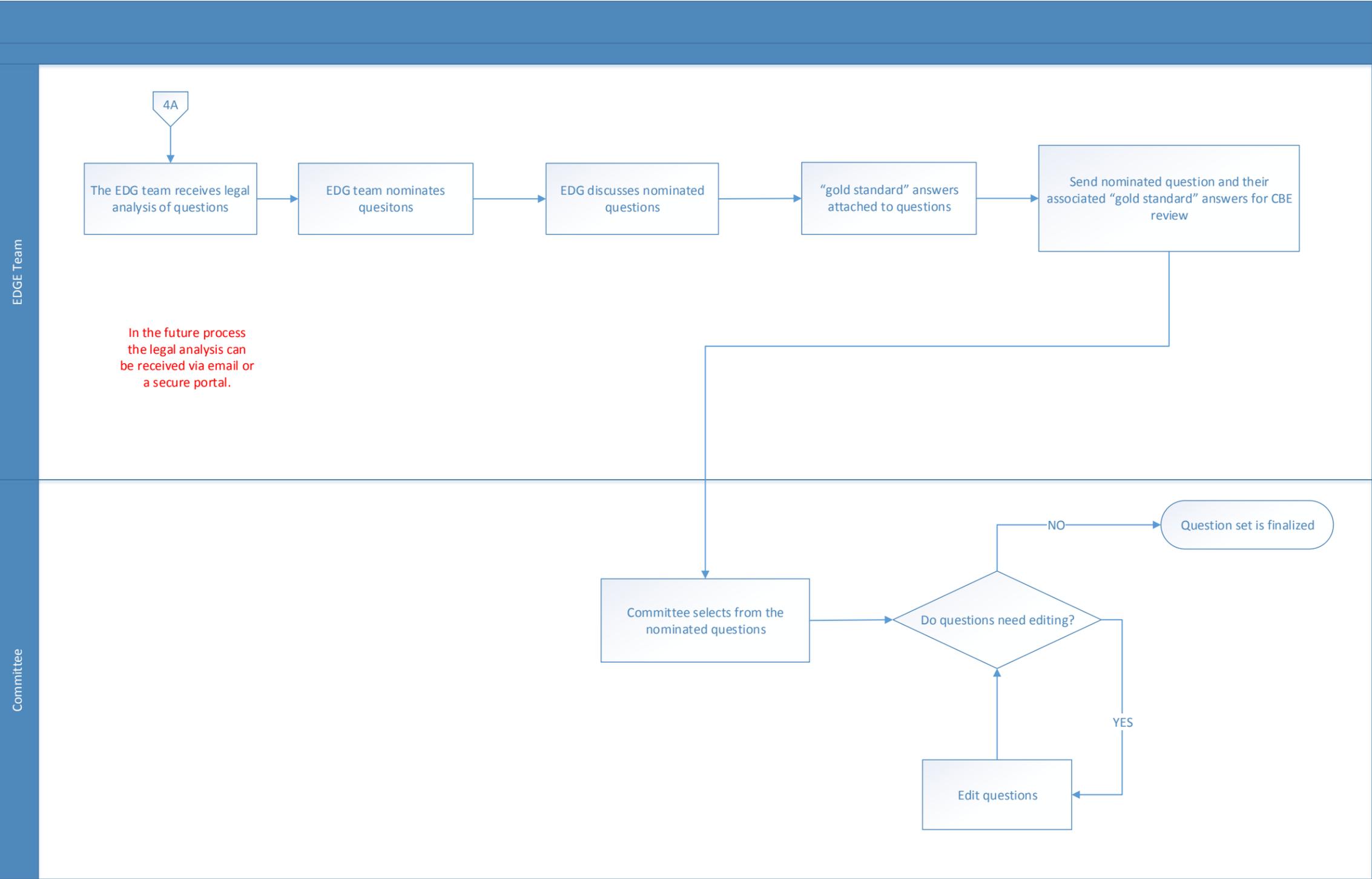
5.1 Bar Exam Question Preparation



5.1 Bar Exam Question Preparation



5.1 Bar Exam Question Preparation



5.2 Performance Test Drafting

5.2	Performance Test Drafting				
Introduction	<ol style="list-style-type: none"> Draft and edit performance test (PT) questions to be stored in PT banks. Direct link to 5.1 Bar Exam Question Preparation (question selection and finalization phase). PT is a component of California Bar Examination (CBX). <ol style="list-style-type: none"> PT drafting has nuances compared to CBX essay question drafting. 				
Stakeholders	Admissions Admin.		Operations & Management	Moral Character	Education Standards
	✓ Exam. Development		Exam. Grading	Legal Specialization	Information Technology
External	✓ Pretest Team	✓	EDG Team	DMV	Dept. Social Services
	NCBE	✓	Performance Test Drafting Team	Law Schools/Equiv.	Law References
Business Case					
<ol style="list-style-type: none"> PT question bank expanded with newly drafted content. Satisfactory conclusion entails newly developed PT questions. 					
Current Conditions					
<ol style="list-style-type: none"> Current process consists of three primary phases: <ol style="list-style-type: none"> PT question drafting: <ol style="list-style-type: none"> Selection of one or two PT drafters to author questions to be reviewed at PT Drafting Team meeting. Drafters submit hard copy and thumb drive of questions via UPS. PT Drafting Team meetings: <ol style="list-style-type: none"> Exam Development Department sends binder of submitted drafted questions to all PT Drafting Team members attending meeting, to be reviewed prior to meeting. <ol style="list-style-type: none"> Meeting occurs twice a year. Jointly review and edit new PT questions as needed. <ol style="list-style-type: none"> Collaborative process. PT pretesting: <ol style="list-style-type: none"> Eight pretesters per PT are selected from grader pool. One Exam Development & Grading (EDG) Team member is selected to be pretest leader. Pretesters answer PT in a simulated examination. SF ADM office hosts pretesting session. Debrief discussion led by EDG Team leader after pretesting. PT Pretest Leader drafts memo to PT Drafting Team to assist in post-pretest editing of PT. PT Drafting Team meets at ADM SF office to perform post-pretest editing of pretested 					

5.2	Performance Test Drafting				
	<ol style="list-style-type: none"> PTs. <ol style="list-style-type: none"> Pretested and edited PT questions placed in PT bank. Executed by PT Drafting Team, Examination Technician, Director for Examinations, EDG Team member, Pretesters. Key steps include: <ol style="list-style-type: none"> PT drafters authoring PT questions prior to meeting. Collaborative editing during PT Drafting Team meetings. Pretesting drafted PT questions. Adding pretested and edited PT questions to bank. Tools used include MS Word and Excel, secure drive. Information used, captured, and created: <ol style="list-style-type: none"> PT questions. Edits captured during meeting. Information captured during pretesting. Next step includes selection of PTs from PT bank for administration on CBX. 				
Future Conditions					
<ol style="list-style-type: none"> Future process identified in similar manner, modifications include: <ol style="list-style-type: none"> Tracking PT question status and history in PT bank. Secure electronic distribution of PT drafting meeting content via web portals. <ol style="list-style-type: none"> Submission and receipt of content. Collaborative sharing/ editing tool for PT post drafting and pretest meetings. Future process executed by same roles as current. Key steps mirror current conditions. Tools used include MS Word, Excel, secure drive, and AIMS Information used, captured, and created mirror current conditions, with inclusion of more robust tracking data of questions. Next steps mirror current conditions. Special characteristics include: <ol style="list-style-type: none"> Streamlined workflow. Collaboration tool for editing purposes. Improved communication between external users. Reduction of paper creation. Improved tracking functionality. Content security as questions exchanged between participants. Continued use of current shared drive due to security stability. 					
Risks:					
<ol style="list-style-type: none"> Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality. External user failure to understand web portal functionality caused by insufficient training. 					

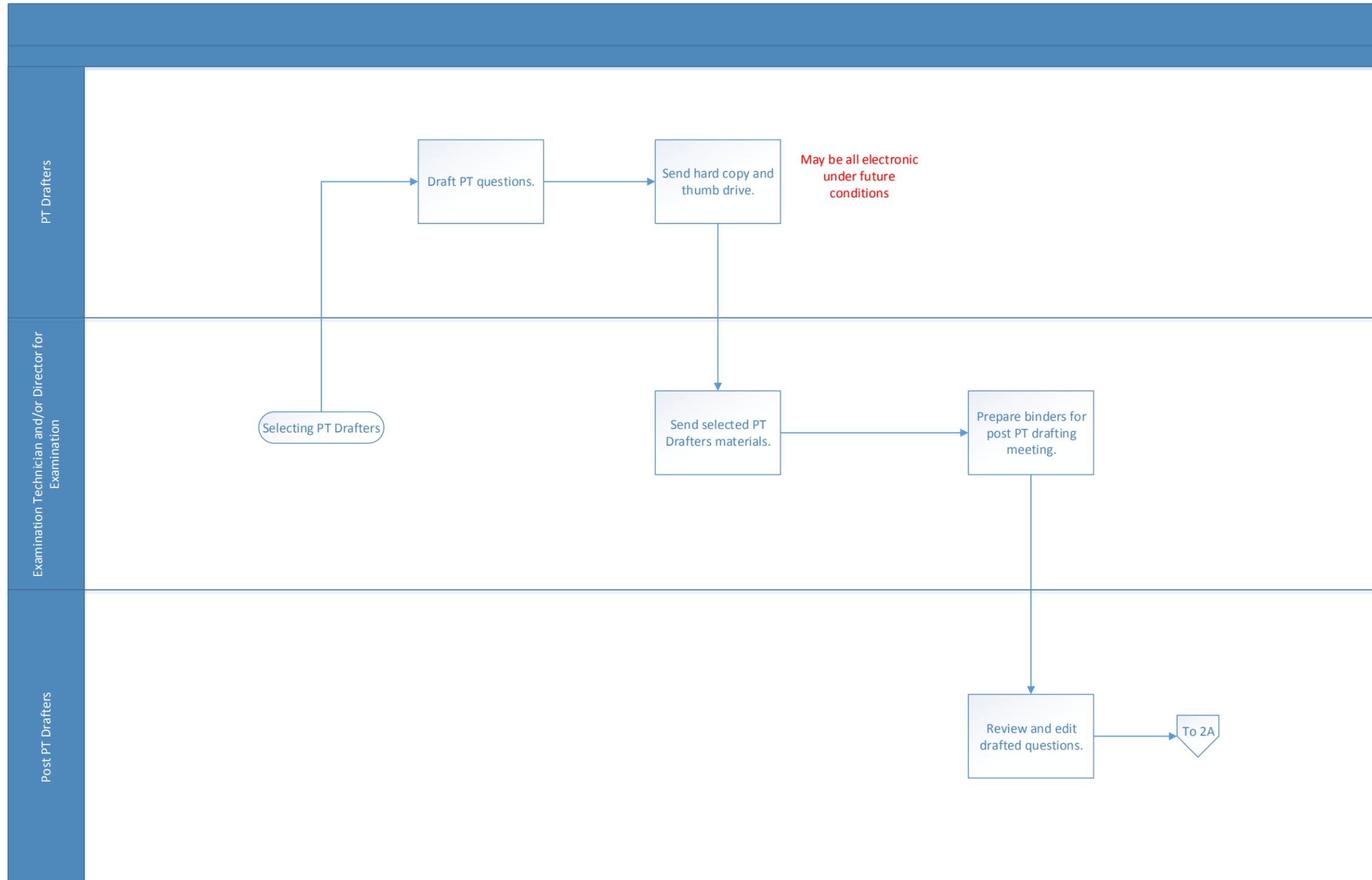
5.2 Performance Test Drafting

5.2	Performance Test Drafting
3.	Compromised data privacy caused by inadequate network, server, and database security.
4.	Migrating data from notebook logs and spreadsheets causing data integrity issues.
5.	Transitioning from paper process to electronic process causing workflow inefficiencies.
5.1.	Allow both paper and electronic processing options to gracefully integrate system.
6.	Ineffective workflow triggers caused by poor capturing of business process integration.
7.	Compromised data privacy caused by inadequate network, server, and database security.

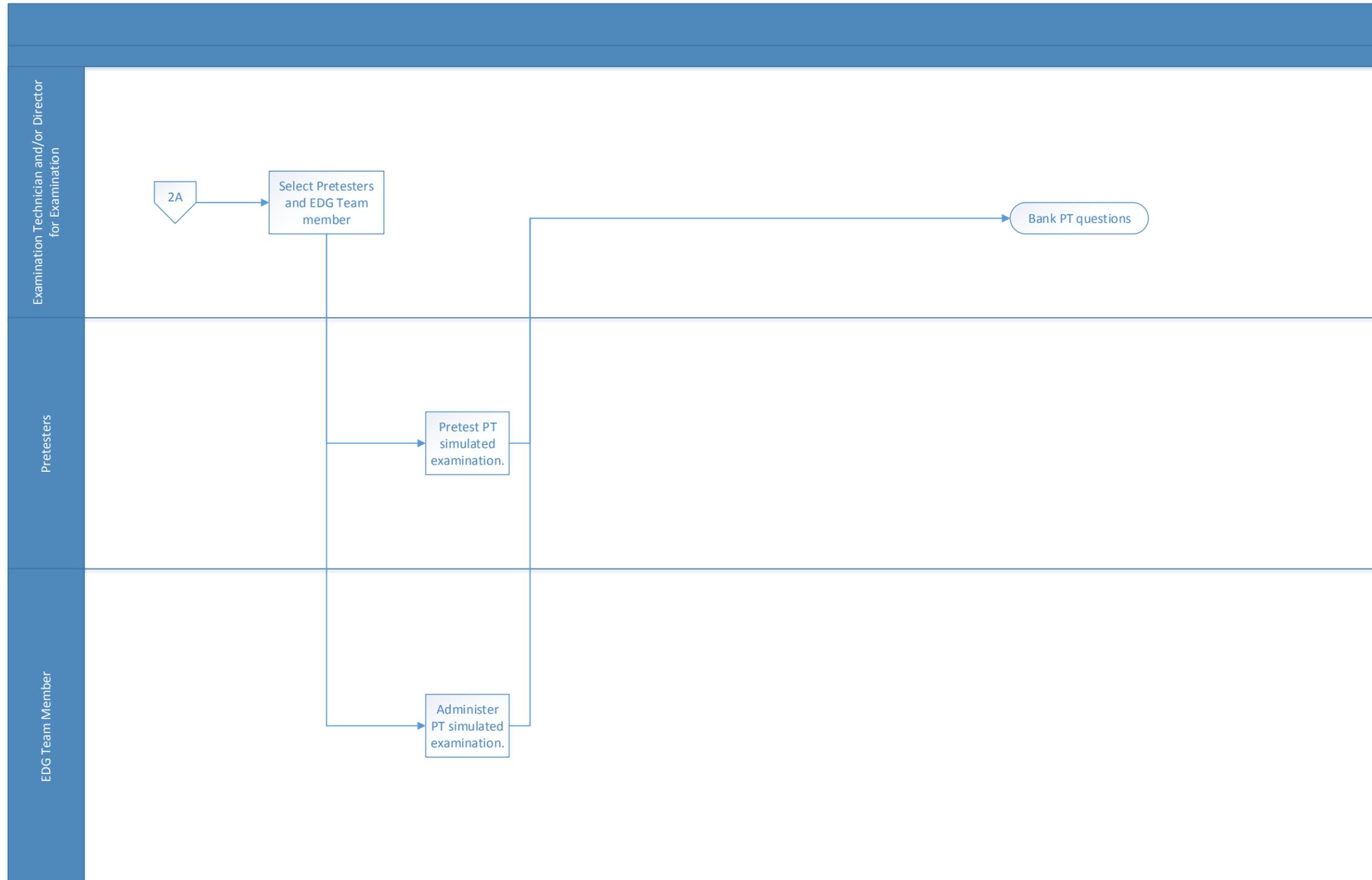
Primary Stakeholder Approval(s):

Signature: *Lisa J. Cummins* Date: 5/25/16 Signature: _____ Date: _____
Stakeholder Name: Lisa J. Cummins Stakeholder Name: _____

5.2 Performance Test Drafting



5.2 Performance Test Drafting



6.1 Event Contracts

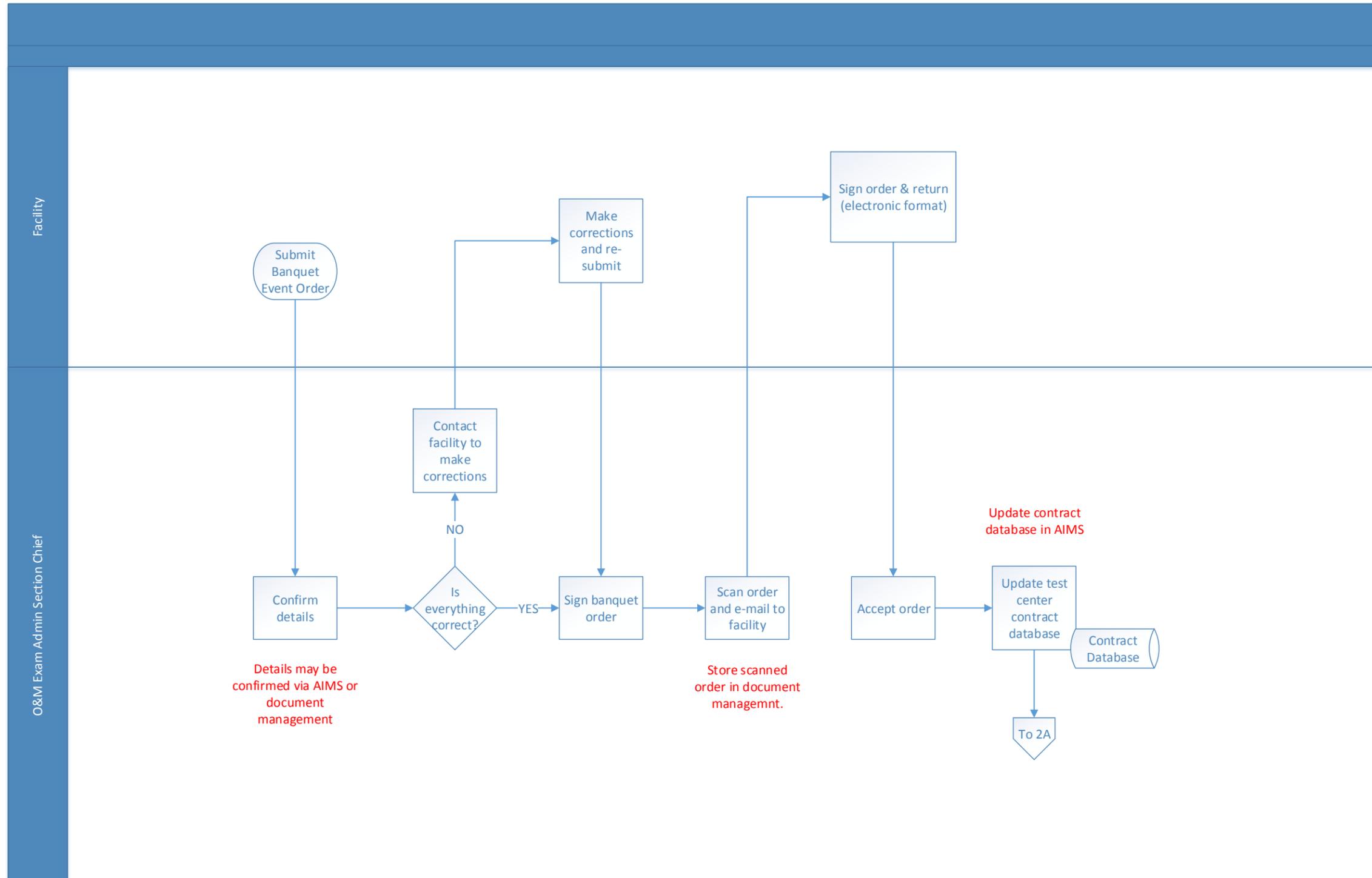
6.1	Event Contracts				
Introduction	<ol style="list-style-type: none"> 1. Establish exam site reservations. <ol style="list-style-type: none"> 1.1. Review facility contract. 1.2. Renegotiate facility contract. 1.3. Procurement of new facility contract. 2. Relies on the statuses and scheduling of current facility contracts. 3. Key factors include: <ol style="list-style-type: none"> 3.1. Estimated number of examinees. 3.2. Estimated number of test accommodations. 				
Stakeholders	✓ Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Purchasing
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Exam Facilities	Law Schools	Law References
Business Case	<ol style="list-style-type: none"> 1. Exam facility reservations are utilized as the event host location for scheduled examinations/events (e.g. California Bar Examination, First Year Law Student Examination, Admissions Ceremonies). 2. Satisfactory conclusion covers the timely establishment of exam facilities. 				
Current Conditions	<ol style="list-style-type: none"> 1. Verify event contracts made for exam facilities. <ol style="list-style-type: none"> 1.1. Tracking holds of event locations via spreadsheet. 1.2. Reviewing the status of current facility contracts. 1.3. If expiring facility contract is unavailable for renewal: <ol style="list-style-type: none"> 1.3.1. Determine a new facility. 1.4. Obtain documentation of location agreement/contract. 1.5. Update contract database. 1.6. Finalize event contract. 1.7. AS400 tracking of payment to vendors through Exam Facility Maintenance screen. <ol style="list-style-type: none"> 1.7.1. Status field box. 2. Roles for execution are O&M Exam Admin Section Chief, Senior Executive of Admissions, Director of O&M, General Counsel, and Chief Financial Officer. 3. Key steps include: <ol style="list-style-type: none"> 3.1. O&M Exam Admin Section Chief responsible for checking statuses of current event contracts. <ol style="list-style-type: none"> 3.1.1. If renewal is necessary: O&M Exam Admin Section Chief must contact facility. 3.1.2. Renegotiate contract. 3.2. If contract not renewed: <ol style="list-style-type: none"> 3.2.1. Procure a new facility 				

6.1	Event Contracts				
	<ol style="list-style-type: none"> 3.3. Once new event contract is obtained: <ol style="list-style-type: none"> 3.3.1. O&M Exam Admin prepares purchase requisition. 3.4. O&M Exam Admin updates contract database. Senior Executive of Admissions and Chief Financial Officer review and sign contract 4. O&M Exam Admin sets up payment schedule based on the contract. Tools used in the process include contract database (Access), Excel and MS Outlook. 5. Information used, captured, and created: <ol style="list-style-type: none"> 5.1. Statuses from contract database used to verify event agreement. 5.2. Requires contract database update if changes are made to event contracts. 5.3. New forms generated if a new contract is procured: <ol style="list-style-type: none"> 5.3.1. contract 5.3.2. contract addendum 5.3.3. purchase requisition 6. Next step is for contracted facility to send event order to State Bar of California. 				
	Future Conditions <ol style="list-style-type: none"> 1. Future will mirror current conditions, with exceptions including: <ol style="list-style-type: none"> 1.1. Example tracking features: <ol style="list-style-type: none"> 1.1.1. Unlimited number of contacts for each site, and potential sites. 1.1.2. Unlimited number of comments associated with a location. 1.1.3. Track exam history for each test site. 1.1.4. Statuses of each site, and potential site. 1.1.5. Track the statuses of each site and potential site: "Approved", "Rejected", "Analysis in Progress", "Hold", invoice payment statuses. 1.1.6. Maximum number of applicants allowed at each location and room(s). 1.1.7. The number of applicants registered for each site. 1.1.8. Track rooms used within a location. 2. Roles in current conditions will execute future process. 3. Key steps include: <ol style="list-style-type: none"> 3.1. AIMS module automatically tracks when the facility master agreements contracts are nearing expiration. 3.2. The updating of AIMS must be executed by the O&M Exam Admin. 3.3. Facility related documents must be stored electronically by personnel interacting with documents related to process via the Document Management System (DMS). 3.4. Additional key steps are equivalent to current procedure key steps. 4. Tools required include AIMS, Document Management System (DMS), MS Outlook. Information used, captured, and created mirrors current conditions. 5. Special characteristics include: <ol style="list-style-type: none"> 5.1. Robust tracking features for contract database. 5.2. Centralized location for contract related documentation. 5.3. Minimization of paper use. 				

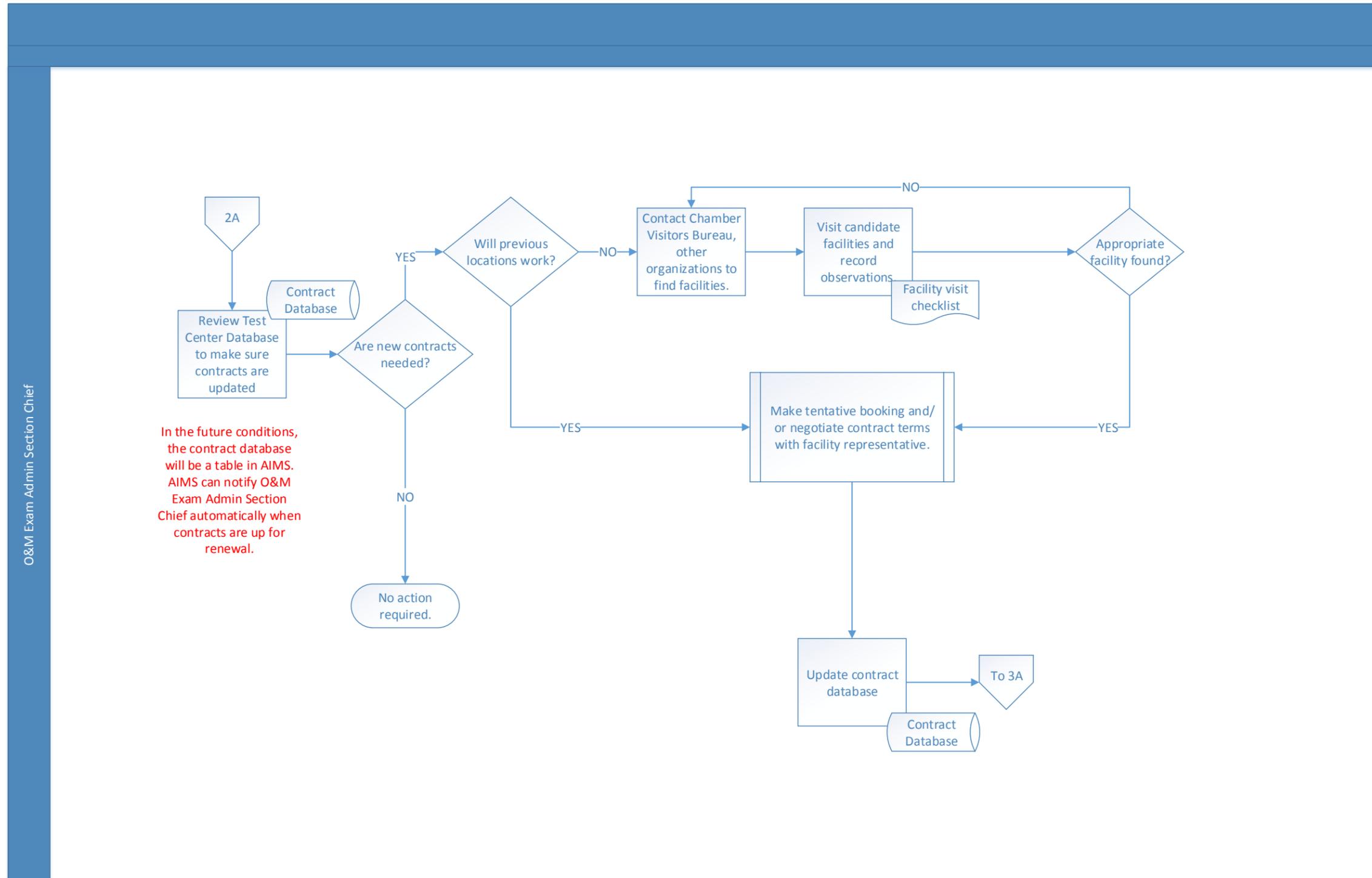
6.1 Event Contracts

6.1	Event Contracts	
5.4. Electronic distribution of contract documentation.		
Risks		
<ol style="list-style-type: none"> 1. Inaccurate or nonexistent tracking and reporting functionality within the system used for business purposes. 2. Lack of system flexibility hindering the effectiveness and accuracy of the business process. <ol style="list-style-type: none"> 2.1. Examples include flexible data entry fields, flexible business process parameters, and business process forms. 3. Data corruption during the migration phase leading to compromised data integrity. 4. Inaccurate capturing to database stored procedures leading to an inconsistent business process. 5. Loss of data during the data migration phase compromising data integrity. 6. Altered data semantics during the data migration phase leading to compromised data integrity. 7. Inconsistent database schema from the current to future states may cause a lapse in application functionality. 8. Transitioning from paper process to electronic process causing workflow inefficiencies. <ol style="list-style-type: none"> 8.1. Allow both paper and electronic processing options to gracefully integrate system 9. Consolidation of data migration from separate data sources. 		
Primary Stakeholder Approval(s):		
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____	

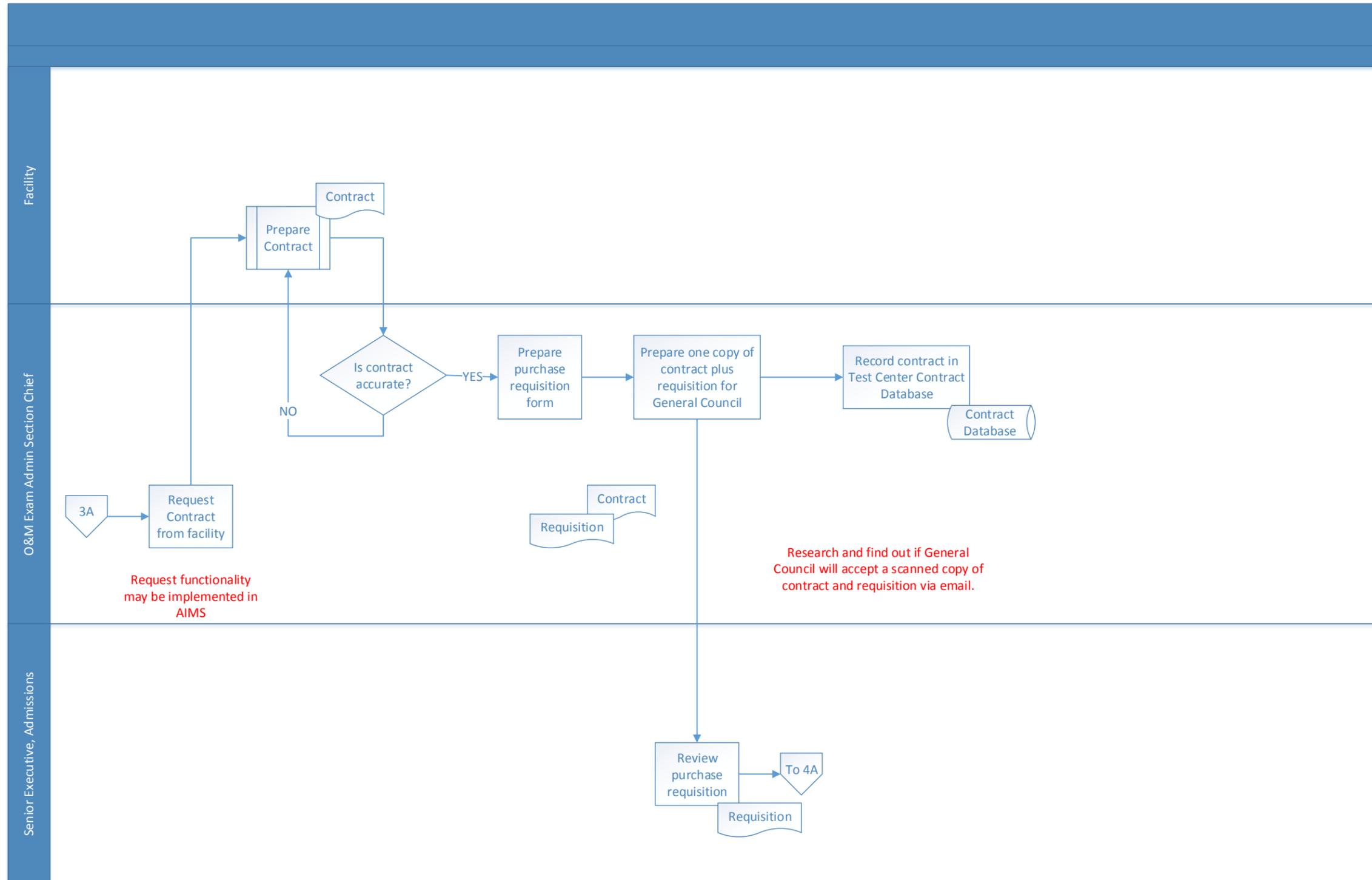
6.1 Event Contracts



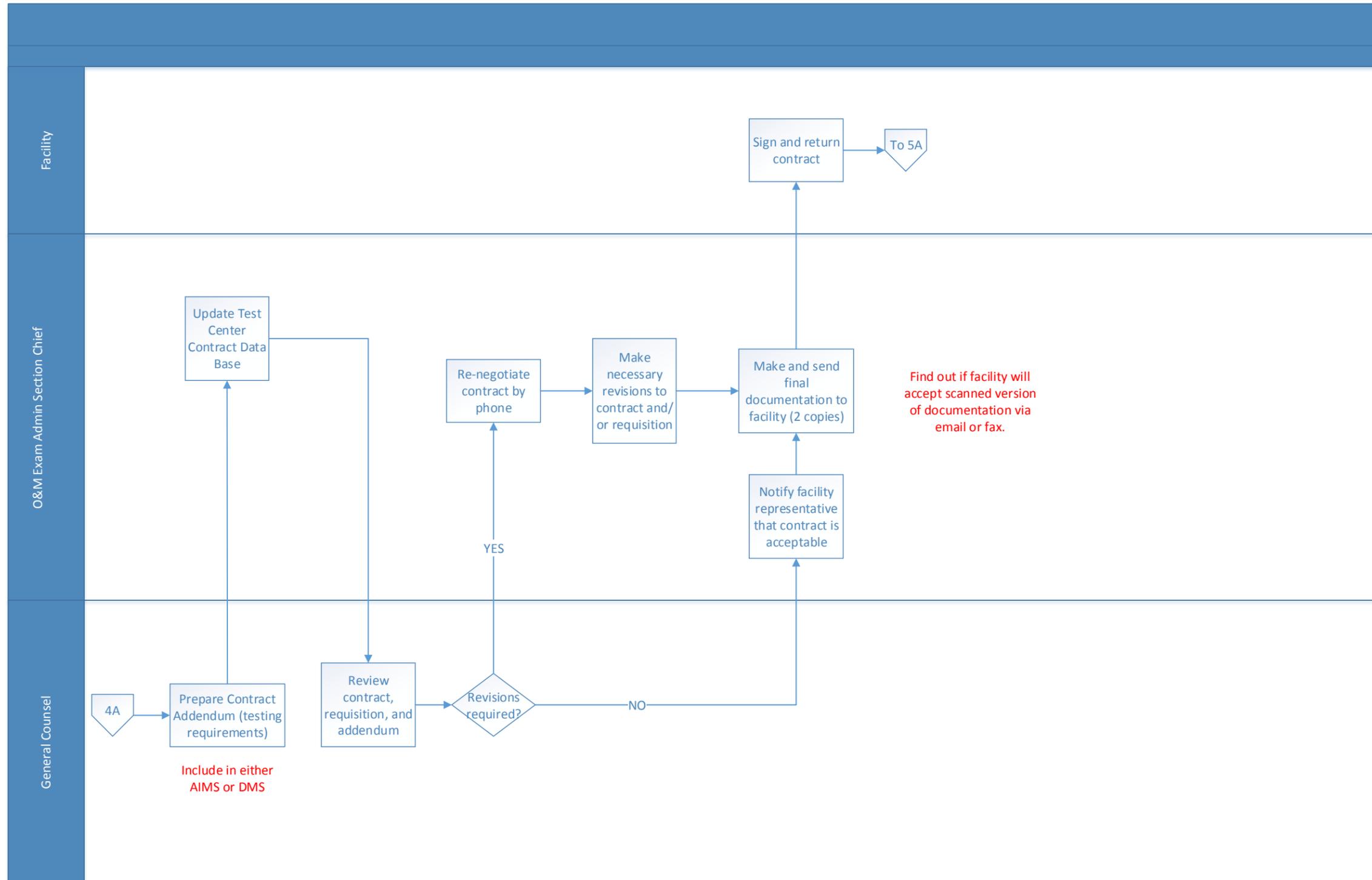
6.1 Event Contracts



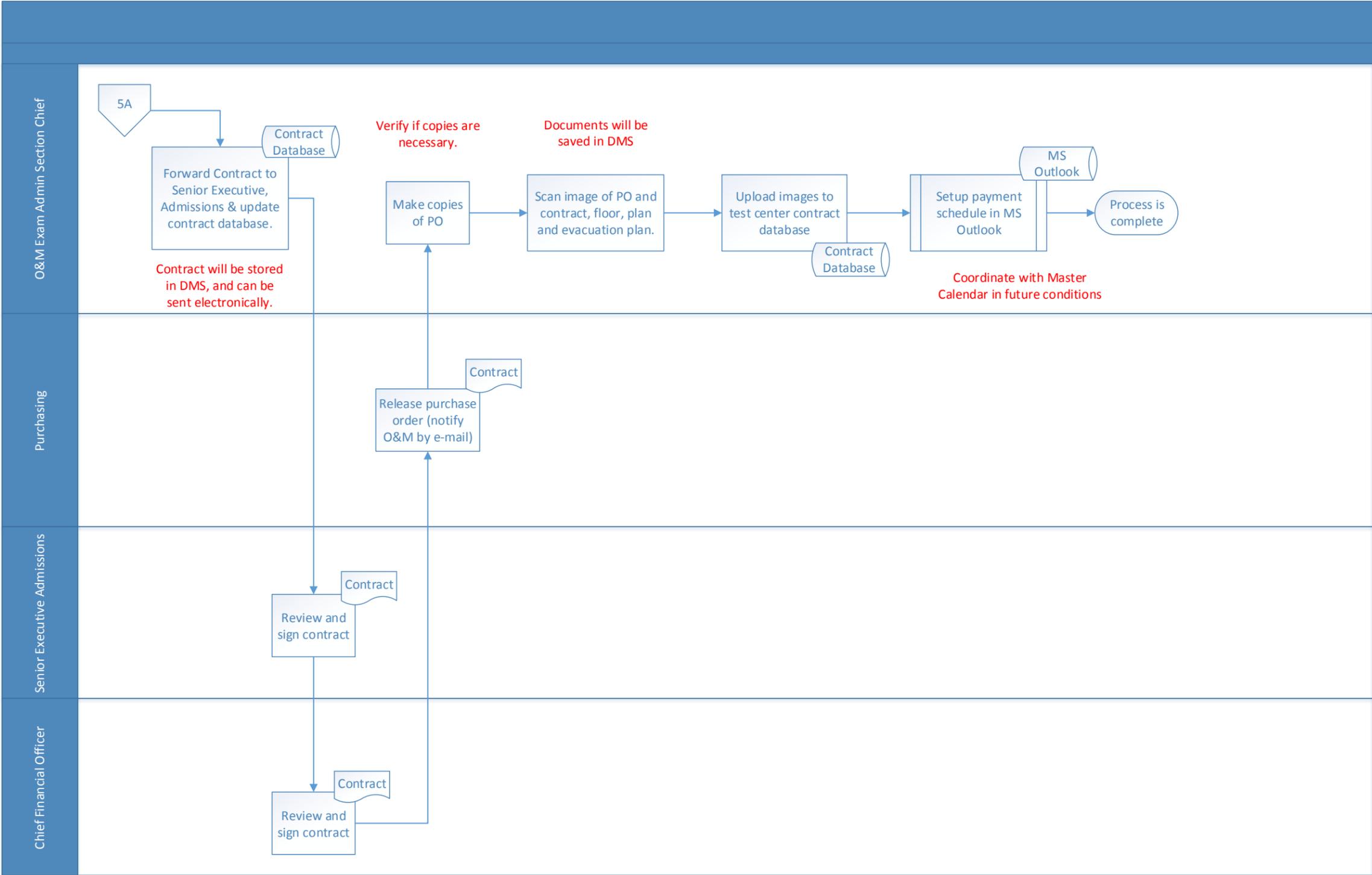
6.1 Event Contracts



6.1 Event Contracts



6.1 Event Contracts



6.2 Test Materials Preparation & Delivery

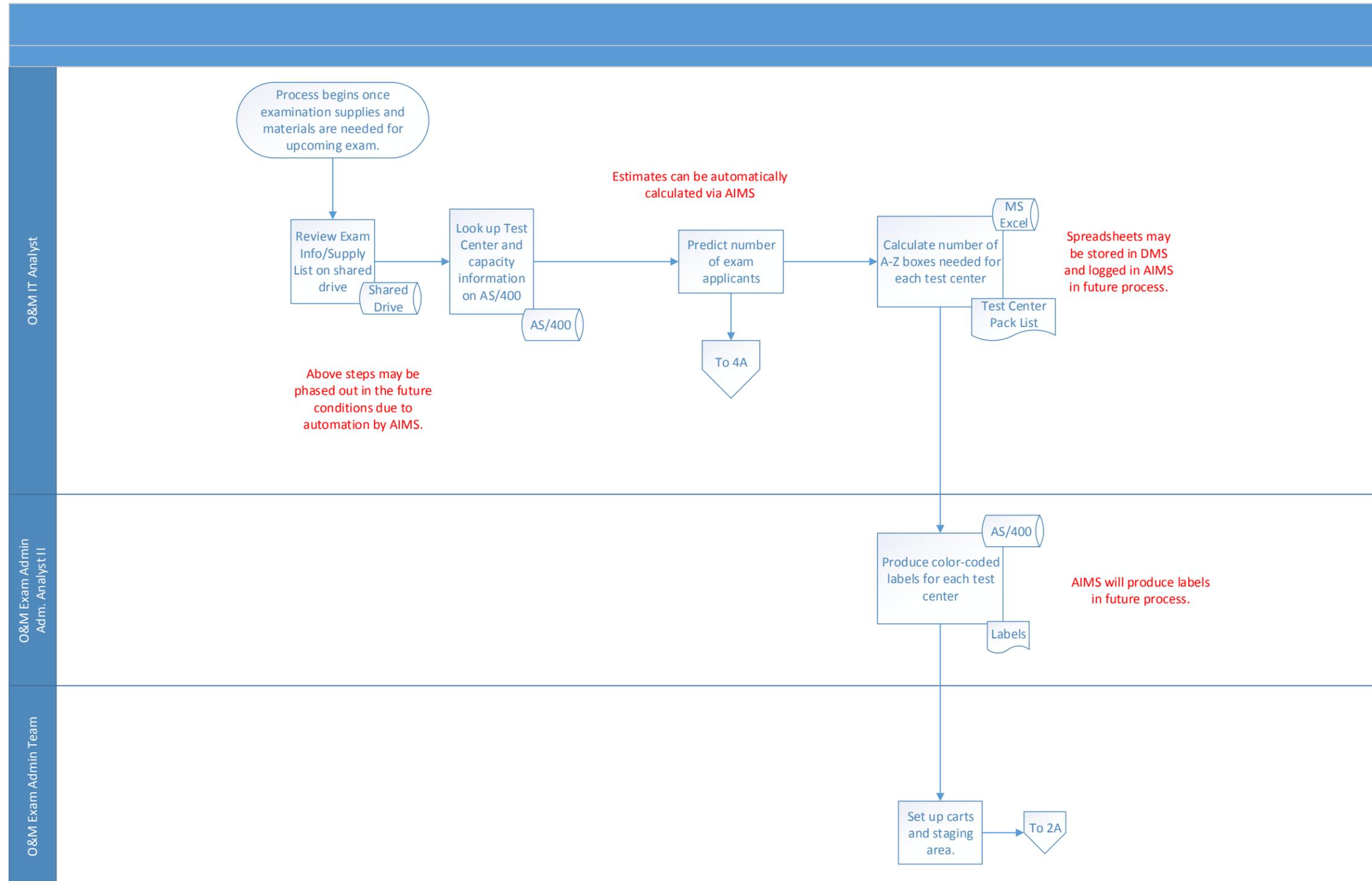
6.2	Test Materials Preparation & Delivery				
Introduction	<ol style="list-style-type: none"> 1. Prepare and ship all necessary materials to exam site. 2. Linked to event contracts and event materials return processes. 3. Key factors considered include accurate count of supplies, and correct shipment to exam sites. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Administration		Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Contract delivery company	Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> 1. Supply exam sites with required materials and supplies: <ol style="list-style-type: none"> 1.1. exams 1.2. testing accommodation materials 1.3. emergency supplies 1.4. miscellaneous items 2. Satisfactory conclusion covers examination materials properly shipped and accounted for at each examination site. 					
Current Conditions					
<ol style="list-style-type: none"> 1. Estimating supply counts needed for upcoming examination test sites. <ol style="list-style-type: none"> 1.1. Test Center Packing List generated. 1.2. Utilize AS400 exam facility maintenance screen to designate location setup and materials. 1.3. Required boxes placed on carts and checked against counts on Test Center Packing List. 1.4. Report final count of boxes to Admin Analyst. 1.5. Enter box counts and produce box labels. 1.6. Verify labeled boxes are on carts. 1.7. Add staff tubs, testing accommodations materials, and emergency equipment to carts. <ol style="list-style-type: none"> 1.7.1.2 Three weeks prior to exam. 1.8. Exam print order is executed by bar examination preparation process. 1.9. Printed exam booklets shipped to exam sites from printing contractor. 1.10. Shrink-wrap carts and deliver to warehouse. 1.11. Deliver carts to exam sites. 2. Roles executing process include delivery company, O&M Exam Administration, and O&M TSAT, and printing contractor. 3. Key steps include: <ol style="list-style-type: none"> 3.1. O&M Exam Admin creating Test Center Pack List. <ol style="list-style-type: none"> 3.1.1. Generated using Excel. 					

6.2	Test Materials Preparation & Delivery				
	<ol style="list-style-type: none"> 3.2. Preparing box shipments. 3.3. Printing contractor receives print order and ships printed exam booklets directly to the site. 4. Tools used include AS/400, MS Word, Excel, and Share Drive. 5. Information used, captured, and created: <ol style="list-style-type: none"> 5.1. Exam Info/Supply List located on share drive. 5.2. Test center information located on AS400. 5.3. Test center packing list containing supply counts required. 5.4. Color coded labels for each test site using Word. 5.5. Box labels using Word. 6. Next steps include supplies and materials unboxed at examination site. <ol style="list-style-type: none"> 6.1. Then packed and shipped back to ADM for storage and processing. 6.2. Supplies and materials delivered to Los Angeles office. 6.3. Exam answers delivered to San Francisco office. 				
Future Conditions					
<ol style="list-style-type: none"> 1. Future will mirror current conditions. Roles will mirror current conditions. Key steps will mirror current conditions. 2. Tool used includes AIMS, Excel, and MS Word. 3. Information used, captured, and created: <ol style="list-style-type: none"> 3.1. box counts 3.2. exam counts 3.3. Test Center Packing List data. 4. Special characteristics: <ol style="list-style-type: none"> 4.1. Robust inventory tracking. 4.2. Workflow tracking and automation. 4.3. Robust shipment schedule tracking. 					
Risks					
<ol style="list-style-type: none"> 1. Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency. 2. Ineffective AIMS functionality integration caused by dependency of manual driven process. 3. Inaccurate business process error validation caused by a lack of system functionality. 4. Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality. 5. Ineffective workflow triggers caused by poor capturing of business process integration. 6. Disparity of existing data sources causing compromised data integrity. 7. Inability to use AIMS functions remotely causing workflow ineffectiveness. 8. Inaccurate workflow automation tracking caused by inadequate capturing of business process during design phase. 					

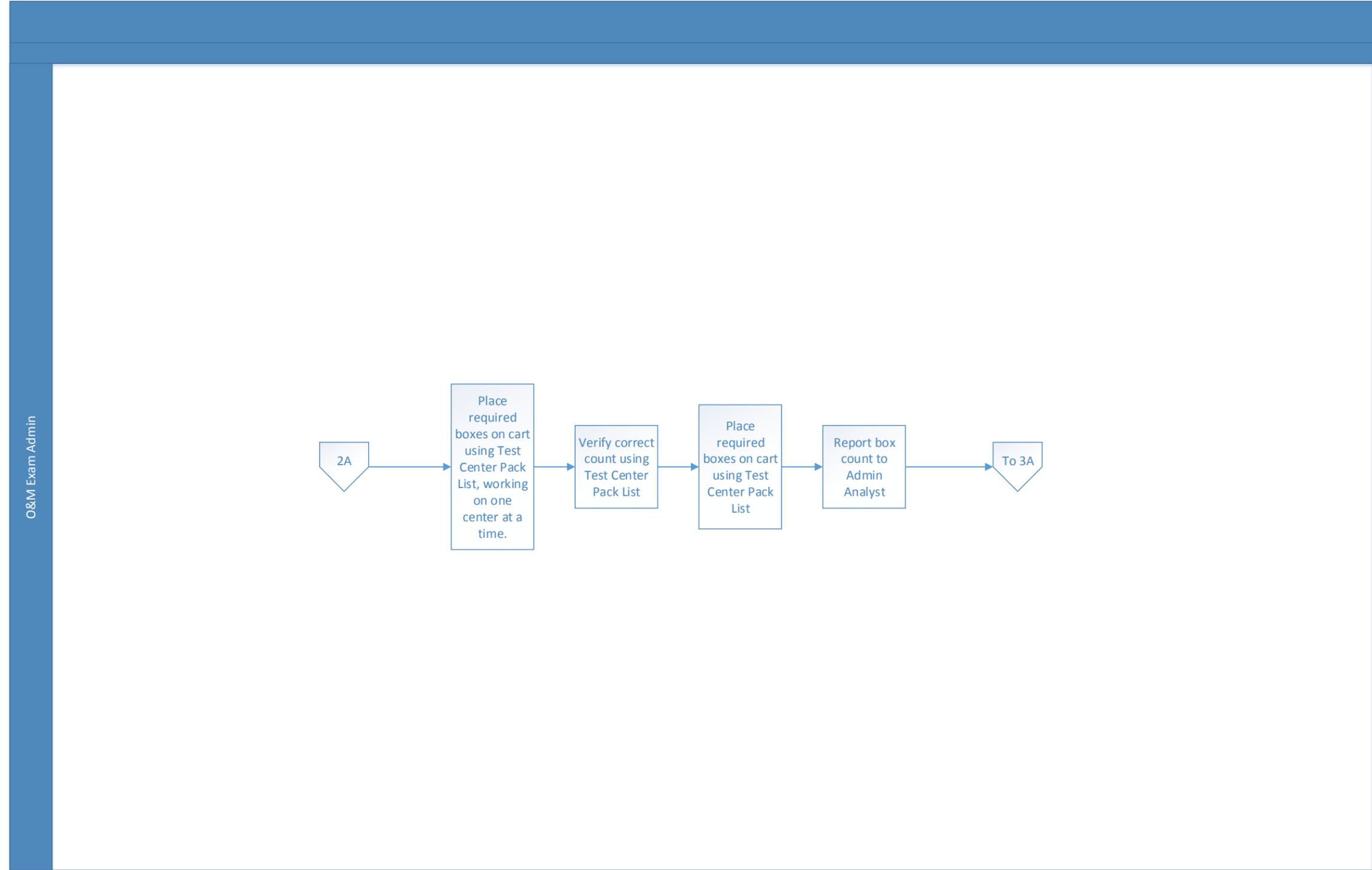
6.2 Test Materials Preparation & Delivery

6.2	Test Materials Preparation & Delivery
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

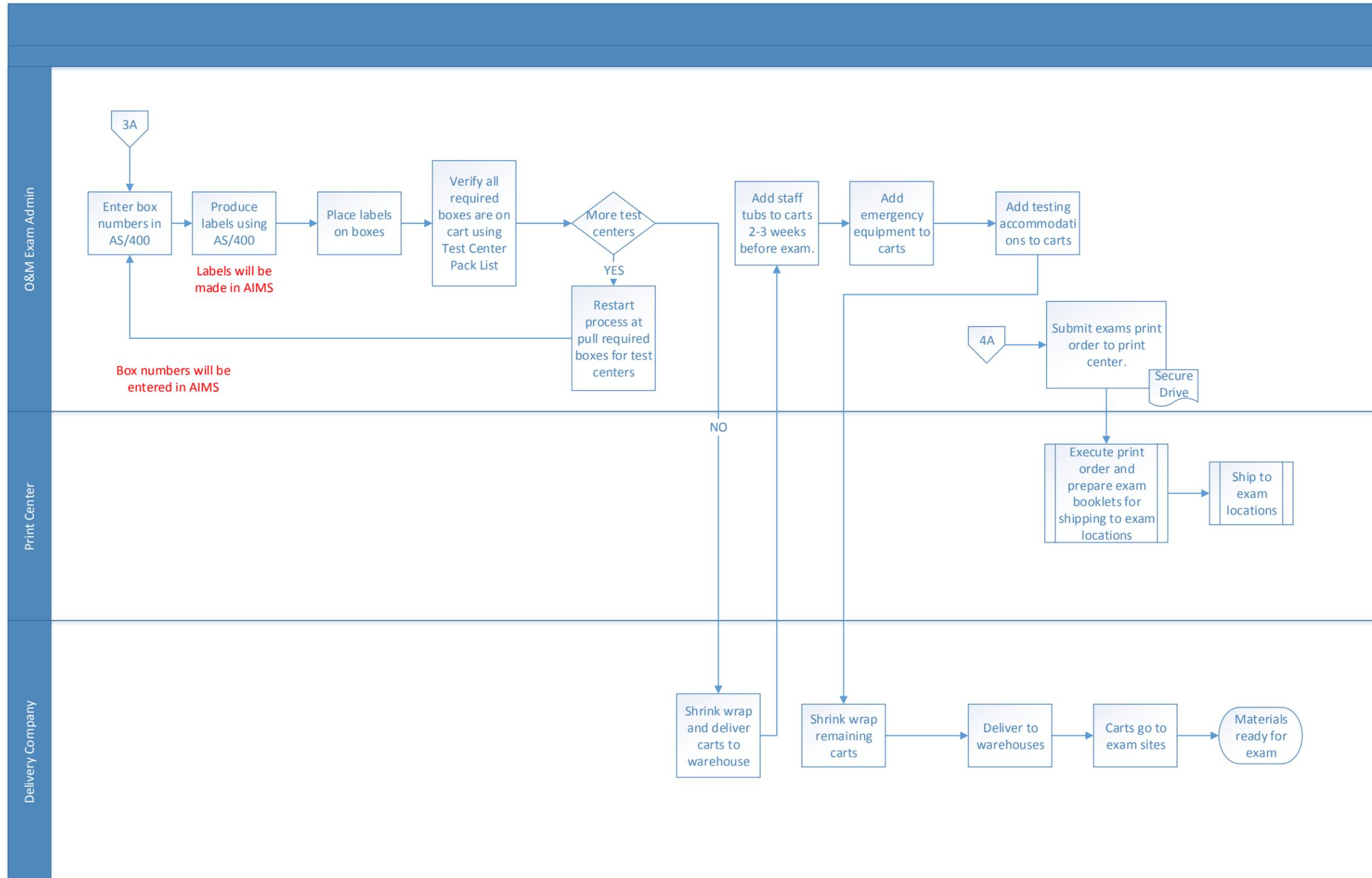
6.2 Test Materials Preparation & Delivery



6.2 Test Materials Preparation & Delivery



6.2 Test Materials Preparation & Delivery

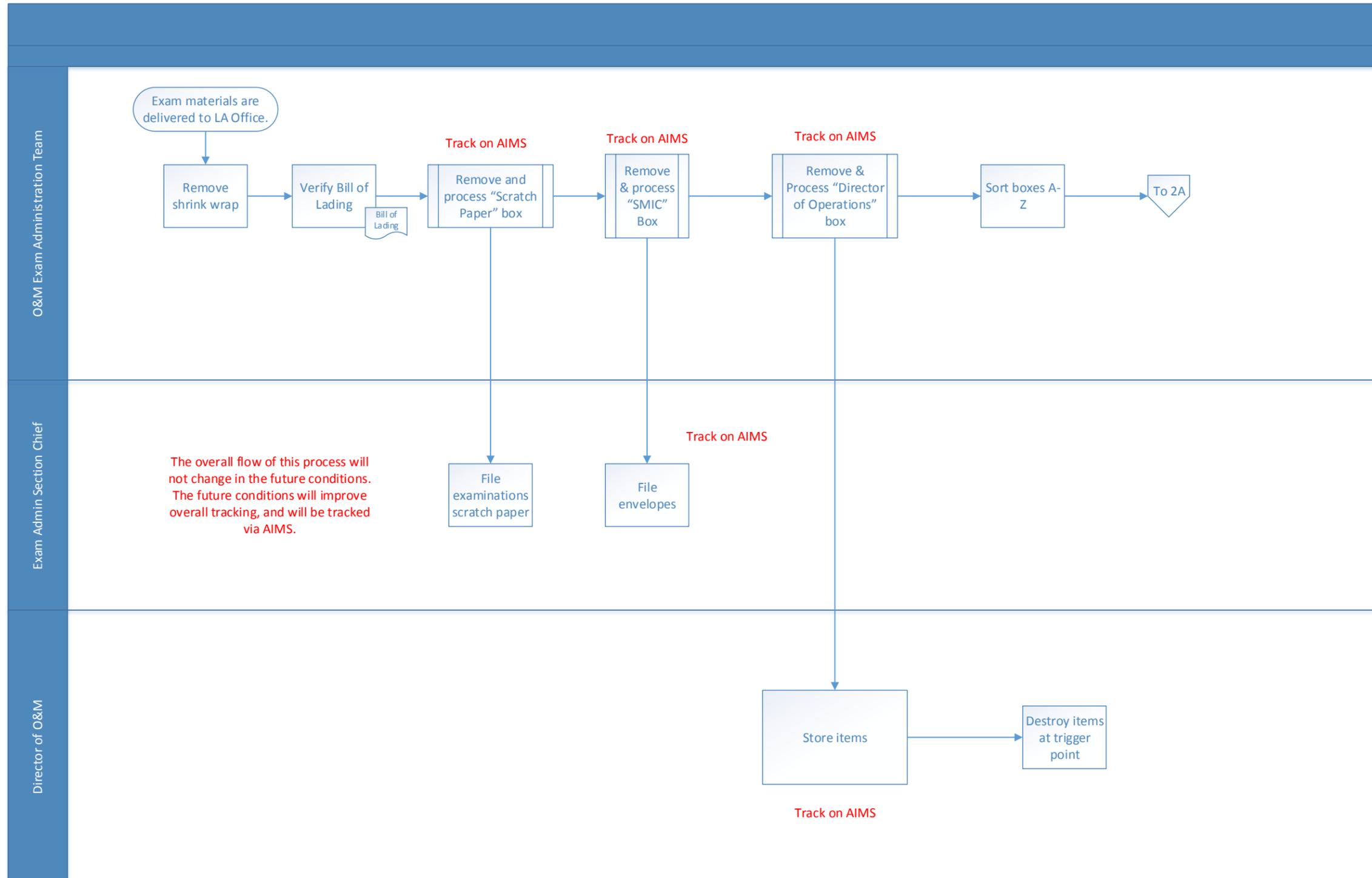


6.3 Test Materials Return

6.3	Test Materials Return				
Introduction	<ol style="list-style-type: none"> Examine and organize materials returned to Admissions (ADM) Los Angeles Office after completed examination. Links to test materials preparation, delivery and examination packaging processes. Key factors considered are: <ol style="list-style-type: none"> Latency of verifying and organizing returned materials. Determining supplies to replenish. 				
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	✓ Legal Specialization	Information Technology	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE		Law Schools	Law References	
Business Case	<ol style="list-style-type: none"> Restock returned supplies for future examination use. Satisfactory conclusion is assuring that returned exam materials are accurately reviewed and organized. 				
Current Conditions	<ol style="list-style-type: none"> LA Office receives exam materials. <ol style="list-style-type: none"> Sort boxes by type. Opens returned boxes. Verify and process items contained in boxes. Place supply order if needed. Roles executing process include O&M Exam Administration Team, Exam Admin Section Chief and Director of O&M. Key steps : <ol style="list-style-type: none"> O&M Exam Administration Team verifies Bill of Lading once returned exam materials arrive. Scratch paper envelope filing executed by the Exam Admin. Storing and potentially returning confiscated items contained in "Director of Operations" box executed by Director of O&M. Processing returned boxes executed by O&M Exam Administration Team. Ordering supplies executed by O&M Exam Admin. Tools include MS Word and Excel. Information used, captured, and created: <ol style="list-style-type: none"> Verify Bill of Lading Note generated specifying supplies to replenish Create new supply order. 				
Future Conditions					

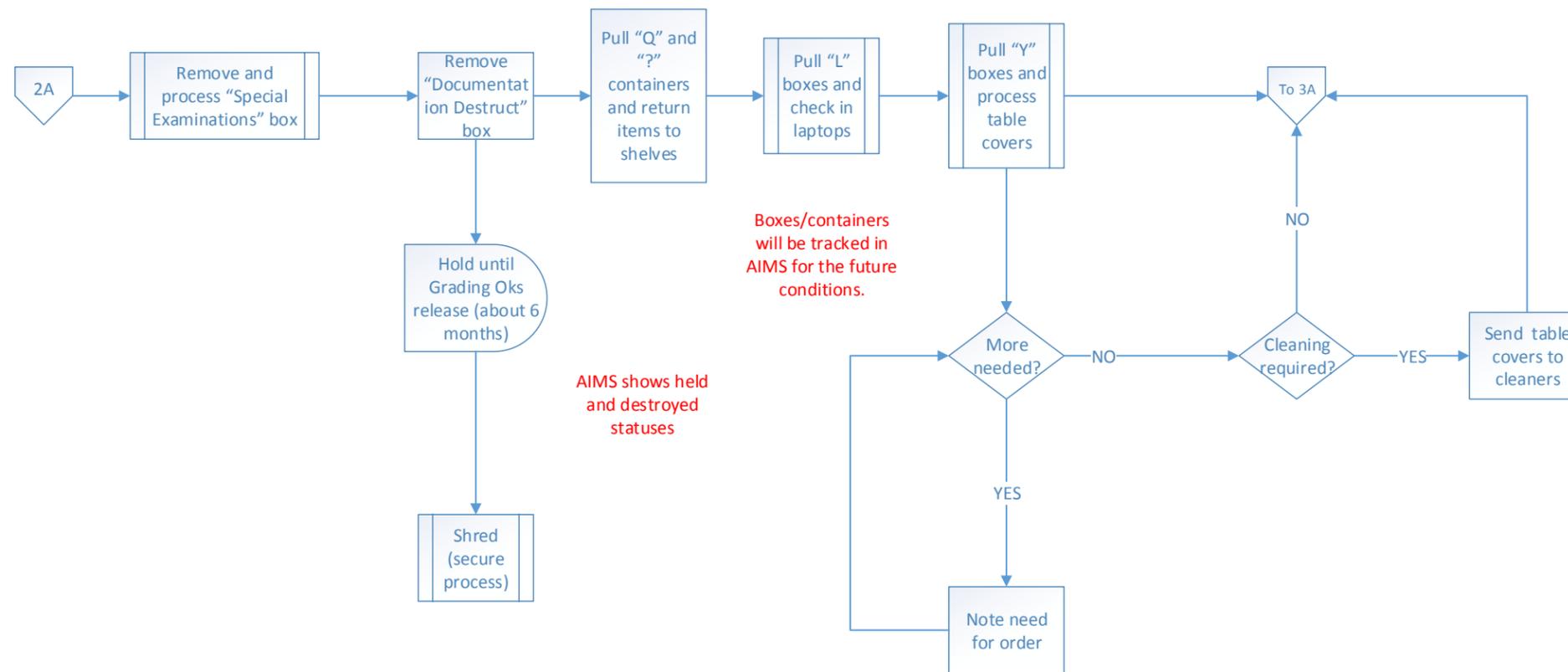
6.3	Test Materials Return				
	<ol style="list-style-type: none"> Future will mirror current conditions. Roles in current conditions will execute future process. Key steps will mirror current conditions. Tools include AIMS as the main tool for the process. Information captured, created, and used mirrors current conditions, in addition to: <ol style="list-style-type: none"> Verification and tracking data. The next steps will mirror current conditions. Special characteristics: <ol style="list-style-type: none"> Robust inventory tracking and verification. Barcode box scanning at test sites and return sites Process not a high priority in AIMS functionality. 				
Risks:					
	<ol style="list-style-type: none"> Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency. Ineffective AIMS functionality integration caused by dependency of manual driven process. Inaccurate business process error validation caused by a lack of system functionality. Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality. Ineffective workflow triggers caused by poor capturing of business process integration. Inability to use AIMS functions remotely causing workflow ineffectiveness. Inaccurate workflow automation tracking caused by inadequate capturing of business process during design phase. Disparity of existing business process data sources causing compromised data integrity. 				
Primary Stakeholder Approval(s):					
Signature: _____ Date: _____			Signature: _____ Date: _____		
Stakeholder Name: _____			Stakeholder Name: _____		

6.3 Test Materials Return

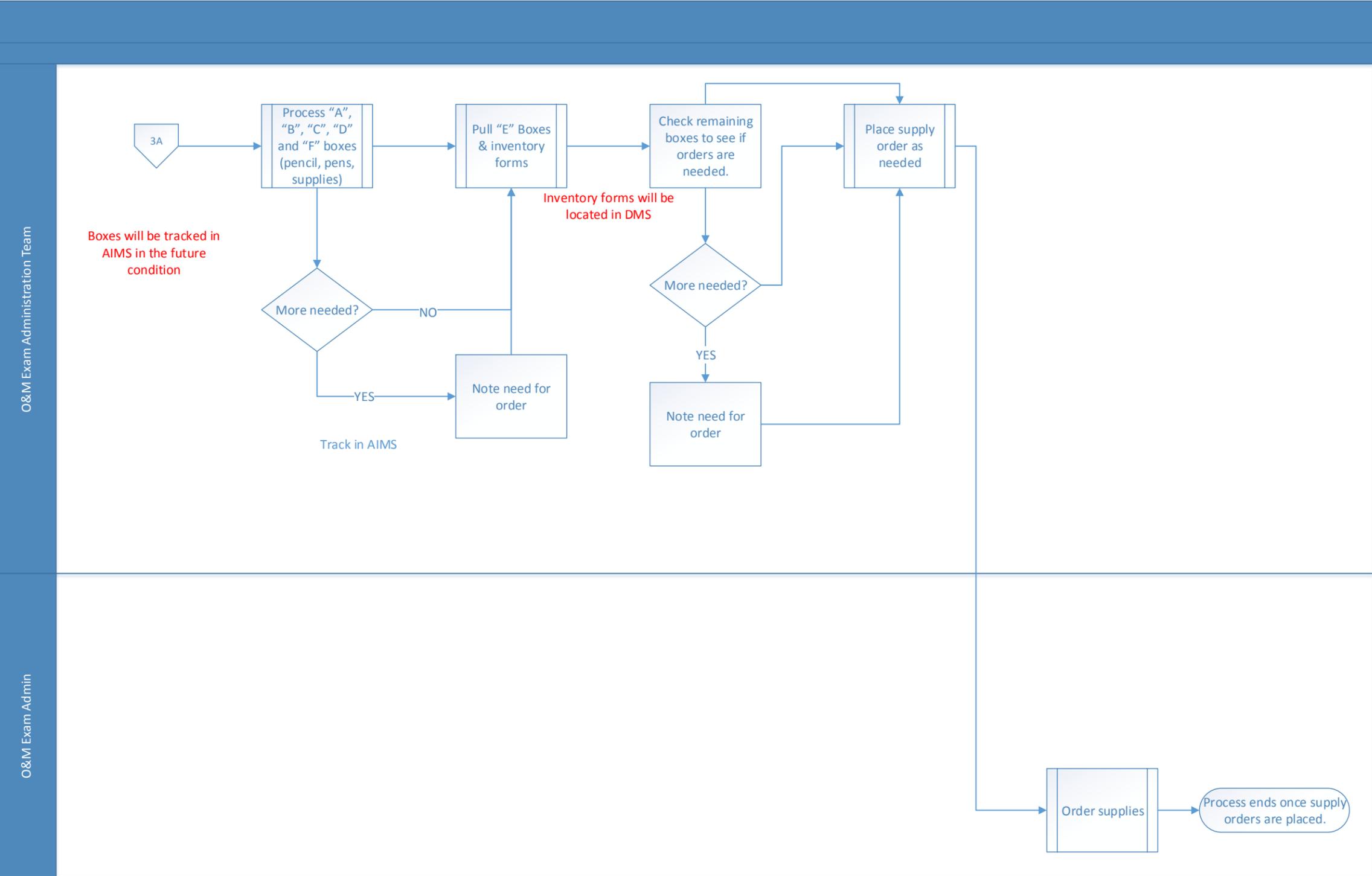


6.3 Test Materials Return

O&M Exam Administration Team



6.3 Test Materials Return



6.4 Proctor Management

6.4	Proctor Management					
Introduction	<ol style="list-style-type: none"> Add new hires to the existing proctor pool for selection. Select proctors to assist in the administration of examinations. Review performance of proctors. SMIC assigned to the site will evaluate all new proctors and once the evaluation is received the data is entered in the proctor system. Proctor list doesn't currently link to examination logistics. Senior Admin Assistant looks at AS400 and based on the capacities, the Test Center Proctor Projection spreadsheet is created based on formulas. Used by San Francisco office only. Key factors include: <ol style="list-style-type: none"> Communication between Applicant Services & Exam Staffing and AppleOne Agency (contracting agency for proctors). Current system is not automated, but some items are not working. A lot of matching is done manually. 					
Stakeholders	✓	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
		Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Information Technology
External		DOJ		FBI	DMV	Dept. Social Services
	✓	Proctors	✓	AppleOne	Law Schools	Law References
Business Case	<ol style="list-style-type: none"> Pool, track, select, and rate proctors. Satisfactory conclusion details ability to select qualified group of proctors for an upcoming exam or event. <ol style="list-style-type: none"> Review selected proctors. Proctors are temporary employees through an agency and do not work directly for the State Bar of CA. 					
Current Conditions	<ol style="list-style-type: none"> Processing new proctor candidates. <ol style="list-style-type: none"> Exam Proctor Application is submitted by prospective proctor. Prospective proctor completes automated phone interview. Prospective proctor completes AppleOne application packet. Selecting from pool of available proctors. <ol style="list-style-type: none"> Recruit letters are sent for an upcoming exam or event. Rating performance of proctors. 					

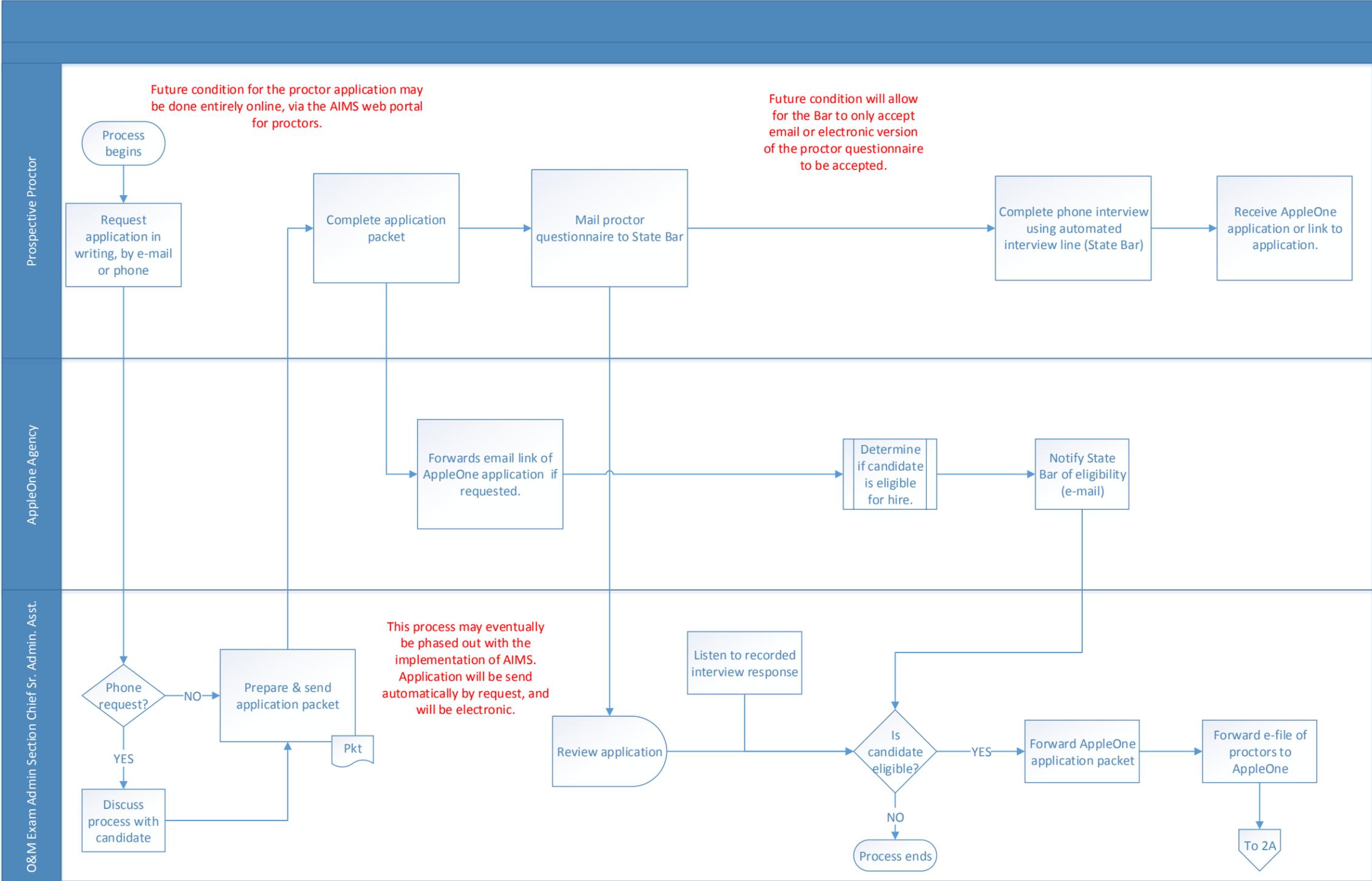
6.4	Proctor Management
	<ol style="list-style-type: none"> After exam has been completed and evaluations are received, data is entered by the Senior Administrative Assistant to keep track of proctors who should not be used or are recommended to perform other duties. Executed by O&M Applicant Services and Exam Staffing Section Chief Sr. Admin Asst., AppleOne Agency, Prospective Proctor, LA Mail Room. Key steps include: <ol style="list-style-type: none"> Prospective proctor requesting application packet (in writing, email, or phone call) from Office of Admissions Senior Administrative Assistant. Prospective proctor completing and mailing Exam Proctor Application to the Office of Admissions. Prospective proctor completes automated telephone interview. Sr. Admin Asst. or Section Chief determines if prospective proctor is qualified for position. Prospective proctor completes an AppleOne application packet. Proctor has the option to have the application emailed or mailed. AppleOne emails spreadsheet to the Sr. Admin Asst. once the proctor submits all required documentation. O&M Applicant Services and Exam Staffing Sr. Admin Asst. enters Exam Proctor Application information into proctor system. O&M Applicant Services & Exam Staffing Admin Asst. prepares and sends new proctor acknowledgement letter to new proctors. Recruitment letter questionnaires sent out to active proctors inviting them to proctor an upcoming examination executed by O&M Applicant Services and Exam Staffing Sr. Admin Asst. Recruit letter responses sorted and scanned into proctor system. Selection of proctors executed by O&M Applicant Services & Exam Staffing Sr. Admin Asst. Wait list created if the number of required proctors match. Offer letters confirming assignments sent out to proctors executed by Applicant Services & Exam Staffing Sr. Admin Asst. Acknowledgement letters with manuals, orientation and parking information mailed to proctors executed by Applicant Services & Exam Staffing Sr. Admin Asst. Determining performance of proctors after reading evaluations submitted by the SMIC and updating proctor system executed by Applicant Services & Exam Staffing Section Chief and Sr. Admin Asst. Proctor system is used to track and manage the proctors. Information captured, used, and created: <ol style="list-style-type: none"> Exam proctor application form. Recording of the proctor interview. New proctor acknowledgement letter notifies new proctor hires. Proctor recruit letter questionnaire. Recording of recruit letter responses (offer, acknowledgement, withdrawals, and wait list).

6.4 Proctor Management

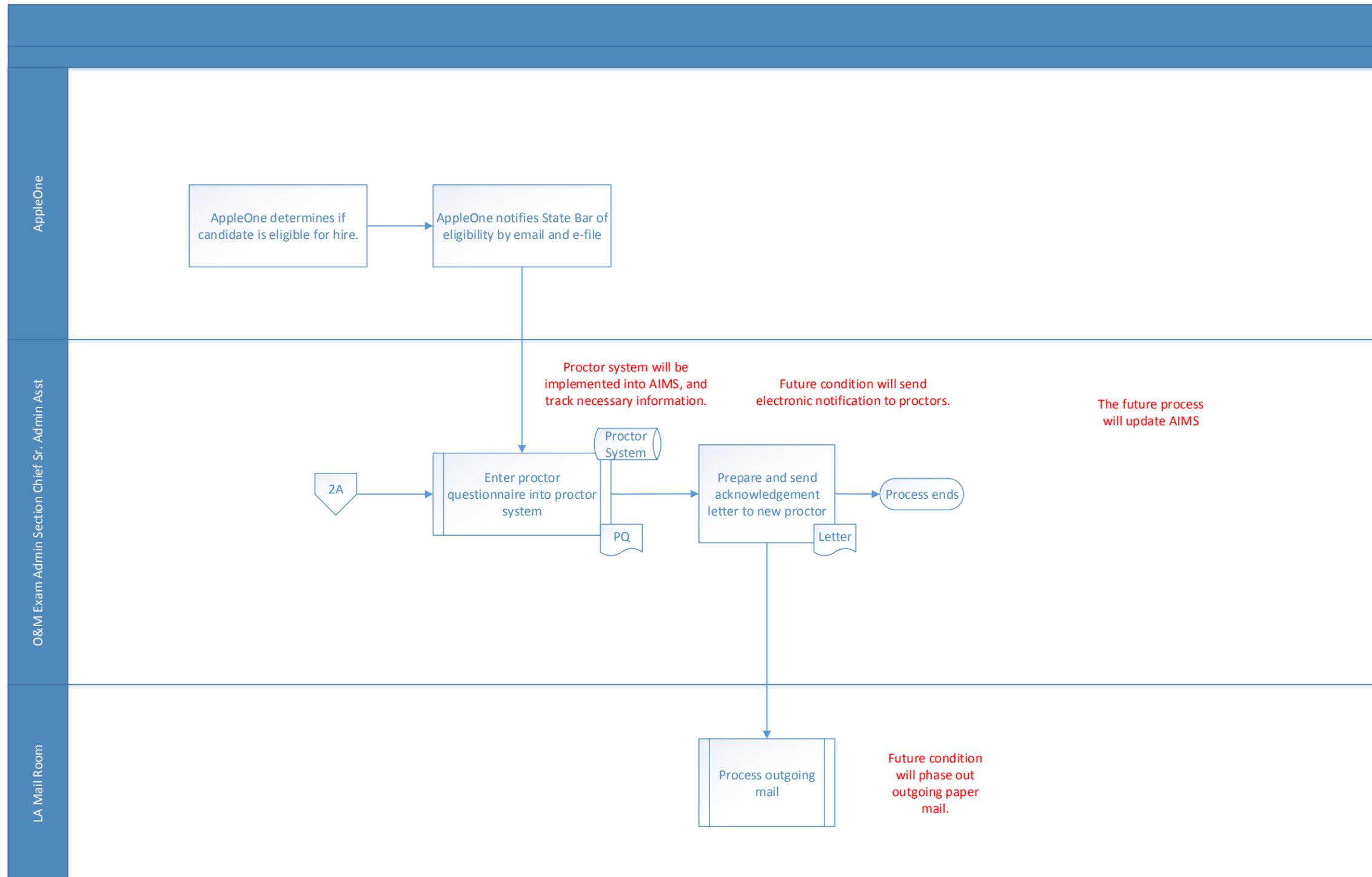
6.4	Proctor Management
<p>7.6. Proctor system proctor payroll e-files to AppleOne.</p> <p>8. Next steps include use of updated proctor pool for upcoming exam proctor selection.</p>	
Future Conditions	
<ol style="list-style-type: none"> 1. Functional module within AIMS suite will track, pool, and rate proctors. <ol style="list-style-type: none"> 1.1. Proctor portal to complete and submit information to O&M Applicant Services & Exam Staffing, Section Chief & Sr. Admin Asst. 1.2. Overall information regarding the proctor list and various reports will remain the same. 2. Will be executed by same parties as current process. 3. Key steps similar to current condition with following exceptions: <ol style="list-style-type: none"> 3.1. Prospective proctor completing online application and questionnaire form. 3.2. Update AIMS with necessary information regarding new proctor. 3.3. Electronic notification to prospective proctors executed by O&M Applicant Services & Exam Staffing, Section Chief and Sr. Admin Asst. 3.4. Send proctors recruitment letters, offer letters and acknowledgement letters with manual packets via email executed by O&M Exam Admin Section Chief Sr. Admin Asst. 3.5. Enable Proctors ability to access and update status/profile information via web portal. 4. Tools used during the future process will be AIMS functional modules. 5. Information used, captured, and created during the current process will remain the same. 6. Next steps will be the same as current conditions. 7. Special characteristics of the future process: <ol style="list-style-type: none"> 7.1. Reduction of paper creation. 7.2. Tracking and management of proctors with AIMS. 7.3. Proctor ability to check status and update profile information. 	
Risks	
<ol style="list-style-type: none"> 1. External user failure to understand web portal functionality caused by insufficient training. 2. Inaccurate or nonexistent tracking functionality within the system used for business purposes. 3. Lack of system flexibility hindering the effectiveness and accuracy of the business process. 4. Data corruption during the migration phase leading to compromised data integrity. 5. Inaccurate capturing to database stored procedures leading to an inconsistent business process. 6. Loss of data during the data migration phase compromising data integrity. 7. Altered data semantics during the data migration phase leading to compromised data integrity. Inconsistent database schema from the current to future states may cause a lapse in application functionality. 8. Inactive data records migrated to AIMS caused by inconsistent data retention protocol. 9. Data duplication and redundant data fields due to a lack of data cleaning, may affect the functionality of AIMS. 10. External users not receiving email notifications caused by inaccurate email addresses stored in the database. 	

6.4	Proctor Management
<ol style="list-style-type: none"> 11. Inadequate fault tolerance caused by lack of data redundancy, leading to compromised business process and functionality. 12. Decision on phasing out current proctor system which will depend on AIMS functionality. 13. Ineffective workflow triggers caused by poor capturing of business process integration. 14. Transitioning from paper process to electronic process causing workflow inefficiencies. <ol style="list-style-type: none"> 14.1. Allow both paper and electronic processing options to gracefully integrate system. 15. Inaccurate tracking of submitted external user applications causing workflow ineffectiveness. 16. Ineffective communication to external stakeholders caused by integration of new system. <ol style="list-style-type: none"> 16.1. AppleOne 17. Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality. 18. Inaccurate automation functions caused by lack of validation, testing, and quality control. 	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

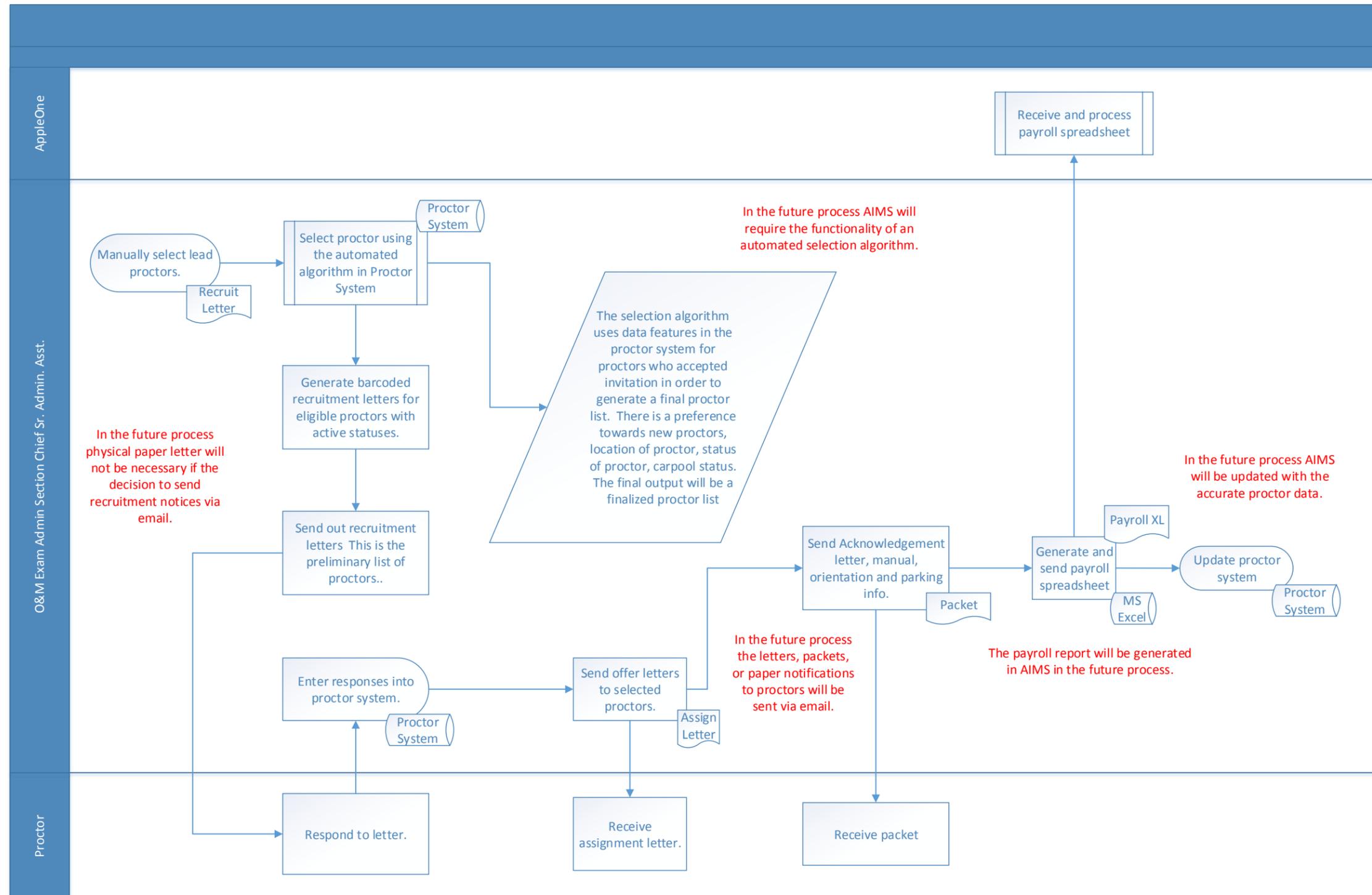
6.4 Proctor Management



6.4 Proctor Management

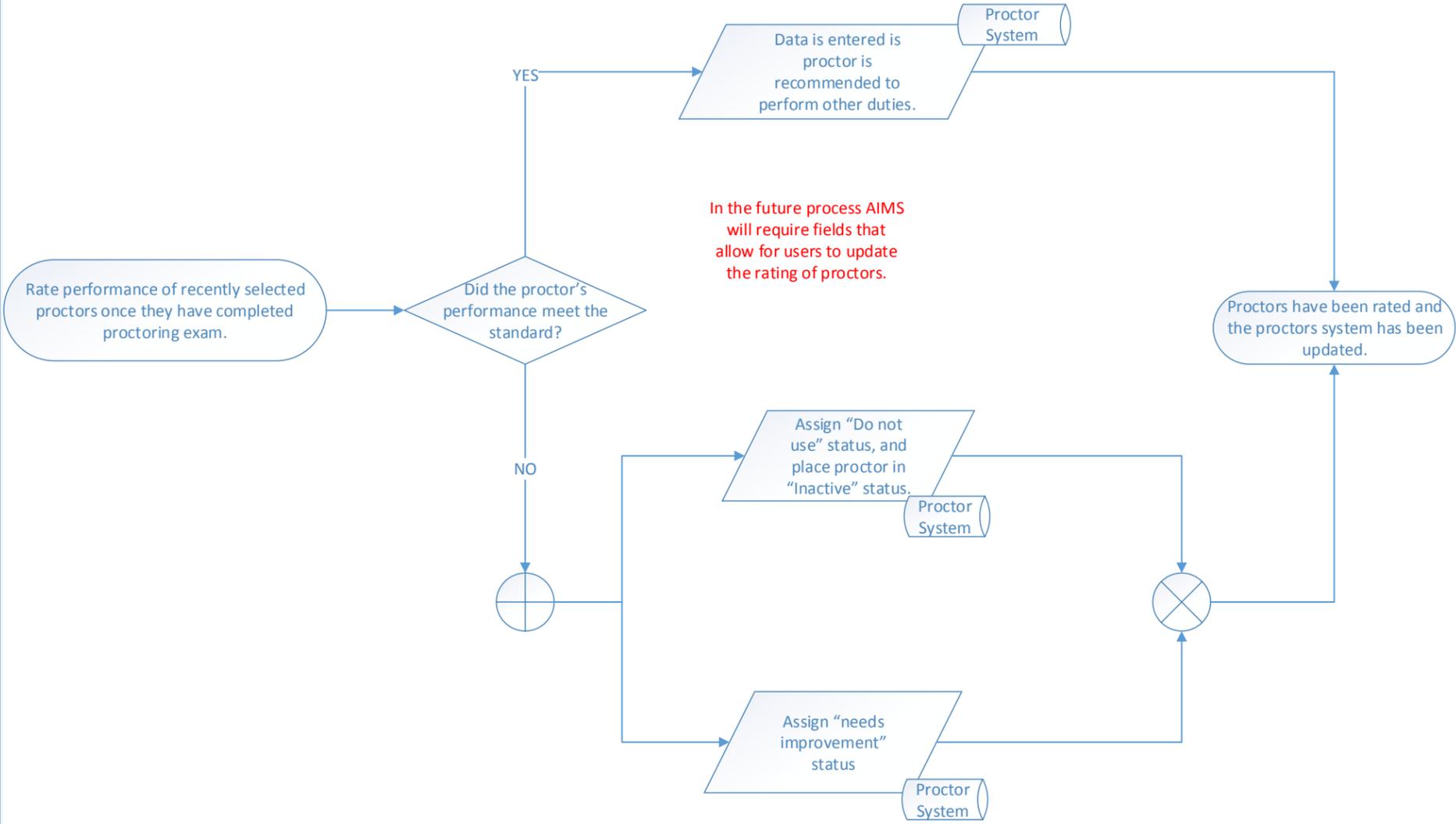


6.4 Proctor Management



6.4 Proctor Management

O&M Exam Admin Section Chief Sr. Admin. Asst.



7.1 Grader Selection

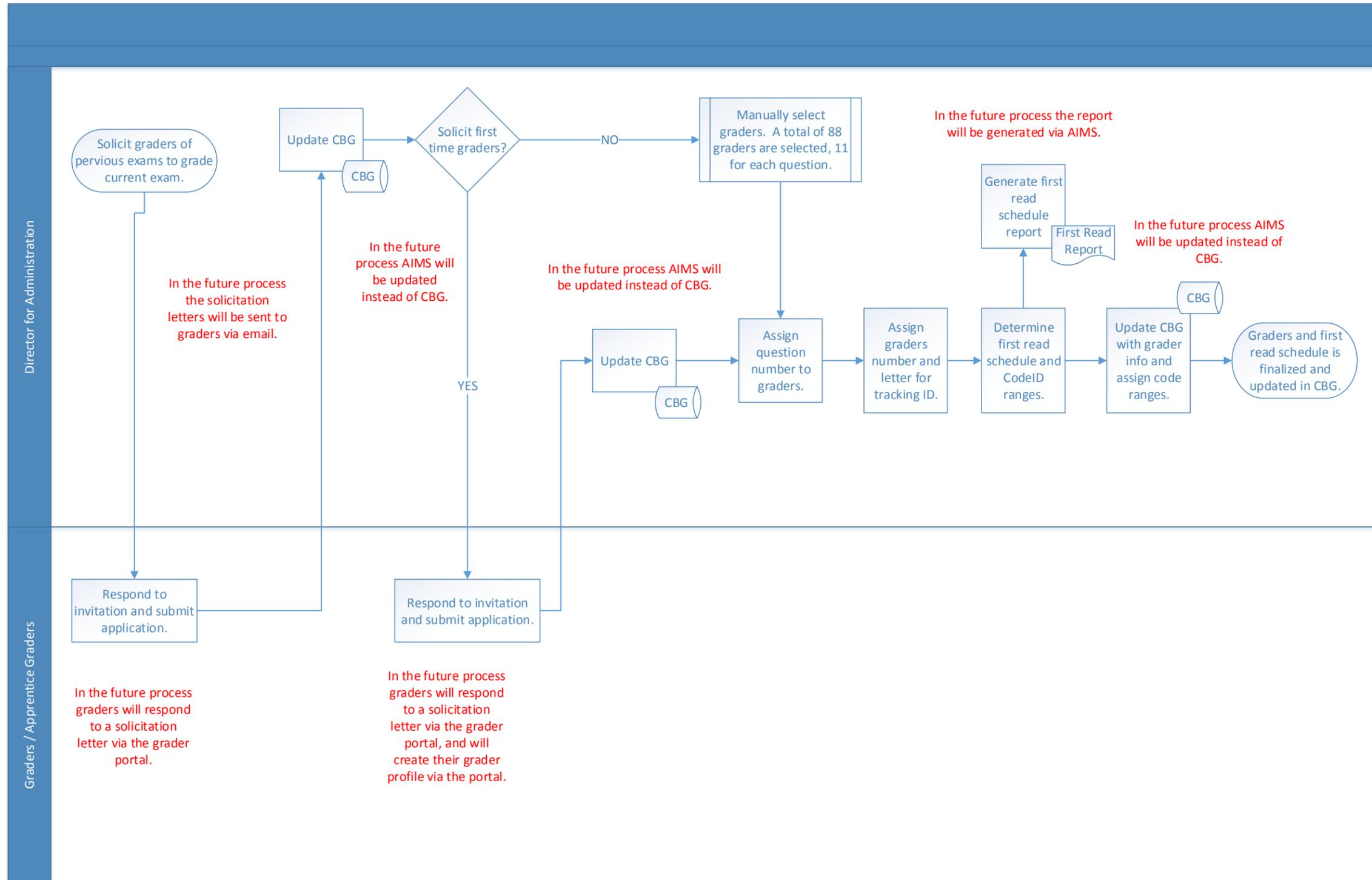
7.1	Grader Selection				
Introduction	<ol style="list-style-type: none"> 1. Select qualified graders for the upcoming bar examination. 2. Links to the California Bar Examination (CBX) grading process once the grader selection has been executed. 3. Key factors to be considered are accuracy of data and information regarding. 				
Stakeholders	✓ Admissions Admin.		Operations & Management	Moral Character	Education Standards
	✓ Exam. Development & Accommodations	✓	Exam. Grading	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Graders	Law Schools/Equiv.	Law References
Business Case					
<ol style="list-style-type: none"> 1. To aggregate a group of graders for the CBX essay questions. 2. Satisfactory conclusion depends on establishing grader assignments for the current CBX grading session. 					
Current Conditions					
<ol style="list-style-type: none"> 1. Current process identified by solicitation of graders and finalized schedule for first read of examinations. <ol style="list-style-type: none"> 1.1. Solicitation commences by sending previous graders invitations to grade CBX essay portion. 1.2. Grader responses and qualifications determine how ADM selects graders. 1.3. ADM generates first read grading schedule using CalBar Grader (CBG) 2. Executed by Director for Administration and graders/ apprentice graders. 3. Key steps executed by the Director for Administration includes: <ol style="list-style-type: none"> 3.1. Inviting graders and apprentice graders 3.2. Tracking of prospective graders and apprentice graders response submissions and grader applications to Director for Administration. 3.3. Updating CBG with assigned grader information. 3.4. Manually selecting the 88 graders (currently 8 groups 11 graders and 2-3 apprentice graders for each question). 3.5. Assign CBX essay question to graders. 3.6. Determine first read schedule and Code ID ranges for the question sets. 3.7. Generate grading assignment report. 4. The tools used for this process include CBG and some paper tracking outside of CBG. 5. Information used, captured, and created by the process includes: <ol style="list-style-type: none"> 5.1. Invitation letters for graders. 5.2. Submitted grader and apprentice grader applications. 5.3. First read schedule. 					

7.1	Grader Selection				
6. The next step following the grader selection process is the examination packaging for grading.					
Future Conditions					
<ol style="list-style-type: none"> 1. Future process identified similarly as current process with exception of modified procedures due to the integration of AIMS. <ol style="list-style-type: none"> 1.1. CBG will be replaced by functionality in the AIMS suite of processes. 2. Executed by Director for Administration. 3. Key steps include: <ol style="list-style-type: none"> 3.1. ADM Grading Department sends the grader invitations to prospective graders and apprentice graders via email. 3.2. Prospective graders and apprentice graders submit invitation responses and grader applications via online portal. 3.3. Updating AIMS grader information tables with current grader information. 3.4. Selecting graders from responses submitted via grader portal. 3.5. Assign CBX essay questions to graders and log into AIMS. 3.6. Determine first read schedule and Code ID ranges 3.7. Update AIMS to generate the grading report. 3.8. Variable number of graders required per CBX input by the Director for Administration. 4. Tool used is AIMS process modules to support the examination process. 5. Information used, captured, and created is similar to current process. 6. Proceeding steps remain the same as current process. <ol style="list-style-type: none"> 6.1. Triggered by workflow management application within AIMS. 7. Special characteristics will be procedures ADM uses to communicate and solicit graders. <ol style="list-style-type: none"> 7.1. Improved grader portal for information and status. 7.2. Utilization of dashboard capabilities to review grader status. 					
Risks					
<ol style="list-style-type: none"> 1. External user failure to understand web portal functionality caused by insufficient training. 2. Inaccurate or nonexistent tracking and reporting functionality within the system used for business purposes. 3. Lack of system flexibility hindering the effectiveness and accuracy of the business process. <ol style="list-style-type: none"> 3.1. Examples include flexible data entry fields, flexible business process parameters, and business process forms. 4. Data corruption during the migration phase leading to compromised data integrity. 5. Inaccurate capturing to database stored procedures leading to an inconsistent business process. 6. Loss of data during the data migration phase compromising data integrity. 7. Altered data semantics during the data migration phase leading to compromised data integrity. 8. Inconsistent database schema from the current to future states may cause a lapse in application functionality. 9. Inactive data records migrated to AIMS caused by inconsistent data retention protocol. 10. Data duplication and redundant data fields due to a lack of data cleaning, may affect the 					

7.1 Grader Selection

7.1	Grader Selection
<p>functionality of AIMS.</p> <p>11. Graders not receiving email notifications caused by inaccurate email addresses stored in the database.</p> <p>12. Inconsistent examination code number generating for applicants caused by the function and process executed within AIMS.</p> <p>13. Decision on electronic grading must be decided on to determine the future functionality of AIMS.</p> <p>14. Compromised data privacy caused by inadequate network, server, and database security.</p> <p>15. Inadequate fault tolerance caused by lack of data redundancy, leading to compromised business process and functionality.</p> <p>16. Replacing CBG with an AIMS functionality is a low priority, and a decision must be established.</p> <p>17. Poor establishment of web portal for external users causing inefficient business process flow.</p>	
<p>Primary Stakeholder Approval(s):</p>	
<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>	<p>Signature: _____ Date: _____</p> <p>Stakeholder Name: _____</p>

7.1 Grader Selection



7.2 GBX Examination Packaging for Grading (Essay)

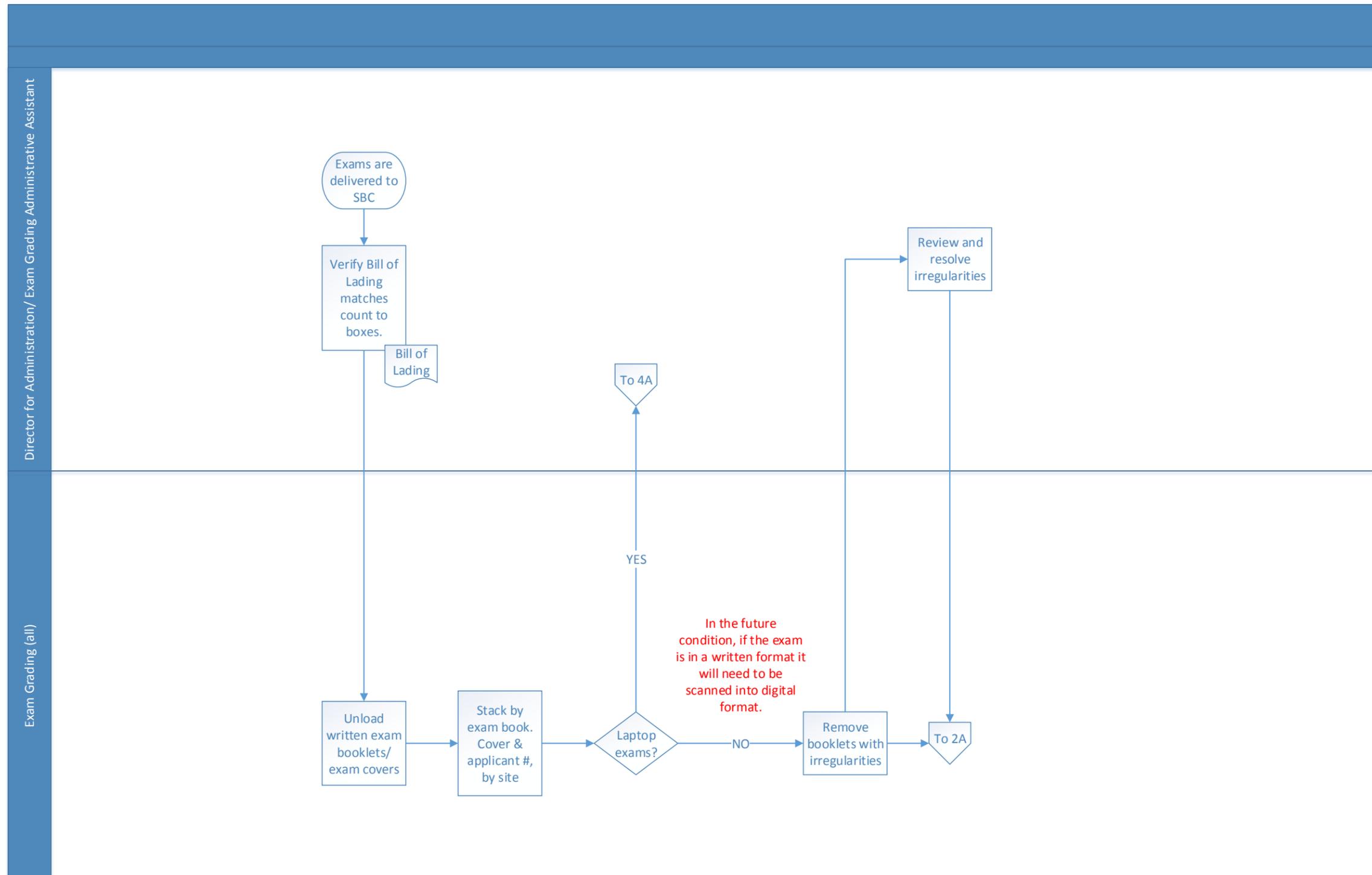
7.2	GBX Examination Packaging for Grading (Essay)						
Introduction	<ol style="list-style-type: none"> 1. Preparing answer booklets of the completed essay and performance test (PT) portions of the California Bar Examination (CBX) for grading (includes both laptop and written formats). 2. Frontend links to return of examination materials process. Backend links to essay/PT exam grading process. 3. Key factors to be considered: <ol style="list-style-type: none"> 3.1. Identifying formatting/ printing errors in answer booklets. 3.2. Determining an action on whether answer booklets should to be distributed electronically to graders. 						
Stakeholders	✓	Admissions Admin.		Operations & Management		Moral Character	Education Standards
	✓	Exam. Development & Accommodations	✓	Exam. Grading		Legal Specialization	Information Technology
External		DOJ		FBI		DMV	Dept. Social Services
		NCBE	✓	Graders		Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> 1. Prepare answer booklets in the proper format for graders to grade. <ol style="list-style-type: none"> 1.1. Capture formatting errors made by test takers in the CBX essay portion. 1.2. Validate the printing of an examination answer. 1.3. If an applicant submitted an answer that included both laptop and handwritten portions both were identified and combined. 2. Satisfactory result depends on properly categorizing answer booklets by code ranges into boxes for graders. 						
Current Conditions	<ol style="list-style-type: none"> 1. The current process begins when ADM receives CBX examinee answers, and the Bill of Lading matches count of boxes. <ol style="list-style-type: none"> 1.1. Laptop covers and written answers are separated into separate groups. 1.2. Printing and assembly of the laptop answers. 1.3. Laptop and written answers are reviewed and resolved for irregularities. 1.4. Sorting and packaging of laptop and written essay answers are executed. 1.5. Labels are affixed onto the answer booklet boxes and shelved. 1.6. Boxes are ready for pick up by the grader or delivered by messenger for first read. 2. Process is executed by Director for Administration, Exam Grading Administrative Assistant, Admissions Coordinator, Admissions Processing Clerks, and exam grading temps. 3. The key steps taken by the examination grading department include: <ol style="list-style-type: none"> 3.1. Verify Bill of Lading matches count of boxes. 						

7.2	GBX Examination Packaging for Grading (Essay)
	<ol style="list-style-type: none"> 3.2. Stack exam books and separate by exam type. 3.3. Print laptop exam answers. 3.4. Assemble printed exam answers with matching cover sheets. 3.5. Find issues and irregularities and resolve in written and laptop exams. 3.6. "Interfile" exam booklets. 3.7. Verify that all booklets are present. 3.8. Write code number on first book of each exam set. 3.9. Print labels with code numbers from the Code Chart and apply to all booklets. 3.10. Shelf booklets in code number order. 3.11. Separate booklets by questions. 3.12. Shelf booklets by question and grader range. 3.13. Generate box labels. 3.14. Pull booklets and pack boxes by range. <ol style="list-style-type: none"> 4. The tool used during this process is the interface with ExamSoft to print out the laptop exam answers, and CBG to input grader assignments and schedule information. 5. The information used, captured and created by the process includes: <ol style="list-style-type: none"> 5.1. The Bill of Lading document is created to identify the counts of exams being delivered to the ADM. 5.2. Code Chart is created to identify the codes belonging to the applicants. 5.3. Absentee list is generated during check for irregularities of answers. 5.4. Box labels are generated to affix to exam boxes. 5.5. ExamSoft submitted answers. 6. The next step following process completion is execution of exam grading.
	Future Conditions <ol style="list-style-type: none"> 1. The future process will achieve the same results as the current process. <ol style="list-style-type: none"> 1.1. Future process may no longer require laptop exams to be printed upon decision of electronic grading. 1.2. If so, written exams will require to be scanned. 2. The future process will be executed by the same parties as the current process. 3. The key steps will remain the same as in the current process with the exception of printing the laptop exams. <ol style="list-style-type: none"> 3.1. Scanning of the written exams will be an additional key step that must be considered for the future process 3.2. Automated issue and irregularity reports of exam answers should be considered. 4. Tools required include ExamSoft, and AIMS (for grader assignment tracking and scheduling). 5. Similar information as the current process will be used, captured, and created. <ol style="list-style-type: none"> 5.1. In addition to grader and question assignment tracking within AIMS. 6. Next steps will remain the same as in current conditions. 7. Special characteristics include reduction of paper processing with the transition to an electronic grading process.

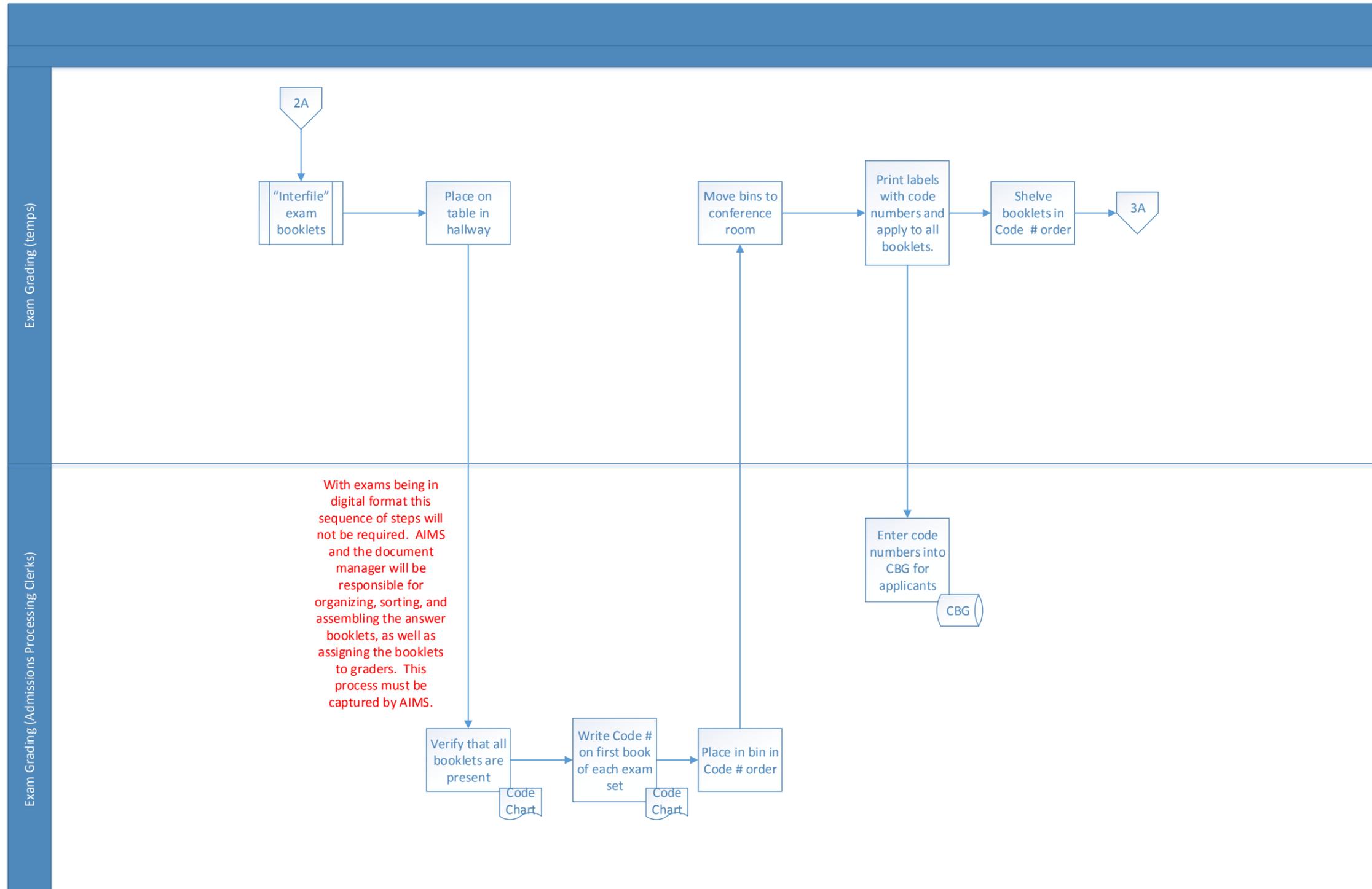
7.2 GBX Examination Packaging for Grading (Essay)

7.2	GBX Examination Packaging for Grading (Essay)	
<p>7.1. Reduction of manual checks if automated catching of issues and irregularities associated with exam answers.</p> <p>8. The future process will require an online grader access portal for status checking and grade submission (if WebGrader decides to be replaced).</p>		
Risks		
<ol style="list-style-type: none"> 1. Improper scanning causing poor image quality of exam answers, leading to grading difficulties. 2. Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency. 3. Inaccurate business process error validation caused by a lack of system functionality. 4. Inconsistent examination code number generating for applicants caused by the function and process executed within AIMS. 5. Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality. 6. Poor establishment of web portal for external users causing inefficient business process flow. 7. Decision action to implement an electronic grading process affecting AIMS functionality. 		
Primary Stakeholder Approval(s):		
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____	

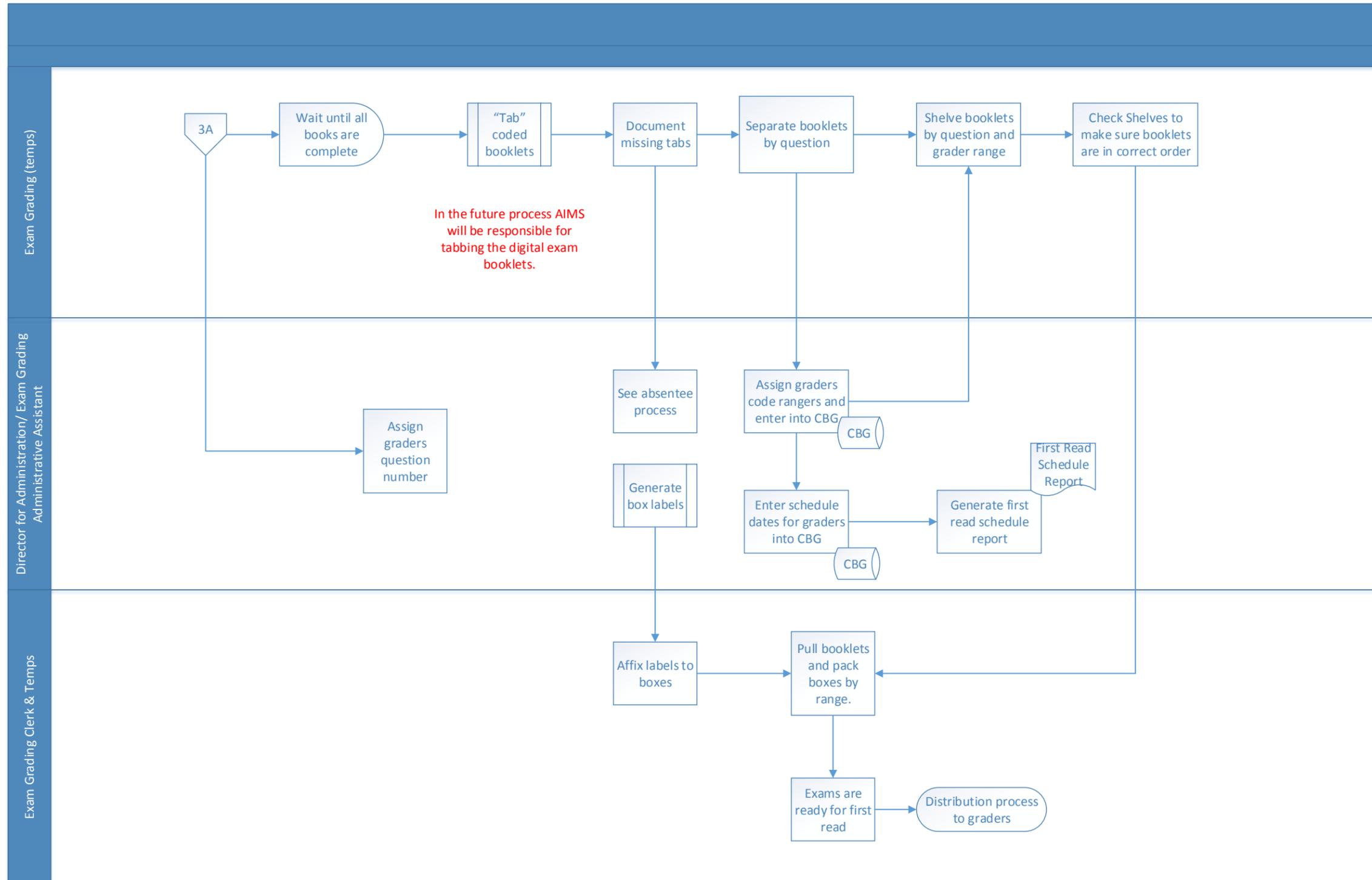
7.2 GBX Examination Packaging for Grading (Essay)



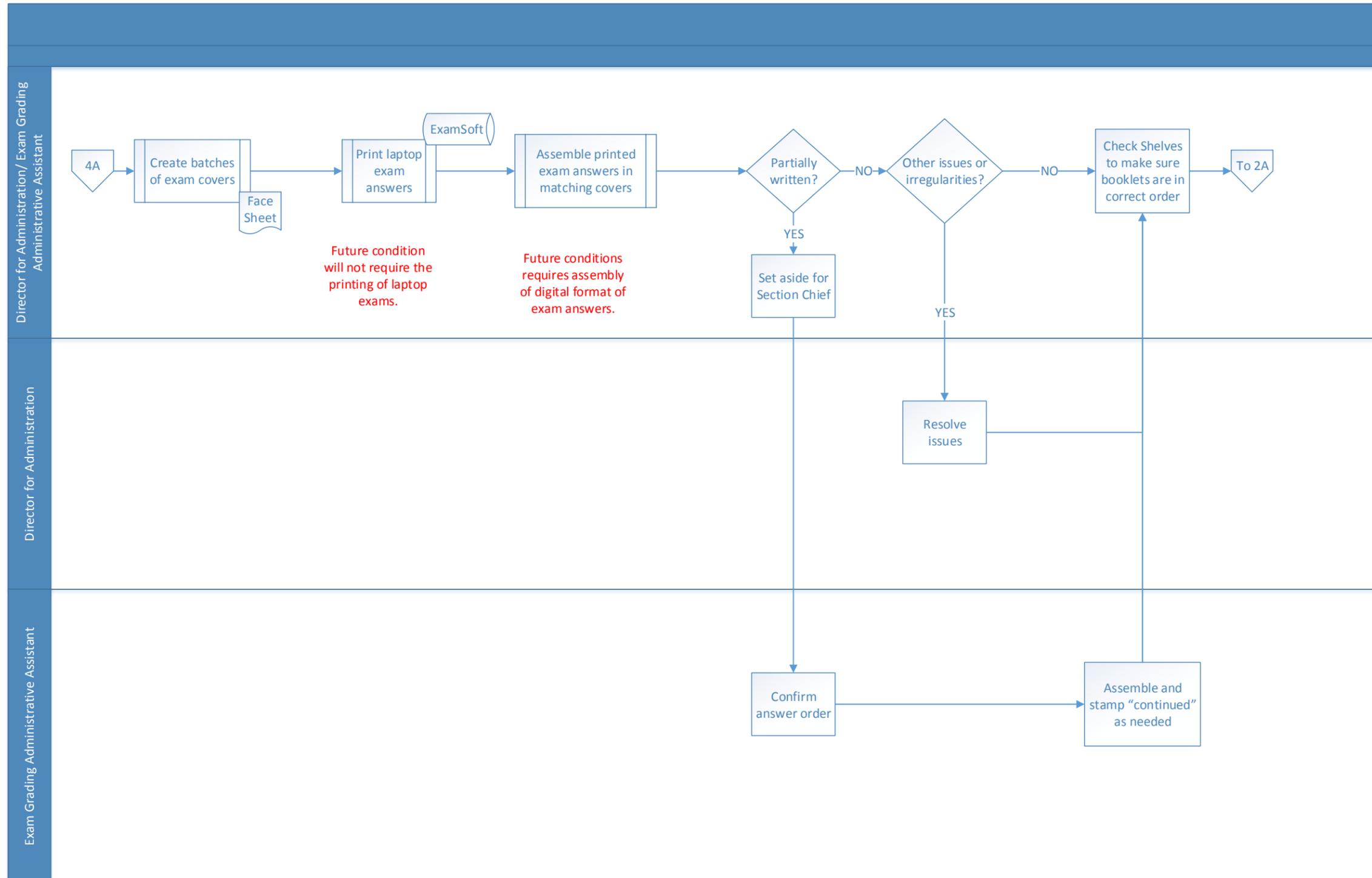
7.2 GBX Examination Packaging for Grading (Essay)



7.2 GBX Examination Packaging for Grading (Essay)



7.2 GBX Examination Packaging for Grading (Essay)



7.3 Examination Packaging for Grading (MBE)

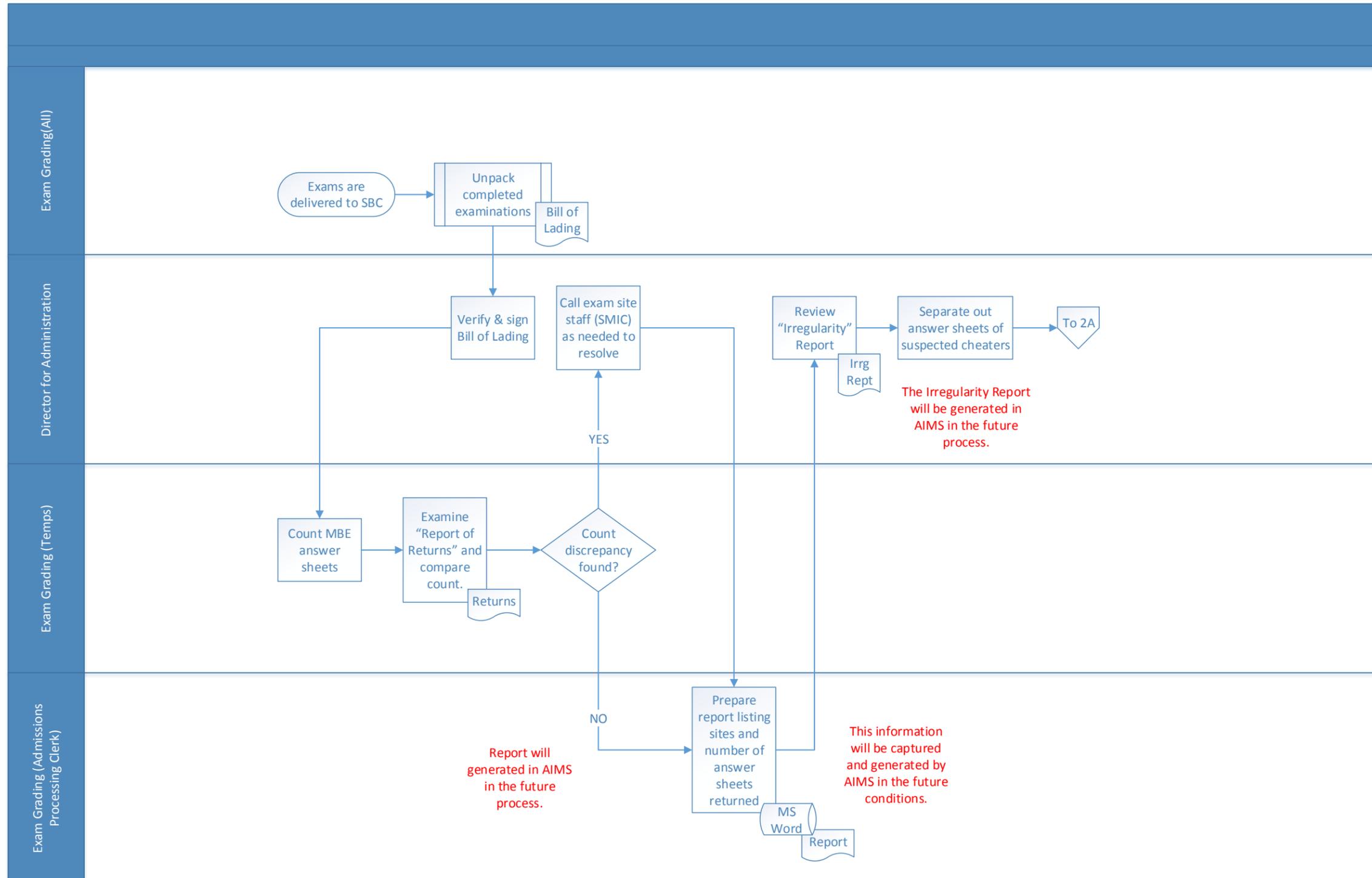
7.3	Examination Packaging for Grading (MBE)				
Introduction	<ol style="list-style-type: none"> 1. Completion of the examination grading process requires that the Multistate Bar Exam (MBE) be sent to the National Committee of Bar Examiners (NCBE) for grading and the results returned to the State Bar of California for inclusion in the final California Bar Examination (CBX) grades. 2. Prepare the completed MBE answer sheets for packaging to be forwarded to the NCBE to grade. 3. Examination packaging for grading of MBE frontend links to location materials delivery. and <ol style="list-style-type: none"> 3.1. The process backend links to California Bar Examination (CBX) grade calculation. 4. Key factors considered include: <ol style="list-style-type: none"> 4.1. Proper and timely delivery of MBE answer sheets 4.2. Processing of MBE answer sheets 4.3. Shipping of MBE answer sheets to NCBE. 				
Stakeholders	✓ Admissions Admin.		Operations & Management	Moral Character	Education Standards
	✓ Exam. Development & Accommodations	✓	Exam. Grading	Legal Specialization	✓ Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	✓ NCBE		Graders	Law Schools/Equiv.	Law References
Business Case					
<ol style="list-style-type: none"> 1. Receive MBE score from NCBE to compute final examinee grades. Satisfactory results concluding from the process include capturing of all MBE answer sheet irregularities, and shipping answer sheets on schedule to NCBE. 					
Current Conditions					
<ol style="list-style-type: none"> 1. Process is identified by the ADM receipt of MBE answer sheets from various test centers located throughout California to the ADM, and shipment of the MBE answer sheets to the NBCE. <ol style="list-style-type: none"> 1.1. Preparing the answer sheets for grading 1.2. Counting to ensure the answer sheets were all delivered 1.3. Capturing and correcting the irregularities of the answer sheets 1.4. Scanning the answer sheets for the records of the ADM. 2. Process is executed by the examination grading department. 3. Key steps for the process include the following: <ol style="list-style-type: none"> 3.1. Verifying the Bill of Lading is correct. 3.2. Counting the MBE answer sheets. 3.3. Reviewing the MBE answer sheeting for irregularities, and generating the irregularity report. 					

7.3	Examination Packaging for Grading (MBE)				
	<ol style="list-style-type: none"> 3.4. Separate out answer sheets for applicants who have been identified as possible cheaters. 3.5. Correct irregularities found within the MBE answer sheets. 3.6. Scan answer sheets and store in the Shared Drive. 3.7. Package answer sheets for shipping. 3.8. Generate and enclose count and discrepancy report. 3.9. Ship answer sheets to NBCE. 				
	<ol style="list-style-type: none"> 4. The tools used during the execution of the process include MS Word, AS400, and Shared Drive. 				
	<ol style="list-style-type: none"> 5. Information used, captured, and created by the process include: <ol style="list-style-type: none"> 5.1. The Bill of Lading is used to verify the delivery of the MBE answer sheets. 5.2. Information from the MBE answer sheets is used. 5.3. The verification counts of the MBE answer sheets is generated. 5.4. The Reports of Returns is used to compare counts of delivered MBE answer sheets. 5.5. Counts of discrepancies found within the counts on report and counts recorded from delivery is generated. 5.6. Irregularity Report is generated. 5.7. Report of site listing and number of answer sheets returned is generated. 5.8. The Cover Memo is created. 5.9. Count and Discrepancy Report is created. 				
	<ol style="list-style-type: none"> 6. The process's next step is the scoring of the MBE answer sheets by the NCBE. <ol style="list-style-type: none"> 6.1. Reporting of the scores by electronic means to the ADM 6.2. Downloaded from the NCBE secure website into CBG and used to calculate GBX scores. 				
	<ol style="list-style-type: none"> 7. MBE scores are uploaded into the Admissions database once final calculations in CBG have been completed and uploaded. 				
Future Conditions					
<ol style="list-style-type: none"> 1. Overall goal of the future process will remain the same as the current process. <ol style="list-style-type: none"> 1.1. Difference in future process is the implementation of AIMS functionality and its role in the process. 1.2. No changes made to the NCBE delivery of MBE answer sheets. 2. Future process will be executed by the same individuals in the current process. 3. Key steps involved in the future process remain the same as the current process except for data and report functionality within AIMS. 4. The tools used for the future process include the use of MS Word/Excel, AIMS and the document manager. 5. Information used, captured and created in the future process will remain the same as in the current process. 6. Proceeding steps of the future process remain the same as the current process. <ol style="list-style-type: none"> 6.1. Exception being CBX score calculation will be executed via an AIMS function that replaces the current CalBar Grader. 7. Special characteristics of the future process includes implementation of an AIMS tracking and reporting functionality. 					

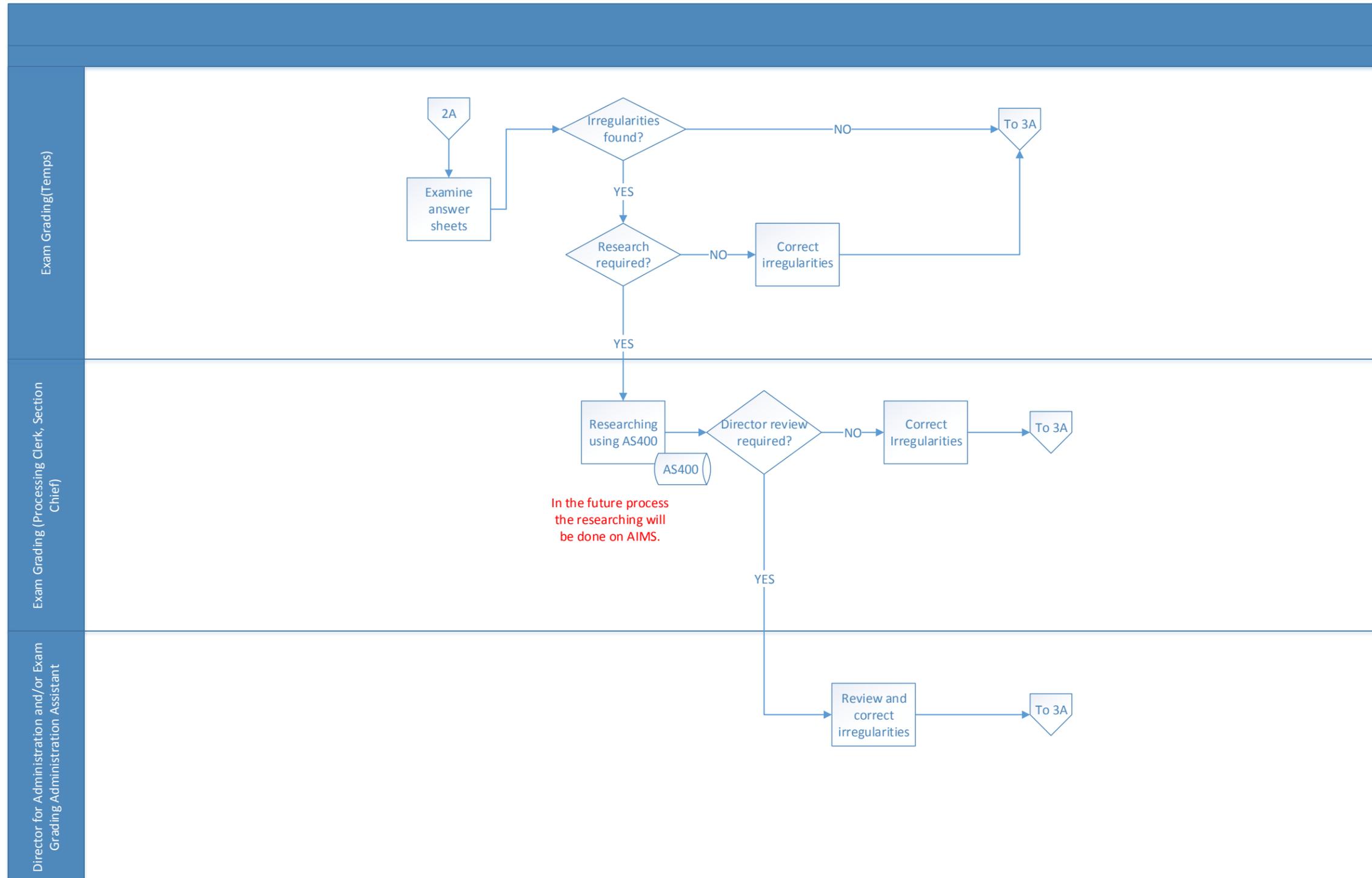
7.3 Examination Packaging for Grading (MBE)

7.3	Examination Packaging for Grading (MBE)	
Risks		
<ol style="list-style-type: none"> 1. Failure to execute desired business process functions electronically caused by inadequate AIMS functionality. <ol style="list-style-type: none"> 1.1. Tracking functionality 1.2. Reporting functionality 2. Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency. 3. Inaccurate capturing of database stored procedures leading to an inconsistent business process. 4. Inactive data records migrated to AIMS caused by inconsistent data retention protocol. 		
Primary Stakeholder Approval(s):		
Signature: _____	Date: _____	Signature: _____
Stakeholder Name: _____		Stakeholder Name: _____

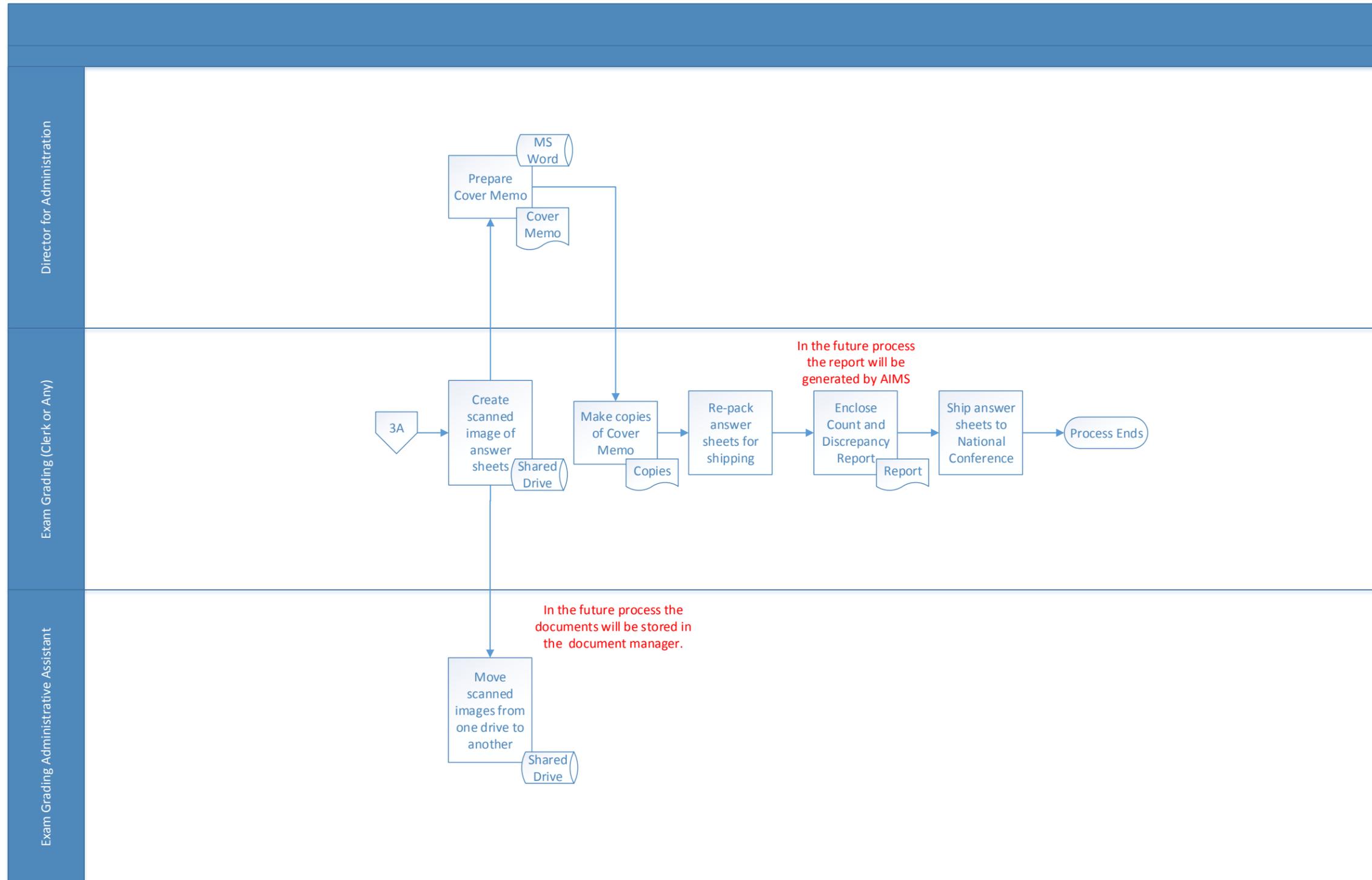
7.3 Examination Packaging for Grading (MBE)



7.3 Examination Packaging for Grading (MBE)



7.3 Examination Packaging for Grading (MBE)



7.4 Examination Grading & Reporting

7.4 Examination Grading & Reporting					
Introduction	<ol style="list-style-type: none"> 1. Distribute examination answer booklets to graders. <ol style="list-style-type: none"> 1.1. Grade, report, and reconcile 2. Links to the essay and Performance Test (PT) examination packaging process. <ol style="list-style-type: none"> 2.1. Links to MBE examination packaging process. 3. Key factors includes: <ol style="list-style-type: none"> 3.1. Grading schedule and distribution of examination answer booklets by code ranges. 3.2. Validation of grades entered into CBG. 				
Stakeholders	✓ Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	✓ Exam. Development & Accommodations	✓	Exam. Grading	Legal Specialization	✓ Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Graders	Law Schools/Equiv.	Law References
Business Case	<ol style="list-style-type: none"> 1. Properly and timely grade California Bar Examination (CBX) essay and PT answers. <ol style="list-style-type: none"> 1.1. Download MBE scores sent from the NCBE 2. Prepare final results for applicants. Essential conclusion covers applicants receiving final scores. 				
Current Conditions	<ol style="list-style-type: none"> 1. Code range assignments of answer booklets batches distributed to graders. <ol style="list-style-type: none"> 1.1. Upon batch completion grader must enter resulting scores into WebGrader. 1.2. Return batch of answers and if necessary obtain the next batch to grade. 1.3. Once all answer booklets have been returned and recorded by graders, the ADM will proceed by entering the returned answer booklets scores into the CBG. 1.4. ADM reports are ran (Missing and Mismatch), which compares the grades inputted into CBG by the ADM and the grader entered grade by graders using WebGrader. 1.5. Result discrepancies must be resolved. 1.6. MBE scores sent by the National Conference of Bar Examiners (NCBE) are imported into the CBG. 1.7. A cumulative score (using the essay/PT and MBE scores) for the CBX is then calculated for each applicant. 1.8. Second and resolution reads of the exam answer booklets if required. 1.9. Scores uploaded into the AS400 once grading is complete 2. Executed by exam grading temps, Director for Administration, Admissions Processing Clerks, Exam Grading Senior Administrative Assistant, Information Technology, Admissions Coordinator, Graders, EDG team, independent contractor (for scaling of the examination). 				

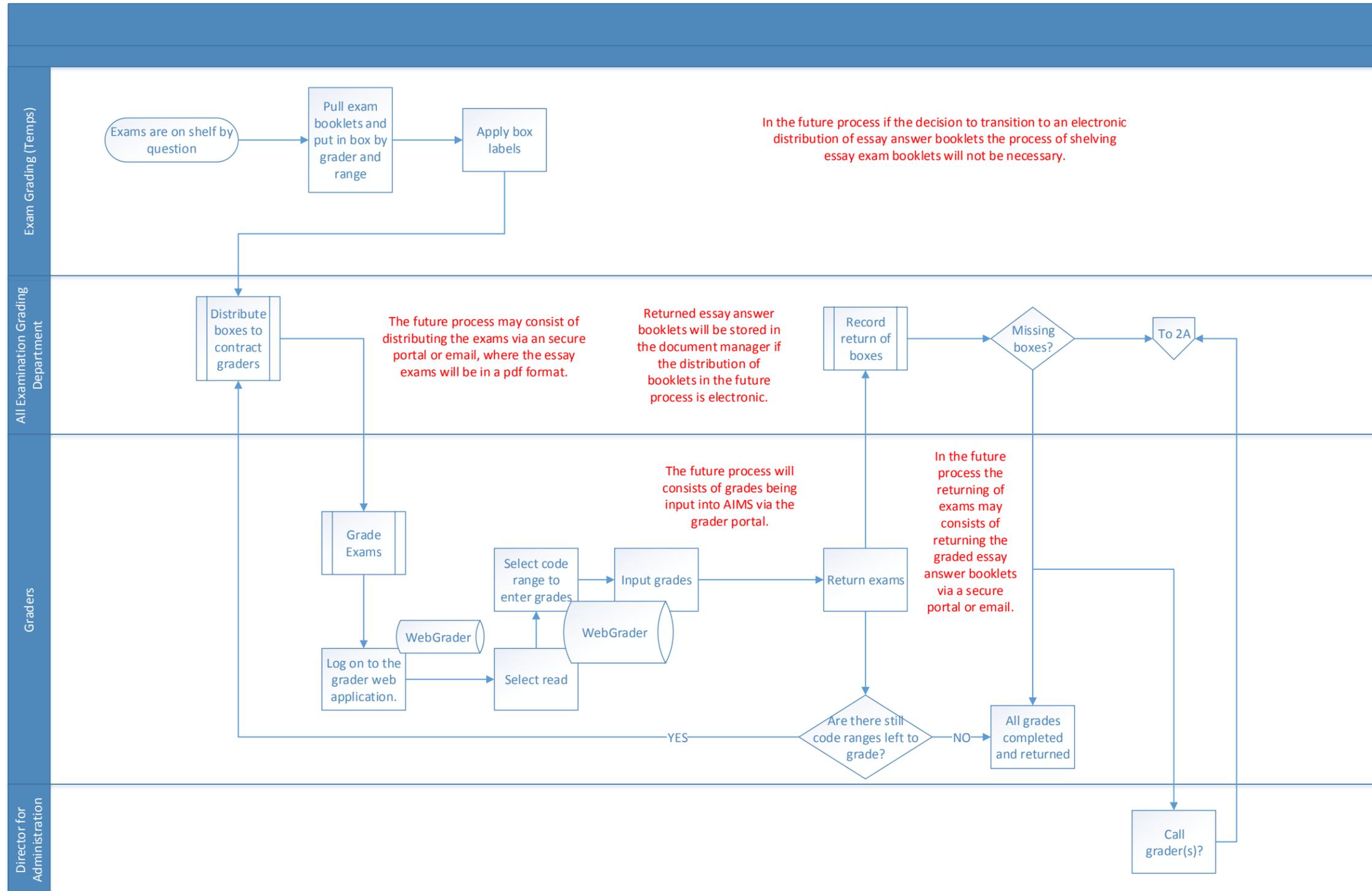
7.4 Examination Grading & Reporting	
	<ol style="list-style-type: none"> 3. Key steps involved in the essay exam grading process, most of which are executed by the examination grading department, include the following: <ol style="list-style-type: none"> 3.1. Distribution of examination booklet batches assorted by code ranges. 3.2. Grading of the essay exam answers executed by the selected graders. 3.3. Inputting of the grades by the graders into the WebGrader application executed by the graders. 3.4. Processing of returned batches of graded exam essay boxes and entering of grades into CBG. 3.5. CBG generates Mismatch and Missing Reports to validate grades. 3.6. Resolve discrepancies until reconciliation is established. 3.7. Import MBE scores into CBG. 3.8. Scale examination scores by external consultant. 3.9. Scoring of exams is calculated by including essay grades, PT and MBE into the final score calculation. Second read or resolution read is determined once an initial pass/fail score has been determined. 3.10. Finalized grades are exported from CBG and uploaded into the AS400 by Information Technology. 3.11. Failing score answer booklets are sent to the applicants by the Admission Coordinator. 3.12. Notify examinees of exam grade results. 4. Tools used to execute the process are the WebGrader, CBG and AS400. 5. Information used, captured and created by the essay exam grading process includes: <ol style="list-style-type: none"> 5.1. Recording of graded essay exams into grade sheets, WebGrader and CalBar Grader. 5.2. Missing and matching reports generated by the CBG. 5.3. Cumulative pass/fail scores for the GBX. 5.4. First and second read sheets. 5.5. Questions report and cover sheet for resolution reads. 6. CBX score is an admissions requirement to be placed on a motion to the Supreme Court of California.
	Future Conditions <ol style="list-style-type: none"> 1. Future goals will remain the same as current process <ol style="list-style-type: none"> 1.1. Exceptions include adjustments needed for integrating AIMS, and phasing out CBG/ WebGrader. 1.2. Decision of choosing to transition to electronic grading. 2. Executed by roles in current conditions. 3. Key steps will remain same, but mode of distribution and system will differ. <ol style="list-style-type: none"> 3.1. Answer booklet distribution will be electronic. 3.2. Integration of AIMS to manage the tracking and reporting of the grading process. 4. The tools used for this process will include AIMS grading modules and the document manager or equivalent document control. 5. Information used, captured, and created by the future process will remain the same as in the current process.

7.4 Examination Grading & Reporting

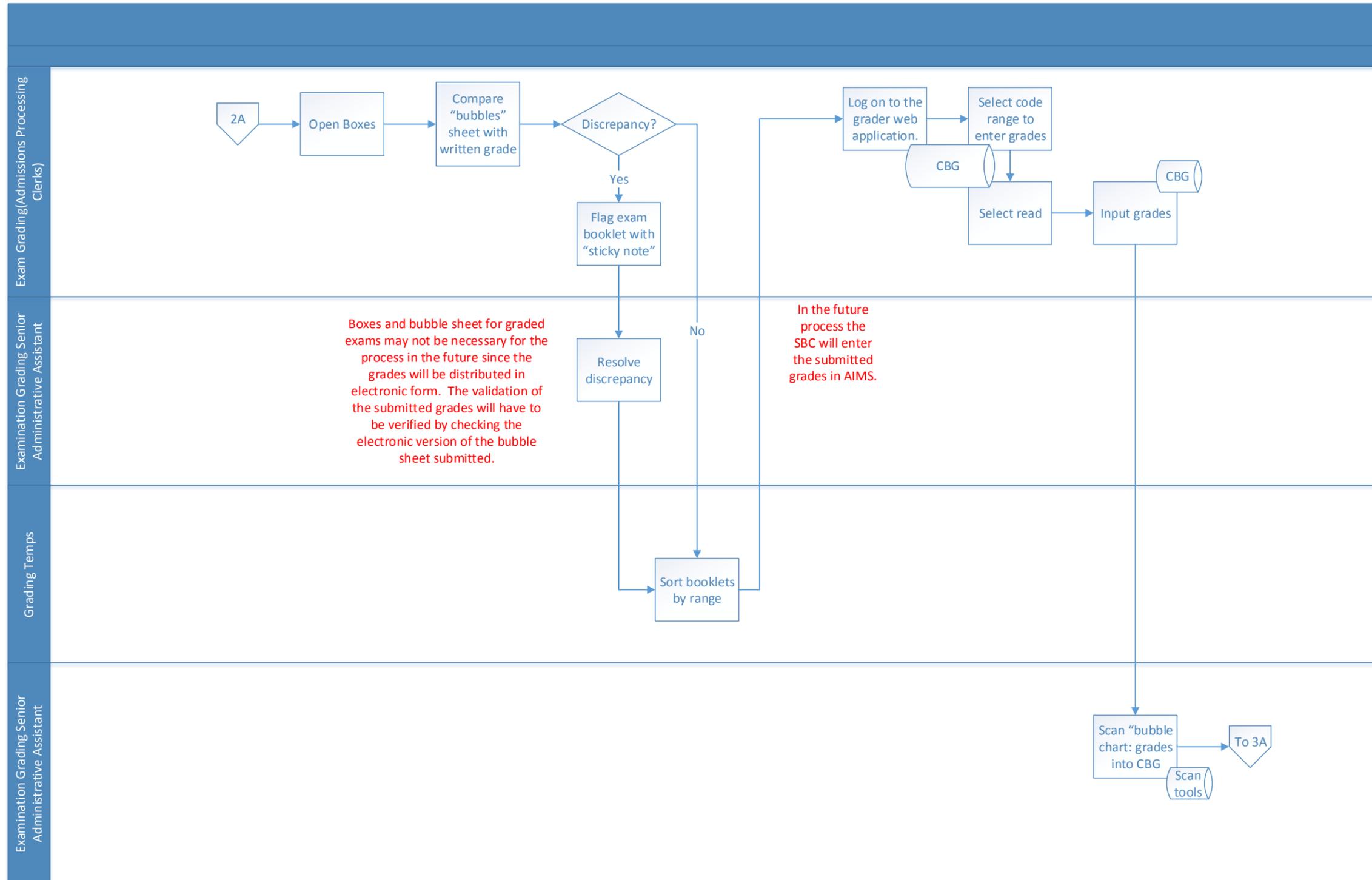
7.4	Examination Grading & Reporting
6.	The next steps proceeding the process will remain the same as the current process.
7.	Special characteristic of the future process is the implementation of AIMS for booklet distribution, grade recording and reconciliation tracking.
Risks	
1.1.	Inconsistent tracking and reporting of business processes caused by absent or inadequate AIMS functionality.
1.2.	External user failure to understand web portal functionality caused by insufficient training.
1.3.	Poor establishment of web portal for external users causing inefficient business process flow.
1.4.	Inaccurate business process error validation caused by a lack of system functionality.
1.5.	Internal user failure to understand AIMS functionality caused by insufficient training. Potentially affecting work proficiency
1.6.	Compromised data privacy caused by inadequate network, server, and database security.
1.7.	Data corruption during the migration phase leading to compromised data integrity.
1.8.	Loss of data during the data migration phase compromising data integrity.
1.9.	Inactive data records migrated to AIMS caused by inconsistent data retention protocol.
1.10.	Data duplication and redundant data fields due to a lack of data cleaning, may affect the functionality of AIMS.
1.11.	Altered data semantics during the data migration phase leading to compromised data integrity.
1.12.	Inadequate fault tolerance caused by lack of data redundancy, leading to compromised business process and functionality.
1.13.	Inconsistent database schema from the current to future states may cause a lapse in application functionality.
1.14.	Inaccurate capturing to database stored procedures leading to an inconsistent business process.
1.15.	Replacing CBG with an AIMS functionality is a low priority, and a decision must be established.
1.16.	Lack of system flexibility hindering the effectiveness and accuracy of the business process.
1.16.1.	Example includes variable number of graders and number of exam questions.
1.17.	Decision on electronic grading must be decided on to determine the future functionality of AIMS.
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____

7.4	Examination Grading & Reporting
Stakeholder Name: _____	Stakeholder Name: _____

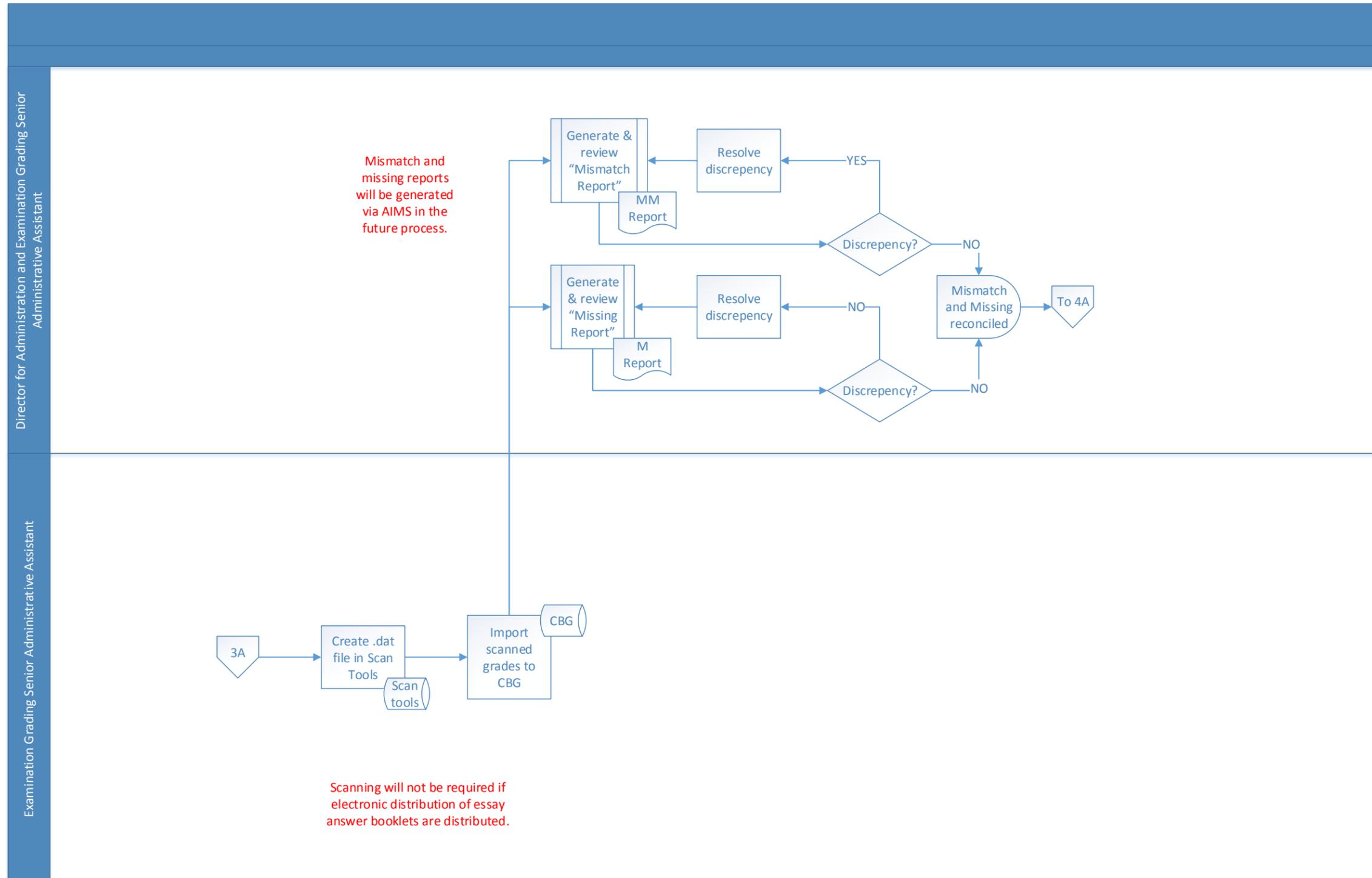
7.4 Examination Grading & Reporting



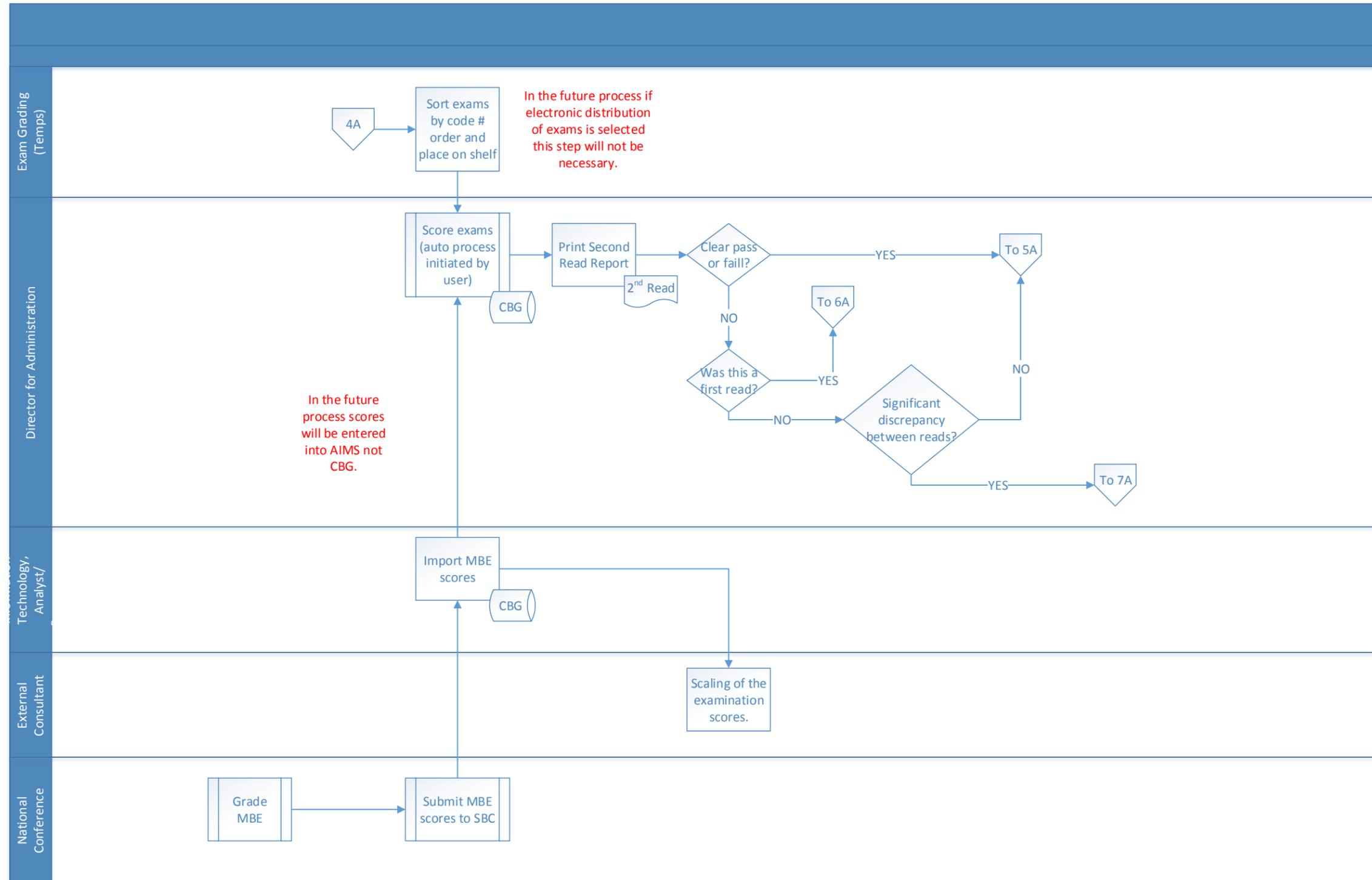
7.4 Examination Grading & Reporting



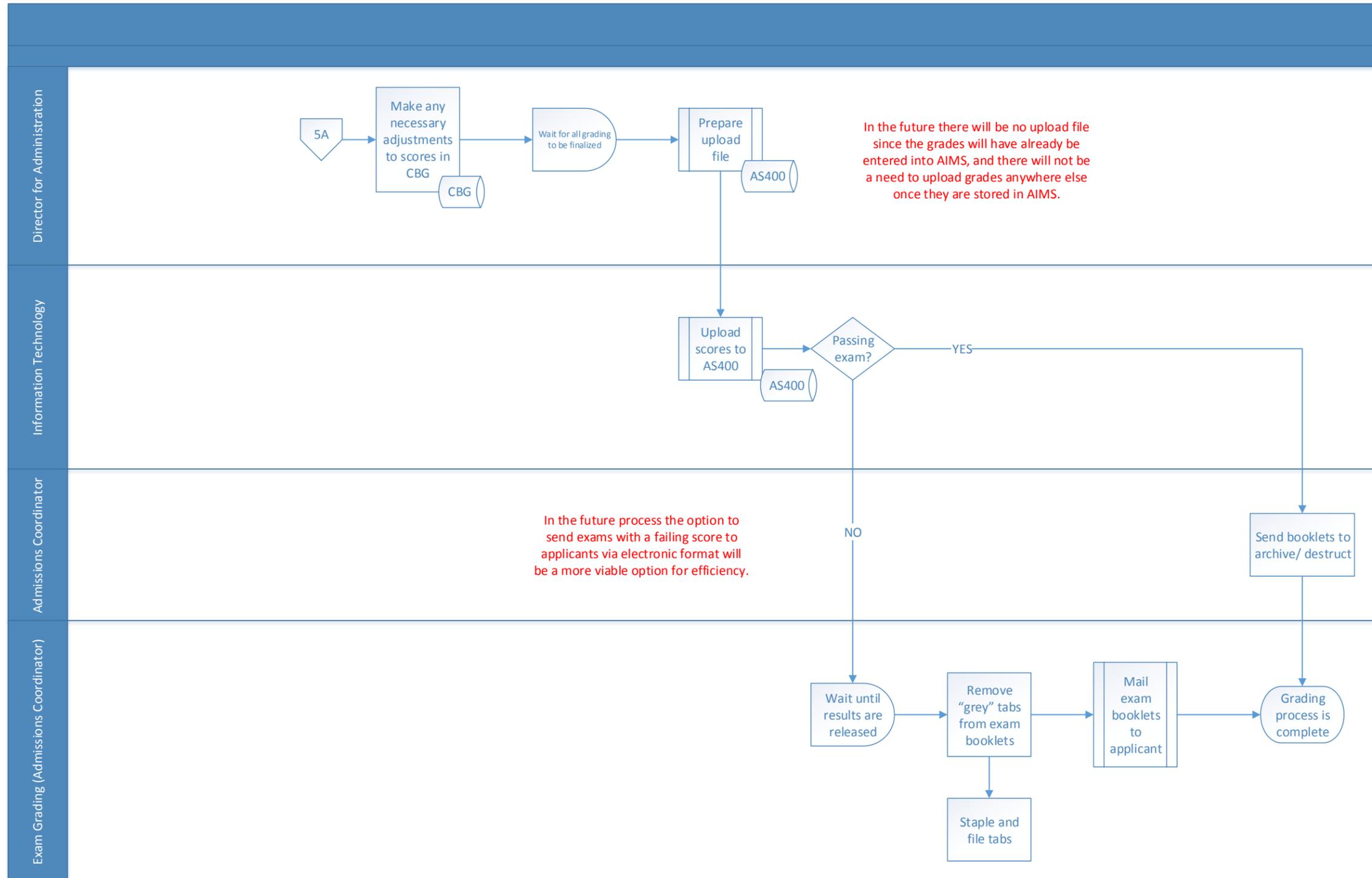
7.4 Examination Grading & Reporting



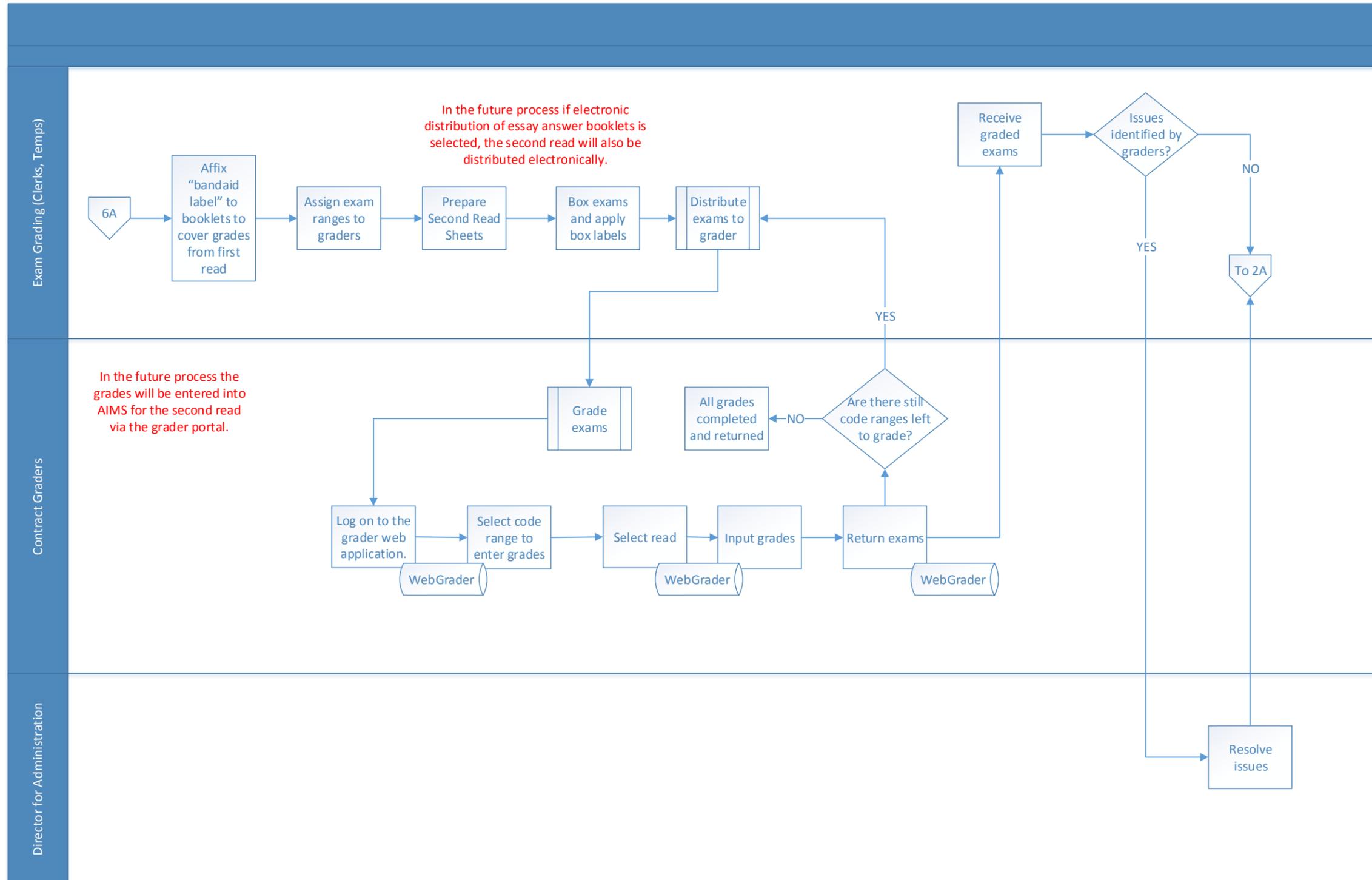
7.4 Examination Grading & Reporting



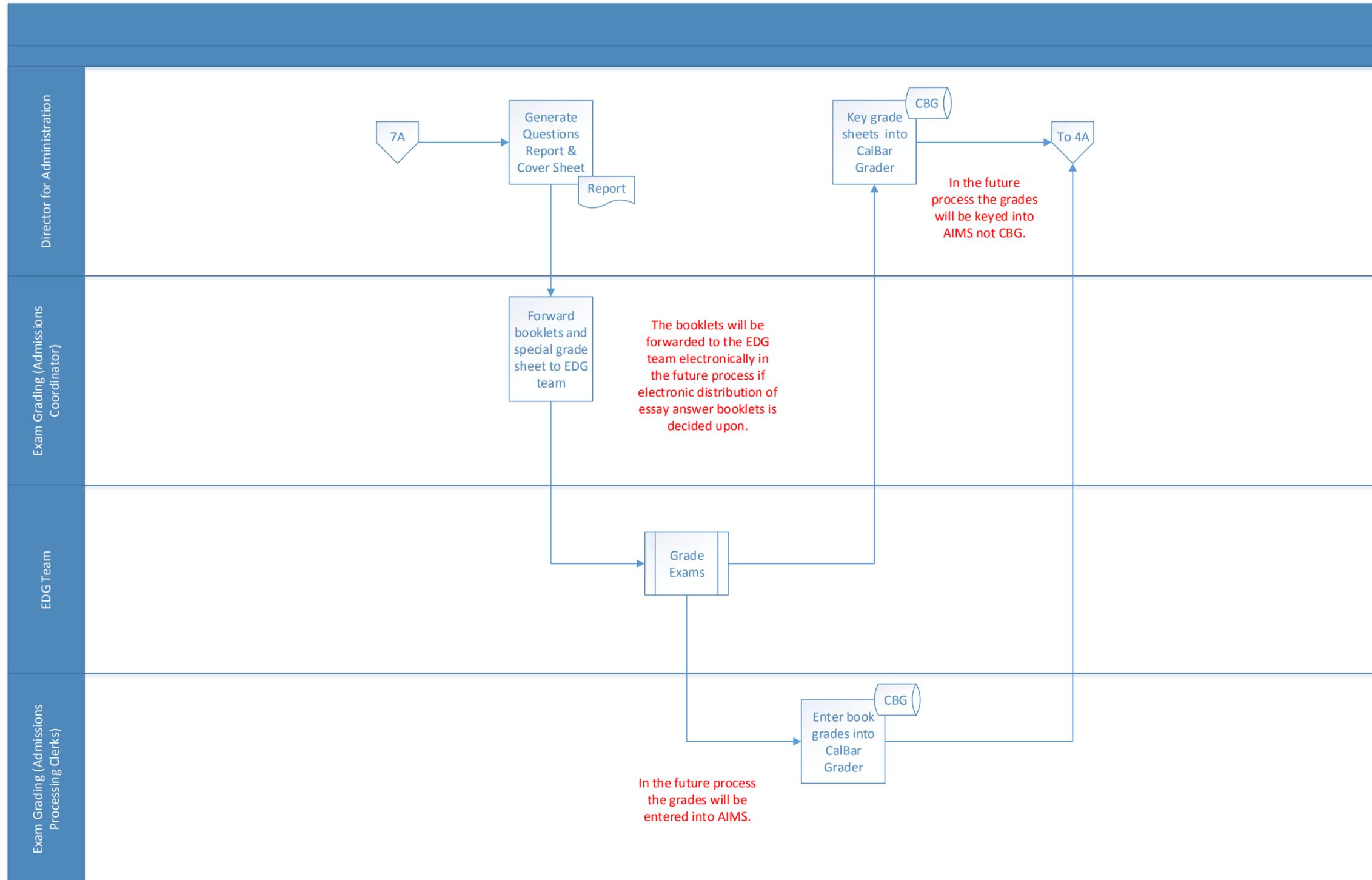
7.4 Examination Grading & Reporting



7.4 Examination Grading & Reporting



7.4 Examination Grading & Reporting



8.1 Request New Testing Accommodations & Review

8.1	Request New Testing Accommodations & Review				
Introduction	<ol style="list-style-type: none"> The scope of the process is to apply for testing accommodations (TA) and for the State Bar to process the request. Accommodations decisions have to be saved as they may relate to future applications in which an examinee may request the same accommodation or appeal an accommodation decision. 				
Stakeholders	Admissions Admin.	✓	Operations & Management	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Testing Accommodations
External	DOJ	✓	Consultant	✓ Medical Professional	Dept. Social Services
	NCBE	✓	Applicant	✓ Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> Accommodations petitions need to be reviewed for a decision on whether or not to grant requested accommodations. A satisfactory result is when an applicant receives a decision letter regarding the request. The process depends on the applicant being registered with the State Bar of California. They need not be registered for an exam. 					
Current Conditions					
<ol style="list-style-type: none"> The process begins when the San Francisco office receives a petition, then proceeds as follows: <ol style="list-style-type: none"> Admissions Analyst checks if the applicant is registered for an exam. If so, it's recorded in the Applicant Record. If not registered, the petition is recorded in the "TA Application Tracking" spreadsheet. A Registration Maintenance Form is printed. Admissions Analyst or Section Chief review petition & support for accuracy. If deadline has passed, applicant gets "Unable to Process" letter and status is recorded in "TA Application Tracking" spreadsheet. If deadline hasn't passed, "Acknowledgment" letter is sent to applicant (sometimes includes request for more information.) If more information is received and the deadline still hasn't passed, "TA Tracking spreadsheet" is updated. The applicant record is updated if the petition is complete. If incomplete, more information is requested again. Director of exams determines if a consultant opinion is required if the disability is not ADHD or a learning disability. If consultant is needed, they are emailed with applicant's information and their response is saved on Shared drive. A paper copy is also filed. If ADHD/learning disability, the file is given to an in-house consultant. If a second opinion is 					

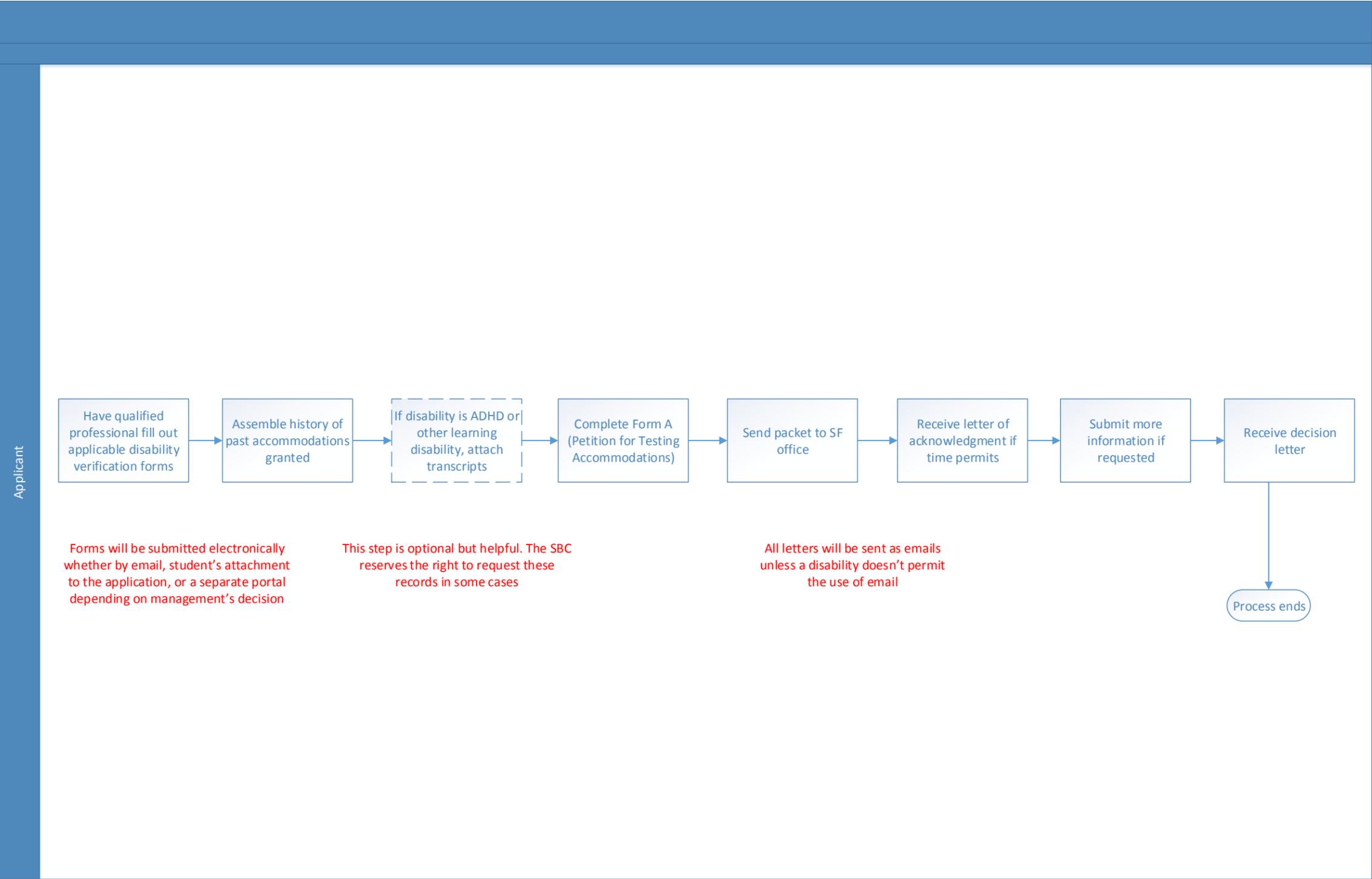
8.1	Request New Testing Accommodations & Review				
needed, same as above consultant process.					
1.11. If full accommodation is granted, a Transmittal Sheet is prepared.					
1.12. File and transmittal sheet are forwarded to Director of Exams.					
1.13. Director of Exams reviews Transmittal Sheet.					
1.14. Sr. Director reviews and makes changes as needed.					
1.15. Section Chief distributes file and Transmittal sheet to the team as necessary.					
1.16. TA team creates decision letter and (if full TA not granted) Director of Exams either makes changes or signs.					
1.17. If full TA granted, TA Team signs and copies letter, then sends letter. A copy is stored in the applicant's physical file and another is stored in the Chron folder.					
1.18. If applicant is registered for exam, decision is recorded in applicant record. If not registered, decision recorded in "TA Applicant Tracking" spreadsheet.					
2. The applicant, Admissions Administration, and Testing Accommodations, and O&M are involved in the application and review process. There may also be consultants involved as needed.					
3. Tools used in the TA process:					
4. The V Drive holds determination letters and notices created by SF staff. The LA office prints these to plan exam logistics.					
4.1. AS400 is used to look up applicant information, record receipt of the petition, and update the record based on accommodations granted.					
4.2. The TA "Tracking" Excel file is used to track completion of applications and to track applications for applicants that aren't yet registered for a test.					
4.3. MS Word is used to create letters.					
4.4. Outlook is used to track referrals and set follow up reminders for consultants.					
4.5. An Access database holds the applicant's test number, when the file was received, file number, what the request is, nature of disability, if all forms are submitted, if forms went to a consultant (if so, who and what date), consultant's recommendation, and what was granted.					
4.6. The Transmittal Sheet summarizes the request, contains the recommendation, and what factors led to the recommendation.					
5. A key step is for the TA Team in SF to save notices and letters to the V Drive and Access database as those are used by O&M to plan exam logistics (materials, proctors, schedules.)					
6. Specific information regarding disability from the applicant's doctor and consultant recommendations are necessary to make a determination. This varies by applicant as each case is considered independently.					
7. Notification to the applicant of the decision follows the review process. Petitions are either granted fully or partially, or denied. Partially granted and denied petitions may result in an appeal.					
Future Conditions					
1. The future process will begin when the applicant submits an online application for new accommodations. Applicants will submit some or all forms with their online application, depending					

8.1 Request New Testing Accommodations & Review

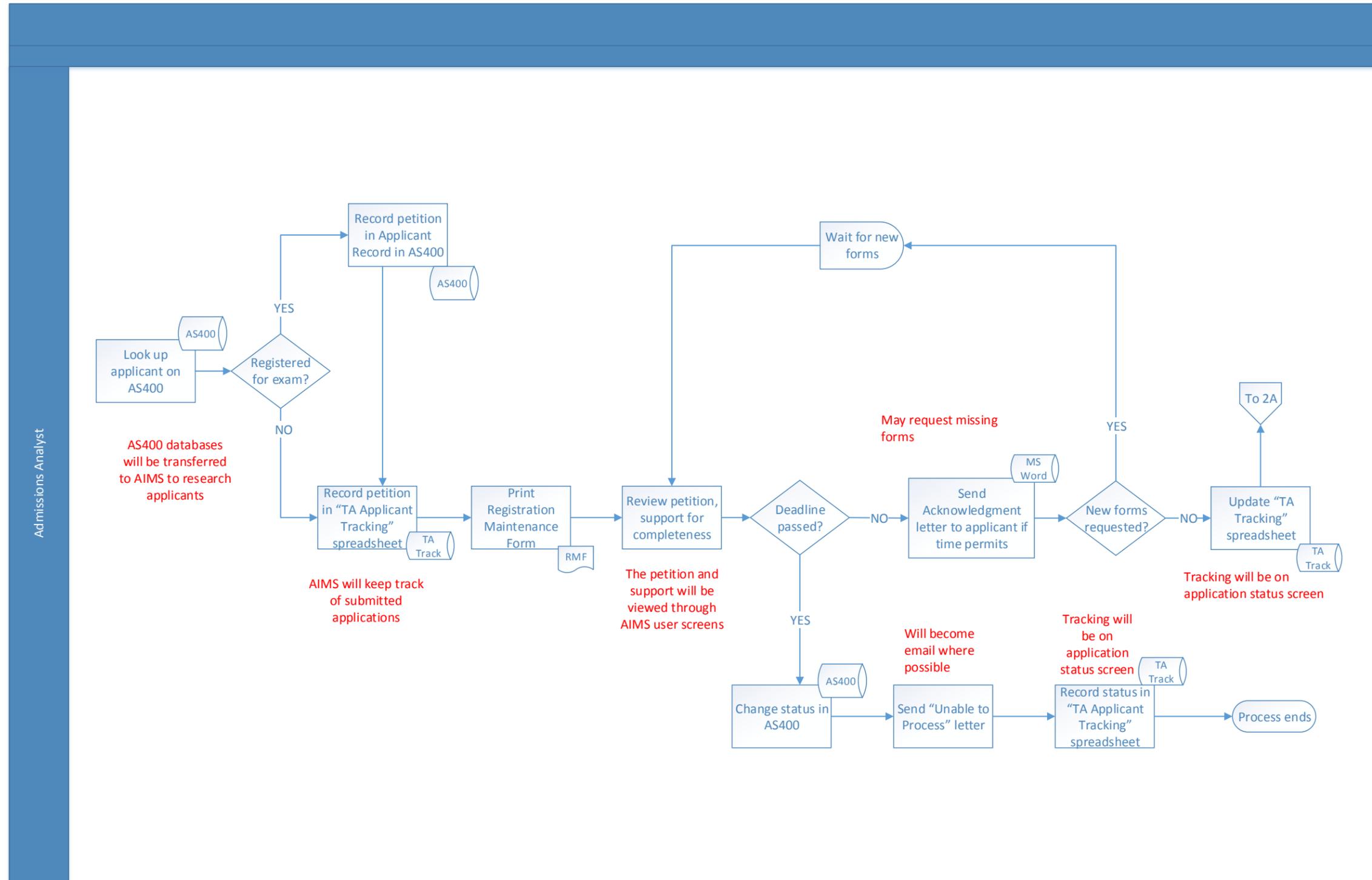
8.1	Request New Testing Accommodations & Review
<p>on the decision from management on which materials must be in hard copy.</p> <ol style="list-style-type: none"> 2. Key steps are to review the application for completeness (as this is an issue that can affect deadlines), to record consultant recommendations (as these may be needed for future accommodations requests), and to have AIMS notify O&M staff when a decision has been made on an application that will affect exam logistics. 3. AIMS will be used to store information and notify staff to review newly received petitions. Document Management will be used to store support information and decision letters. 4. Review steps and decision steps will remain as they are now. The processes will be supported by information in AIMS databases rather than Access and spreadsheets. <ol style="list-style-type: none"> 4.1. Workflow will be used to forward applications between TA staff. 5. Applications and letters will be forwarded between staff by workflow queues. 6. Any information submitted by the applicant will be stored in a database accessible by all TA staff to eliminate the need for duplicate entries of information in different locations. 7. The future process will be followed by the applicant receiving an email with the decision and O&M making proper arrangements for the accommodation. 	
Risks	
<ol style="list-style-type: none"> 1. There may be a need to securely link ADM consultants to AIMS for recommendations, pending management's approval. This will require a new type of account with entirely unique user options from other external users as well as a new database for registration and contact information. <ol style="list-style-type: none"> 1.1. Submittal of recommendations will require a notification to an assigned staff member and new workflow. 2. The information currently kept on spreadsheets and MS Access will have to be transferred to the database and table requirements as missing this area is a risk to correct tracking of the status and progress. 3. A new retention policy will soon allow for old medical records to be destroyed. A decision will have to be made regarding whether that applies to electronically stored records in the future as well and how AIMS should handle the retention policy. 4. A new database will have to be designed to hold information regarding accommodations that have been granted but are not yet related to an exam. 5. Any applications attempting to be submitted after a deadline should notify the applicant of such. There should also be access to the emergency application for these cases. This will require a relationship between the application and the master calendar indicating deadlines. 6. The database that will be used to store determination letters and notices between San Francisco and LA will need to be built with proper security to comply with regulations. Access rights are a key here. 	

8.1	Request New Testing Accommodations & Review
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

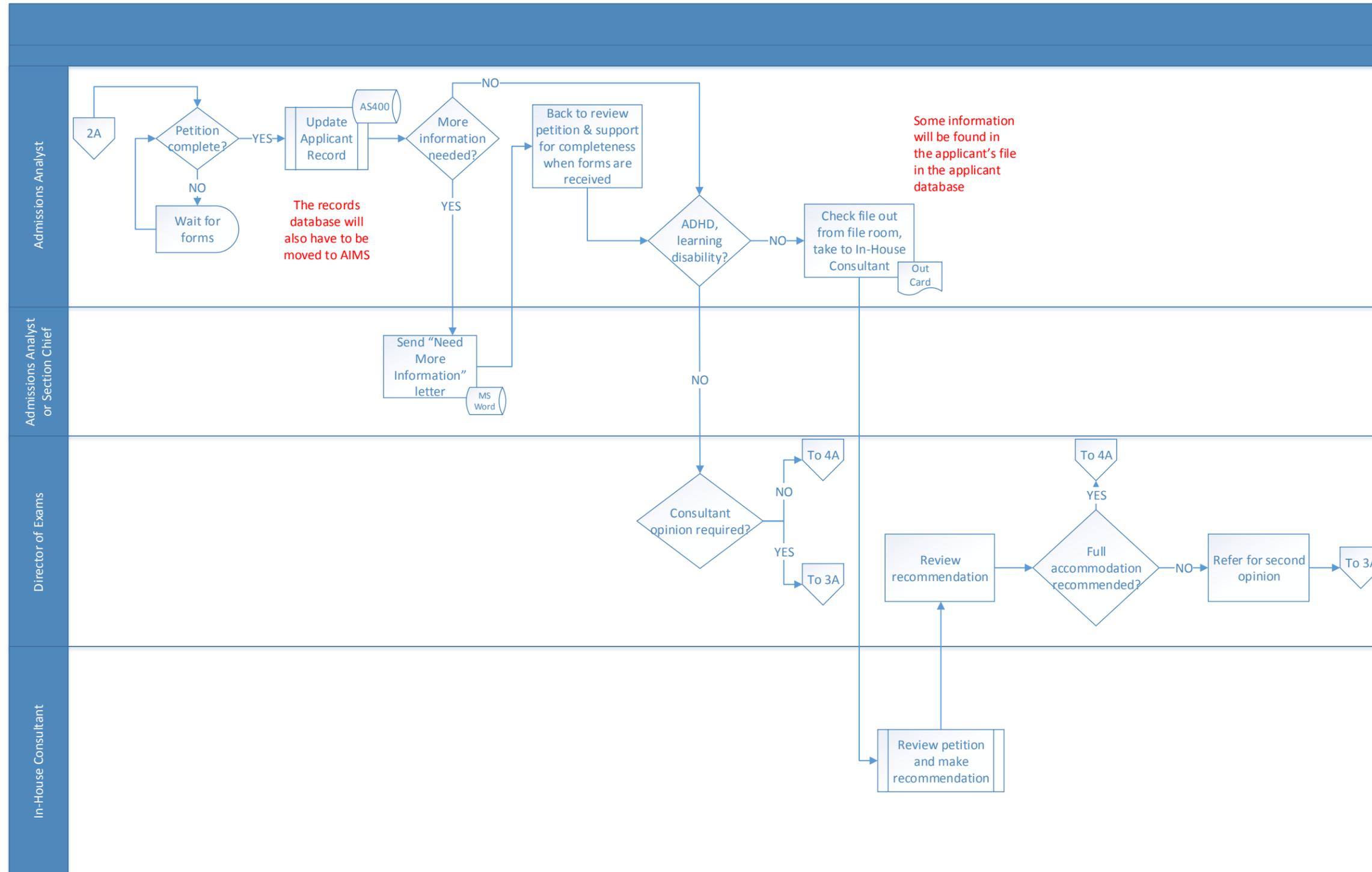
8.1 Request New Testing Accommodations & Review



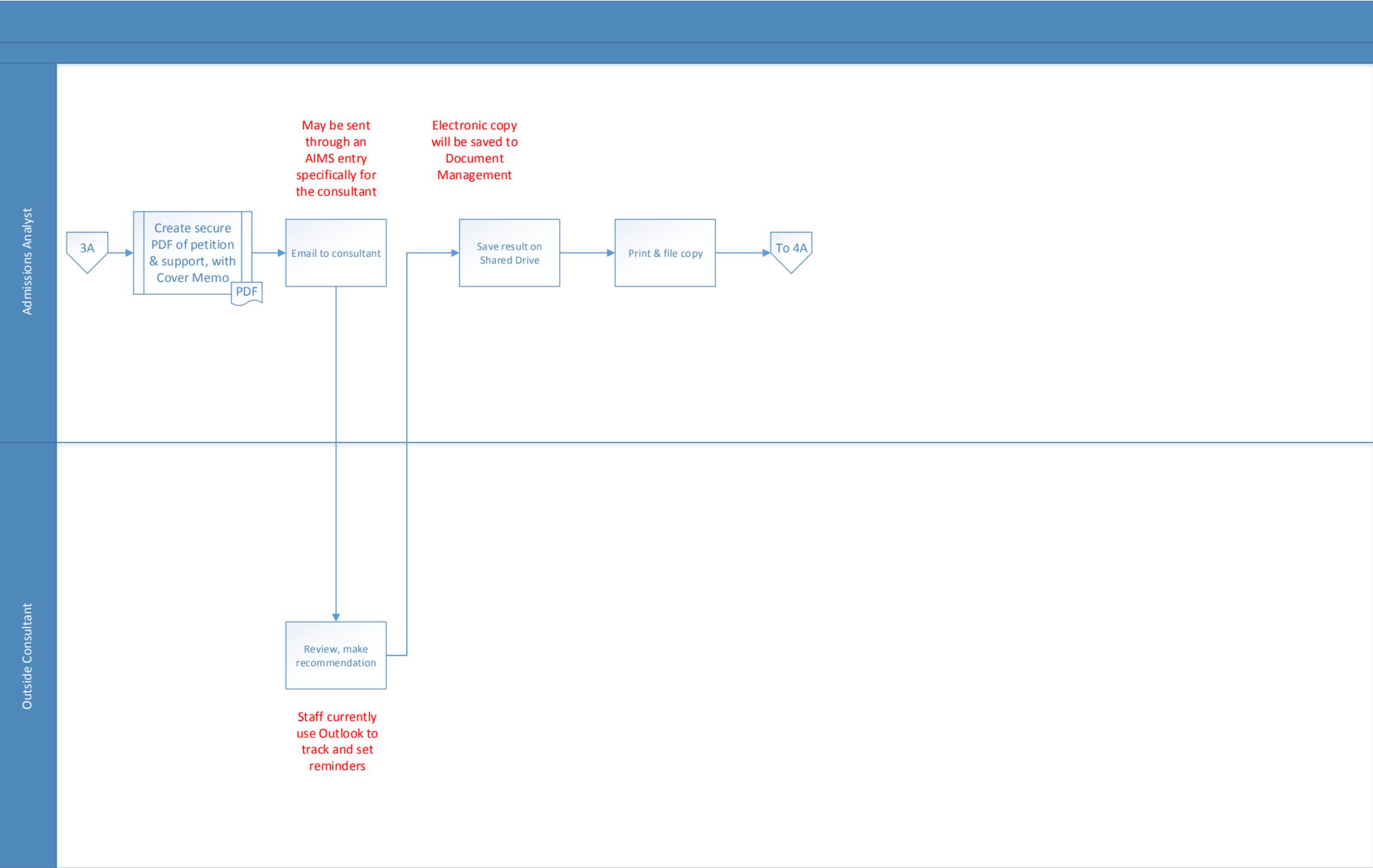
8.1 Request New Testing Accommodations & Review



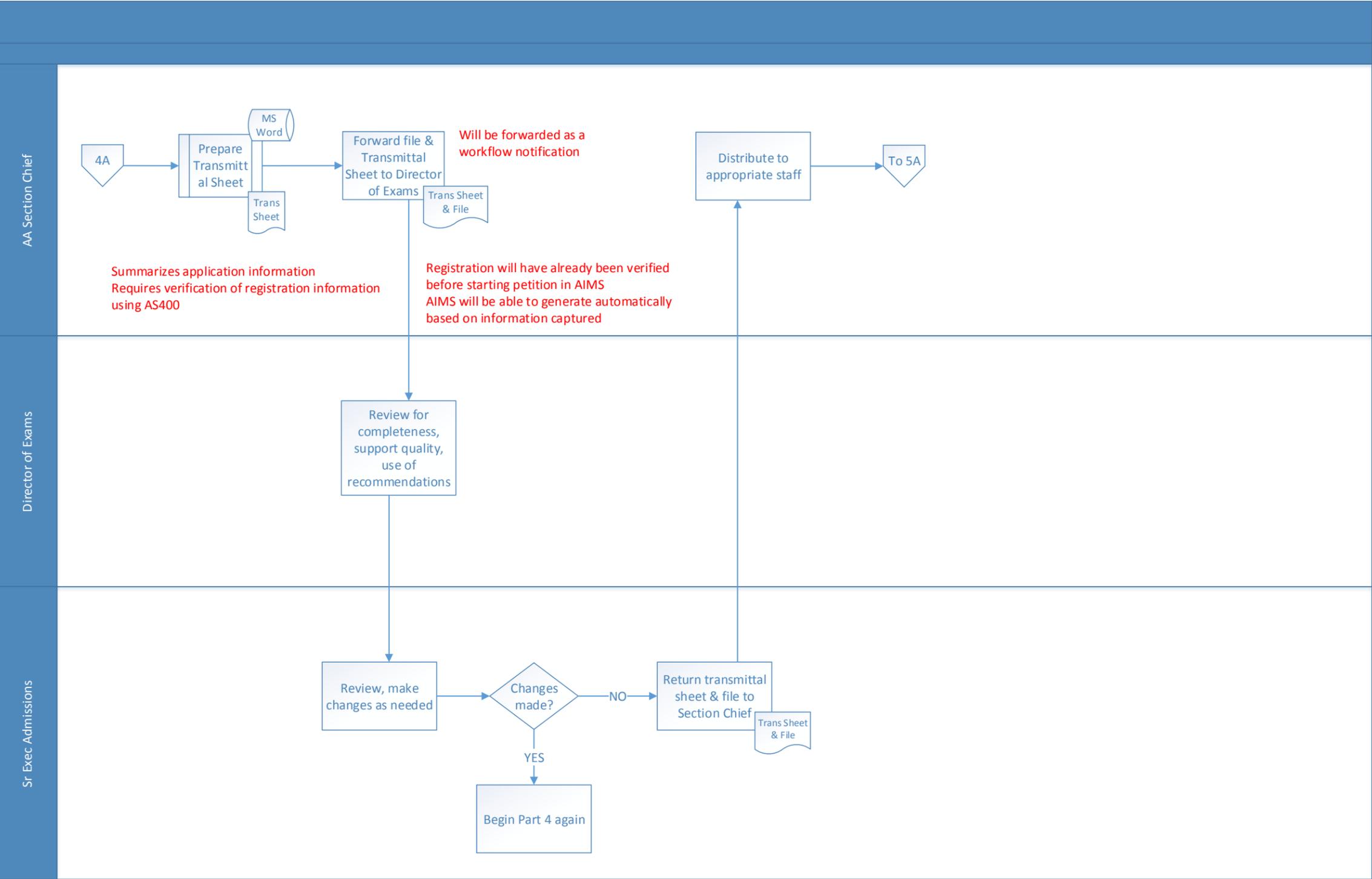
8.1 Request New Testing Accommodations & Review



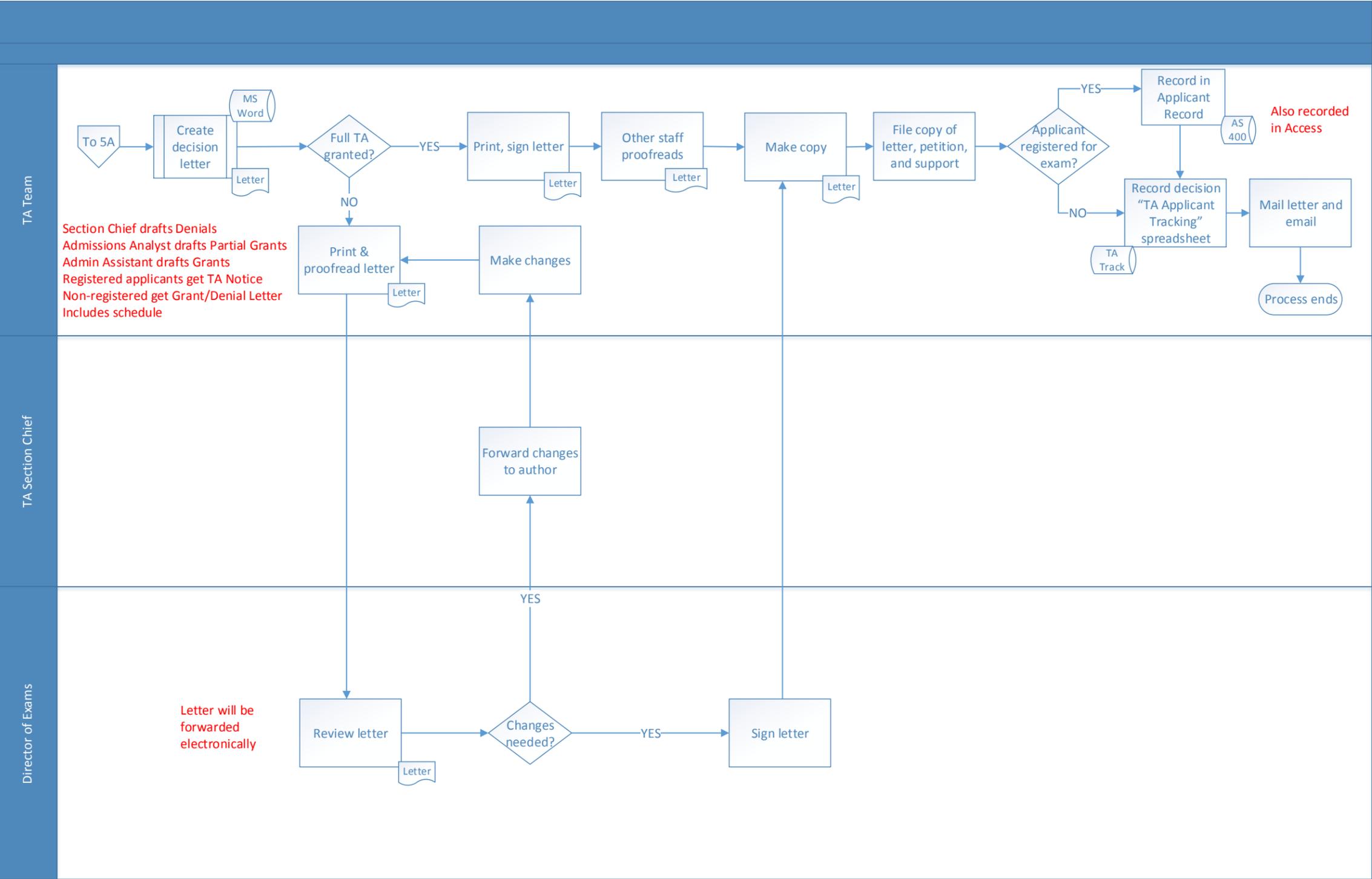
8.1 Request New Testing Accommodations & Review



8.1 Request New Testing Accommodations & Review



8.1 Request New Testing Accommodations & Review



8.2 Test Accommodation Appeal

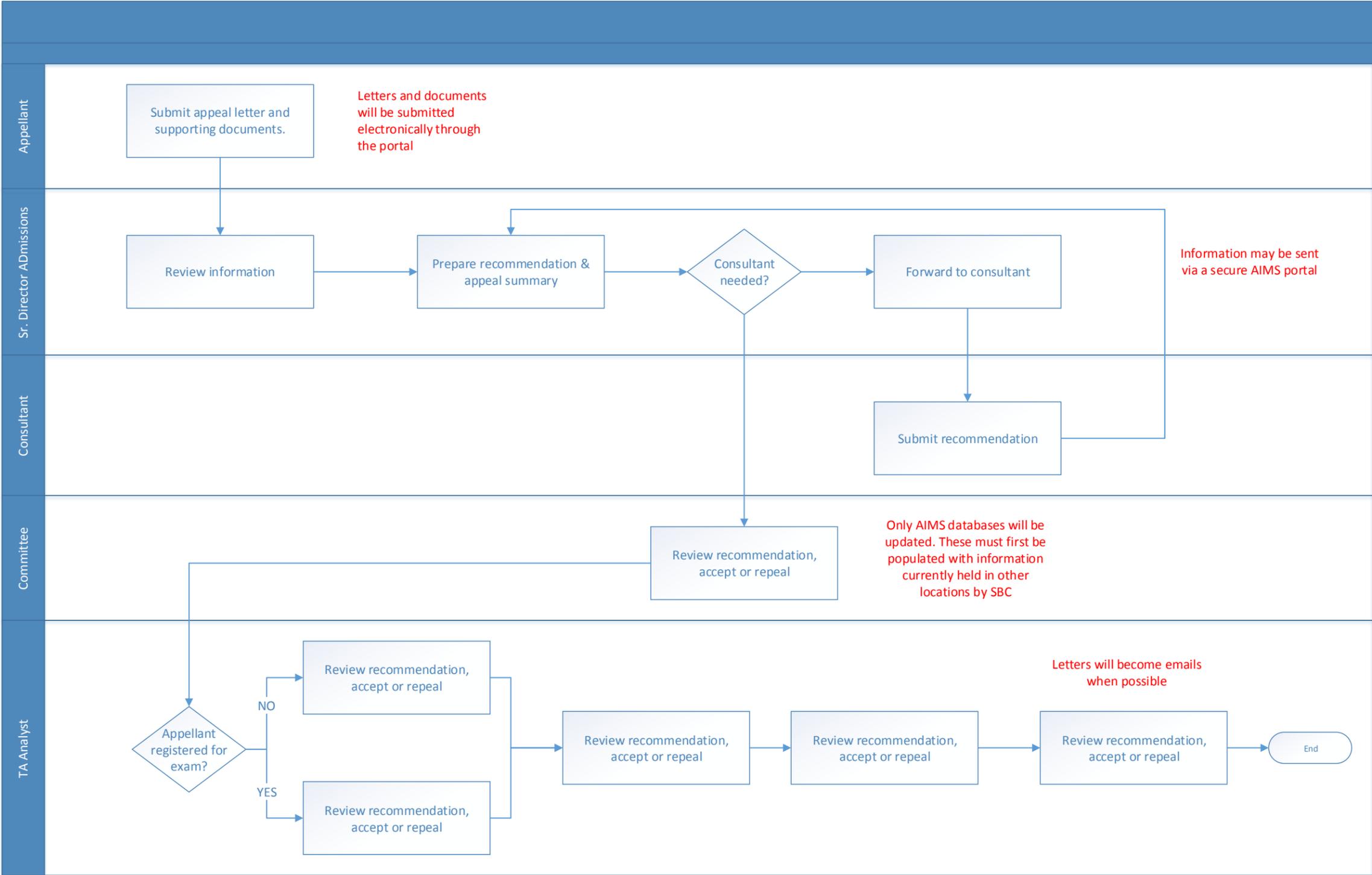
8.2	Test Accommodation Appeal				
Introduction	<ol style="list-style-type: none"> The scope of the process is for an applicant to submit a written appeal regarding their testing accommodation (TA) decision and receive a final decision regarding the accommodation. The process is linked to a prior accommodation determination and the deciding factors. 				
Stakeholders	✓ Admissions Admin.	✓	Testing Accommodations	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Committee of Bar Examiners
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	LD-ADHD Expert Panel	Law Schools	Law References
Business Case	<ol style="list-style-type: none"> The purpose is to determine whether a recent testing accommodation determination should be changed at the applicant's request. A satisfactory result to the process is to notify the appellant of the final determination. 				
Current Conditions	<ol style="list-style-type: none"> The process begins when the appellant submits a written appeal to the San Francisco Office of Admissions, then as follows: <ol style="list-style-type: none"> The Director of Exams reviews the petition. If the deadline passed, the applicant's status is changed in the AS400 and TA Applicant Tracking spreadsheet, then a letter is sent. If the deadline hasn't passed and the appellant has a learning disability or ADHD, an expert panel may be consulted with and a recommendation prepared by the Director. If it's not a learning disability or ADHD, a recommendation and Appeal Summary are prepared by the Director of Exams. The appeal must be forwarded to the Committee of Bar Examiners (CBE) within 10 days of submittal. The CBE reviews the appeal and makes a decision to reject or accept it. TA Admissions Analyst checks if the appellant is registered for an exam. If so, their status is changed in the AS400. A letter is then created whether registered or not TA Track is updated and the letter is sent The applicant, Director of Exams, TA Admissions Analyst, and CBE are involved in the process A key step is for the TA Team in SF to save notices and letters to the V Drive and Access database as those are used by O&M to plan exam logistics (materials, proctors, schedules.) Tools used in the TA process: <ol style="list-style-type: none"> The V Drive holds determination letters and notices created by San Francisco staff. The L.A. 				

8.2	Test Accommodation Appeal
	<ol style="list-style-type: none"> office prints these to plan exam logistics. AS400 is used to look up applicant information, record receipt of the petition, and update the record based on accommodations granted. The TA "Tracking" Excel file is used to track completion of applications and to track applications for applicants that aren't yet registered for a test. MS Word is used to create letters. Outlook is used to track referrals and set follow-up reminders for consultants. An Access database holds the applicant's test number, when the file was received, file number, what the request is, nature of disability, if all forms are submitted, if forms went to a consultant (if so, who and what date), consultant's recommendation, and what was granted. The Transmittal Sheet summarizes the request, contains the recommendation, and what factors led to the recommendation. <ol style="list-style-type: none"> Specific information regarding disability from the applicant's doctor and consultant recommendations are necessary to make a determination. This varies by applicant as each case is considered independently. The appellant receives a letter notifying them of the final decision after sending the appeal.
	Future Conditions <ol style="list-style-type: none"> The future appeal will be submitted online. There may be an opportunity for attachments to be submitted with the appeal, depending on management's decision to allow all documents to be electronic. Review and decision steps will remain as they are now. The processes will be supported by information in AIMS databases rather than Access and spreadsheets. Key steps are to review the application for completeness (as this is an issue that can affect deadlines) and to record consultant recommendations (as these may be needed for future accommodations requests). Staff will need to store final determinations in the database to reference for possible future exams. <ol style="list-style-type: none"> Recommendations will also be stored in Document Management. Appeals submitted in paper form will need to be scanned to Document Management. The appellant will receive an email with a final decision or a letter if their disability doesn't allow for computer use.
	Risks <ol style="list-style-type: none"> All accommodation information in the AS400, TARTS, and Excel spreadsheets will need to be transferred to AIMS databases in order for appeals to be processed through AIMS. There may be a need to securely link ADM consultants to AIMS for recommendations. This will require a new type of account with entirely unique options from other external users as well as a new database for registration and contact information. <ol style="list-style-type: none"> Submittal of recommendations will require a notification to an assigned staff member. A new retention policy will soon allow for old medical records to be destroyed. A decision will have to be made regarding whether that applies to electronically stored records in the future as well and

8.2 Test Accommodation Appeal

8.2	Test Accommodation Appeal
how AIMS should handle the retention policy. 3.1. Consideration needs to be given to whether electronically submitted appeals are sent to a new email address or to the current recipient's ADM email.	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

8.2 Test Accommodation Appeal



8.3 Application for Same Test Accommodation

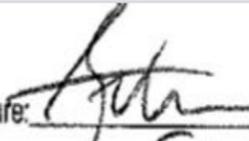
8.3 Application for Same Test Accommodation					
Introduction	<ol style="list-style-type: none"> The scope of the process is to determine whether an applicant for same testing accommodations (TA) previously granted can get those accommodations again. The result is connected to exam materials preparation/delivery, test center reservation, and proctor preparation. 				
Stakeholders	Admissions Admin.	✓	Testing Accommodations	Moral Character	Education Standards
	Exam. Development & Accommodations		In-House Consultant	Legal Specialization	Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Applicant	Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> Some applicants need to extend temporary disability or be permanently granted accommodations because of their disability. The process concludes when the applicant receives a response regarding their accommodation request. 					
Current Conditions					
<ol style="list-style-type: none"> The process begins when an applicant submits an application to receive the same accommodations as previously granted, then as follows: <ol style="list-style-type: none"> Applicant Services & Exam Staffing runs an accommodations report. Some applicants that appear on the report must have their file forwarded to the San Francisco office depending on individual criteria. Letters in the shared drive are checked to confirm accommodations. Update most recent TA Notice/Schedule in V Drive to show new exam dates, applicant number, and site. Populate letter templates, forward Notice/Schedule, letter, mail merge, and checklist to Sr. Administrative Assistant. <ol style="list-style-type: none"> 1.5.1. If the letter notes that a refund must be granted, it is processed by the Sr. Administrative Assistant. The Access database is updated to show the most recent letter that has been sent to applicants. Sr. Administrative Assistant reviews packet for accuracy and corrects errors, then signs if approved. Sr. Administrative Assistant forwards all materials to the Administration Department which confirms that the checklist is complete, then grants the same accommodation in the AS400. Three copies of the notice and letter and one additional copy of the schedule are made. Letter, notice/schedule, bulletin mailed to applicant. Notice/schedule are shared to V Drive and a copy of the TA Letter is saved. 					

8.3 Application for Same Test Accommodation	
<ol style="list-style-type: none"> The applicant and Applicant Services are involved in the same TA process. A key step is to verify past accommodations decisions and explanations. Tools used for same TA applications: <ol style="list-style-type: none"> 4.1. The V Drive holds determination letters and notices created by SF staff. The LA office prints these to plan exam logistics. 4.2. AS400 is used to look up applicant information, record receipt of the petition, and update the record based on accommodations granted. 4.3. MS Word is used to create letters. 4.4. An Access database holds the applicant's personal information, notices, and accommodation history. 4.5. The Transmittal Sheet is used to track letters sent to San Francisco. The applicant's condition and time since lapsed since the last accommodation are taken into account for this. After review of the petition, a response is sent to the applicant. 	
Future Conditions	
<ol style="list-style-type: none"> The future application for same accommodations will be online. Applicants will be able to submit some or all required documents as attachments pending management's decision. <ol style="list-style-type: none"> 1.1. Staff will use AIMS and workflow processes to transfer lists of applicants to each other for verification and approval. The applicant and appropriate Applicant Services staff will still carry out the process. A key step that can be automated is for AIMS to check whether an applicant has received the same accommodation before. Sr. Administrative Assistant will be able to electronically process applications or forward them to San Francisco. AIMS will have the ability to receive applications, notify staff of new petitions, and transfer information between offices using workflow and applicant lists. The future process will still have to rely on the applicant's condition and time elapsed since last exam, per State Bar rules. The application will allow the user to select previously given accommodations if the applicant previous 5 years. If an applicant submits a paper form, State Bar staff will have to submit applications manually. The application will also allow for necessary forms to be printed directly from the application. Applicants will receive responses via email or letter, depending disability. 	
Risks	
<ol style="list-style-type: none"> AIMS will need to be populated with information regarding prior examinations granted and applied for. The information currently kept on spreadsheets and the Access database will have to be factored into the database and table requirements as missing this area is a risk to correct tracking of the status and progress. The testing accommodations database will have to be built with security to comply with HIPAA 	

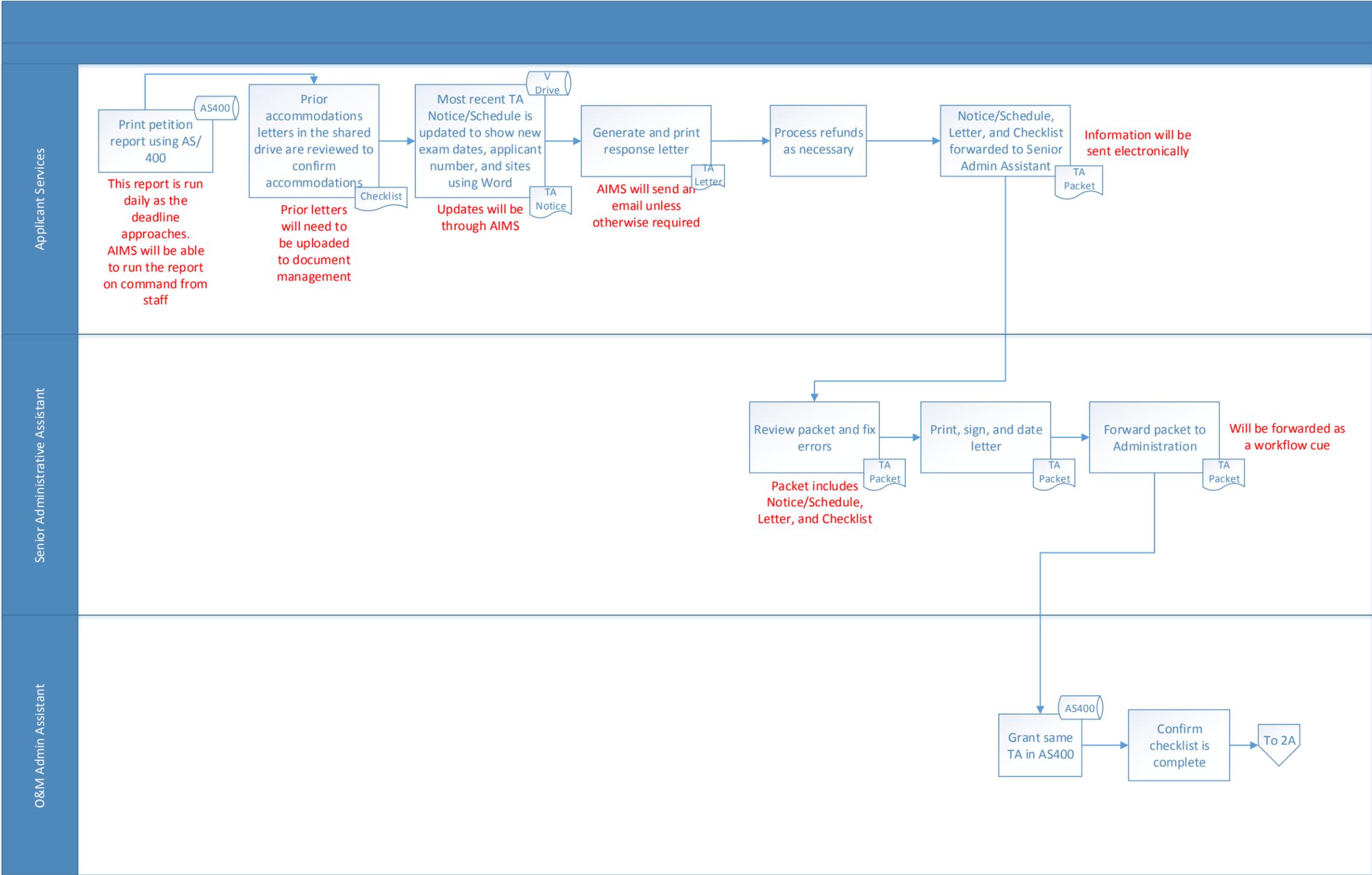
8.3 Application for Same Test Accommodation

8.3	Application for Same Test Accommodation
	regulations. 4. Giving the applicant the option of choosing past accommodations requires that the application interface be interactive with the TA database. 5. The TA Team will need the ability to change test center locations for applicants who have already been approved to take an exam.

Primary Stakeholder Approval(s):

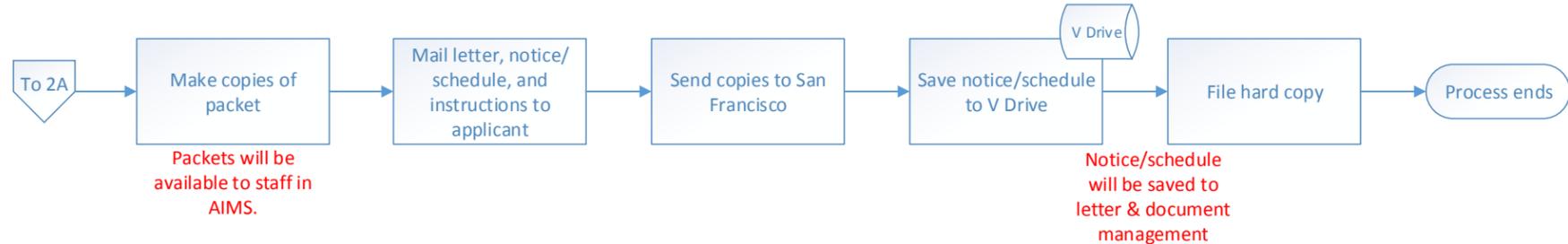
Signature:  Date: 5/18-16 Signature: _____ Date: _____
Stakeholder Name: Greg Shin Stakeholder Name: _____

8.3 Application for Same Test Accommodation



8.3 Application for Same Test Accommodation

O&M Admin Assistant



8.4 Prepare TA for Exam

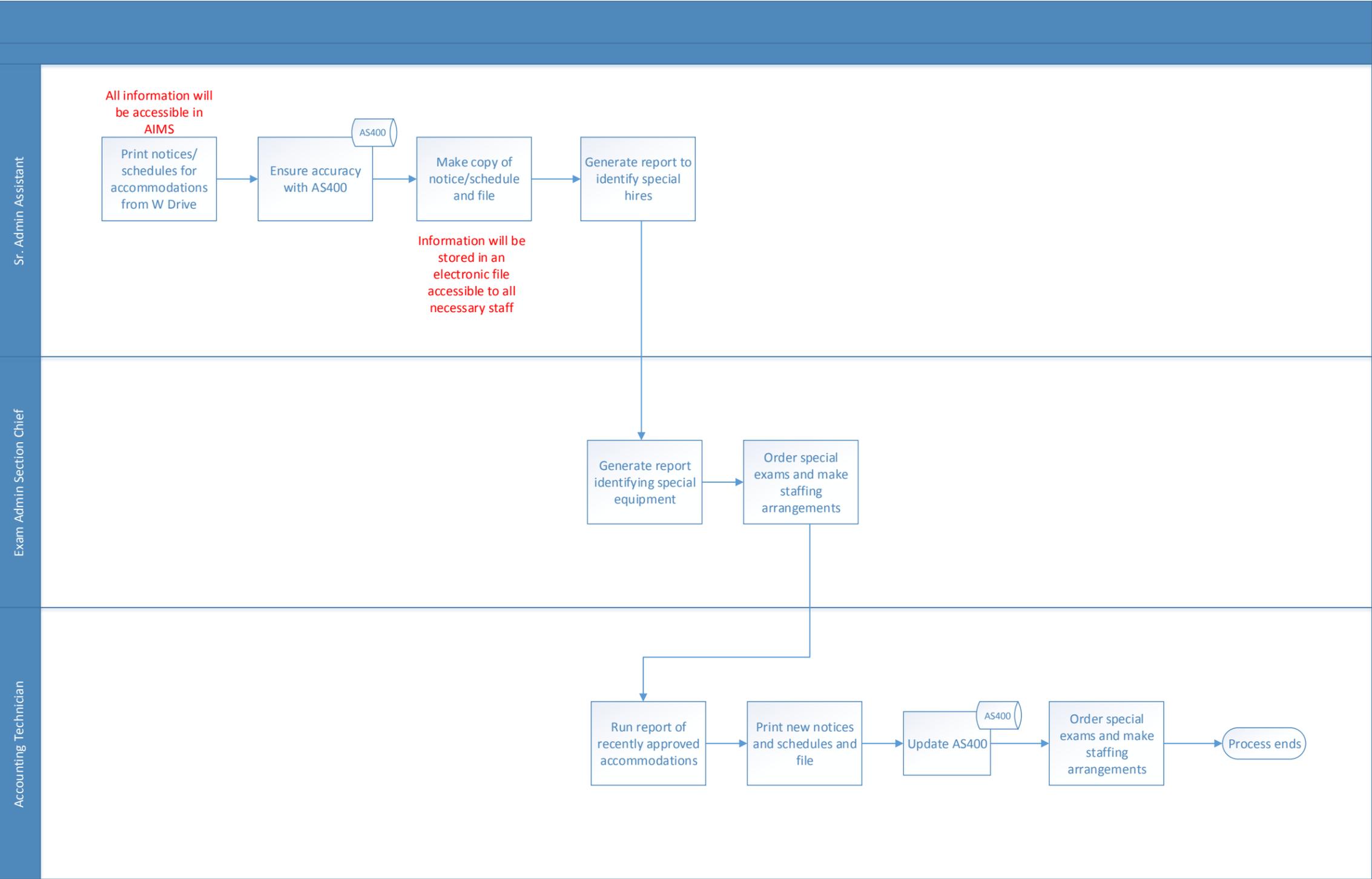
8.4	Prepare TA for Exam				
Introduction	<ol style="list-style-type: none"> The scope of the process is to ensure that proper arrangements are made for examinees who need testing accommodations (TA.) The process is linked to accommodations applications and scheduling of test centers and proctors. Key factors are schedule and exam format changes. 				
Stakeholders	✓ Admissions Admin.	✓ Operations & Management	Moral Character	Education Standards	
	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	✓ Exam Administration	
External	DOJ	FBI	DMV	Dept. Social Services	
	NCBE		Law Schools	Law References	
Business Case	<ol style="list-style-type: none"> Special preparations are necessary for examinees with disabilities that require accommodations. The satisfactory conclusion to the process would be to have all accommodations ready for examinees on the day of the exam. 				
Current Conditions	<ol style="list-style-type: none"> The process begins when an accounting technician runs a report of granted accommodations applications, then as follows: <ol style="list-style-type: none"> Schedules and notices in the W Drive are printed and entered into AS400. Notices and the AS400 are reviewed for accuracy. A copy of each notice and schedule is made and filed in the master binder. Original schedules and notices are reviewed and filed by Exam Administration. Sr. Admin Assistant generates a report to identify special hires. The Exam Administration Section Chief generates a report to identify special equipment. Special exams are ordered and staffing arrangements made. If revisions are necessary, Accounting Technician runs report of accommodations applications that have been granted. Schedules and notices reprinted and AS400 updated. A copy of notices and schedules is made to replace those previously filed should there be a revision. Original schedules and notices are reviewed and filed by Exam Administration. The Accounting Technician of O&M, the Exam Administration Section Chief, and the Sr. Admin Assistant are involved in the process. A key step is to verify accuracy of notices and schedules. Tools used to prepare TA materials: <ol style="list-style-type: none"> The AS400 is used to run reports on granted TA, reports to identify special hires and equipment, and to adjust schedules and accommodations that are supported by O&M 				

8.4	Prepare TA for Exam
	<ol style="list-style-type: none"> The W Drive holds notices and schedules for applicants with granted TA for Los Angeles. Accommodation type, testing location, name, schedules, and file numbers are all pieces of information vital to the process. Currently the San Francisco office must update notice dates for the L.A. office to know there has been an update. Failure to do so has resulted in L.A. O&M not providing the accommodations that were promised. The process is followed by accommodations materials being sent to exam sites.
Future Conditions	<ol style="list-style-type: none"> The future process will require the same information, but will use AIMS generated reports to check for granted accommodations and store notices/schedules electronically rather than in folders. Key steps will still be to ensure accuracy of testing location, accommodation type, schedule, name, and file number. AIMS will be used to run reports on granted accommodations. Document Management will be used to store notices/schedules so printing and file storage can be reduced. The future process will need to have more transparency between offices. <ol style="list-style-type: none"> Accommodations updated by the San Francisco office will send a notice to the appropriate L.A. staff so they know revisions are necessary. Notices and schedules will be saved to document management to have all necessary preparation information within AIMS instead of in other locations. The process will be followed by accommodations materials being sent to exam sites.
Risks	<ol style="list-style-type: none"> TARTS information will need to be transferred to AIMS or replaced by a tool as it's currently an AS400 module. A vital part of the process is that O&M staff are promptly notified when revisions are made to TA files in Document Management. Currently only accommodations that require O&M action are recorded in the AS400, but all TA actions will be visible to all staff. This will require a responsibility structure to be established within the TA team. The testing accommodations database will have to be built with security to comply with HIPAA regulations. ADM currently complies with regulations by encrypting emails. The L.A. office will need a way to view accommodations applications as they arrive so O&M can anticipate what kind of materials they'll need to ship to sites.

8.4 Prepare TA for Exam

8.4	Prepare TA for Exam
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____	Signature: _____ Date: _____
Stakeholder Name: _____	Stakeholder Name: _____

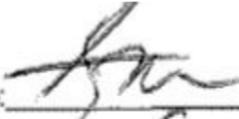
8.4 Prepare TA for Exam



9.1 Moral Character Application

9.1 Moral Character Application																									
Introduction	<ol style="list-style-type: none"> The scope of the process is for an applicant to apply for their Moral Character determination. Having a cleared Moral Character application is one of the admissions requirements to the State Bar. Applicants must be registered in order to apply for Moral Character. 																								
Stakeholders	<table border="1"> <tr> <td>✓ Admissions Admin.</td> <td>✓ Operations & Management</td> <td>✓ Moral Character</td> <td>Education Standards</td> </tr> <tr> <td>Exam. Development & Accommodations</td> <td>Exam. Grading</td> <td>Legal Specialization</td> <td>✓ Information Technology</td> </tr> <tr> <td>External</td> <td>DOJ</td> <td>FBI</td> <td>DMV</td> </tr> <tr> <td></td> <td>NCBE</td> <td>✓ Applicant</td> <td>Law Schools</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Dept. Social Services</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Law References</td> </tr> </table>	✓ Admissions Admin.	✓ Operations & Management	✓ Moral Character	Education Standards	Exam. Development & Accommodations	Exam. Grading	Legal Specialization	✓ Information Technology	External	DOJ	FBI	DMV		NCBE	✓ Applicant	Law Schools				Dept. Social Services				Law References
✓ Admissions Admin.	✓ Operations & Management	✓ Moral Character	Education Standards																						
Exam. Development & Accommodations	Exam. Grading	Legal Specialization	✓ Information Technology																						
External	DOJ	FBI	DMV																						
	NCBE	✓ Applicant	Law Schools																						
			Dept. Social Services																						
			Law References																						
Business Case	<ol style="list-style-type: none"> It is up to the applicant's discretion to decide when they would like to apply for Moral Character. The online Moral Character determination application has both electronic and paper sections. There is also a paper extension application that must be submitted before a Moral Character certification expires if they have not met all admission requirements. 																								
Current Conditions	<ol style="list-style-type: none"> The process starts with the applicant accessing the Moral Character determination application through XAP. <ol style="list-style-type: none"> General information is entered into the XAP application and submitted online. More detailed information is submitted in paper form to the LA Office of Admissions. The forms that make up the second part are found on the State Bar website or on the XAP website. Also included is a printed, signed copy of the application that was submitted online. The extension application is available on the State Bar site and must be submitted in hard copy. The current application process involves only the applicant. A key step in the current process is for the applicant to register before beginning the application. Another is to print and submit all required follow-up forms with their signed application to complete the application. <ol style="list-style-type: none"> Extension applications must have fingerprints or Live Scan service attached. Tools used in the process: <ol style="list-style-type: none"> XAP is used to access the first part of the application. The State Bar or XAP site are used to access follow-up forms. Information that goes into the Moral Character determination application includes contact information, education history, residence, employment, credentials and licenses, other jurisdictions if admitted to practice law, discipline, financial, litigation, administrative proceedings, criminal history, and medical. Extension application information includes contact, employment, references, credentials and 																								

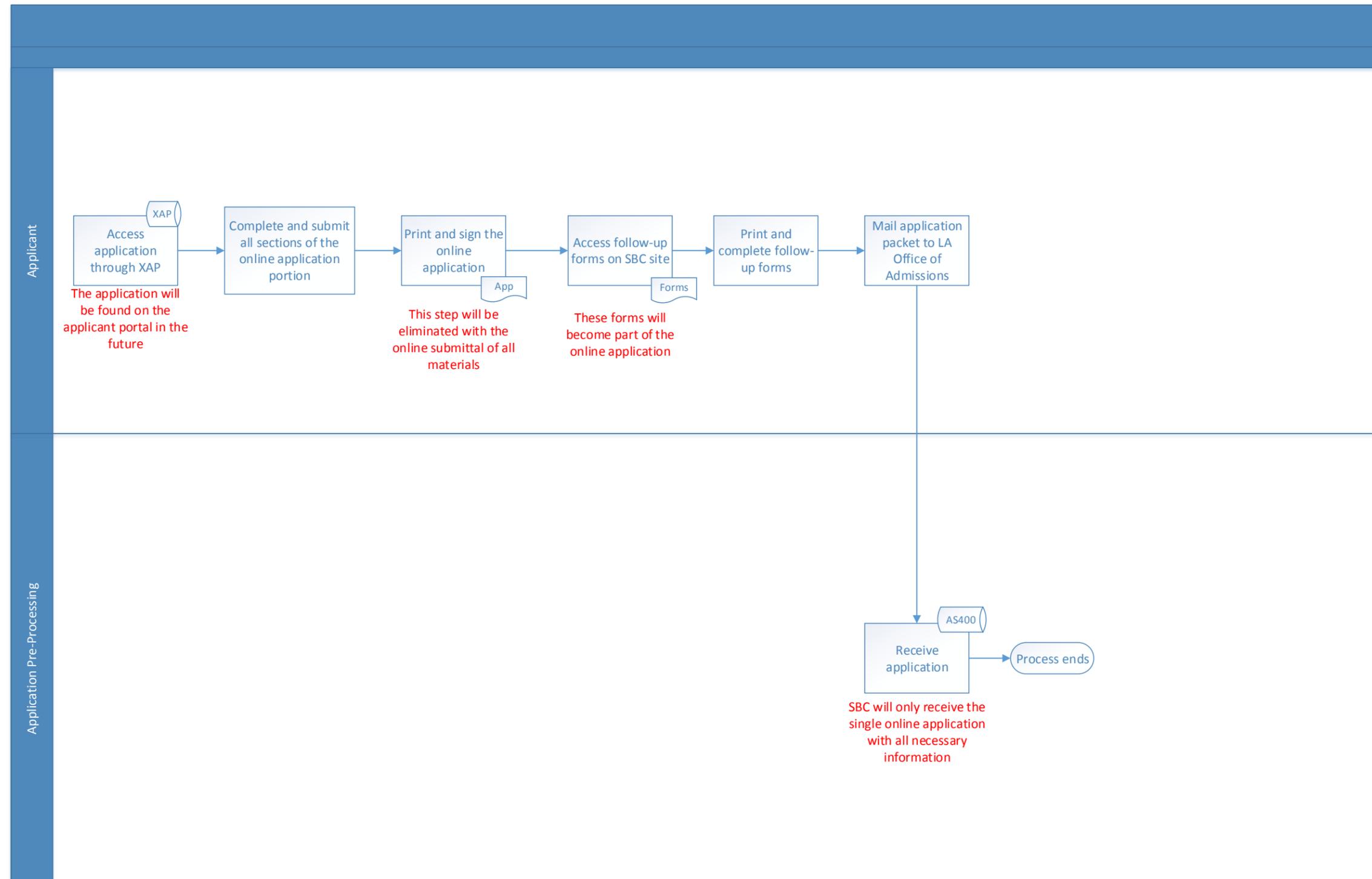
9.1 Moral Character Application	
	<p>licenses, discipline, financial information, civil actions, military service, and chemical dependency.</p> <p>8. The application is processed by Application Pre-Processing in LA following submittal.</p>
Future Conditions	<ol style="list-style-type: none"> The future process will begin with the applicant accessing both applications through the applicant portal. This will eliminate the dependency on the XAP website. <ol style="list-style-type: none"> Follow-up information will be online and submitted as is currently done. All follow-up forms that are currently used will be included in the online application to avoid the extra step of printing and mailing documents. The possibility of unregistered applicants submitting forms will be eliminated, as applicants will need to be registered to access the application. The future online process will involve only the applicant. A key step for the applicant will be to carefully read each section of the lengthy application to ensure correct information is submitted. The only tool used will be the online application, which will be sent directly to an AIMS database for review. All of the same information that is entered in the application currently will be used in the future as well as the California Franchise Tax information, which will be added. This will be followed by Application Pre-Processing beginning the investigation into the applicant's moral character.
Risks	<ol style="list-style-type: none"> Future conditions written assuming all forms that are required for the Moral Character investigation will be legally binding even with an electronic signature. If all forms are converted to an electronic format, the medical release form will either need a place for a witness to electronically sign or that part may need to be taken out of the application. A decision regarding which attachments will be submitted electronically is pending. Consideration needs to be given to when Moral Character applications in process through XAP are going to stop being accepted.
Primary Stakeholder Approval(s):	

Signature:  Date: 5-19-16

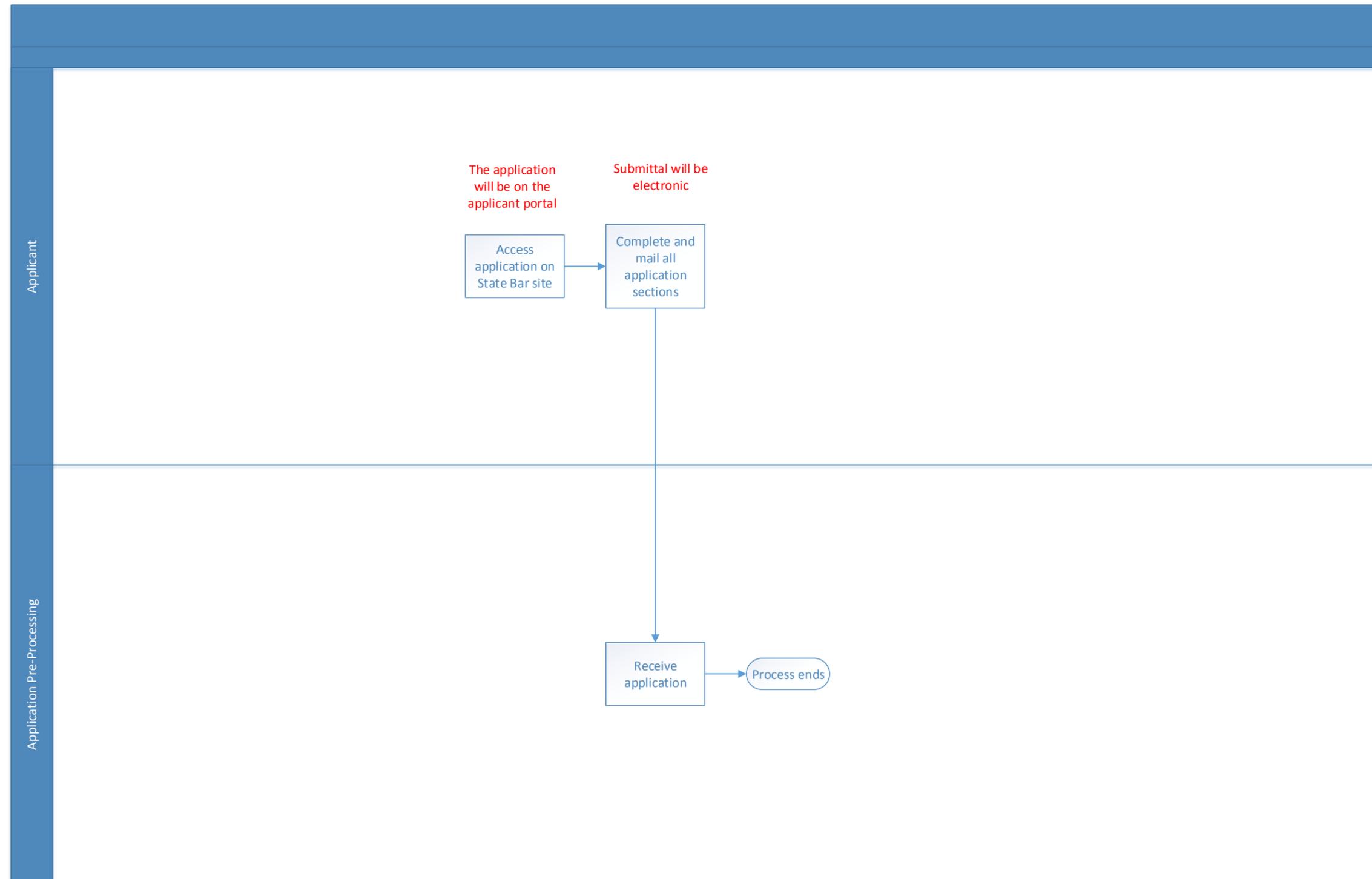
Signature: _____ Date: _____

Stakeholder Name: Greg Shin Stakeholder Name: _____

9.1 Moral Character Application



9.1 Moral Character Application



9.2 Moral Character Investigation (Coordinators)

9.2	Moral Character Investigation (Coordinators)					
Introduction	<ol style="list-style-type: none"> 1. The scope of the process is for the State Bar coordinator to conduct an investigation into the applicant's moral character. 2. The Moral Character process depends on information from several third-parties. 3. This is the longest step in the admissions practice, generally taking a minimum of 180 days. 4. The applicant must be registered before starting the application. 					
Stakeholders	✓ Admissions Admin.	✓	Operations & Management	✓	Moral Character	✓ Applicant Services
	Exam. Development & Accommodations		Exam. Grading		Legal Specialization	✓ Information Technology
External	✓ DOJ	✓	FBI	✓	DMV	✓ Dept. Child Support
	NCBE	✓	Professional or personal references		Law Schools	
Business Case	<ol style="list-style-type: none"> 1. One of the admissions requirements to the State Bar is to establish positive moral character by showing a history of "respect for the law and the rights of others, fiscal responsibility, and records of fidelity and trustworthiness in other professions." 2. The applicant may check the status of the application on their Status Screen, which is updated daily. 					
Current Conditions	<ol style="list-style-type: none"> 1. The current process begins with applications being uploaded to the AS400 from a XAP file, which is where the AS400 adds applications to coordinators' queues. This results in applications also being automatically assigned to the coordinator's analyst. <ol style="list-style-type: none"> 1.1. IT starts the DMV process by sending two monthly files with names & IDs that produce "hits". Responses take a week or two. Results are returned electronically and uploaded to the AS400 by IT. Codes are assigned to applicants based on results. Out-of-state applicants submit a paper driving history. 1.2. An Exception Report is created after results are received by the DMV. This prompts a paper report to be sent back to the DMV, which are received within 3-4 weeks. Responses are in hard copy and saved. 1.3. Moral Character applications, supporting documents, and follow-up documents are scanned using Visual Client. 1.4. Confidential Questionnaires (CQs) are sent to references after the printed paper application from the online Moral Character application is submitted. 1.5. The printed application is reviewed for completeness. 1.6. Live Scan review begins after the application is reviewed for completeness. 					

9.2	Moral Character Investigation (Coordinators)
	<ol style="list-style-type: none"> 1.7. SLMS is a monthly report sent by the Department of Child Services through an AS400 module. Matches are found through an exception report that's run by Applicant Services after receiving a list of names from the DCS. 1.8. When all information is received from the DMV, DOJ, SLMS, and references, Level M & 0 applications are cleared. <ol style="list-style-type: none"> 1.8.1. The AS400 automatically generates letters to applicants who have been cleared at this level. It also generates letters for files that have been marked filed, abandoned, expired, soon to expire, and incomplete. 1.9. DOJ information can only be accessed from the L.A. office, so it's sent in paper form to San Francisco when needed. 1.10. Coordinators monitor all level M & 0 files to determine when they are complete and which ones they can clear. 2. Notes are made on the Chron screen regarding the application throughout the process as it moves up the pyramid. 3. The applicant, DOJ, DMV, references, and Preprocessing staff in the Los Angeles and Moral Character staff in San Francisco are involved in the moral character determination. 4. The workload of analysts relies on the automatic assignment to a coordinator. Applications go directly to coordinators in an even distribution. Those that aren't cleared go to the coordinator's assigned analyst. This is where the workload stops being spread evenly at times. 5. A key step is to record that an application has cleared or to note why it couldn't be cleared. 6. The State Bar uses several tools to capture information for Moral Character: <ol style="list-style-type: none"> 6.1. The AS400 is used to update the Chron screen, view the status of the application, upload files from XAP, assign analysts and coordinators, hold a record of Live Scan results (name, SSN, print result, date of result), run the SLMS check, view and hold driving record information, and view files scanned by Visual Client. The following reports are generated here: A report of rejected and bad Live Scan results, including the rap sheet. 6.2. The Chron screen is used to track workflow and location of files. 6.3. Confidential questionnaires are used to receive references. 6.4. Electronic portals are used to access the DMV and DOJ information. 6.5. Visual Client is a tool used to scan files (application, law school declaration, references) so they can be viewed electronically. 6.6. XAP holds applications until the Administration section downloads the information. 7. Preprocessing staff can't access applications while exam results are being posted. 8. The applicant's criminal record, driving record, and reference information is taken into account by the investigation. 9. Following a positive determination, applicants will receive a Moral Character Update Letter after a year and a half has passed.
	Future Conditions
	<ol style="list-style-type: none"> 1. The future process will keep the online application format to initiate the investigation. Future

9.2 Moral Character Investigation (Coordinators)

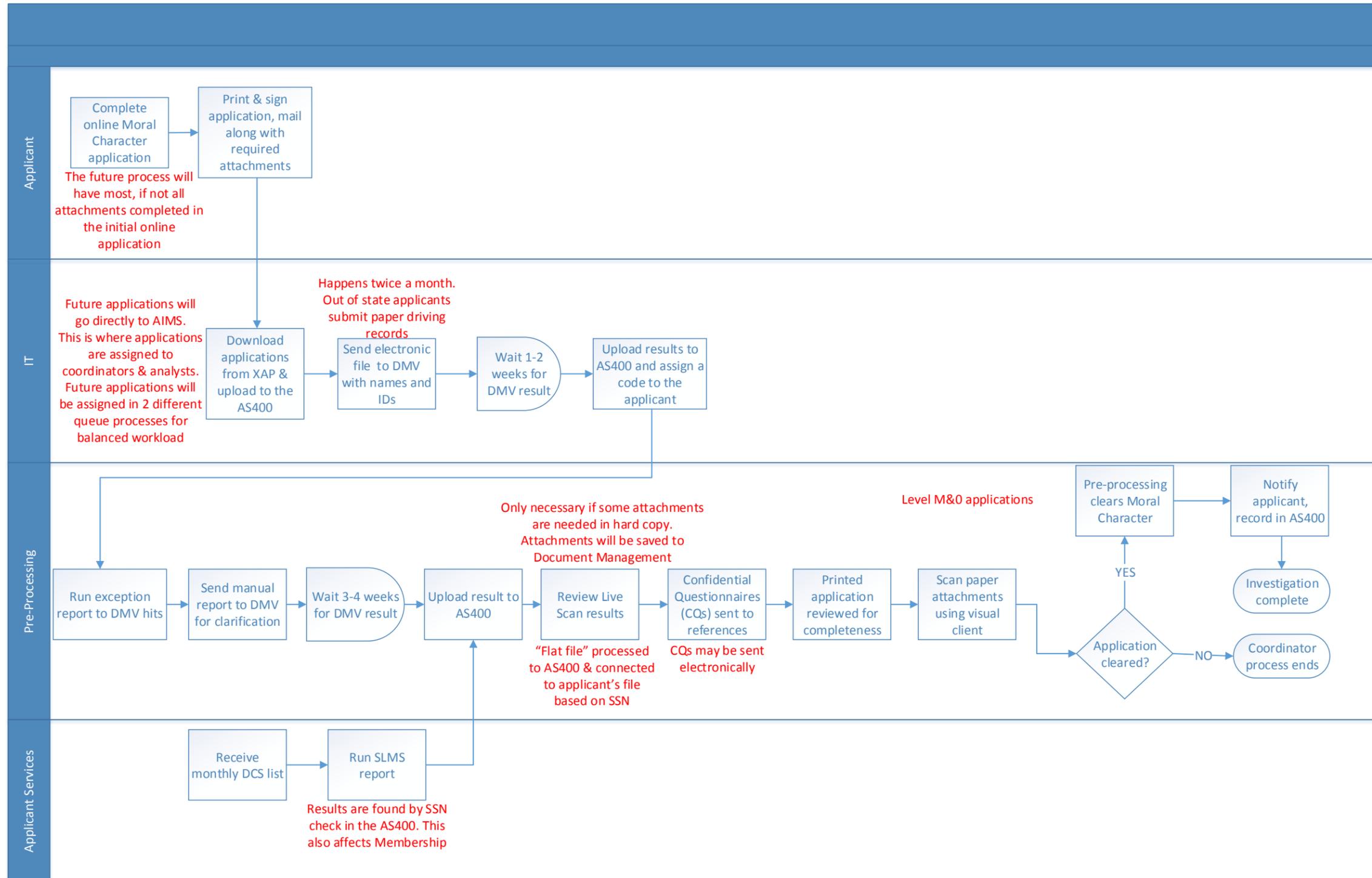
9.2	Moral Character Investigation (Coordinators)
	<p>discussion will determine which follow-up documents will be received as attachments rather than paper. Links to outside organizations will continue to be electronic. CQs will be electronic rather than on the current multiple choice answer form.</p> <ol style="list-style-type: none"> The upload of DMV information to AIMS will be automated. AIMS will be used for information recording, document management, forwarding applications, and report creation. The same information that's used now will be received, but the storage and review will be electronic. <ol style="list-style-type: none"> All forwards of the application will be recorded for time reporting purposes. Should paper files still be required in the future, Visual Client will be used to scan application updates and attachments. The applicant's portal will show that the application is in process. Preprocessing staff will be able to access applications while test results are being posted. Coordinators will still be assigned applications evenly in the future. Applications that are cleared will be put into another queue to be evenly distributed to analysts. California Franchise Tax will be checked through an AIMS module. Notice of positive determination will be through an email to the applicant's portal.
	<p>Risks</p> <ol style="list-style-type: none"> As retention policies depend on type of document received, AIMS will have to notify staff to delete files as appropriate dates approach. This requires a new category of access right and staff assignment. The future motion creation process must be linked to Moral Character status tracking as applications in abeyance will prohibit the applicant from being included in a motions list. Staff need the ability to undo cleared decisions that were previously made, should negative information be received later in the process. Implementing electronic CQs will require a new workflow and notification structure to be established within Moral Character. <ol style="list-style-type: none"> The electronic aspect will also require creation of a database to hold responses and an electronic form to be created. General Counsel will need to be part of the discussion to decide which documents may be received electronically and whether e-signatures are legal. <ol style="list-style-type: none"> The system will need to track when Moral Character applications are submitted, as current rules state that no more than one application may be submitted in one year. Tracking also applies to some individuals who submit a post-investigation appeal that the committee decides may reapply after their determined amount of time. Individuals attempting to reapply too soon will be blocked from doing so. Previously scanned documents will need to be accessible via AIMS to complete investigations after implementation. Should CQs be received electronically, there will need to be a report to catch accidental negative or positive responses.

9.2	Moral Character Investigation (Coordinators)
	<ol style="list-style-type: none"> A new module needs to be developed with the capability to process CA Franchise Tax information. There will be a period of time when some applications will be processed using AIMS, documents submitted in hard copy, and information received through XAP. There will need to be an interim process established to manage the use of two different systems until all investigations are completed using AIMS only.

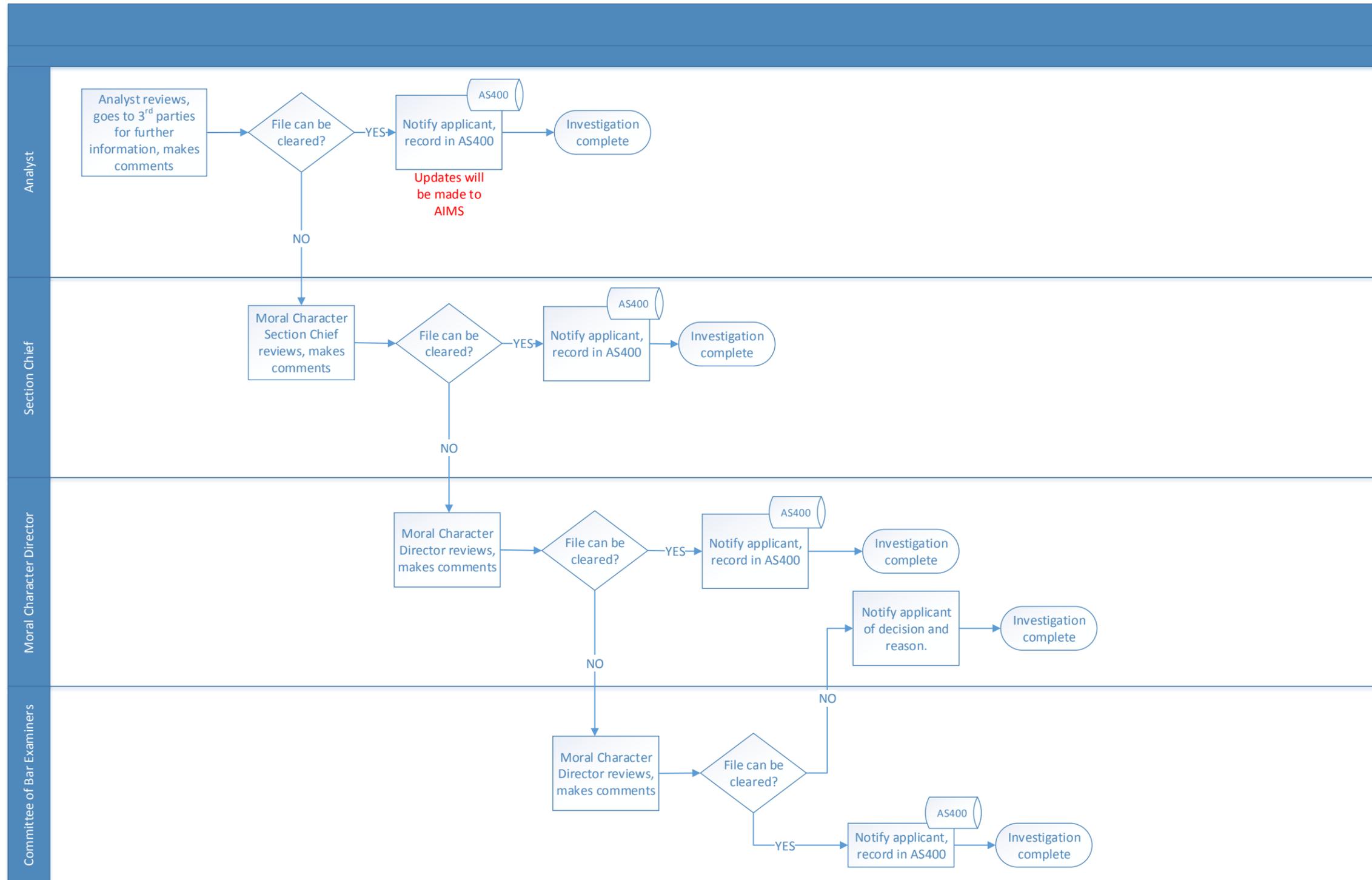
Primary Stakeholder Approval(s):

Signature: *Greg Shin* Date: 5-20-16 Signature: _____ Date: _____
 Stakeholder Name: Greg Shin Stakeholder Name: _____

9.2 Moral Character Investigation (Coordinators)



9.2 Moral Character Investigation (Coordinators)



9.3 Moral Character Investigation (Analysts)

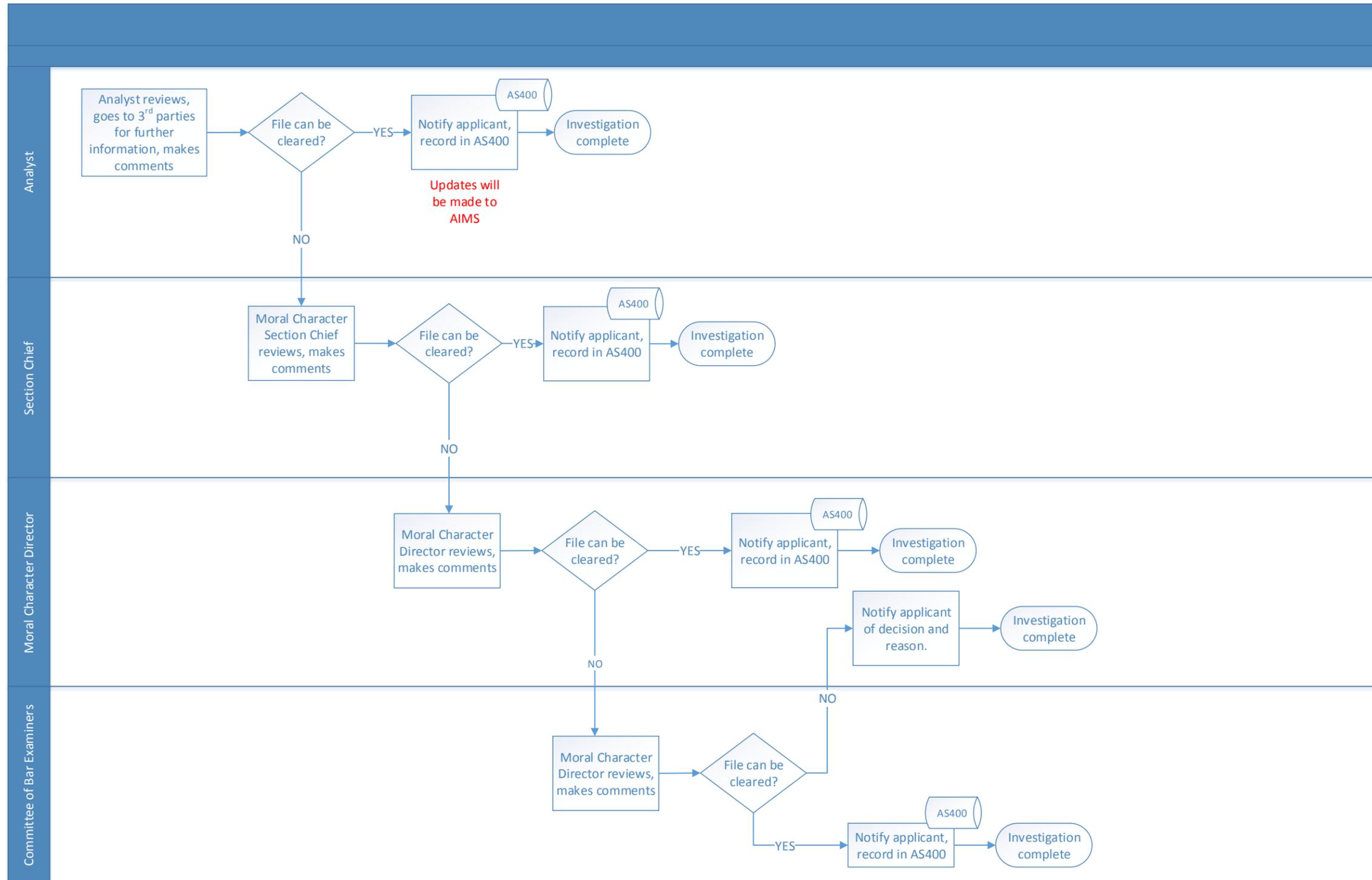
9.3	Moral Character Investigation (Analysts)					
Introduction	<ol style="list-style-type: none"> The scope of the process is for an applicant's moral character to be determined after coordinators are unable to clear the application. Key factors for this process are the findings of the initial investigation done by coordinators and third party information if needed. The moral character process depends on information from several third-parties. This is the longest step in the admissions practice, generally taking a minimum of 180 days. Around 50% of applications are cleared in L.A., while the other 50% are forwarded to San Francisco. 					
Stakeholders	Admissions Admin.		Operations & Management	✓	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	✓	Committee of Bar Examiners (CBE)	Information Technology
External	✓ DOJ	✓	FBI	✓	DMV	✓ Dept. Child Support
	NCBE	✓	Professional or personal references		Law Schools	
Business Case	<ol style="list-style-type: none"> One of the admissions requirements to the State Bar is to establish positive moral character by showing a history of "respect for the law and the rights of others, fiscal responsibility, and records of fidelity and trustworthiness in other professions." Some Moral Character determinations require more information or consideration than is available at the initial stage with coordinators. 					
Current Conditions	<ol style="list-style-type: none"> The current process begins when the analyst runs a report to see which files are ready to review, then as follows: <ol style="list-style-type: none"> Analysts go to third parties for clarification if needed. If analysts can't make a decision on the application, it's forwarded to the Section Chief. If the Section Chief can't make a decision, the application is reviewed by the Director of Moral Character. If further review is necessary, the CBE makes the final decision. Denied applications are given an explanation while cleared applications are not given an explanation. Depending on the level of review given to the file, the investigation may include the Moral Character analyst, Section Chief, Director, third party information sources, and the Committee. Key steps are to record notes in the file to relay communication between different levels of consideration. Several tools are used to capture information for Moral Character: <ol style="list-style-type: none"> The AS400 is used to update the Chron screen, view the status of the application, upload files 					

9.3	Moral Character Investigation (Analysts)
	<p>from XAP, hold a record of Live Scan results (name, SSN, print result, date of result), run the SLMS check, view and hold driving record information, and view files scanned by Visual Client.</p> <ol style="list-style-type: none"> The Chron screen is used to track workflow and location of files. Confidential questionnaires are used to receive references. Electronic portals are used to access the DMV and DOJ information. Visual Client is a tool used to scan files (application, law school declaration, references) so they can be viewed electronically. Analysts use reports every four to six weeks to check which applications are in their queue. This also shows applicants' GBX pass status. The applicant's criminal record, driving record, and reference information is taken into account by the investigation. Moral Character determination is followed up by a letter response notifying the applicant what action was taken. <ol style="list-style-type: none"> Positive determinations receive a letter generated by the AS400. Denied applications receive a letter written by the Director of Moral Character on MS Word. These explain the reasoning. Applicants receive a Moral Character Update Letter a year and a half after moral character is cleared.
	<p>Future Conditions</p> <ol style="list-style-type: none"> The future process will begin when the analyst receives a notification that there is a new file to be reviewed in their queue. All initial information will be retrieved through the workflow function. Notifications will eliminate the need to run a report to view pending files. Future participants will be the same that are currently involved. Key steps will also remain the same as they are now. AIMS functionality will replace the AS400 to receive information sent by coordinators. Visual client will also be used to view scanned documents from the LA Office. The same information that is considered currently will play a factor in the future, as well as the California State Franchise Tax and any additional information that is sourced by analysts to make a determination. The determination will be followed up by a determination notification via email to the applicant portal inbox. A special characteristic of the future process is that analysts will have Moral Character files queued in equal proportions rather than the current system of being tied to one coordinator.
	<p>Risks</p> <ol style="list-style-type: none"> As retention policies depend on type of document received, AIMS will have to notify staff to delete files as appropriate dates approach. This requires a new category of access right and staff assignment. The future motion creation process must be linked to Moral Character status tracking as

9.3 Moral Character Investigation (Analysts)

9.3	Moral Character Investigation (Analysts)
<p>applications in abeyance will prohibit the applicant from being included in a motions list.</p> <p>3. Staff need the ability to undo cleared decisions that were previously made, should negative information be received later in the process.</p> <p>4. Implementing electronic CQs will require a new workflow and notification structure to be established within Moral Character.</p> <p>4.1. The electronic aspect will also require creation of a database to hold responses and an electronic form to be created.</p> <p>5. General Counsel will need to be part of the discussion to decide which documents may be received electronically and whether e-signatures are legal.</p> <p>5.1. The system will need to track when Moral Character applications are submitted, as current rules state that no more than one application may be submitted in one year. Tracking also applies to some individuals who submit a post-investigation appeal that the committee decides may reapply after their determined amount of time. Individuals attempting to reapply too soon will be blocked from doing so.</p> <p>5.2. Previously scanned documents will need to be accessible via AIMS to complete investigations after implementation.</p> <p>5.3. Should CQs be received electronically, there will need to be a report to catch accidental negative or positive responses.</p> <p>5.4. A new module needs to be developed with the capability to process CA Franchise Tax information.</p> <p>6. There will need to be an interim process established to manage the use of both the AS400 and AIMS to complete investigations until all are able to be completed using AIMS only.</p> <p>7. Changing the workflow to ensure equal distribution of files will require a new structure of responsibilities within staff.</p>	
Primary Stakeholder Approval(s):	
Signature: _____ Date: _____ Stakeholder Name: _____	Signature: _____ Date: _____ Stakeholder Name: _____

9.3 Moral Character Investigation (Analysts)

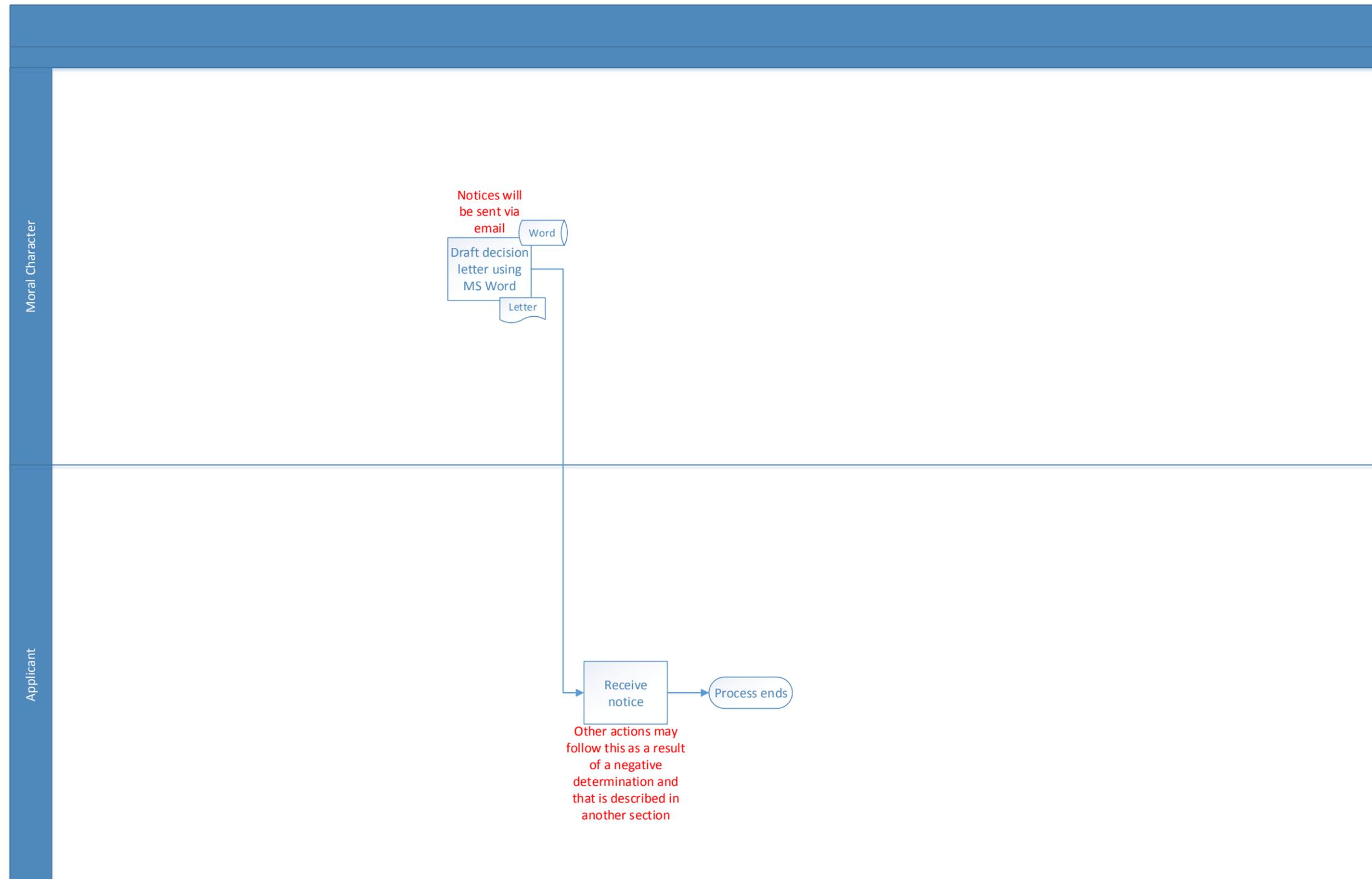


9.4 Moral Character Decision and Reporting

9.4	Moral Character Decision and Reporting				
Introduction	<ol style="list-style-type: none"> The scope of the process is for Moral Character to notify an applicant of the result of their application. This is sent after all steps of the investigation have been completed. 				
Stakeholders	✓ Admissions Admin.		Operations & Management	✓ Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading	Legal Specialization	✓ Information Technology
External	DOJ		FBI	DMV	Dept. Social Services
	NCBE	✓	Applicant	Law Schools	Law References
Business Case					
<ol style="list-style-type: none"> The applicant must be notified of the result of the investigation that followed their Moral Character application. A satisfactory result of the process is for the applicant to receive a letter notifying them of either a positive or negative determination. Applicants are also notified if their applications are going to be held in abeyance pending their completion of certain requirements in order for their file to be cleared. The determination letter will influence the following actions of the applicant. Following actions are described below. 					
Current Conditions					
<ol style="list-style-type: none"> The existing process only consists of sending a letter to the applicant notifying them of the result. Decision letters are sent by the Director of Moral Character. A key step is to verify contact information for the applicant and for the applicant to have their current mailing address on their account. The AS400 generates letters that have been cleared by Pre-Processing, Analysts, or the Committee. <ol style="list-style-type: none"> Applicants cleared by the Committee will also receive a letter generated in MS Word. The Status Screen shows whether or not the Moral Character requirement has been fulfilled. For applications that are cleared, only the decision is printed on the letter. For applications that are not cleared, the decision and reasoning behind it are on the letter. Following a cleared notice, Moral Character can be extended and/or amended in case the applicant doesn't pass an exam. Applicants also receive a Moral Character Update Letter a year and a half after moral character is cleared. If the application doesn't clear, the applicant may choose to appeal the decision. 					
Future Conditions					
<ol style="list-style-type: none"> The future notification process will be electronic. The applicant will receive an email notifying them that there is a new message in their secure inbox through their ADM portal. <ol style="list-style-type: none"> The message sent for files approved by the Committee will depend on two different versions of 					

9.4	Moral Character Decision and Reporting				
<p>the letter that are currently used. Specific information related to the determination will dictate which version will be sent. This will be manually generated.</p> <ol style="list-style-type: none"> Applications that aren't cleared will require some manual input to show the reasons why the investigation resulted in a negative determination. A key step for staff will be to enter the correct decision into AIMS to ensure that applicants don't get the wrong type of letter from the Bar. AIMS will be the only tool used by staff for reporting the result of the investigation. Applicants will use their portal to view messages describing the decision. The same types of information that are included in current letters will be included in decision emails. This includes the decision itself and the reasons for a potential negative result. The determination will also influence the status of the Moral Character requirement on the applicant's portal. The same update, appeal, and amendment processes will be options to follow the future electronic notice. 					
Risks					
<ol style="list-style-type: none"> AIMS will need the ability to auto-generate emails in the same way the AS400 auto-generates letters. Applicants will have to be notified that only decision messages sent to their State Bar inbox are official, to eliminate the risk of being pranked by an unofficial letter being made from another person's inbox. There will be a need for a workflow notification to alert staff to draft a letter to an applicant whose application was not cleared. 					
Primary Stakeholder Approval(s):					
Signature: _____ Date: _____			Signature: _____ Date: _____		
Stakeholder Name: _____			Stakeholder Name: _____		

9.4 Moral Character Decision and Reporting



9.5 Moral Character Appeal

9.5	Moral Character Appeal					
Introduction	<ol style="list-style-type: none"> 1. The scope of this process is for Admissions to update the AS400 with the final decision made regarding a Moral Character appeal. 2. Applicants are allowed to appeal an adverse moral character decision to the Committee. 3. This process is linked to the original Moral Character investigation that Admissions would have already completed. 4. The appeal process is carried out by groups outside of Admissions, but it relies on information relayed by Admissions. 					
Stakeholders	Admissions Admin.		Operations & Management	✓	Moral Character	Education Standards
	Exam. Development & Accommodations		Exam. Grading		Legal Specialization	Information Technology
External	DOJ		FBI		DMV	Dept. Social Services
	NCBE	✓	State Bar Court		Law Schools	Law References
Business Case	<ol style="list-style-type: none"> 1. In general, Moral Character applicants are allowed to submit a new application every two years. 2. A satisfactory conclusion to this process is for Moral Character to have recorded when the individual may submit their next application. 3. Admissions relies on the appeal decision to process any future Moral Character applications. 					
Current Conditions	<ol style="list-style-type: none"> 1. Unlike most other processes described in the Concept of Operations, the Moral Character appeal process requires minimal input and no determination steps from the Office of Admissions. 2. The appellant will begin the appeal of their original Moral Character determination directly with the State Bar Court. <ol style="list-style-type: none"> 2.1. Moral Character then forwards the applicant's physical and electronic file created during the original investigation to the Office of Chief Trial Counsel. 2.2. When a final decision has been made, the Office of Chief Trial Counsel will notify Moral Character via letter. 2.3. Moral Character then updates the Chron Screen on the AS400 with the date on which the Committee has decided the applicant may file a new application. 3. While the appeal process is managed by other offices within the Bar, it only involves Admissions' Moral Character department in terms of sending files from the original investigation. 4. Key steps are to send the original files to the Office of Chief Trial Counsel and to update the AS400 with the date on which the CBE has decided the applicant may reapply. <ol style="list-style-type: none"> 4.1. It's not possible for the individual to apply before that date. 5. The AS400 is the only tool used by Admissions in the appeal. 6. There is no further action required by Moral Character regarding an appeal. 					

9.5	Moral Character Appeal	
Future Conditions		
<ol style="list-style-type: none"> 1. The future process will be similar to the current one in that it will require little action from Admissions. The appellant will still initiate the process through the State Bar Court, whose process will continue as it does now. <ol style="list-style-type: none"> 1.1. Moral Character will send the electronic and hard copy files to the Office of Chief Trial Counsel. 1.2. The Office of Chief Trial Counsel will notify Moral Character of the final decision and staff will update AIMS with the new date on which the individual may apply for Moral Character. 2. Participants and key steps will remain the same: for Moral Character to send results of the original investigation to the Office of Chief Trial Counsel and to update dates in AIMS. 3. Updating the date in AIMS will be the end of this process. 4. Also unlike most other processes, this one won't need to do away with the sending of hard copy files. There are so few appeals filed that it's not a focus to change the procedure. 		
Risks		
<ol style="list-style-type: none"> 1. AIMS will need the capability to prohibit Moral Character applications from individuals who have the date restriction applied to their file. 2. AIMS will need to be able to download files to be sent electronically to the State Bar Court. 3. Previously entered dates showing when an individual may reapply will need to be carried over into AIMS to continue the barring of applications. 		
Primary Stakeholder Approval(s):		
Signature: _____ Date: _____		Signature: _____ Date: _____
Stakeholder Name: _____		Stakeholder Name: _____

9.5 Moral Character Appeal

