

# State Bar Metrics

2021



The State Bar of California



# Introduction

In January 2019, the State Bar of California established performance metrics for all functional areas of the organization to assess overall functioning and to provide a comprehensive depiction of its work and impact. The metrics measure critical performance objectives, including operational efficiencies, customer responsiveness, and fiscal accountability.

Metrics are tracked monthly, quarterly, semiannually, or annually. Some metrics are one-time in nature (for example, a specific implementation plan). The majority have performance targets for accountability purposes. Metrics undergo periodic review and are updated to reflect changes in office priorities.

In 2021 the State Bar tracked 82 metrics, 63 of which had performance targets. Among this subset of metrics, 35 did not meet performance targets at least once during the reporting period.

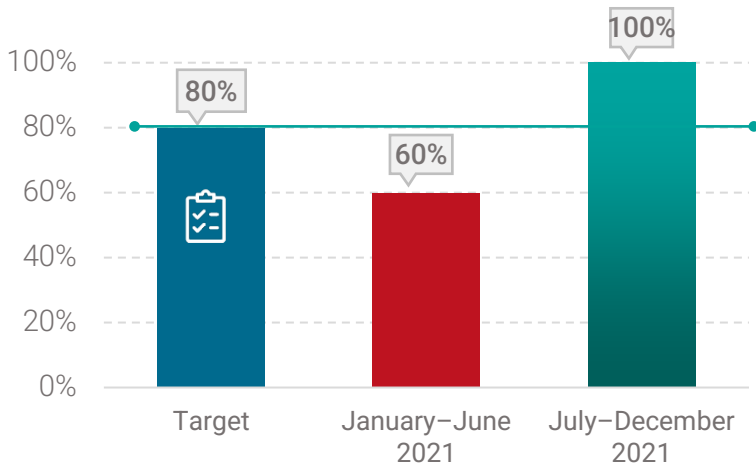
A full list of metrics is provided in the appendix.



# Admissions

## Conduct initial review of 80% of Moral Character applications within 90 days of receipt

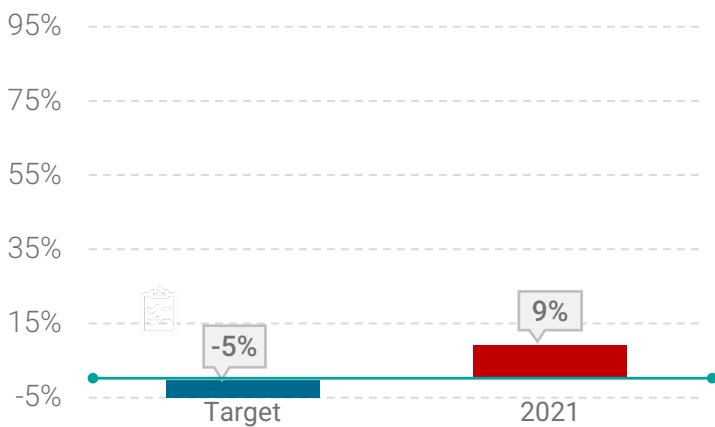
A-1



Admissions received 5,131 Moral Character applications between January and June of 2021. This represents a 13 percent increase in applications compared to the same period in 2020. Admissions conducted an initial review of 60 percent of applications within 90 days of receipt, falling short of its target of 80 percent. This was due to the increase in applications received and attrition of the most experienced staff.

## Reduce exam costs by 5%

A-2



Exam costs increased by 9 percent in 2021 compared with 2020. One reason for this was that the State Bar was billed for the full Multistate Bar Examination in 2021; this was not the case in 2020.



# Admissions (continued)

## Reduce time to grade February bar exam from 11 weeks to 9 weeks by Q2 2021

A-3A

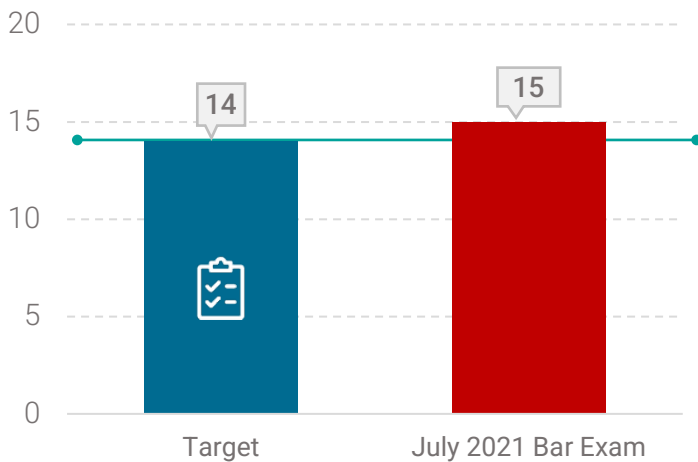
February bar exam grading time was reduced from 11 to 10 weeks in 2021.



## Reduce time to grade the July bar exam from 16 weeks to 14 weeks by Q4 2021

A-3B

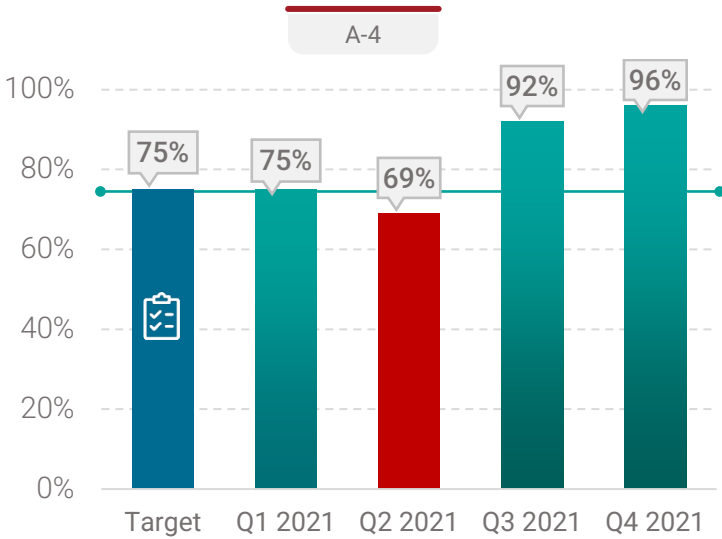
July bar exam grading time was reduced from 16 to 15 weeks in 2021.





## Admissions (continued)

**Complete processing of 75% of applications for the Provisional Licensure Program within two weeks of receipt of a complete application**



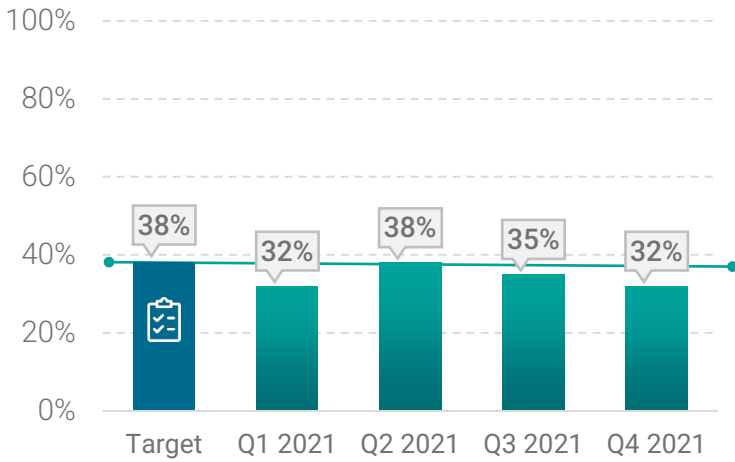
This metric did not meet its target in Q2 2021 due to the increase in Moral Character applications received during the first six months of 2021. Applications to the Provisional Licensure Program (PLP) cannot be approved until applicants' Moral Character applications are determined to be filed and complete, a process that takes approximately six to eight weeks.



# Attorney Regulation & Consumer Resources (ARCR)

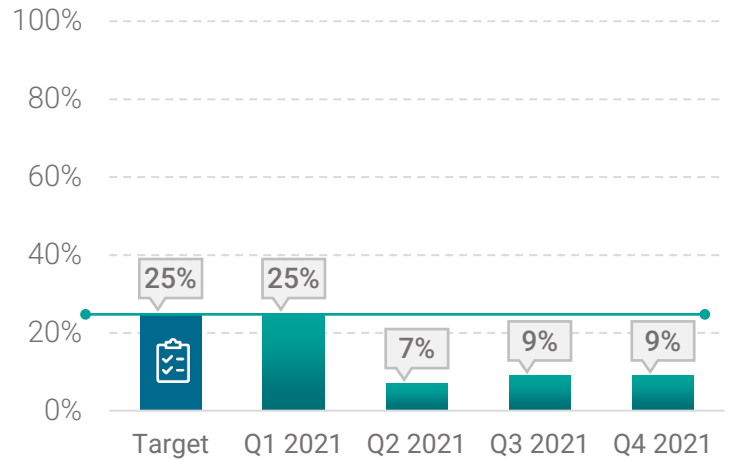
### Less than 38% of Resource Center calls transferred out

ARCR-1A



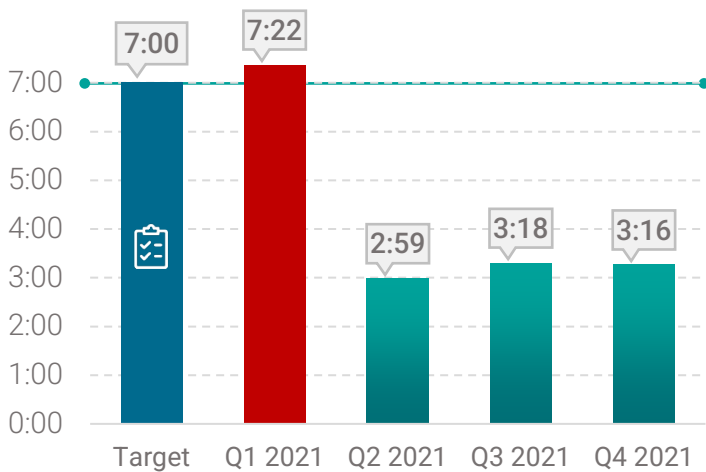
### Less than 25% of calls abandoned

ARCR-1B



### Average call wait time is less than 7 minutes

ARCR-1C



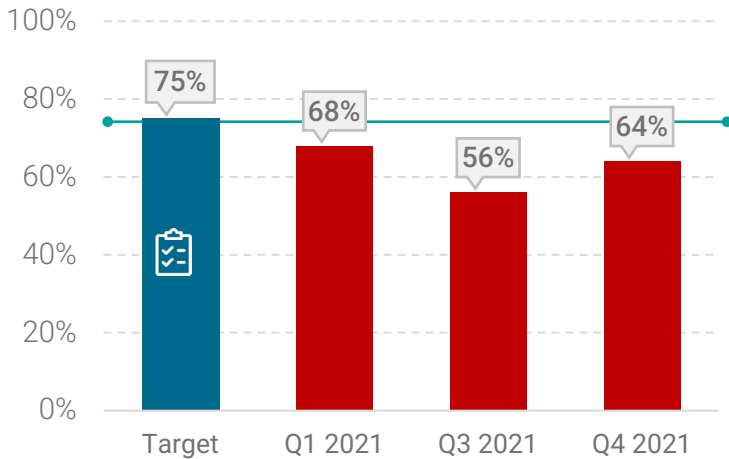
In Q1, the call center (Resource Center) received nearly 40,000 calls. The State Bar typically experiences high call volume in January due to billing questions and Minimum Continuing Legal Education (MCLE) compliance deadlines. Staff outside of the call center typically provide additional support during the month of January. However, the State Bar's phone system does not allow non-call center staff to provide support in the remote work environment.



# Attorney Regulation & Consumer Resources (continued)

## Process 75% of MCLE applications within 30 days of receipt

ARCR-3



Note: This metric was paused during Q2 2021.

This metric was not met primarily due to staffing shortages. Responsibility for this program was transferred to the Office of Professional Competence in 2022, and staffing replacements and enhancements are underway.

## Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2021

ARCR-4



During Q1 and Q2, ARCR worked with Information Technology to address data integrity issues with the Limited Liability Partnership (LLP) renewal program. Because the issues were not fully addressed in time for the 2022 LLP renewal billing cycle, the system was not used for the renewal.



# Attorney Regulation & Consumer Resources (continued)

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



### For Q1 and Q2 2021, send three email blasts and conduct eight trainings per quarter of the new MCLE provider management system for providers

ARCR-7

In Q1 2021, ARCR conducted eight trainings for MCLE providers and sent one email blast. As a result of minor technical issues with the system, now resolved, ARCR slowed the pace of emailing providers to ensure that the system issues were worked out before full deployment.

Quarter	Email Blasts	Trainings
Target	3	8
Q1 2021	1	8
Q2 2021	3	11



# Board Support, Judicial Nominees Evaluation Commission (JNE), and Appointments

**90% of Board of Trustees report a high level of overall satisfaction with quality of operational support provided**

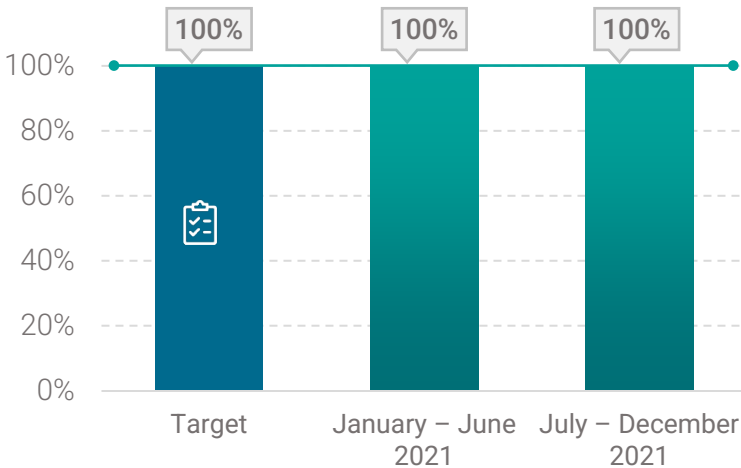
BJA-1



The annual survey of members of the Board of Trustees included questions related to in-person meetings, including staff support for travel, hotel accommodations, and reimbursements. With the advent of the COVID-19 pandemic, the survey was not reoriented to capture issues of staff support related to remote meetings. Staff will revise the survey as needed in 2022 and administer it to Trustees at the end of the board year.

**100% of JNE candidates evaluated within 90 days**

BJA-2



**Standardize public comment process (timelines, submission form and template, and style guides) by Q4 2021**

BJA-3





# Client Security Fund

**Resolve at least  
1,350 cases in 2021**

CSF-1

The 2021 target of 1,350 cases resolved included approximately 375 cases expected to be resolved by a federal agency. These cases were not resolved but instead were carried over to 2022 due to pandemic-related and other delays. The failure to meet the case resolutions target in 2021 is largely attributable to the delay associated with these 375 cases.

	Target	2021
Total Cases Resolved	1,350	894

**Decrease time to payout after final  
discipline by 5%**

CSF-2

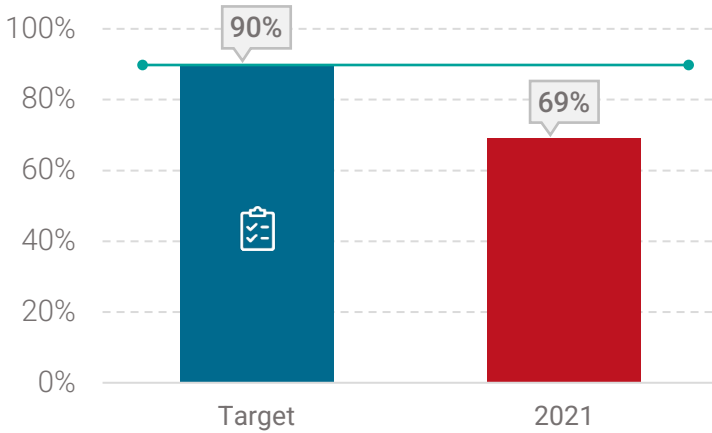
	Target	2021
Time to payout after final discipline	-5%	-9.1%



# Communications

**90% of stakeholders report a high level of overall satisfaction with the quality of internal communications**

SCSE-1



While 69 percent of respondents reported satisfaction with internal communications, 24 percent indicated they had no opinion or were unsure. The results form a baseline for future efforts to improve internal communications, as 2021 was the first year this question was included in the staff survey.

Note: This metric is based on the annual staff engagement survey that was administered in early 2021.

## Number of social media followers

SCSE-2

Time Period	Number
Q1 2021	44,771
Q2 2021	45,634
Q3 2021	46,437
Q4 2021	47,609



## Communications (continued)

**Expand communications engagement with Spanish-speaking audiences through a campaign involving paid social media placements and radio public service announcements.**

SCSE-3





# Finance

**Provide fiscal year-to-date budget-actual analysis on a monthly basis to enable efficient financial management by client division or office and the Executive Director within 30 days of the close of the month**

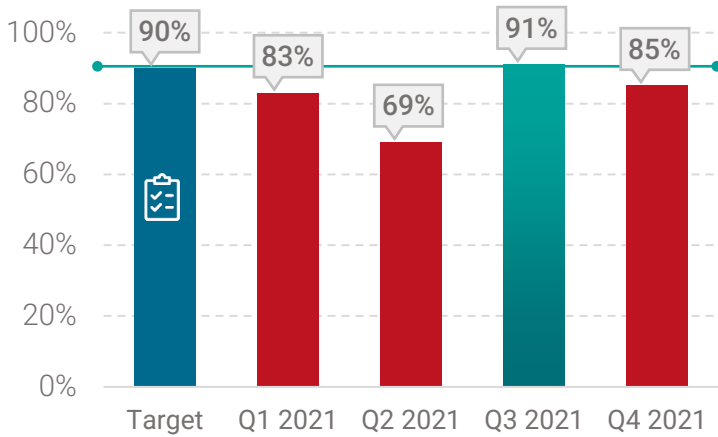
F-1



The Office of Finance experienced delays in providing budget-actual reports to organization leaders throughout the year. Entering fiscal year 2021, the Oracle financial system, which was implemented in March 2020, continued to experience data-reporting issues. Problems with the system delayed the uploading of 2021 approved budget data into the general ledger and financial reporting modules until mid-April 2021.

**Pay 90% of vendor invoices within 30 days of receipt by the State Bar offices**

F-2

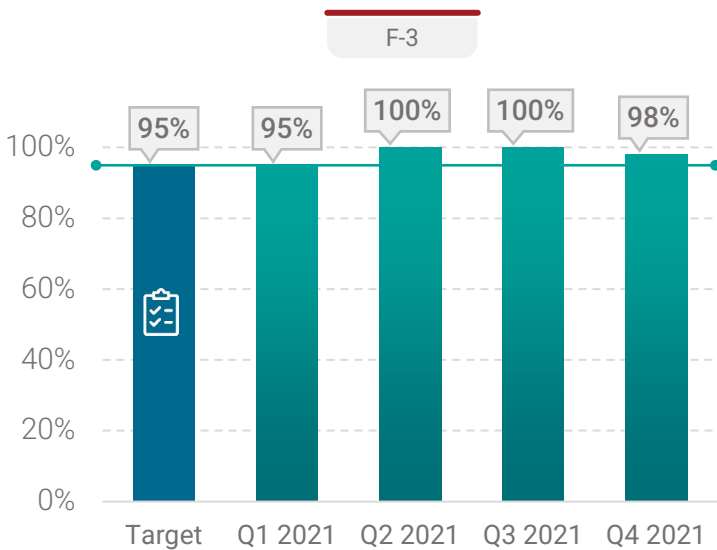


The Office of Finance processed 8,027; 5,464; and 4,530 vendor invoices in Q2, Q3, and Q4 2021, respectively. On average, Finance pays invoices within 13 days of receipt from State Bar offices. However, delays were common in 2021 for reasons that included: client offices' holding on to invoices for several weeks prior to submitting to Finance for payment, inconsistencies in the check-run process, and staffing shortages in Finance.



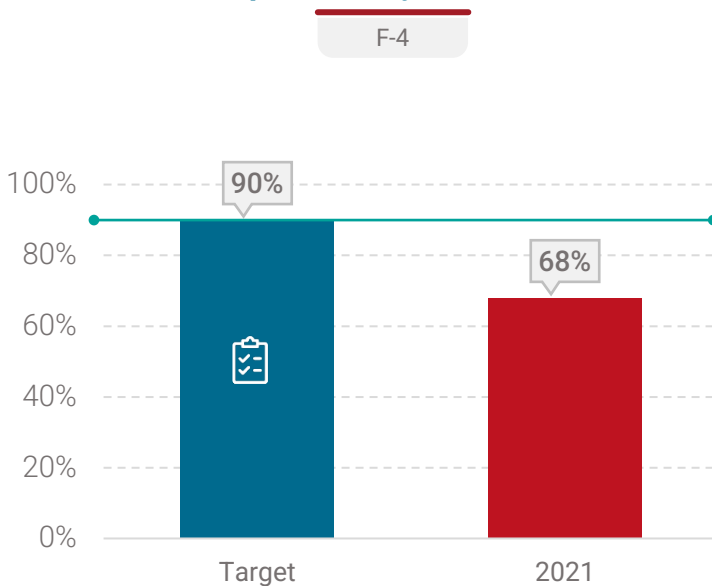
## Finance (continued)

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



During the first quarter of 2021, the office experienced the departure of key financial reporting staff, resulting in delayed close. Additional staff were hired, and performance on this metric progressively improved in the last two quarters of the year.

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



Office of Finance staff have consistently received low customer service ratings. The new CFO is committed to improving customer service to both internal and external customers.

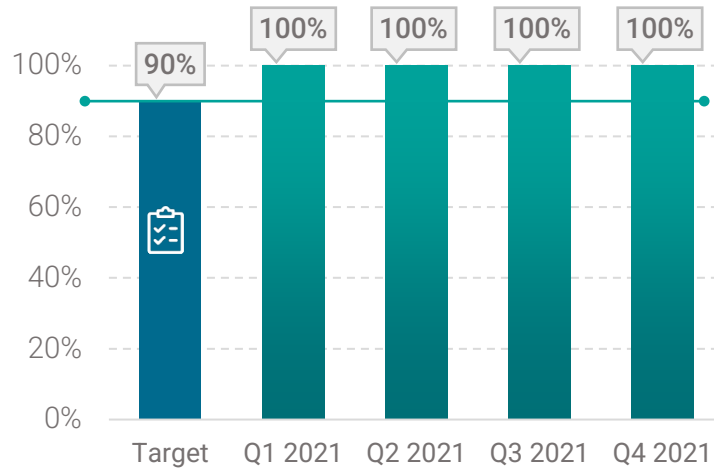
Note: This metric is based on the annual staff engagement survey that was administered in early 2021.



# General Services

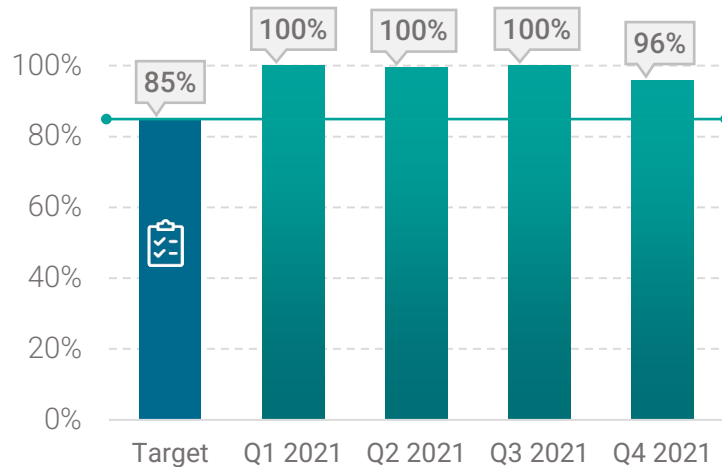
## Process 90% of procurement requisitions with 100% accuracy within three days

GS-1



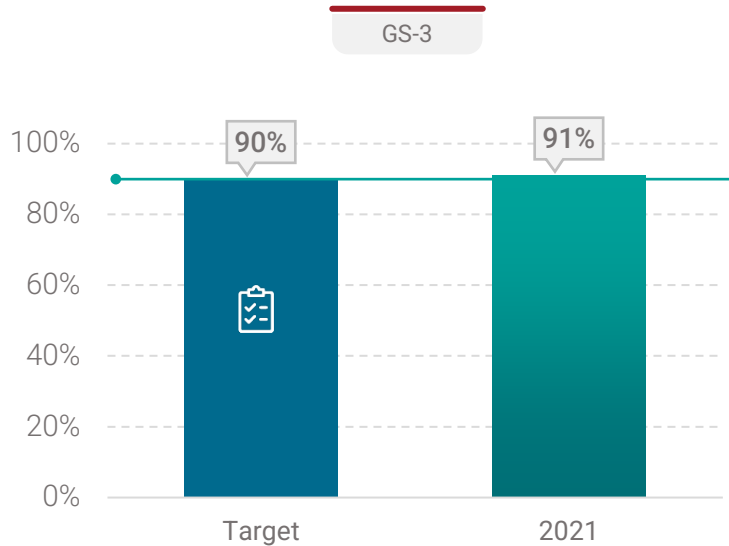
## Process 85% of all facilities requests (not requiring parts or equipment ordering) within three business days or less

GS-2



## General Services (continued)

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



Note: This metric is based on the annual staff engagement survey that was administered in early 2021.

**Advance capital improvement projects per the capital improvement plan by Q4 2021 including: HVAC/chiller project; execute contract for generator project and prepare site for 2022 installation; execute contract for elevator modernization project for 2022-2024 phased upgrade**

GS-4



Two of the three projects were successfully advanced: the HVAC/chiller project and execution of the elevator modernization contract. The contract for the generator work to prepare the site was executed; however, due to delays caused by COVID-19 and extended HVAC/chiller testing periods, the 2021 portion of the generator work has been deferred to early 2022.

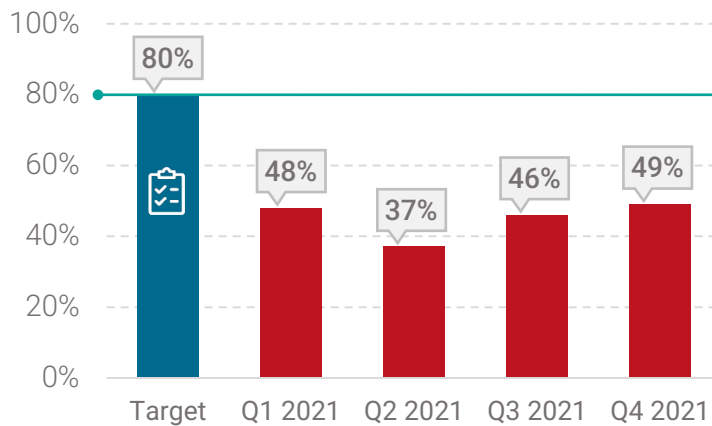




# Human Resources

**Conduct 80% of performance evaluations by anniversary date or, for executives, the due date**

HR-1



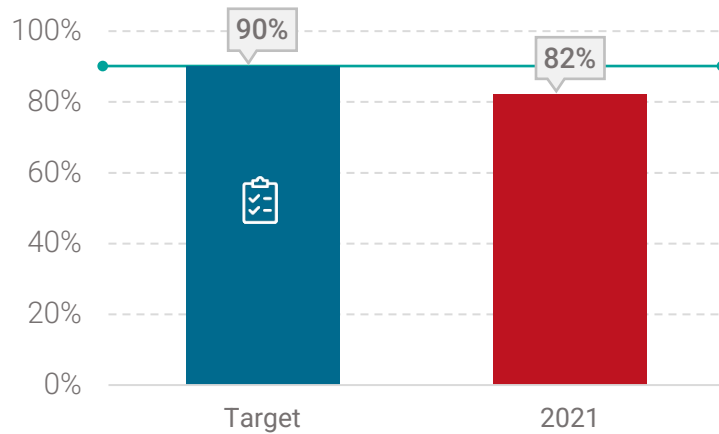
This performance target was not met in any quarter in 2021. Performance evaluations were deprioritized in 2021 due to a perception that supervisors and managers were experiencing significant workload increases and stress in relation to challenges brought on by the pandemic. In 2022, the executive director reintroduced the formal policy governing timely completion of performance evaluations; performance against this metric is expected to improve in 2022.



## Human Resources (continued)

**90% of internal customers report a high level of overall satisfaction with services provided by HR staff**

HR-2



Note: This metric is based on the annual staff engagement survey that was administered in early 2021.

During 2020, the COVID-19 pandemic had a severe impact on many of HR’s primary functions, and much of the office’s focus was to ensure that the State Bar’s workforce was healthy and safe by assisting managers with the transition to a remote workforce. HR also spent considerable time ensuring that the Coronavirus Aid, Relief, and Economic Security Act’s measures were implemented timely; and addressing other issues related to COVID-19, such as mandated quarantines, as they arose. These issues required considerable time and effort, which negatively affected HR’s ability to be responsive to other types of employee-related needs.



# Information Technology

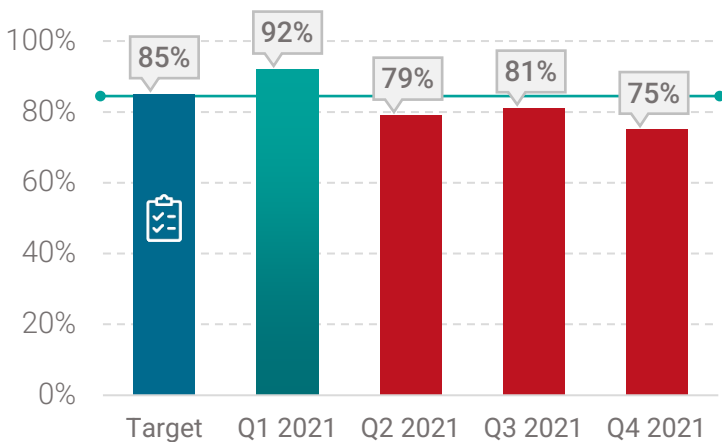
**90% of stakeholders report a high level of overall satisfaction with new technology deployments**



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

Primary issues impacting this metric include ticket volume, duplicate tickets not being quickly identified and deleted, and slow customer response to follow-up questions regarding tickets.

IT-2





# Information Technology (continued)

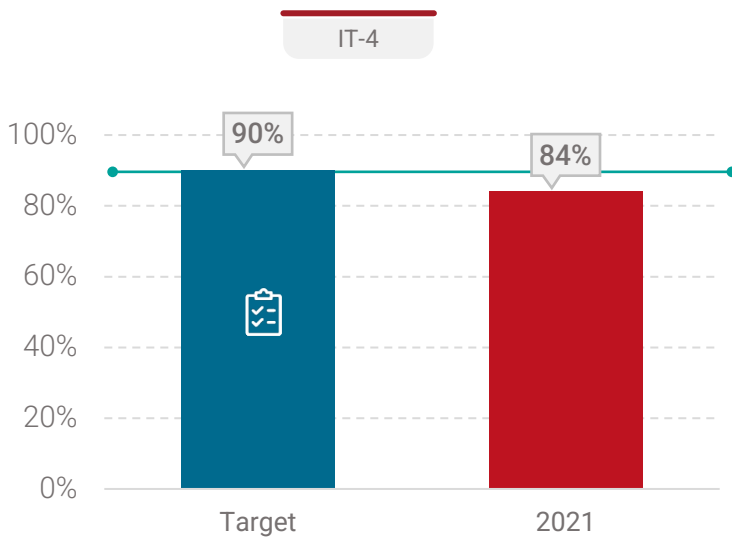
**Complete 90% of planned major IT projects on schedule and on budget**

The Office of IT encountered delays on two projects slated for completion in Q1 2021.



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

Beginning in March 2020, IT was responsible for ensuring that all State Bar employees had the capacity to work remotely due to the pandemic emergency. That monumental effort was successfully completed within a period of three weeks. However, the transition to remote work created an incredible demand on IT and its helpdesk that continued throughout 2020. For example, staff supported users who had no telecommuting experience and were unaccustomed to using videoconference technologies. As a result, many problems took much longer than normal to resolve.



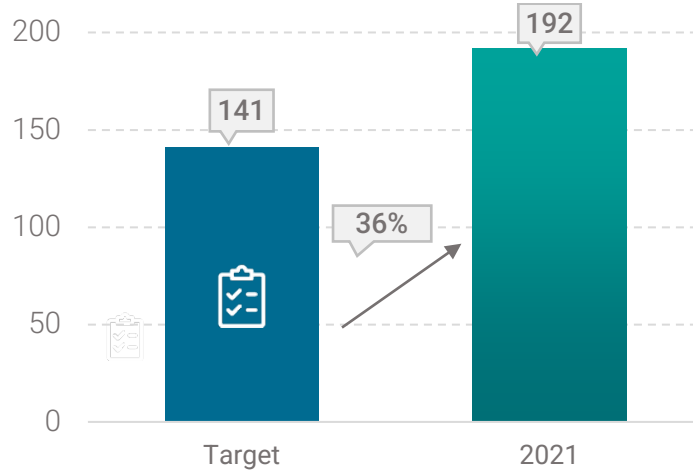
Note: This metric is based on the annual staff engagement survey that was administered in early 2021.



# Lawyer Assistance Program

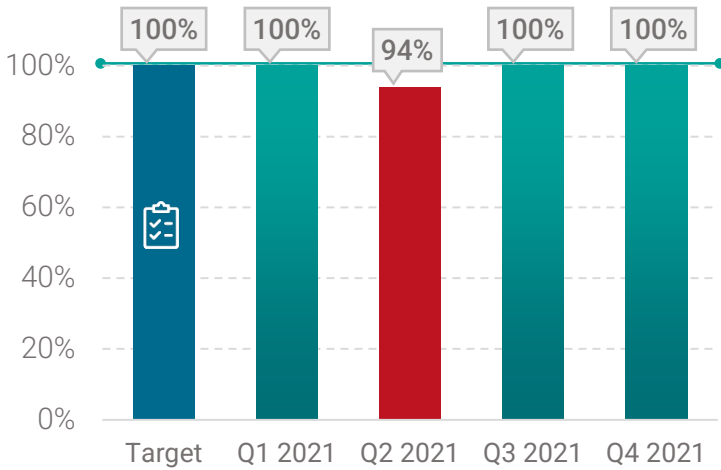
## Increase intakes by 10%

LAP-1



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

LAP-2



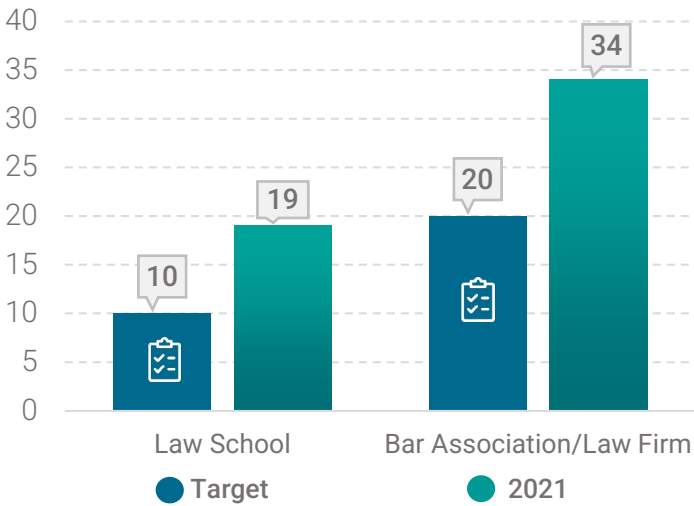
In Q2 2021, the Lawyer Assistance Program (LAP) received 17 requests, and staff responded to 16 of them within two business days. One caller did not submit their request to the appropriate outreach staff, thus causing a delayed response.



# Lawyer Assistance Program (continued)

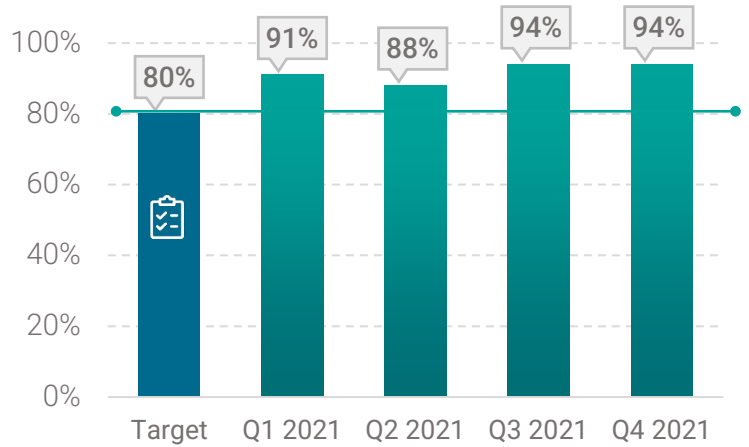
### Complete 10 law school presentations and 20 bar association or law firm presentations in 2021

LAP-3



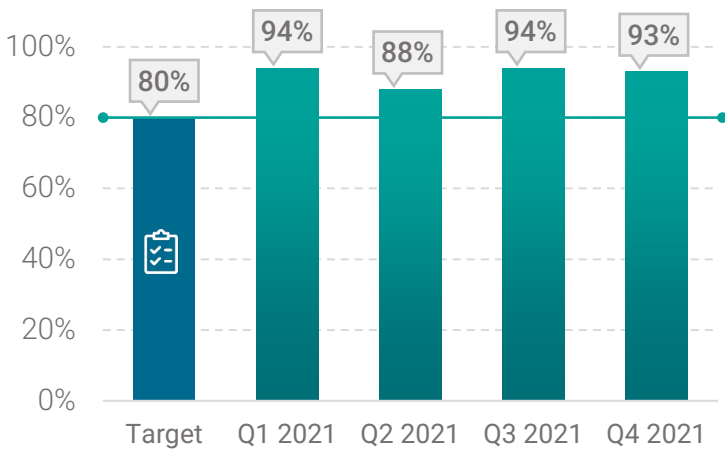
### 80% of survey participants report that the LAP addressed their goals

LAP-4A



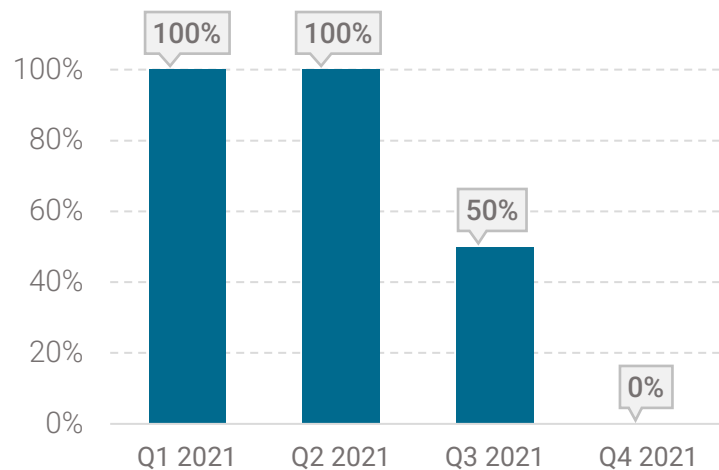
### 80% of survey participants report they are satisfied with their LAP experience

LAP-4B



### Track successful completion rates for Alternative Discipline Program cases

LAP-5

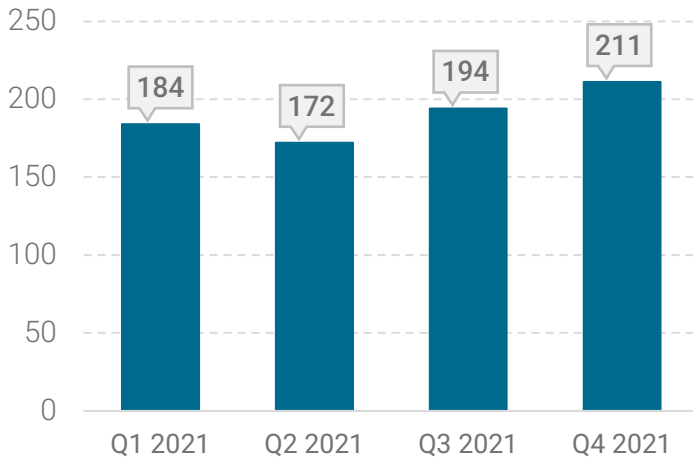




# Office of Chief Trial Counsel (OCTC)

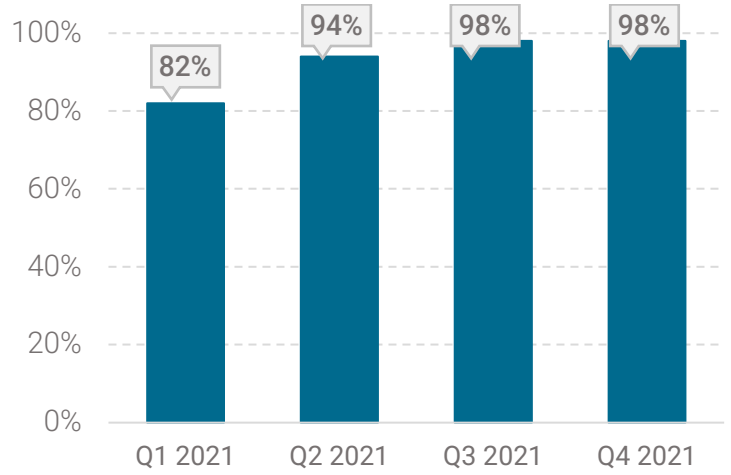
### Decrease number of P-1 cases in backlog for respondents with active law licenses

OCTC-1



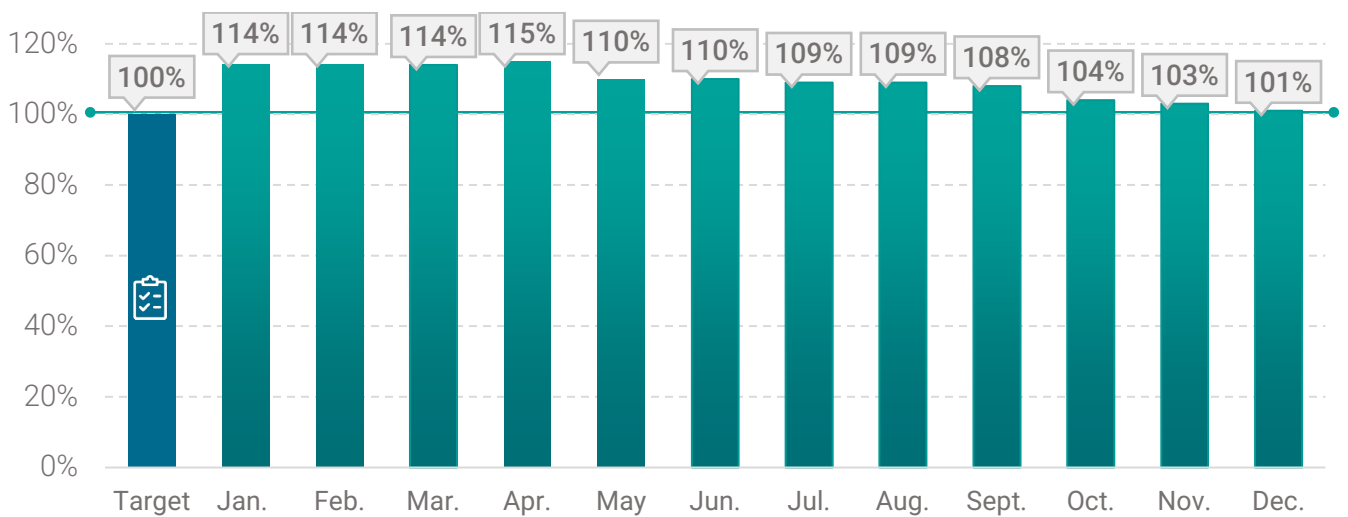
### Percent of P2 cases resolved within 120 days

OCTC-2



### Maintain an annual caseload clearance rate of at least 100%

OCTC-3



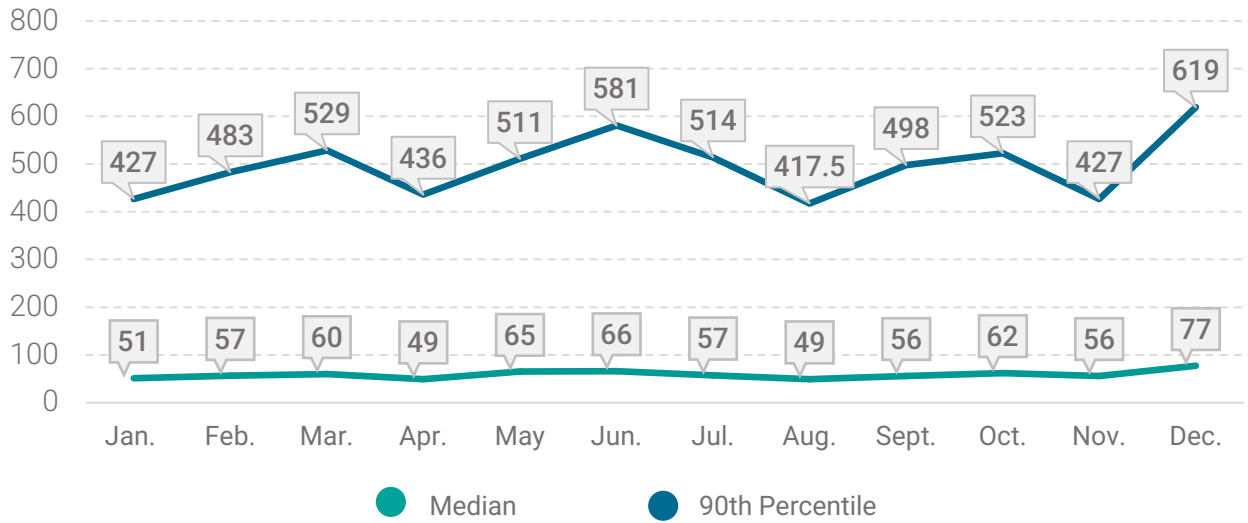
Note: This metric is calculated using a 12-month rolling average to smooth out month-to-month fluctuations in caseload clearance rates.



# Office of Chief Trial Counsel (continued)

## Case disposition times (OCTC)

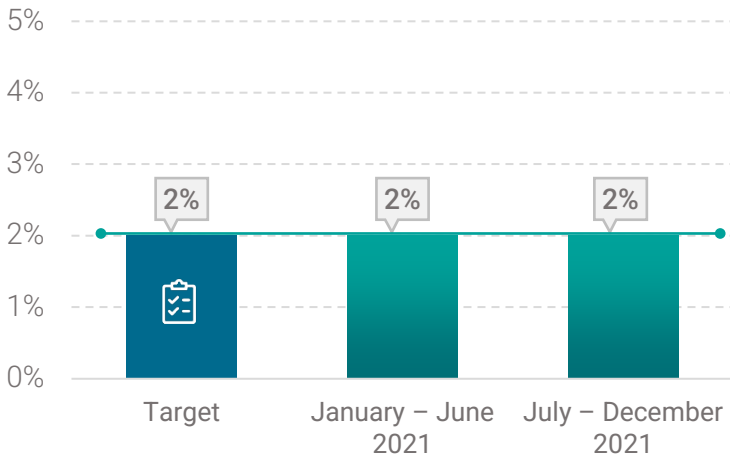
OCTC-4A & OCTC-4B



Note: This metric is measured by number of days.

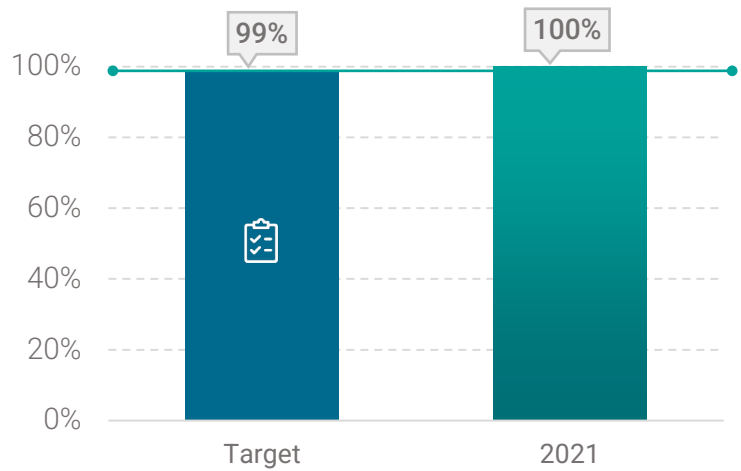
## Maintain current level of Complaint Review Unit (CRU) reopens for reasons other than new evidence

OCTC-5A



## Percent of Walker Petitions denied

OCTC-5B



Note: The California Supreme Court disposed 69 Walker Petitions in 2021 and granted none.

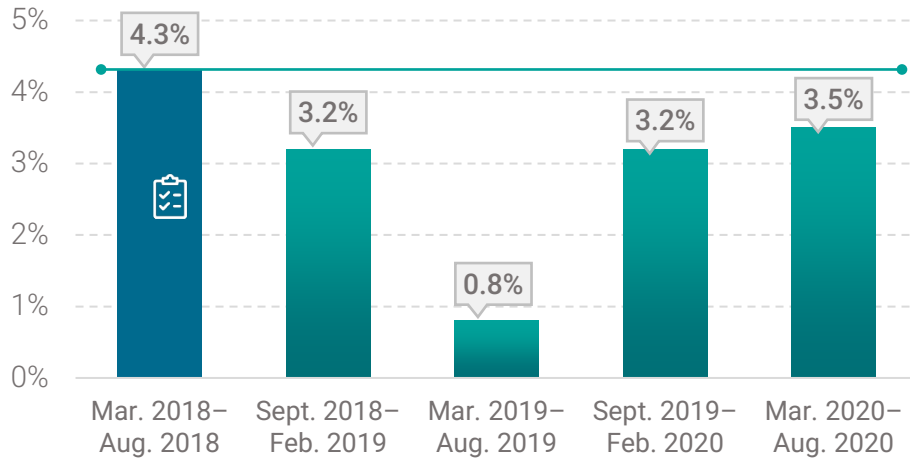




# Office of Chief Trial Counsel (continued)

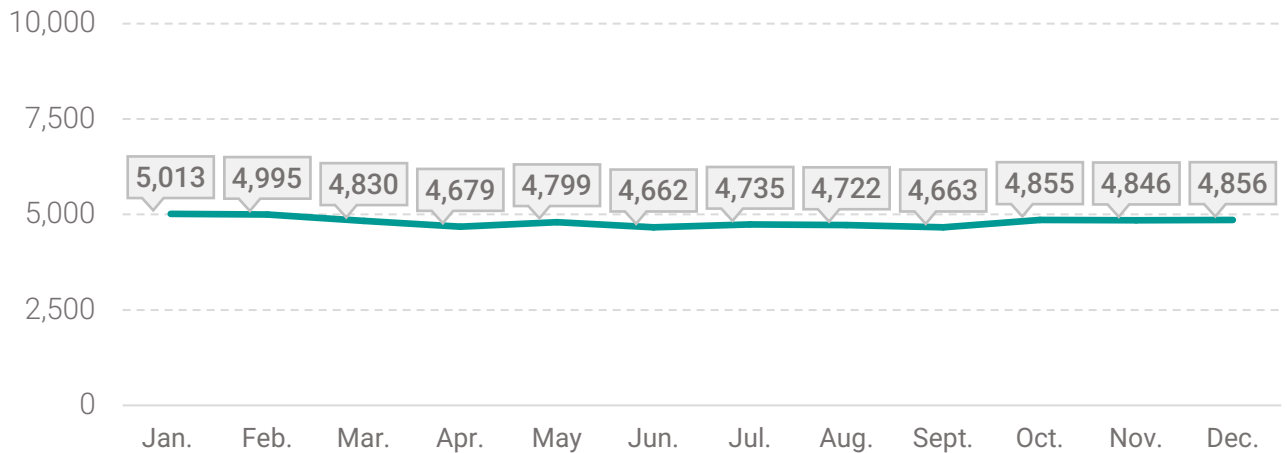
## Decrease the number of random-audit reopens for substantive reasons

OCTC-5C



## Case inventory trends

OCTC-6



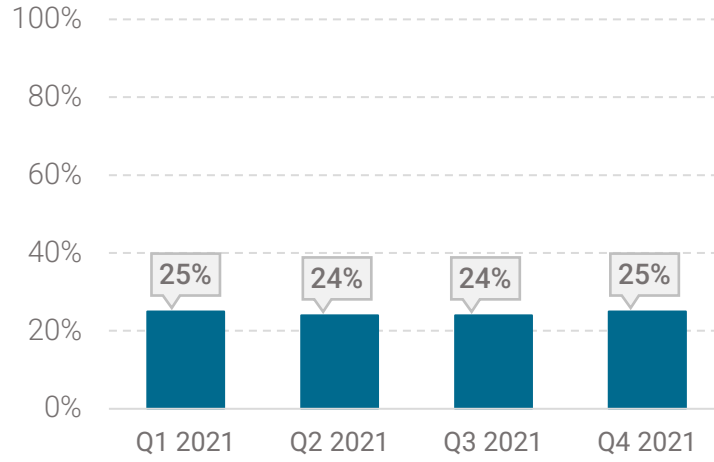
Note: This chart describes cases that are reported in the Annual Discipline Report.



# Office of Chief Trial Counsel (continued)

Percent of respondents that retain representation

OCTC-7





# Office of Access & Inclusion

**Closely monitor Interest on Lawyers' Trust Accounts (IOLTA) rates, including continued strategy around Leadership Bank program, to stabilize funding**

OAI-1



**Issue Report on Law School Retention by Q3 2021**

OAI-2



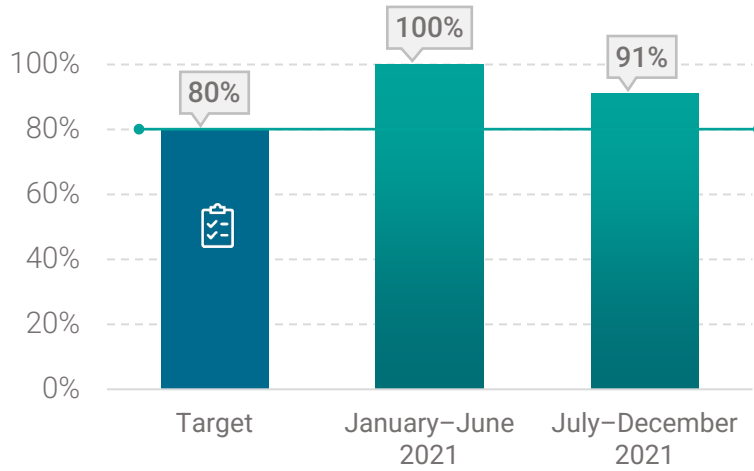
This report was delayed and will likely be released in spring 2022.



## Office of Access & Inclusion (continued)

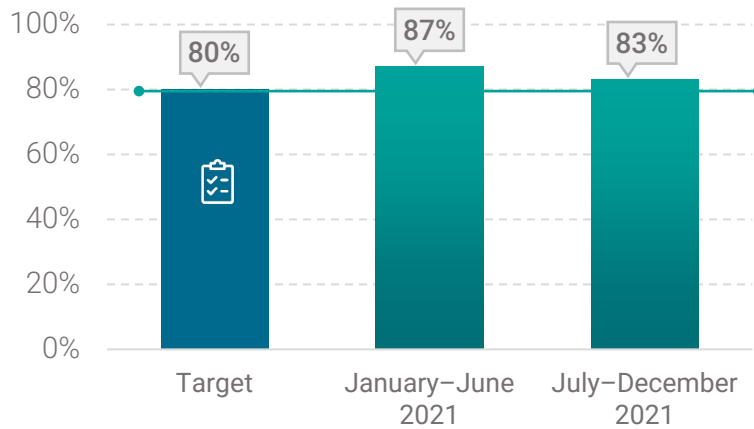
**Provide commissioners with meeting materials five to seven days in advance at least 80% of the time**

OAI-3



**Issue 80% of monitoring visit and fiscal visit findings within 60 days**

OAI-4

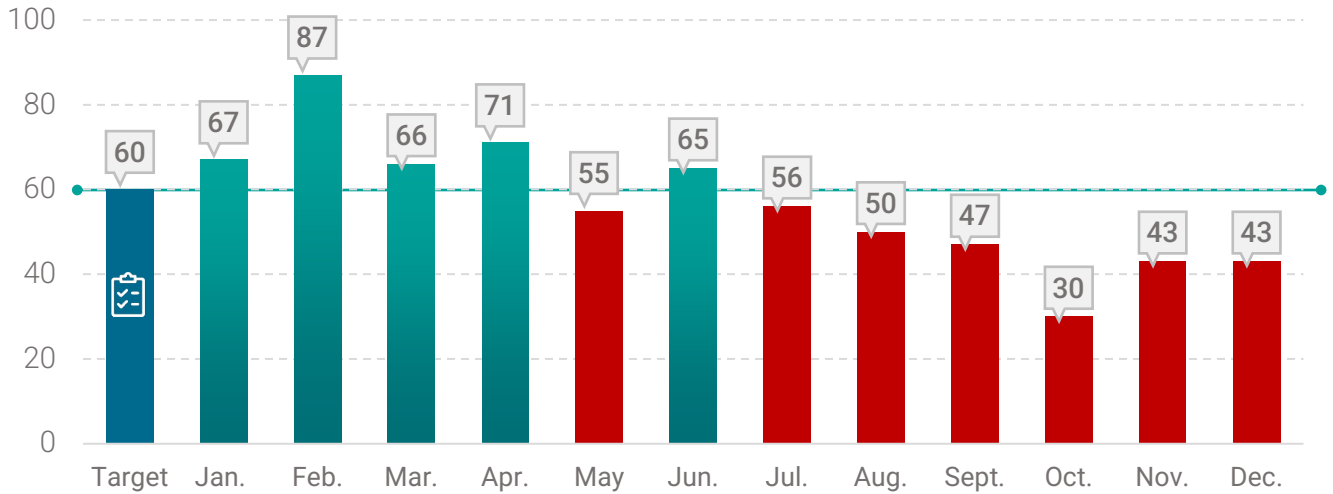




# Office of General Counsel

Complete and resolve an average of 60 CRU cases per month

OGC-1



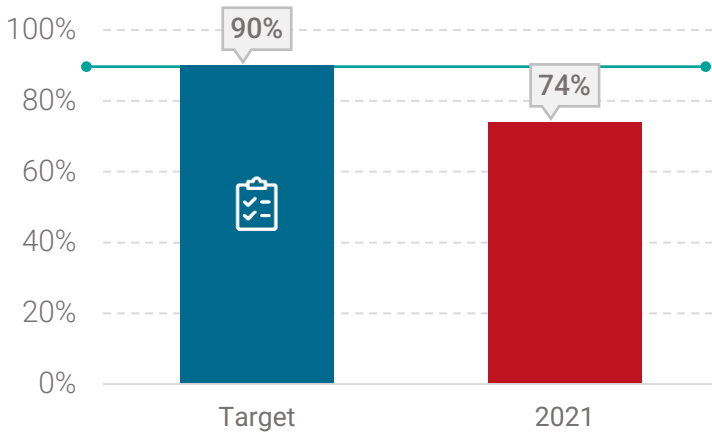
Due to attorney vacancy and recruitment challenges within OGC, the Complaint Review Unit (CRU) met its target of resolving 60 cases per month in just five out of 12 months in 2021. With additional staff now assigned to CRU, OGC expects to meet this metric more frequently in 2022.



## Office of General Counsel (continued)

**90% of clients report a high level of overall satisfaction with services provided by OGC staff**

OGC-2



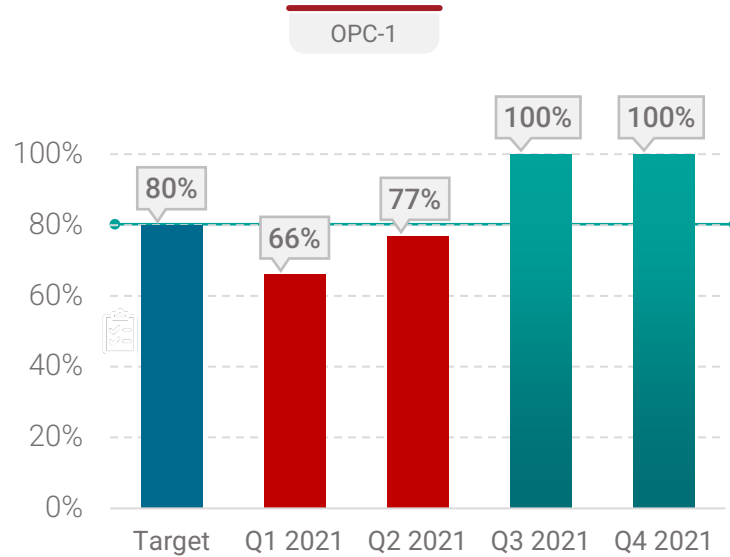
Note: This metric is drawn from the annual staff engagement survey that was administered in early 2021.

This metric is based on the annual staff engagement survey. An analysis of survey results revealed that the majority of respondents answered, “Not sure/no opinion” in response to questions regarding internal service satisfaction, with only a small percentage of staff expressing actual dissatisfaction with service.



# Office of Professional Competence

**80% of callers report a high level of overall satisfaction with the Ethics Hotline experience**



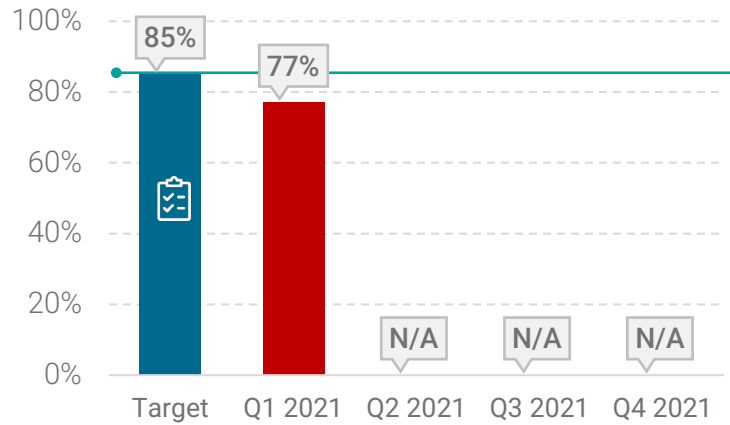
In Q1 and Q2, attorneys seeking support from the Ethics Hotline were required to submit an online request form. Users raised a number of concerns regarding the form submission and response process. The Ethics Hotline subsequently returned to a call center approach, where callers are placed in an automated queue and are routed to an available agent, eliminating the need to submit an online form and await a callback. Satisfaction rates improved accordingly.



# Office of Professional Competence (continued)

**Voluntary e-learning courses: 85% of participants report these courses met their expectations**

OPC-2A



Note: As of March 1, 2021, there were no voluntary e-learning courses offered to licensees. We anticipate that the voluntary New Rules of Professional Conduct course will be restored to the learning management system following an update of course content.

Feedback from e-learning participants points to the pace of course delivery as a primary driver of dissatisfaction. For example, course settings that require the narrative audio to read all on-screen text in its entirety before allowing the learner to progress to the next screen are part of e-learning industry standards for compliance with the Americans with Disabilities Act. While required, this narrative audio read creates frustration in some participants.

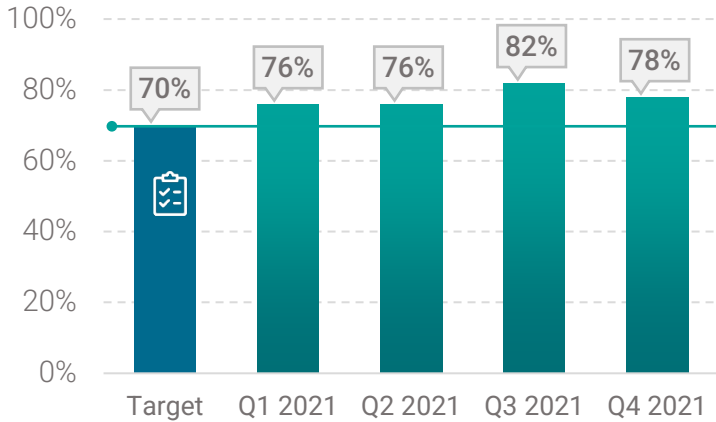




# Office of Professional Competence (continued)

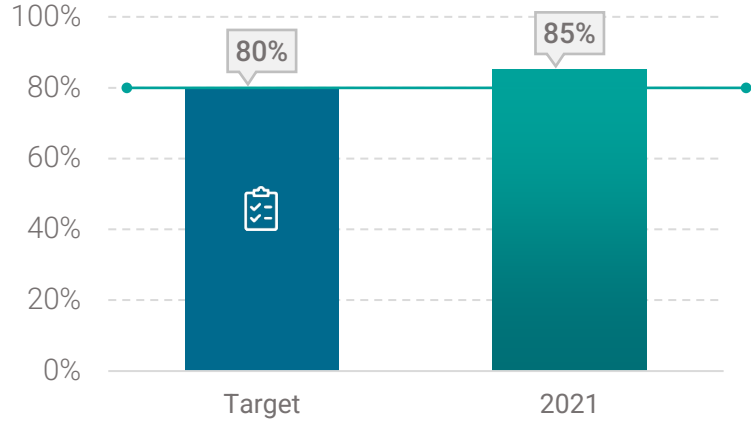
**Mandatory e-learning courses: 70% of participants report these courses met their expectations**

OPC-2B



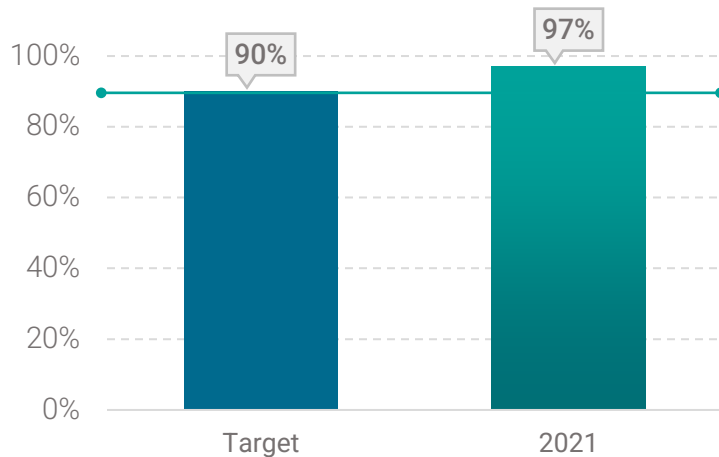
**80% of all annual Lawyer Referral Service recertification applications processed within 60 days of receipt of a completed submission**

OPC-3



**90% of requests for arbitration of attorney-client fee disputes are served on the responding attorney within 10 business days of receipt of a completed submission**

OPC-4





# Office of Research & Institutional Accountability (ORIA)

90% of all projects meet project milestones

ORIA-1



Publish second annual diversity report card in online interactive dashboard by Q2 2021

ORIA-2

ORIA had to prioritize other high-profile and time-sensitive projects in 2021. The second annual diversity report card will be published in 2022.

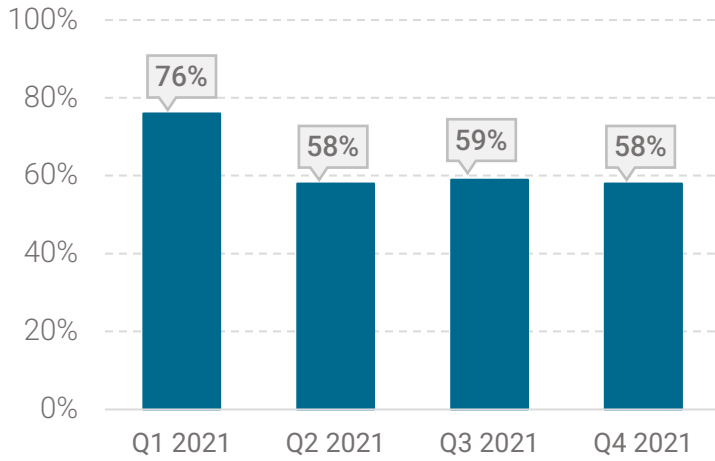




# Probation

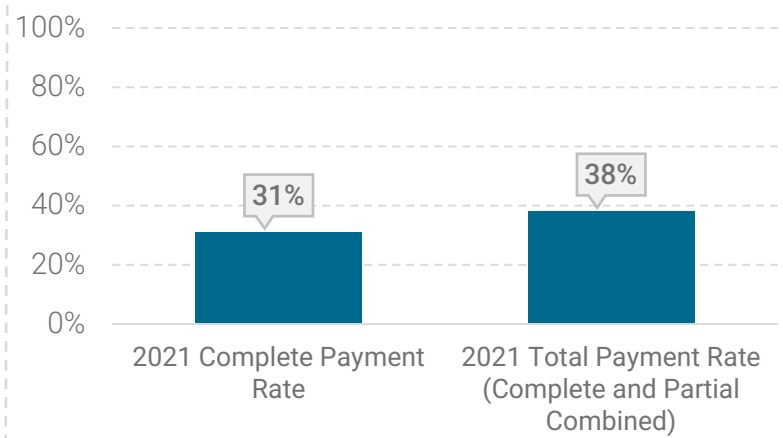
### Track successful completion rates and reasons for noncompletion

P-1



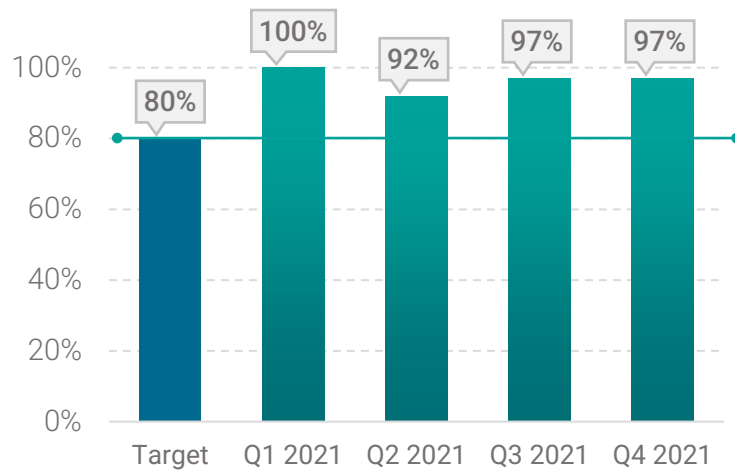
### Track rates of successful satisfaction of restitution orders

P-2



### 80% of courtesy reminder letters are provided to respondents within three weeks of case initiation

P-3

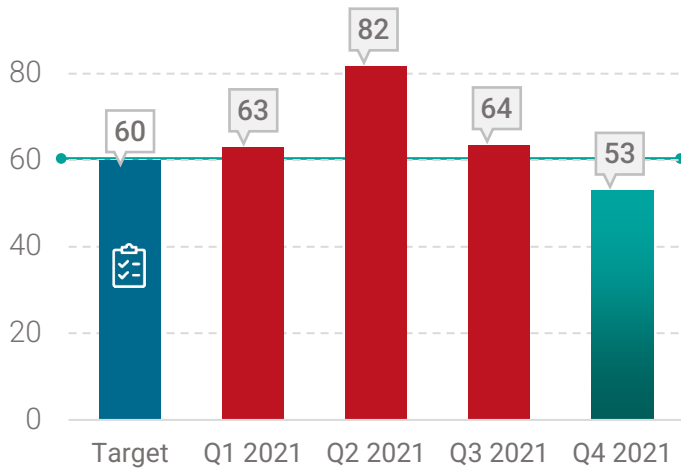




# Recruitment & Retention

Reduce average time to hire to 60 days or less

RR-1



The Office of Recruitment & Retention (R<sup>2</sup>) processed 92 hires in 2021. It met its target to process these hires in 60 days or less in one out of four quarters. Time-to-hire was impacted the recruitment of hard-to-fill positions, such as technical positions that required highly sought-after skills and attorney roles in OGC that recruit specifically within the San Francisco Bay Area, made even harder to fill given the State Bar’s salary structure.

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

RR-2



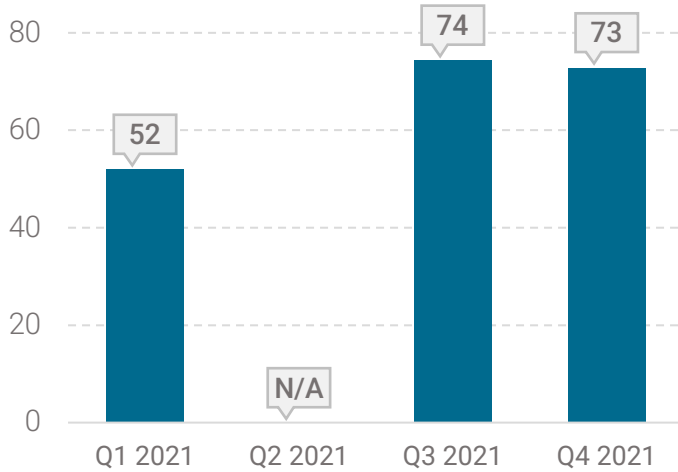
R<sup>2</sup> processed 72 hires eligible for stay interviews in 2021. The office met its target of conducting 100 percent of stay interviews in two of four quarters. Reasons for delays in Q1 and Q2 included scheduling conflicts and staff unavailability.



# Recruitment & Retention (continued)

### Average number of days to fill OCTC attorney positions

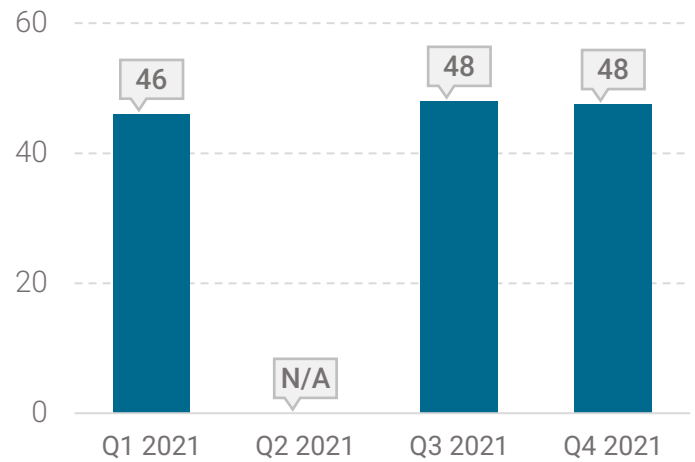
RR-3



Note: No OCTC attorney roles were open for recruitment in Q2 2021.

### Average number of days to fill OCTC investigator positions

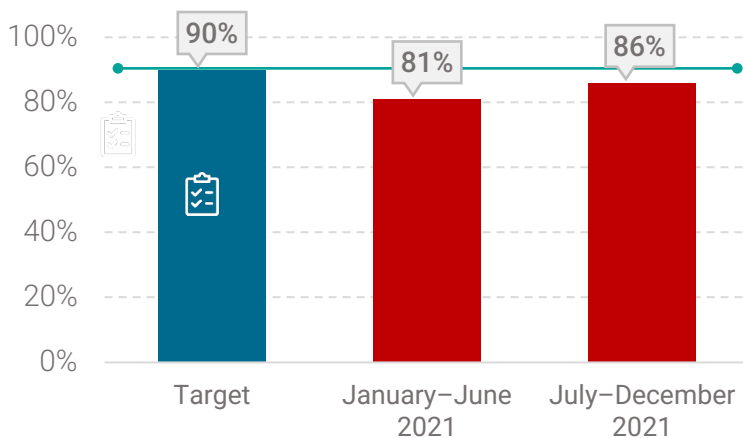
RR-4



Note: No OCTC investigator roles were open for recruitment in Q2 2021.

### 90% of participants report a high level of overall satisfaction with the T&D program

RR-5



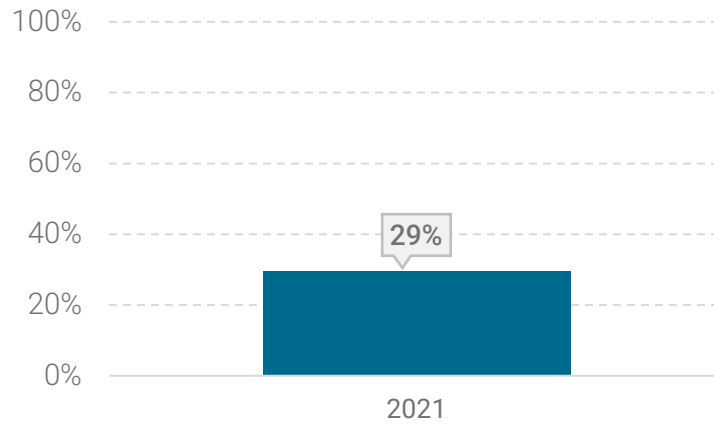
In 2021, 13 staff members participated in the Training & Development (T&D) program, and 12 filled out a satisfaction survey. Due to the small number of surveys, this metric's value was impacted by the few staff members who gave neutral ratings on survey questions about assignment length and the program's impact on their engagement.



# Recruitment & Retention (continued)

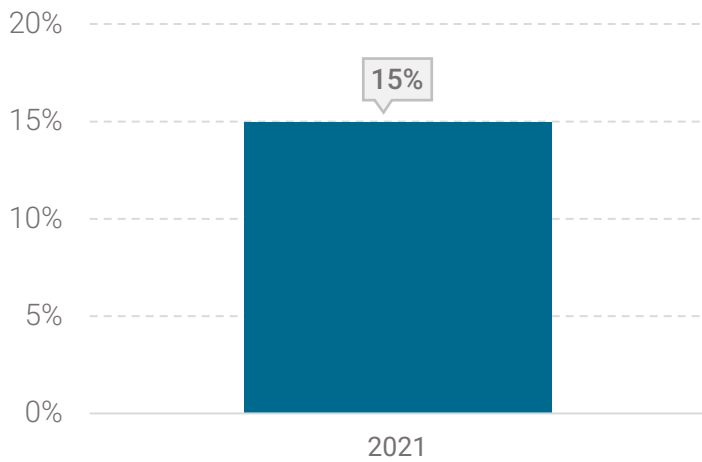
### Percent of internal hires

RR-7



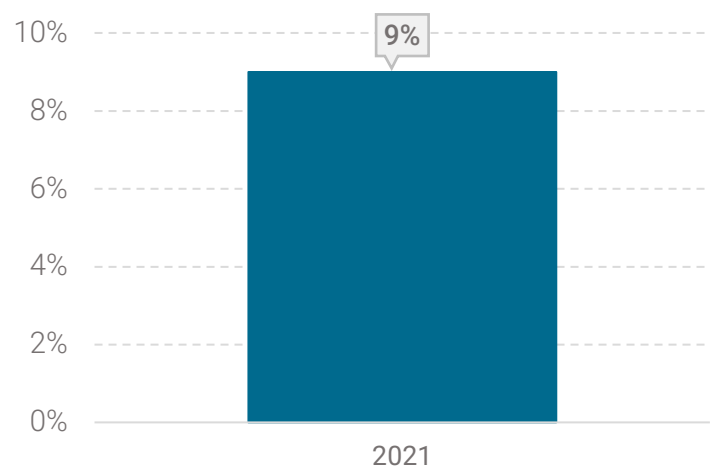
### Turnover rate among OCTC attorneys

RR-8



### Turnover rate among OCTC investigators

RR-9

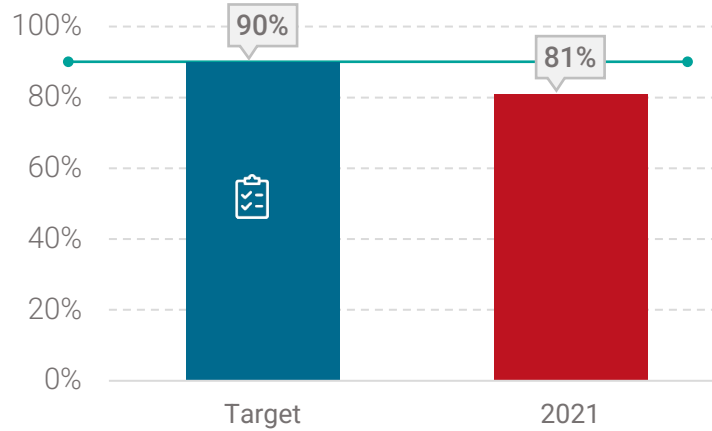




## Recruitment & Retention (continued)

**90% of internal customers report a high level of overall satisfaction with services provided by R<sup>2</sup> staff**

RR-10



Note: This metric is based on the annual staff engagement survey that was administered in early 2021.

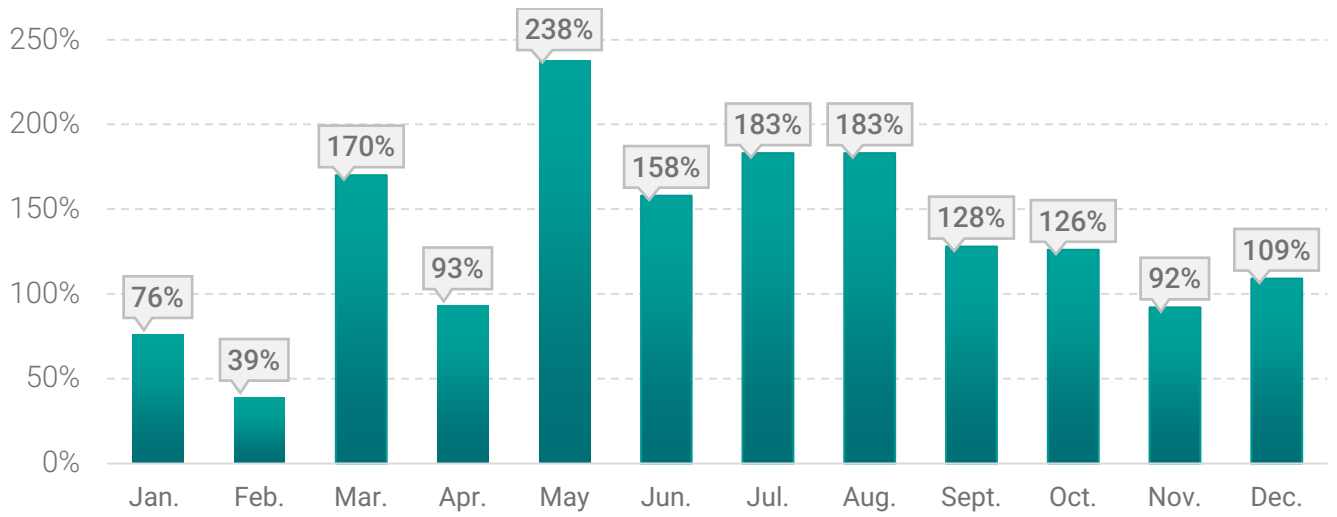
As a result of the pandemic, R<sup>2</sup> pivoted in March 2020 to recruit and onboard new hires remotely. This included supporting managers as they conducted interviews remotely using Zoom, a new tool for many; finding open LiveScan sites and scheduling appointments to conduct required fingerprinting; finding immigration consultants to conduct employment eligibility verification; shipping computer equipment to new hires; and conducting new-hire orientations via Zoom. In addition, various changes were made to recruitment and onboarding processes, including implementation of a new recruitment system, a new IT support request/service system, and ongoing COVID-19 changes. These multiple challenges and changes affected internal client satisfaction, preventing the office from meeting this target.



# State Bar Court

## Monthly caseload clearance rate

SBC-1



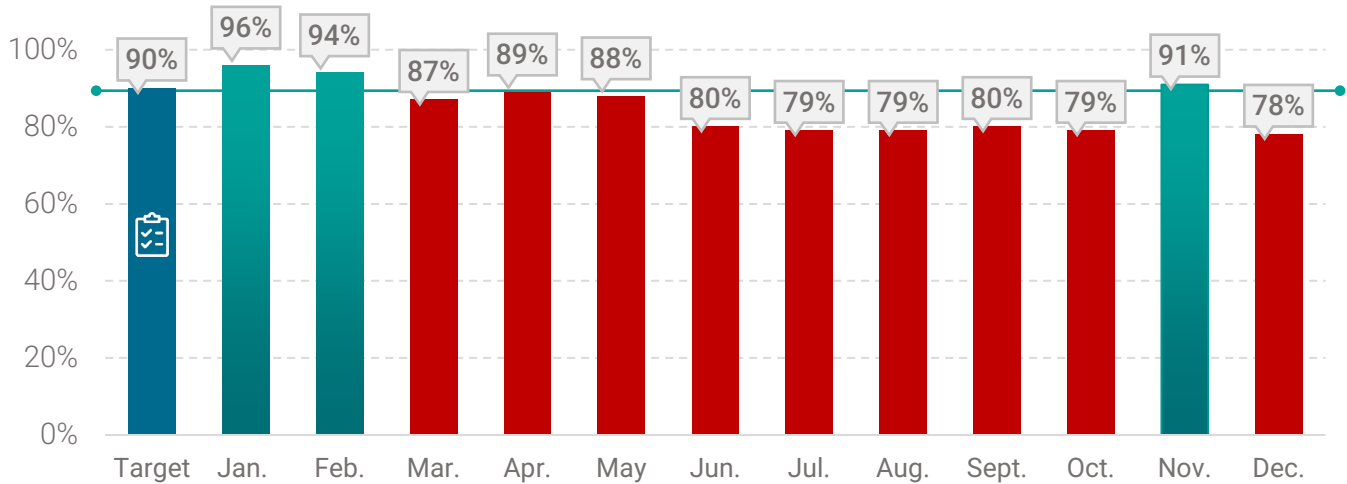




# State Bar Court (continued)

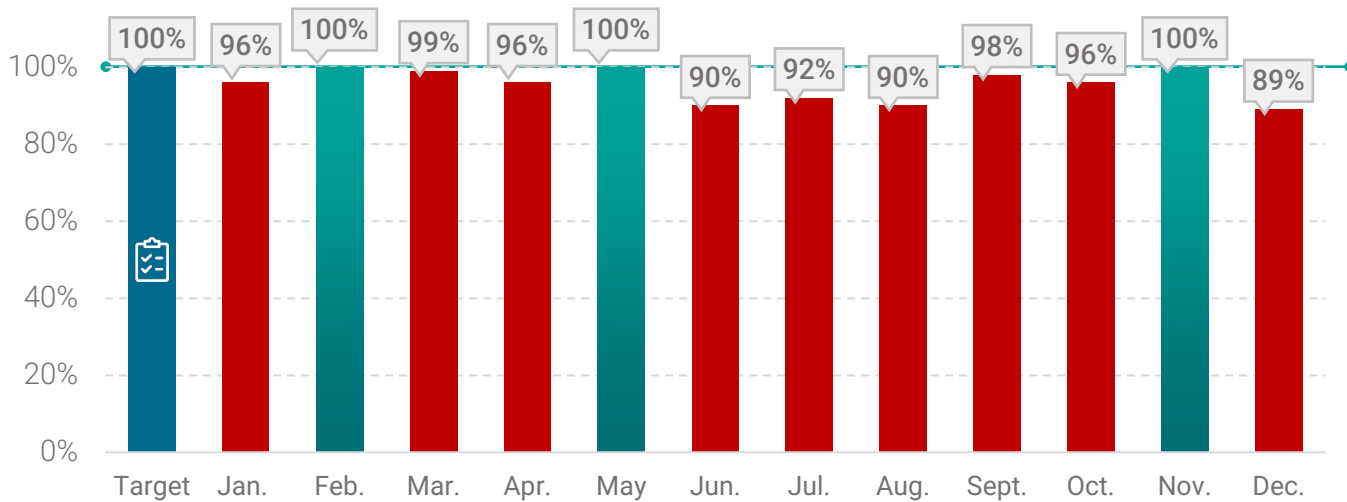
## Hearing Department: 90% of cases to be processed within case type timeline

SBC-2A



## Hearing Department: 100% of cases to be processed within 150% of case type timeline

SBC-2B



The Hearing Department closed 582 cases in 2021. Delays that contributed to case processing times include the following:

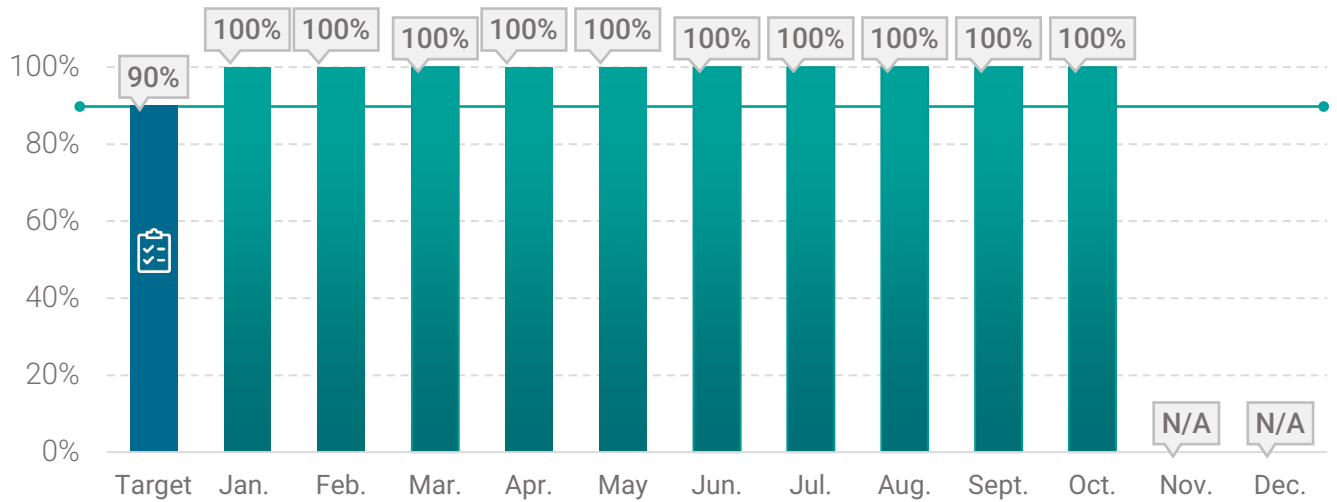
- Good cause continuances to serve due process as requested by the parties;
- Judicial reassignments;
- Defaults and subsequent motions for reconsideration;
- Rejected stipulations and orders to amend the filings; and
- Disposition held pending the disposition of other matters.



# State Bar Court (continued)

## Review Department: 90% of cases to be processed within case type timeline

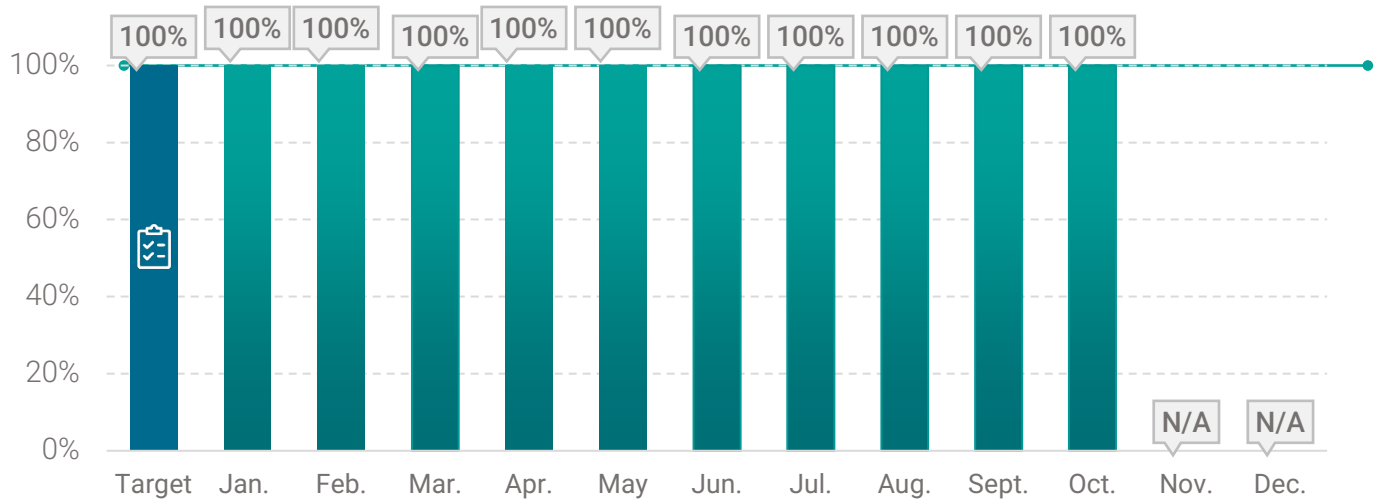
SBC-2C



Note: No cases reached final outcome in November and December 2021.

## Review Department: 100% of cases to be processed within 150% of case type timeline

SBC-2D



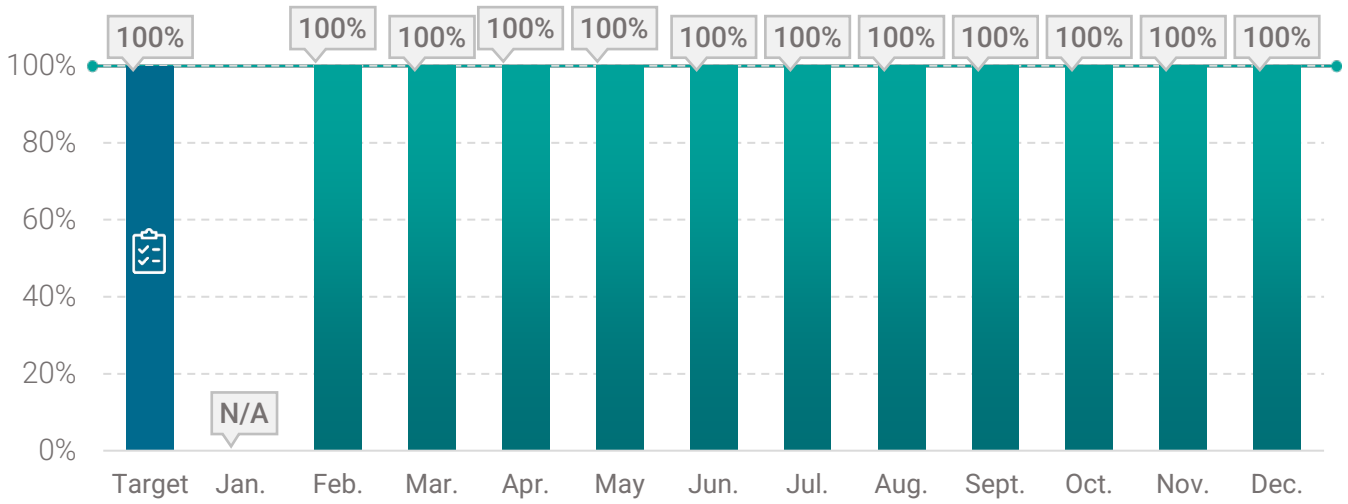
Note: No cases reached final outcome in November and December 2021.



# State Bar Court (continued)

## Effectuations: 100% of cases to be processed within timeline

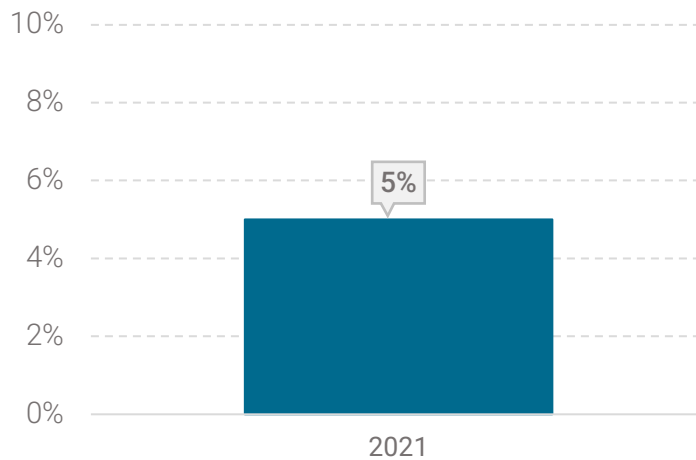
SBC-2E



Note: No cases reached final outcome in January 2021.

## Percent of petitions granted

SBC-3A



Note: 21 petitions were disposed in 2021, and one was granted.



# State Bar Metrics

Organized by office, the list below contains all metrics the State Bar is currently tracking. All metric IDs below supersede those previously reported.

## ADMISSIONS

**Metric Focus:** Quality Control, Cycle Time, Cost Control

Metric ID	Name	Timing	Notes
A-1	Conduct initial review of 80% of Moral Character applications within 90 days of receipt	Semiannually	
A-2	Reduce exam costs by 5%	Annually	
A-3A	Reduce time to grade the February Bar Exam from 11 weeks to 9 weeks by Q2 2021	Semiannually	
A-3B	Reduce time to grade the July Bar Exam from 16 weeks to 14 weeks by Q4 2021	Semiannually	
A-4	Complete processing of 75% of applications for the Provisional Licensure Program within two weeks of receipt of a complete application	Quarterly	

## ATTORNEY REGULATION & CONSUMER RESOURCES

**Metric Focus:** Efficiency (Operational Management), Cycle Time

ARCR-1A	Less than 40% of Resource Center calls transferred out	Quarterly	Performance target was changed to 38% after Q2 2021, with the goal of reaching 35% by Q1 2022.
ARCR-1B	Less than 25% of calls abandoned	Quarterly	
ARCR-1C	Average call wait time of less than 7 minutes	Quarterly	

**ATTORNEY REGULATION & CONSUMER RESOURCES (CONTINUED)**

Metric ID	Name	Timing	Notes
ARCR-2	75% of participants completing phone system survey report a high level of overall satisfaction with their call center experience	Monthly and Quarterly	Reporting of this metric is paused until ARCR implements a new phone system that will enable it to better evaluate overall satisfaction and get higher participation rates. Results are generated from surveys given to Resource Center callers.
ARCR-3	Process 75% of MCLE applications within 30 days of receipt	Quarterly	
ARCR-4	Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2021	Annually	
ARCR-5	Fulfill 95% of requests for certificates of standing within five business days of receipt	Quarterly	
ARCR-6	Convert 20% of law corporations to a strictly online renewal process by Q3 2022	One-time	
ARCR-7	For Q1 and Q2 2021, send three email blasts and conduct eight MCLE provider trainings per quarter on the new MCLE provider management system	Quarterly	

**BOARD SUPPORT, JUDICIAL NOMINEES EVALUATION COMMISSION, AND APPOINTMENTS**

Metric Focus: Efficiency (Operational Management)

BJA- 1	90% of Board of Trustees report a high level of overall satisfaction with quality of operational support provided	Annually	
BJA-2	100% of JNE candidates evaluated within 90 days	Semiannually	
BJA-3	Standardize public comment process (timelines, submission form and template, and style guides) by Q4 2021	One-time	

**CLIENT SECURITY FUND**

Metric Focus: Customer Satisfaction, Efficiency, Cost Control, Cycle Time

Metric ID	Name	Timing	Notes
CSF-1	Resolve at least 1,350 cases in 2021	Semiannually	
CSF-2	Decrease time to payout after final discipline by 5%	Annually	

**FINANCE**

Metric Focus: Fiscal Management/Operational Efficiency, Quality, Cycle Time

F-1	Provide fiscal year-to-date budget-actual analysis on a monthly basis to enable efficient financial management by client division or office and the executive director within 30 days of the end of the month	Monthly	This metric's title was recently updated for clarity and the reporting period was changed from quarterly to monthly.
F-2	Pay 90% of vendor invoices within 30 days of receipt	Quarterly	
F-3	Complete monthly adjusting journal entries and close the books timely and accurately within 20 business days of the end of the month	Monthly	This metric's title was recently updated for clarity.
F-4	90% of internal clients report a high level of overall satisfaction with services provided by Finance staff	Annually	

**GENERAL SERVICES**

Metric Focus: Cycle Time, Quality

GS-1	Process 90% procurement requisitions with 100% accuracy within three days	Quarterly	
GS-2	Process 85% of all facilities requests (not requiring parts or equipment ordering) within three or fewer business days	Quarterly	

**GENERAL SERVICES (CONTINUED)****Metric Focus:** Cycle Time, Quality

Metric ID	Name	Timing	Notes
GS-3	90% of internal customers report a high level of overall satisfaction with services provided by General Services staff	Annually	
GS-4	Advance capital improvement projects per capital improvement plan by Q4 2021 including: <ul style="list-style-type: none"> <li>• Complete HVAC/chiller project</li> <li>• Execute contract for generator project and prepare site for 2022 installation</li> <li>• Execute contract for elevator modernization project for 2022–2024 phased upgrade</li> </ul>	One-time	

**HUMAN RESOURCES****Metric Focus:** Cycle Time, Customer Satisfaction

HR-1	Conduct 80% of performance evaluations by anniversary date or, for executives, the due date	Monthly and Quarterly	
HR-2	90% of internal customers report a high level of overall satisfaction with services provided by HR staff	Annually	

**INFORMATION TECHNOLOGY****Metric Focus:** Efficiency, Customer Satisfaction

IT-1	90% of stakeholders report a high level of overall satisfaction with new technology deployments	Quarterly	
IT-2	Process 85% of all IT service requests (not requiring parts or equipment ordering or software development) within five business days or less	Quarterly	
IT-3	Complete 90% of planned major IT projects on schedule and on budget	Quarterly	
IT-4	90% of internal customers report a high level of overall satisfaction with services provided by IT staff	Annually	

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

<b>Metric ID</b>	<b>Name</b>	<b>Timing</b>	<b>Notes</b>
LAP-1	Increase intakes by 10%	Annually	
LAP-2	Respond to 100% of requests for presentations within two business days	Quarterly	
LAP-3	Complete 10 law school presentations and 20 bar association or law firm presentations in 2021	Annually	
LAP-4A	80% of survey participants report that the LAP addressed their goals	Quarterly	
LAP-4B	80% of survey participants report they are satisfied with their LAP experience	Quarterly	
LAP-5	Track successful completion rates for Alternative Discipline Program cases (and reasons for termination)	Quarterly	

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

OAI-1	Closely monitor IOLTA rates, including continued strategy around Leadership Bank Program, to stabilize funding	Quarterly	
OAI-2	Issue report on law school retention by Q3 2021	One-time	
OAI-3	Provide commissioners with meeting materials five to seven days in advance at least 80% of the time	Semiannually	
OAI-4	Issue 80% of monitoring visit and fiscal visit findings within 60 days	Semiannually	



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

Metric ID	Name	Timing	Notes
OCTC-1	Decrease number of P-1 cases in backlog for respondents with active law licenses	Quarterly	
OCTC-2	Percent of P-2 cases resolved within 120 days	Quarterly	
OCTC-3	Maintain an annual caseload clearance rate of at least 100%	Monthly	
OCTC-4A	Case disposition: median	Monthly	
OCTC-4B	Case disposition: 90th percentile	Monthly	
OCTC-5A	Maintain current level of CRU reopens for reasons other than new evidence	Semiannually	
OCTC-5B	Maintain current level of Walker Petition reopens	Annually	This metric will be reported as a percentage moving forward.
OCTC-5C	Decrease the number of random audit reopens for substantive reasons	Semiannually	
OCTC-6	Case inventory	Monthly	
OCTC-7	Percent of respondents that retain representation	Quarterly	This metric is based on closed cases of all types that reached the investigation stage.

**OFFICE OF GENERAL COUNSEL****Metric Focus:** Cycle Time, Customer Satisfaction, Organizational Capability

OGC-1	Complete and resolve an average of 60 CRU cases per month	Monthly	
OGC-2	90% of clients report a high level of overall satisfaction with services provided by OGC staff	Annually	

**OFFICE OF PROFESSIONAL COMPETENCE****Metric Focus:** Outreach/Access, Customer Satisfaction

Metric ID	Name	Timing	Notes
OPC-1	80% of callers report a high level of overall satisfaction with the Ethics Hotline experience	Quarterly	
OPC-2A	Voluntary e-learning courses: 85% of participants report these courses met their expectations	Quarterly	As of March 1, 2021, there are no voluntary e-learning courses offered to licensees. The Office of Professional Competence anticipates that the voluntary New Rules of Professional Conduct course will be restored to the Learning Management System following an update of the course content.
OPC-2B	Mandatory e-learning courses: 70% of participants report these courses met their expectations	Quarterly	
OPC-3	80% of all annual Lawyer Referral Service recertification applications processed within 60 days of receipt of a completed submission	Annually	
OPC-4	90% of requests for arbitration of attorney-client fee disputes are served on the responding attorney within 10 business days of receipt of a completed submission	Annually	

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

ORIA-1	90% of all ORIA projects met project milestones	Quarterly	
ORIA-2	Publish second annual diversity report card in online interactive dashboard format by Q2 2021	One-time	

**PROBATION****Metric Focus:** Outcomes; Efficiency

Metric ID	Name	Timing	Notes
P-1	Track successful completion rates and reasons for noncompletion	Quarterly	
P-2	Track rates of successful satisfaction of restitution orders	Annually	
P-3	80% of courtesy reminder letters are provided to respondents within three weeks of case initiation	Quarterly	

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

RR-1	Reduce average time to hire to 60 days or fewer	Quarterly	
RR-2	Stay interviews are conducted for 100% of new hires within 90 days of hire	Quarterly	
RR-3	Average number of days to fill OCTC attorney positions	Quarterly	
RR-4	Average number of days to fill OCTC investigator positions	Quarterly	
RR-5	90% of participants report a high level of overall satisfaction with the Training & Development Program	Semiannually	

**RECRUITMENT & RETENTION (CONTINUED)**

Metric ID	Name	Timing	Notes
RR-6	90% of participants report a high level of overall satisfaction with trainings	Quarterly	This metric's methodology is currently under review and will be resolved for 2022.
RR-7	Percent of internal hires	Annually	
RR-8	Turnover rate among OCTC attorneys	Annually	This metric is limited to Attorneys and Senior Attorneys in OCTC, excluding casual/temporary employees as well as staff who do not successfully complete probation.
RR-9	Turnover rate among OCTC investigators	Annually	This metric is limited to Investigators in OCTC, excluding casual/temporary employees as well as staff who do not successfully complete probation.
RR-10	90% of internal customers report a high level of overall satisfaction with services provided by R <sup>2</sup> staff	Annually	

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

SBC-1	Monthly caseload clearance rate	Monthly	
SBC-2A	Hearing Department: 90% of cases to be processed within case type timeline	Monthly	

**STATE BAR COURT (CONTINUED)**

Metric ID	Name	Timing	Notes
SBC-2B	Hearing Department: 100% of cases to be processed within 150% of case type timeline	Monthly	
SBC-2C	Review Department: 90% of cases to be processed within case type timeline	Monthly	
SBC-2D	Review Department: 100% of cases to be processed within 150% of case type timeline	Monthly	
SBC-2E	Effectuations: 100% of cases to be processed within timeline	Monthly	
SBC-3A	Percent of petitions granted	Annually	This metric was added in 2021.
SBC-3B	Number petitions granted	Semiannually	This will no longer be a metric; values will be reported when reporting SBC-3A.
SBC-3C	Number of petitions denied	Semiannually	This metric will no longer be reported.
SBC-3D	Number of remands	Semiannually	This metric will no longer be reported.

**COMMUNICATIONS**

**Metric Focus:** Outreach (Brand Image, Public Perception), Customer Satisfaction

SCSE-1	90% of stakeholders report a high level of overall satisfaction with quality of internal communications	Annually	
SCSE-2	Number of social media followers	Quarterly	
SCSE-3	Expand communications engagement with Spanish-speaking audiences through a campaign involving paid social media placements and radio public service announcements	Annually	