

State Bar Operational Metrics Report

2025



The State Bar of California



Introduction

The State Bar's operational metrics are designed to evaluate core performance objectives, including operational efficiency, customer responsiveness, and compliance. This report presents 2025 results for 54 operational metrics that the State Bar has identified as key to achieving organizational goals.

Of the 54 metrics, 47 have established performance targets and 7 are reported for tracking purposes only. Of those with targets, 72 percent (34 metrics) were met, compared with 65 percent in 2024. For metrics that did not meet their targets, accompanying narratives provide context for performance and outline plans for improvement.

A complete list of metrics with methodological notes is provided in Appendix A.



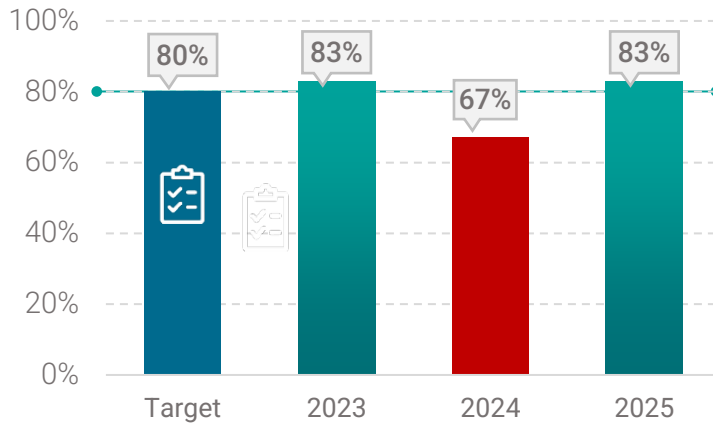
Client Security Fund

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

Time period	Number of cases projected to be resolved	Number of cases resolved
2023	...	619
2024	875	1,162
2025	700	731

Note: Client Security Fund staff projects to resolve at least 700 cases in 2026. This data is not available for 2023 as the metric was updated to report on the number of cases projected to be resolved, starting with 2024.

Target: Resolve 80 percent of Client Security Fund cases within 365 days of the jurisdiction date

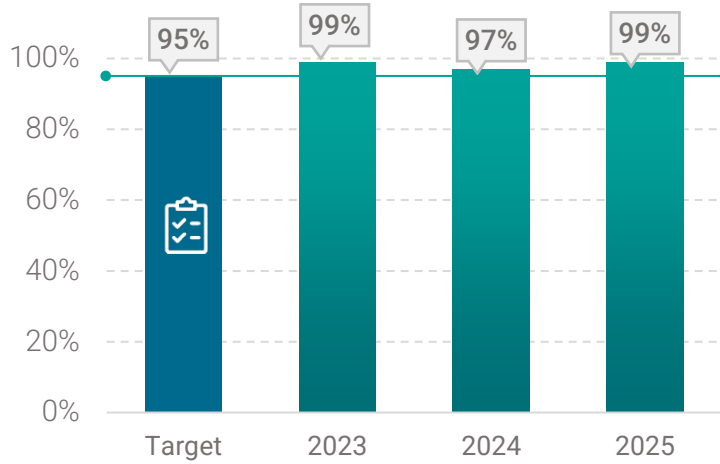


Note: 731 cases were resolved in 2025. Prior to 2025, the performance target for this metric was 90 percent.

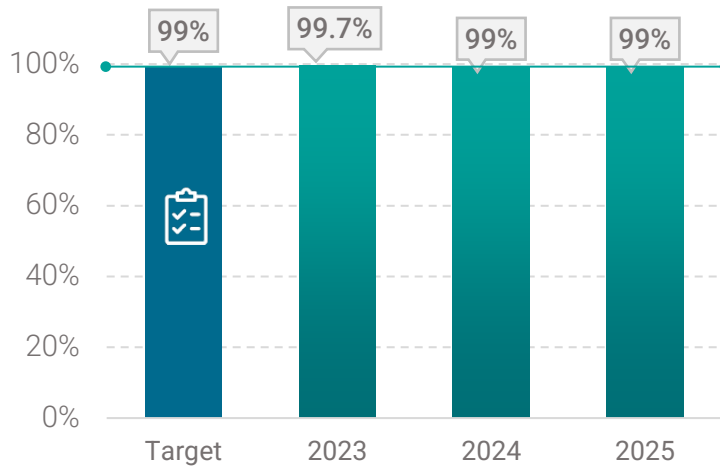


Division of Regulation

Target: 95 percent of licensees comply with Client Trust Account Protection Program (CTAPP) reporting requirements by June 30



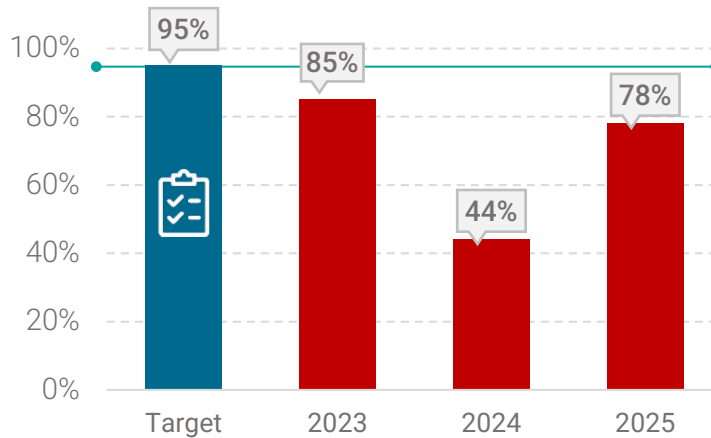
Target: 99 percent of active licensees will be in compliance with license fee obligations by June 30





Division of Regulation (continued)

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



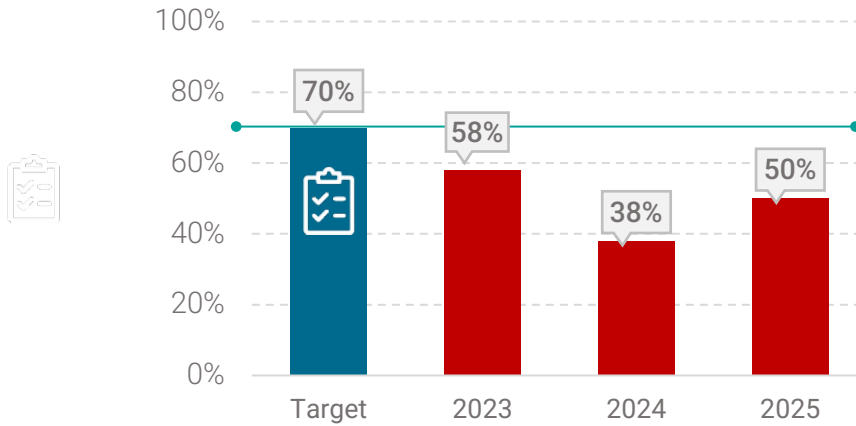
Note: The Division of Regulation received 11,158 requests for certificates of standing in 2025.

In 2025, the Division of Regulation (DOR) continued the implementation of the automated certificate process to address prior-year delays. However, the office issued 78 percent of Certificates of Standing (COS) within five business days, falling short of the 95 percent target. Performance was impacted by implementation delays and a technical transmission error during the Q2 2025 automation rollout. Staffing levels had been reduced in anticipation of the new automated system, which limited manual redundancy and delayed detection of a system glitch that prevented certain certificates from being transmitted between April 9 and October 21. Once the system glitch was identified, DOR staff manually generated the affected certificates to ensure completion. The technical issue was corrected in late October, and all outstanding certificates were fully resolved by November 2025. While the process has been automated, the monitoring controls in place include the receipt and review of licensee complaints by assigned staff, as well as reliance on partner offices to communicate any issues identified with the automated process.



Division of Regulation (continued)

Target: Respond to 70 percent of email inbox inquiries within five business days of receipt



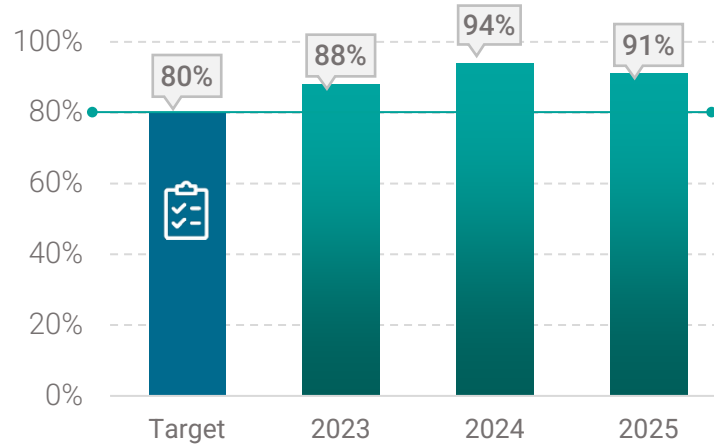
Note: Prior to 2025, the performance target for this metric was 80 percent within two business days.

The metric was revised from “Respond to 80 percent of email inbox inquiries within two business days of receipt” to “Respond to 70 percent of email inbox inquiries within five business days of receipt.” DOR transitioned from email to HubSpot for managing inquiries while also experiencing a reduction in staffing. DOR previously indicated that, given current resources, the original target was not achievable. As a result, the metric was not met. Additionally, 2025 data showed that only 50 percent of inquiries received a response within five business days. The revised 70 percent target was established as a reasonable benchmark that can be reassessed in future reporting periods—especially given recent staffing losses and the hiring freeze.

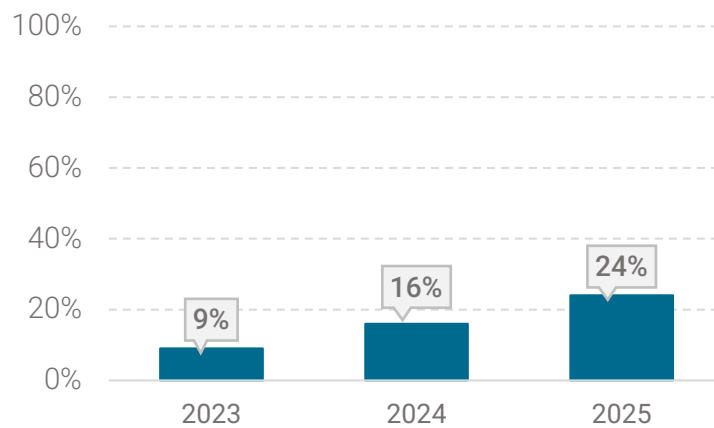


Lawyer Assistance Program

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



Track successful completion rates for Monitored Lawyer Assistance Program

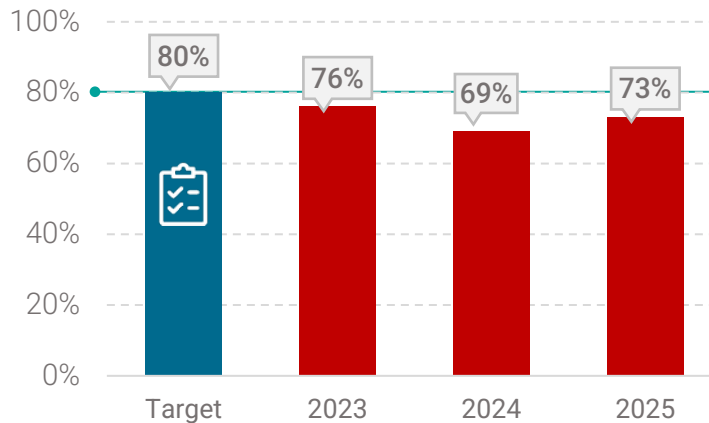


Note: In 2025, 76 cases were closed.



Mandatory Fee Arbitration

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

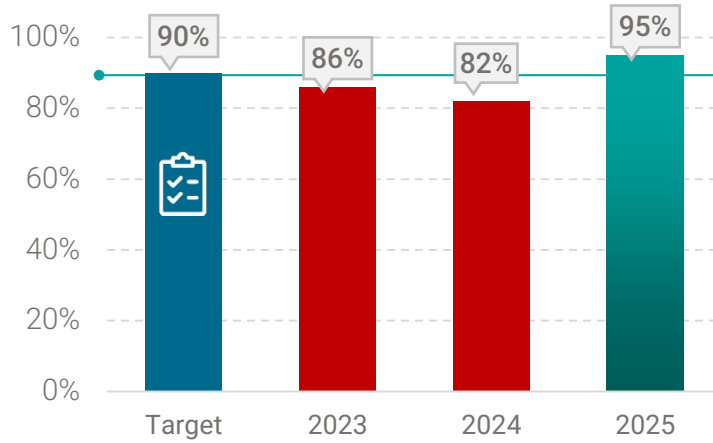


A survey was distributed to 231 clients and attorneys whose cases were closed between January and December 2025, with a 24 percent response rate. Of those who responded, 73 percent expressed satisfaction with the Mandatory Fee Arbitration (MFA) Program, based on multiple survey measures. Although the 80 percent satisfaction metric was not met, the percentage of respondents who expressed satisfaction with the MFA Program increased 4 percentage points from the 2024 survey results, a notable improvement given that there was a 16 percent increase in case filings. The MFA program is currently developing an online dispute resolution platform, expected to launch by spring 2026, to improve program efficiency and customer satisfaction by adding fee mediation to expedite the resolution of attorney-client fee disputes. Automation of key stages of arbitration and mediation, such as arbitrator appointments and hearing scheduling, will help reduce case processing times. In addition, in January 2026, the MFA Program welcomed a provisionally licensed lawyer who will staff MFA case intake (which increased by 25 percent in 2025, from 417 to 520 applications) and the online dispute resolution platform project.



Mandatory Fee Arbitration (continued)

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



Note: 131 matters were assigned to arbitrators in 2025.

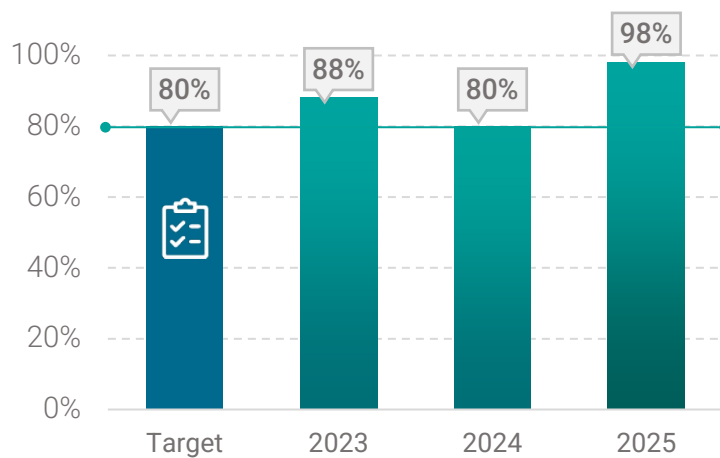


Office of Access & Inclusion

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



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

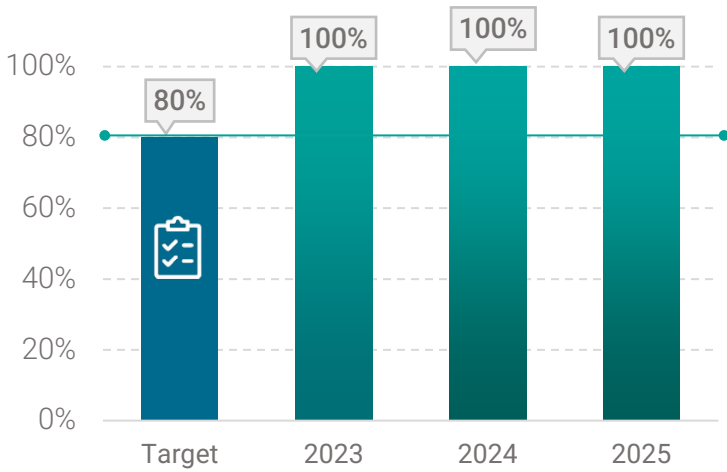


Note: Staff conducted 41 monitoring visits in 2025.



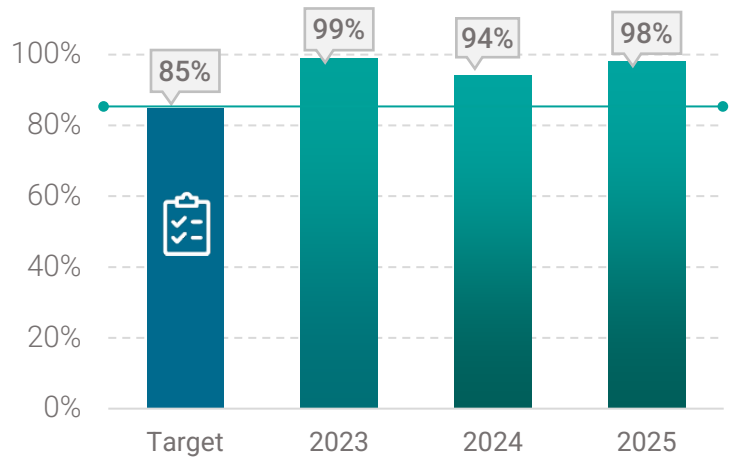
Office of Admissions

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



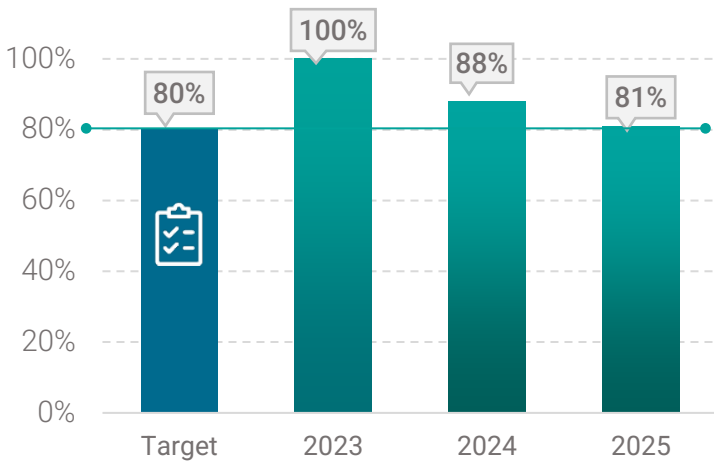
Note: 5,887 moral character applications were received in 2025.

Target: Conduct initial review of 85 percent of Testing Accommodation applications received within 30 days of receipt by notifying applicants that additional information is required or confirming the application is complete



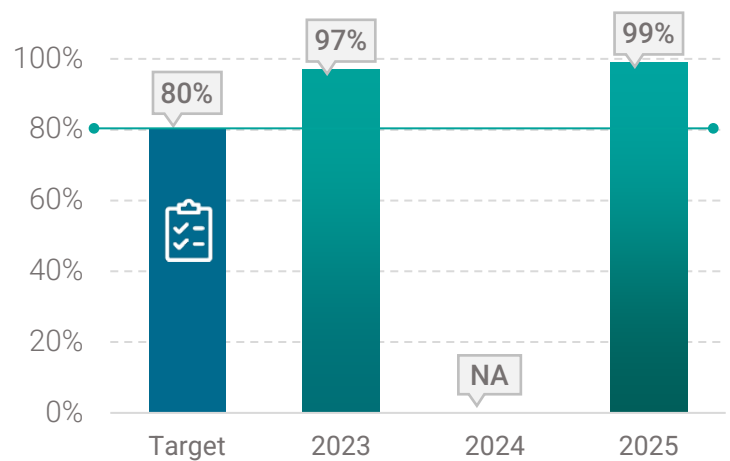
Note: 1,437 Testing Accommodation applications were received in 2025.

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



Note: 2,669 general requests for information were received in 2025.

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

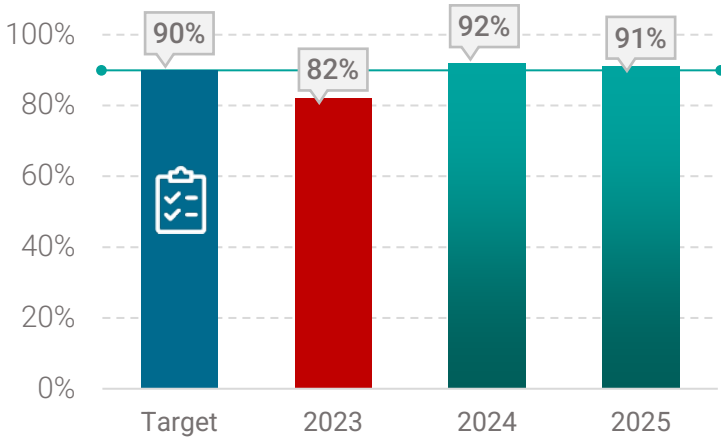


Note: 91 Provisional Licensure Program (PLP) applications were received in 2025. PLP applications closed in 2023 and reopened in 2025.



Office of Finance

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



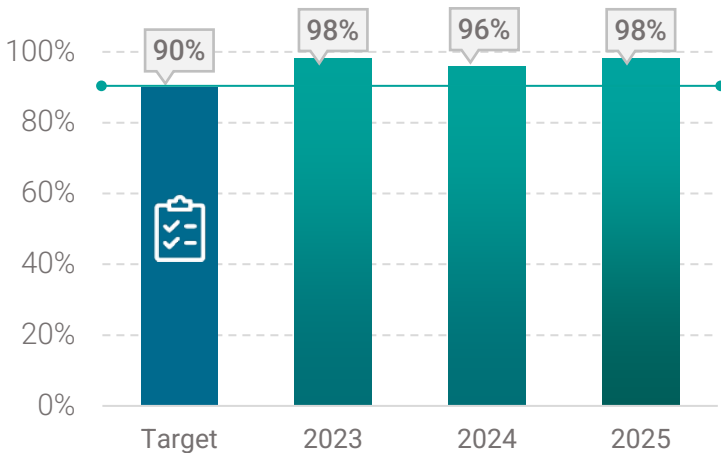
Note: This metric is measured by the 2025 State Bar staff engagement survey.

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



Note: In 2025, this metric was revised to allow 45 days for closing January and December books due to year-end activities.

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



Note: 27,282 vendor invoices were processed in 2025.

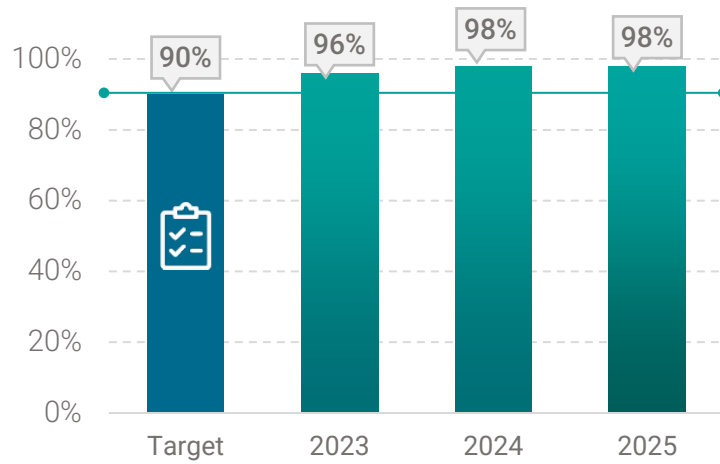
Target: Provide monthly fiscal year-to-date budget vs. actual analysis reports after the close of the books to enable efficient and effective financial management by division/office and the Executive Director





Office of General Counsel

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

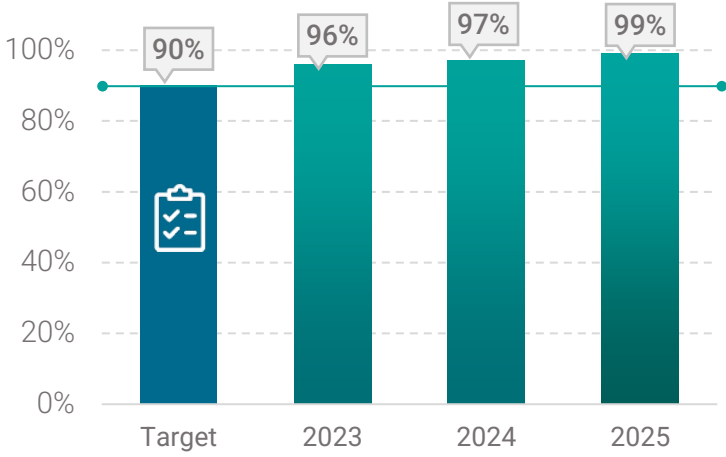


Note: This metric is measured by the 2025 State Bar staff engagement survey.



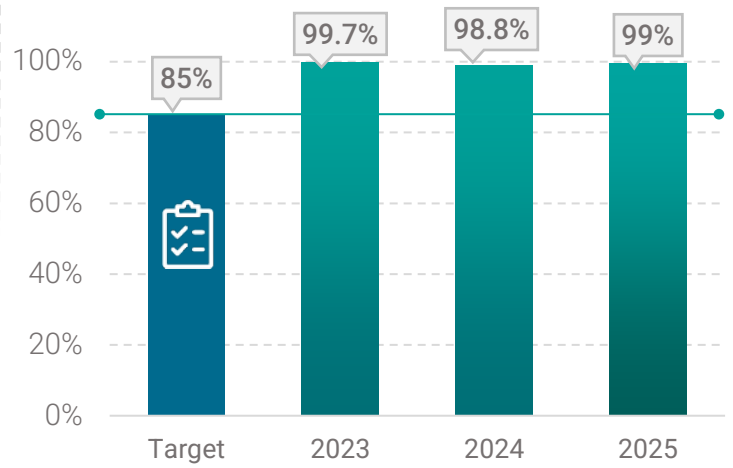
Office of General Services

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



Note: This metric is measured by the 2025 State Bar staff engagement survey.

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

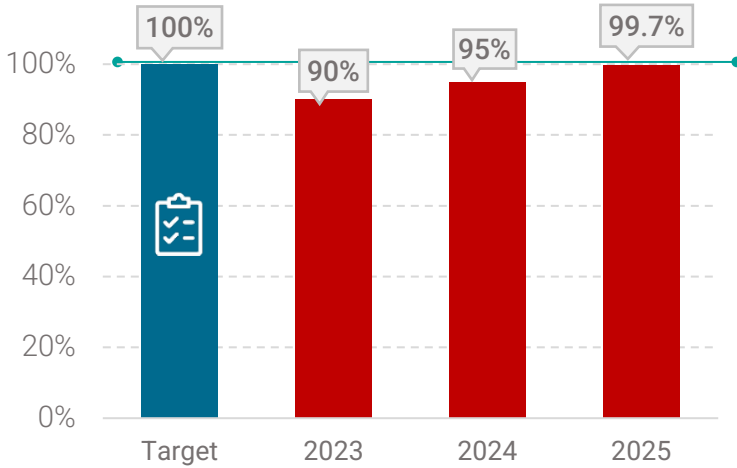


Note: There were 631 facilities requests in 2025.



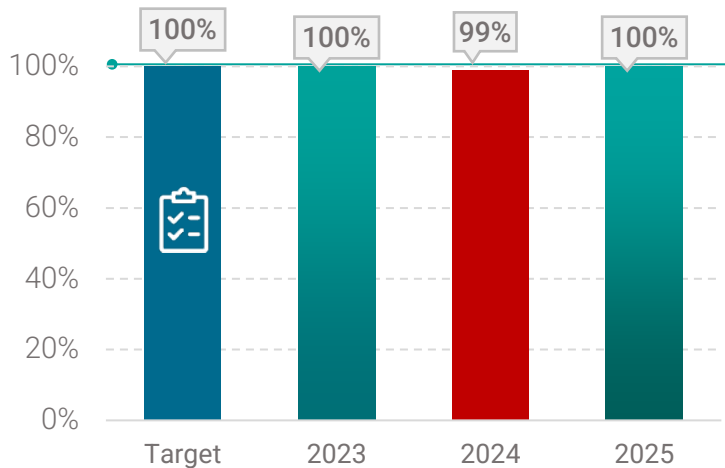
Office of Human Resources

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



This metric achieved a 99.7 percent compliance rate, continuing a steady upward trend from 90 percent in 2023 and 95 percent in 2024. This progress reflects the ongoing collaboration between Human Resources (HR) and the Office of General Counsel. The offices have established formal procedures for addressing noncompliance, such as consistent follow-ups after filing deadlines and the issuance of corrective action memos. Additionally, HR continues to be a resource to staff responsible for liaising with consultants, Special Deputy Trial Counsels, and external auditors to ensure they understand their follow-up responsibilities and the potential consequences of noncompliance, including disciplinary actions and contract cancellation. Despite the consistent progress, non-filers are outside of HR’s control, which makes it challenging to achieve 100 percent compliance. As a result, HR will be proposing a target revision for 2026.

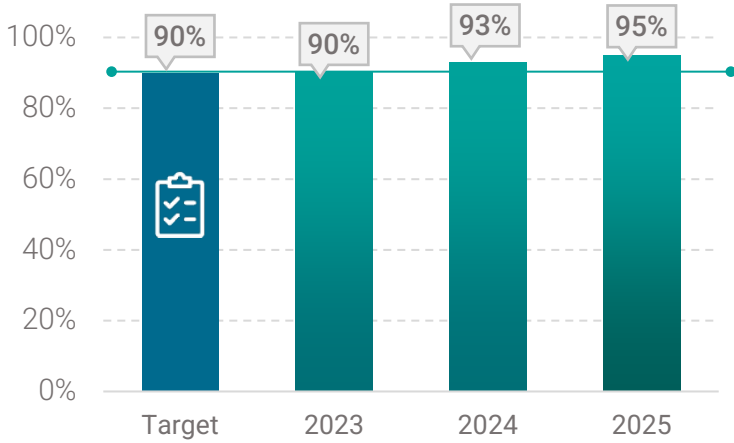
Target: 100 percent of State Bar staff complete and renew Form 2201 annually and, when applicable, within 30 days of assuming office





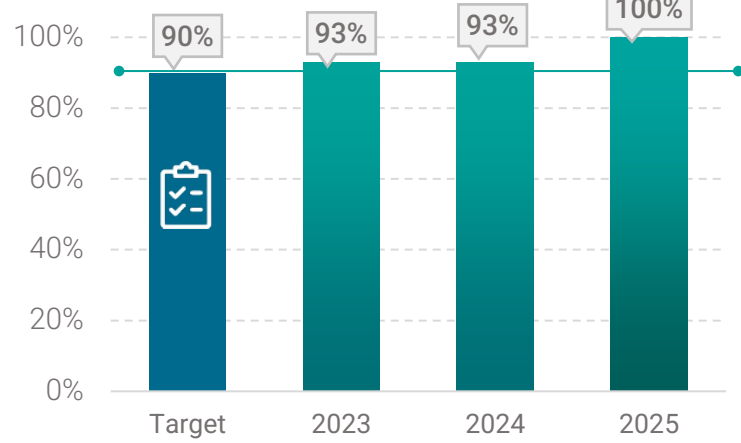
Office of Human Resources (continued)

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

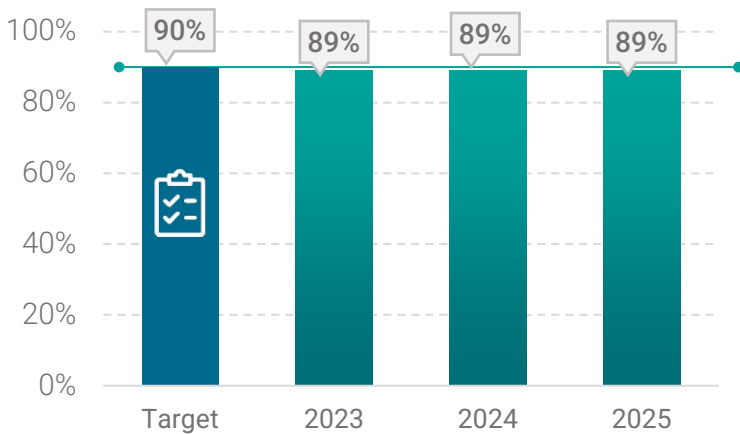


Note: This metric is measured by the 2025 State Bar staff engagement survey.

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



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



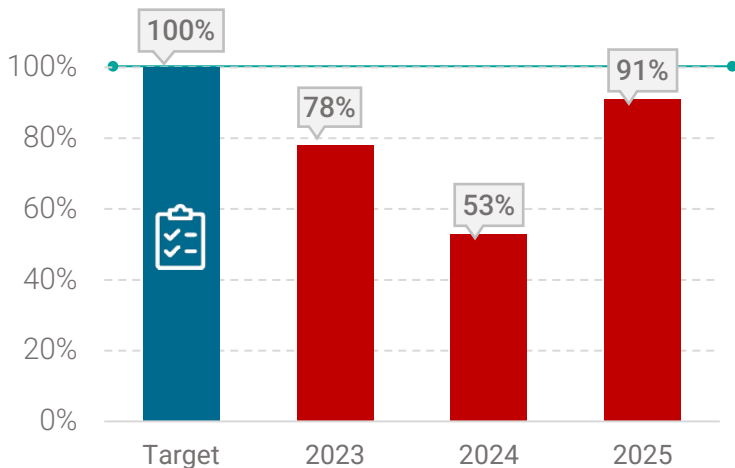
Note: This metric reflects survey results for 11 participants. Due to the small number, this metric was considered to have met its target.

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

Time period	Number
2023	7
2024	4
2025	8

Office of Human Resources (continued)

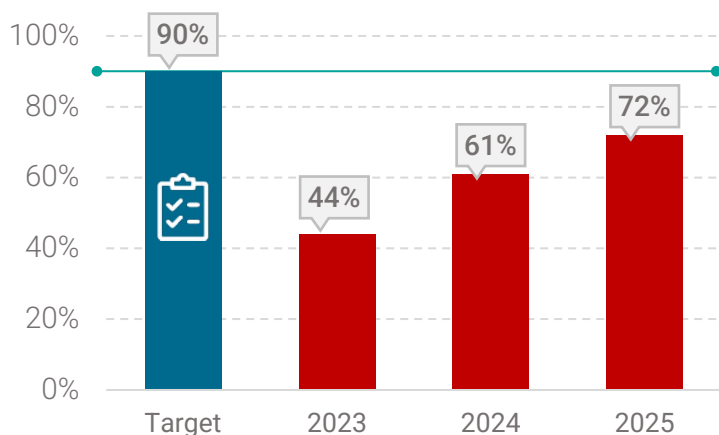
Target: Conduct 100 percent of stay interviews within 100 days of hire, identify key themes, and facilitate quarterly discussions with the Leadership Team on issues identified



Note: 45 stay interviews were conducted in 2025.

In 2025, the Office of Human Resources conducted 45 stay interviews, with 41 completed within 100 days of hire, resulting in a 91 percent completion rate, up from 53 percent in 2024. Four interviews exceeded the 100-day time frame due to scheduling conflicts with new hires. Given that scheduling conflicts such as leaves of absence, vacation time, and competing priorities are often outside HR's control, HR will be proposing a target revision for 2026.

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

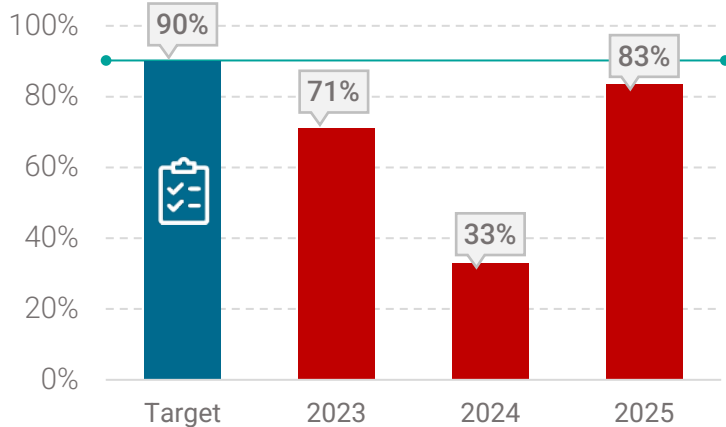


Note: 46 positions were filled in 2025.

In 2025, 46 recruitments were completed, with 33 positions (72 percent) filled within 72 days or less from posting date to offer letter. This continues a steady improvement from 44 percent in 2023 and 61 percent in 2024. Of the 13 recruitments that exceeded the 72-day time frame, several involved positions requiring specialized skills or credentials. These included six Office of General Counsel attorney vacancies requiring specific legal expertise, two IT positions requiring experience with specialized State Bar applications, two CTAPP vacancies requiring a CPA license, and one position requiring prior experience with legal aid organizations. In addition, two recruitments were extended due to offer rejections, which necessitated restarting the selection process. Given these external factors and the historical data, HR will be proposing a target revision for 2026.

Office of Information Technology

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



Note: IT had 12 projects planned for completion in 2025 and 2 remain in progress.

In 2025, 10 out of 12 projects identified in the Strategic and Core Operational Plans were completed on schedule, resulting in an 83 percent completion rate. The two projects that were not completed are tied to the metric requiring external security audits for business-critical applications and infrastructure. Overall, most planned projects were successfully completed, and the outstanding items will be addressed as part of the next scheduled security audit cycle.

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

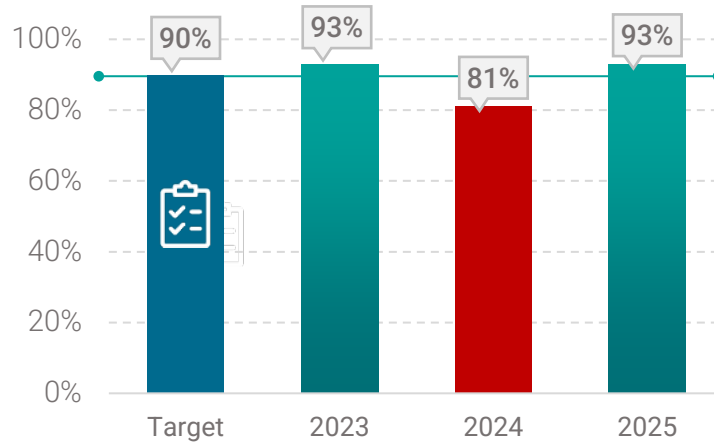


The audit was not completed as planned due to an expanded project scope. The Cybersecurity Assessment & Audit now includes a NIST CSF & Privacy Assessment, a Quantitative Risk Analysis, a PCI Gap Assessment, and Penetration Testing. This expanded scope ensures a more comprehensive review of business-critical applications and infrastructure. The project is scheduled for completion in May 2026 with a final presentation to the Board of Trustees Audit Committee.



Office of Information Technology (continued)

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



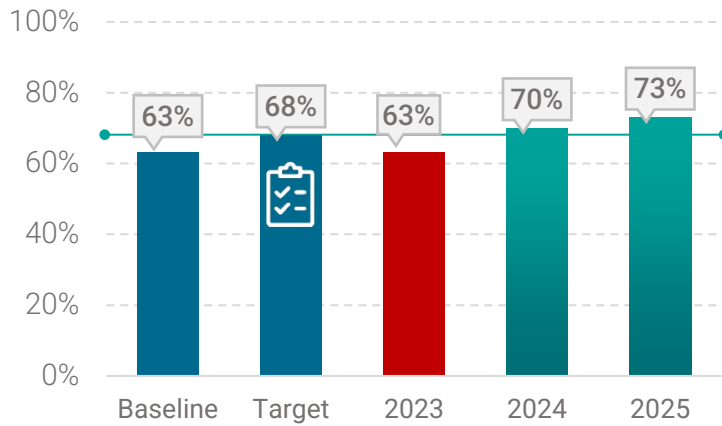
Note: This metric is measured by the 2025 State Bar staff engagement survey.





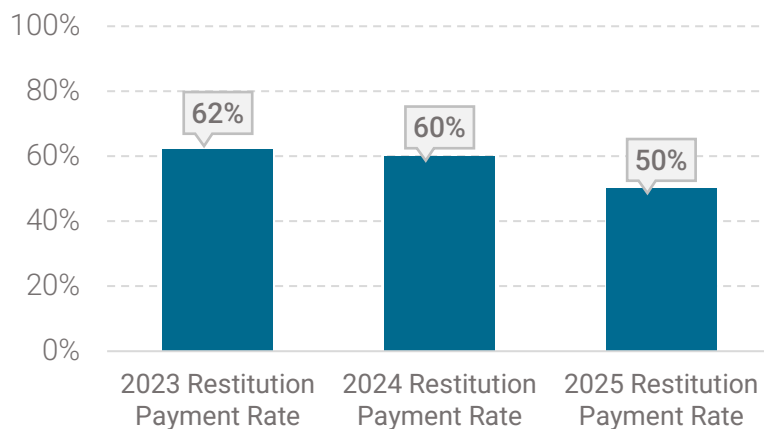
Office of Probation

Target: Increase successful completion rates by 5 percentage points from baseline



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

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

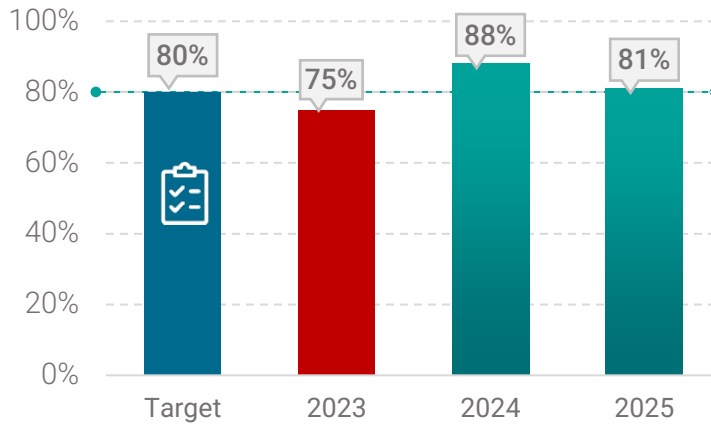


Note: In 2025, 6 of 12 restitution orders were completely paid.

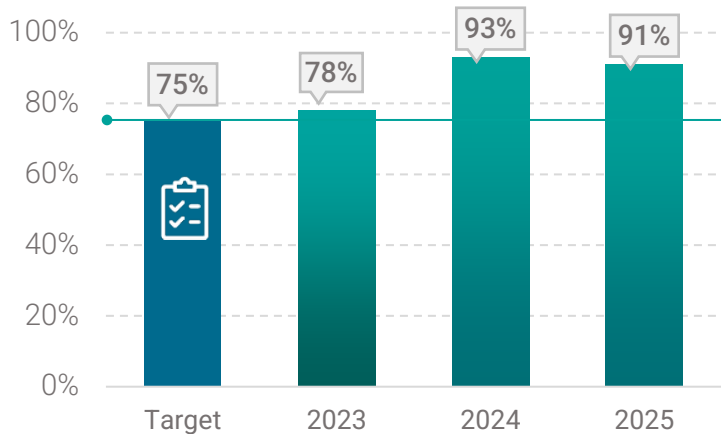


Office of Professional Competence

Target: 80 percent of lawyers who contact the Ethics Hotline report receiving helpful assistance in providing ethical and competent representation of their clients



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

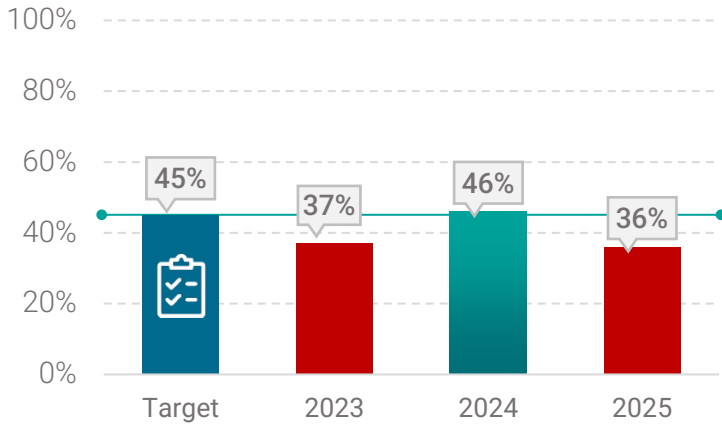


Note: 1,546 provider applications were received in 2025.



Office of Public Trust Liaison

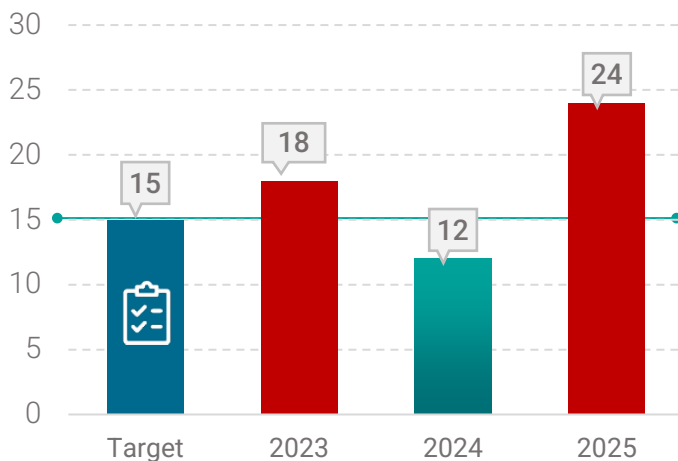
Target: 45 percent of survey participants report satisfaction with the Public Trust Liaison



Note: Prior to 2025, the performance target for this metric was 80 percent.

A significant portion of contact with the Office of Public Trust Liaison (OPTL) originates from individuals who are dissatisfied with their interactions with other State Bar offices. Although OPTL may attempt to address or help resolve these concerns, survey responses from OPTL clients primarily reflect their underlying dissatisfaction with those other offices. This preexisting dissatisfaction may negatively affect OPTL’s metrics, regardless of the quality of service provided by OPTL.

Target: The average Contact Center call wait time is 15 minutes or less



Note: In 2025, the Contact Center handled nearly 139,000 calls. Prior to 2025, the performance target for this metric was seven minutes.

The Contact Center continues to experience increased call demand while balancing a reduction in staffing. In 2025, the Contact Center handled over 139,000 calls with only five dedicated Public Trust Representatives. This reduced capacity coincided with major spikes in call volume, including inquiries related to the February 2025 bar exam and the annual license renewal cycle, both of which required longer, more detailed assistance, creating downstream impacts on wait times. These factors, combined with the team’s expanded responsibilities assisting callers across nearly all facets of the State Bar’s work, contributed to wait times exceeding the established metric.

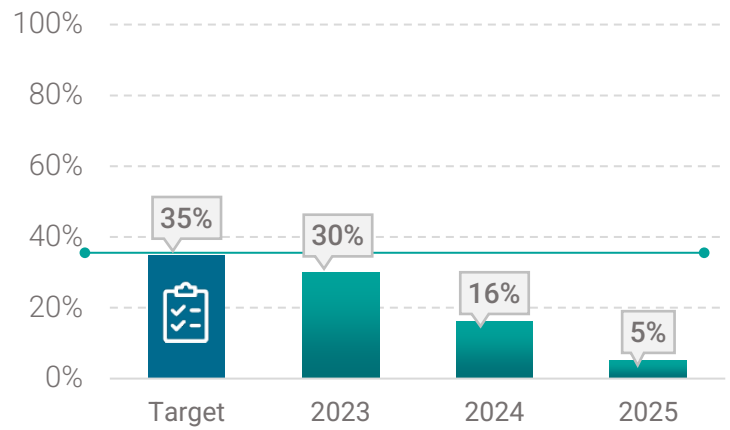


Office of Public Trust Liaison (continued)

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

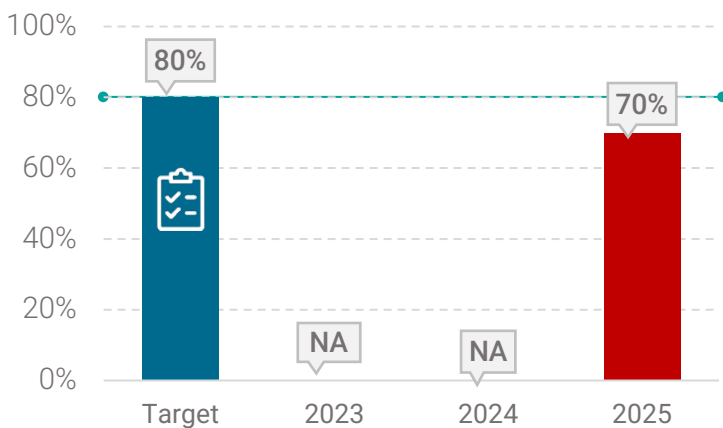
Time period	Number
2023	531
2024	959
2025	1,667

Target: Transfer fewer than 35 percent of calls



Note: In 2025, the Contact Center handled nearly 182,000 calls.

Target: 80 percent of client survey participants report satisfaction with the Attorney-Client Bridge Program



Note: 2025 represents the first full year of data collection for this metric, as the survey was implemented that year.

A considerable number of responses reflected requests for assistance beyond the scope of the Attorney-Client Bridge Program (ACBP). Many Public Trust Liaison clients sought remedies such as mediation, sanctions, broader accountability for their attorney, or ongoing ACBP involvement in all interactions with their current or former attorney. These expectations extend beyond the program’s intended purpose and appear to influence overall satisfaction scores.



Office of Research & Statistics

Target: Complete quarterly dashboards used by the Board’s Discipline Liaisons to oversee the performance of OCTC, 2201 cases, and the Complaint Review Unit cases



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



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

Target: Publish at least two comprehensive research reports to strengthen the State Bar’s influence on issues of diversity, equity, and inclusion in and access to the legal system

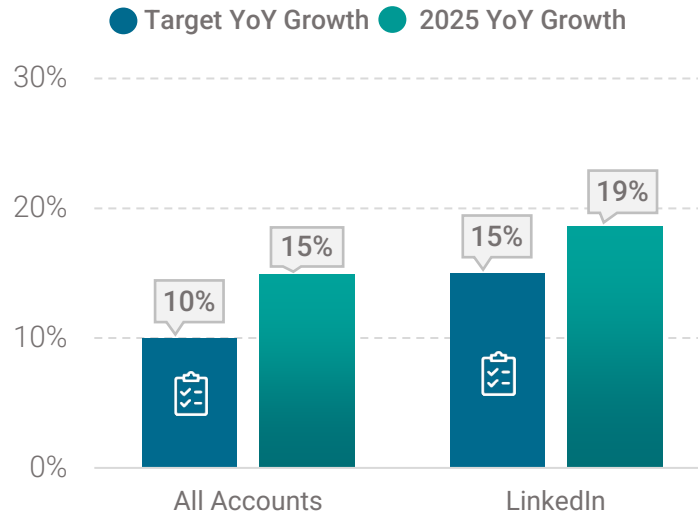


Note: The two comprehensive reports were the Justice Gap Study (May 2025) and Attorney Discipline Disparities Study (May 2025).



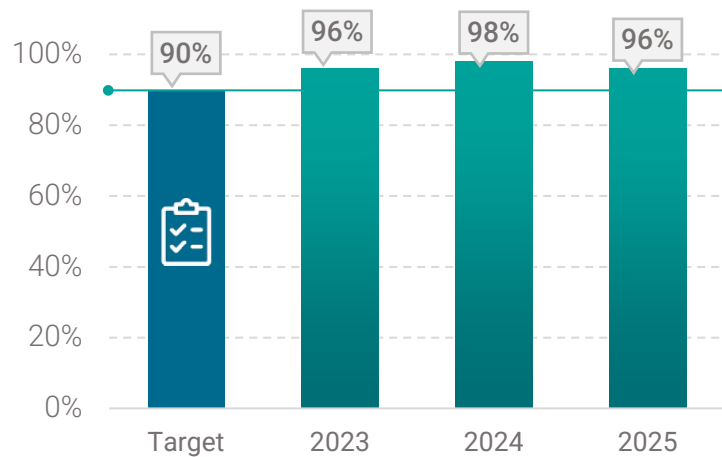
Office of Strategic Communications & Stakeholder Engagement

Target: Increase the combined total of social media followers across all active State Bar accounts (LinkedIn, X, Facebook, Instagram, and YouTube) by at least 10 percent and at least 15 percent on LinkedIn



Note: Growth is measured year-over-year from the prior year's total followers. At the end of 2025, the State Bar had a total of 82,553 followers across all platforms and 50,913 followers on LinkedIn.

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

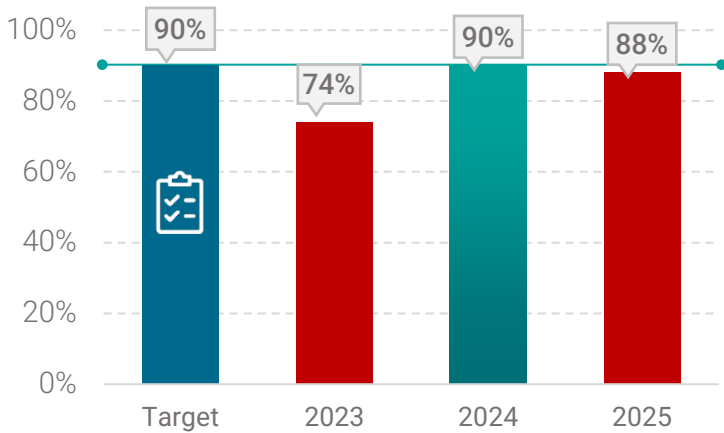


Note: This metric is measured by the 2025 State Bar staff engagement survey.



The State Bar*

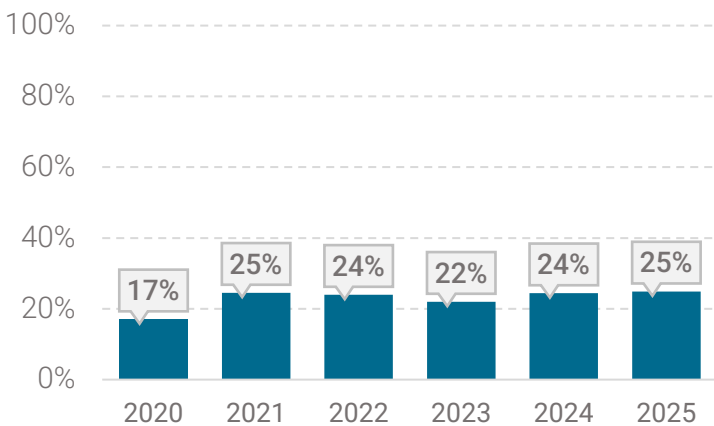
Target: Conduct 90 percent of performance evaluations within 60 days of the due date



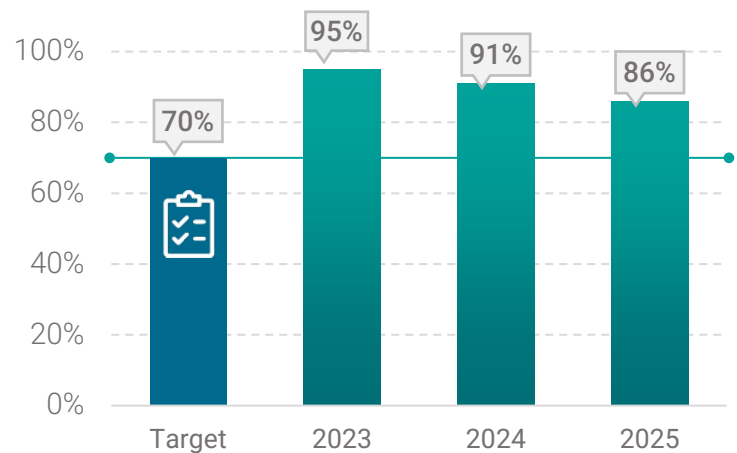
Note: Staff conducted 592 performance evaluations in 2025.

Eighty-eight percent of performance evaluations were completed within 60 days of the due date, representing a 2 percentage point decrease from the previous year and falling slightly below the 90 percent target. Human Resources (HR) continued to collaborate with office directors, managers, and supervisors to support the timely completion of performance evaluations (PEs). As part of this effort, HR distributes quarterly reports to each office identifying evaluations that will become due within 120 days, as well as those that are overdue. The importance of effective performance management remains a key component of supervisor and manager training. Additionally, HR meets with new managers to provide a comprehensive walk-through of Oracle for submitting evaluations and shares a complete list of their team members' upcoming PE due dates.

Increase the percentage of respondents who retain representation



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



Note: Metric is based on sentiment analysis of media mentions, categorized as positive, neutral, or negative. Some subjectivity is inherent in this methodology.

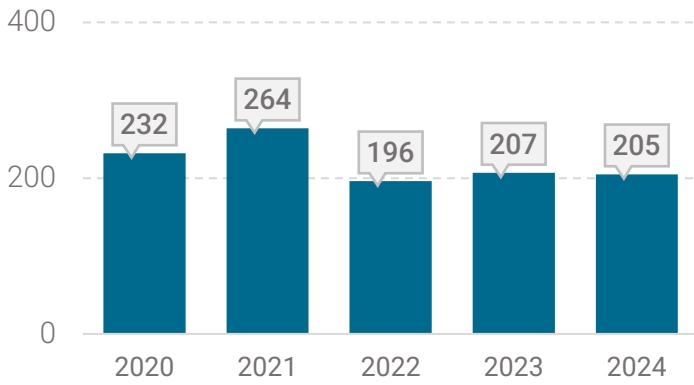
* Most operational metrics are assigned to offices or divisions. The metrics in this section pertain to the State Bar as an organization.



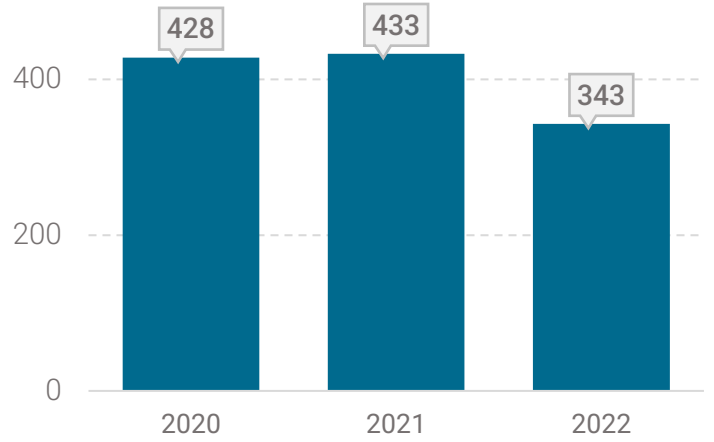
The State Bar (continued)

Decrease recidivism rates - overall

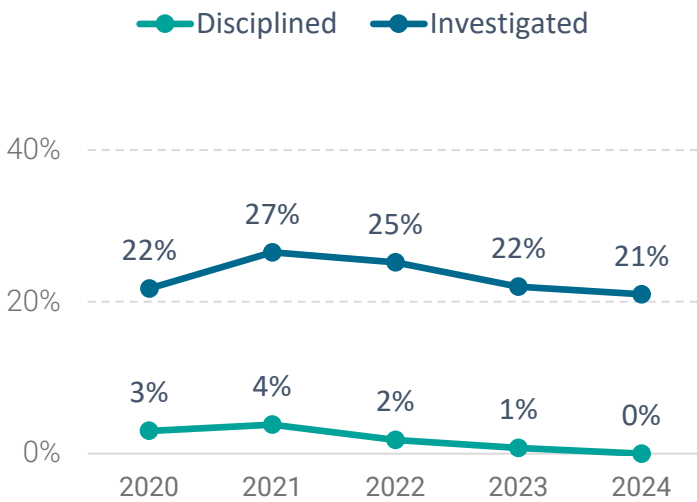
Number of attorneys investigated within one year of disposition



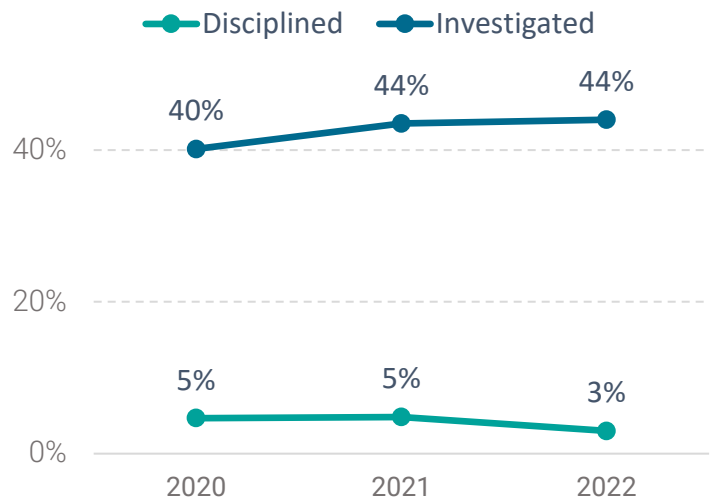
Number of attorneys investigated within three years of disposition



Recidivism rate within one year of disposition



Recidivism rate within three years of disposition





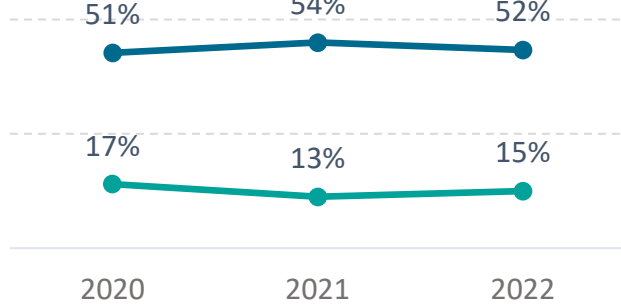
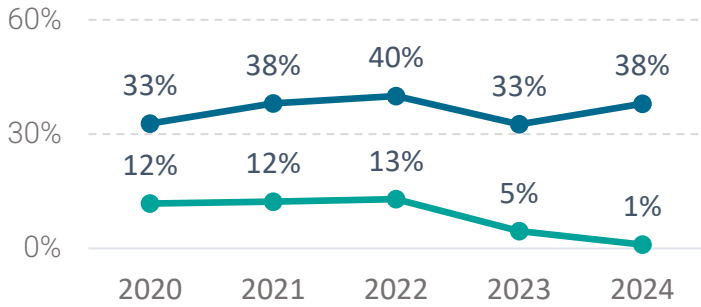
The State Bar (continued)

Recidivism rate within one year of disposition

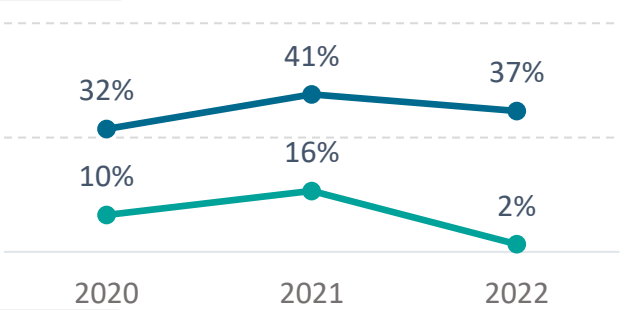
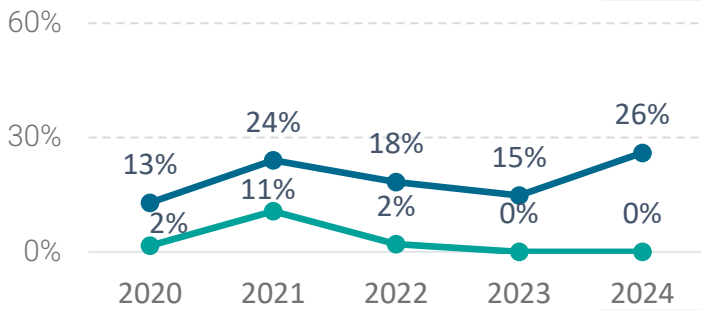
Recidivism rate within three years of disposition

Disciplined Investigated

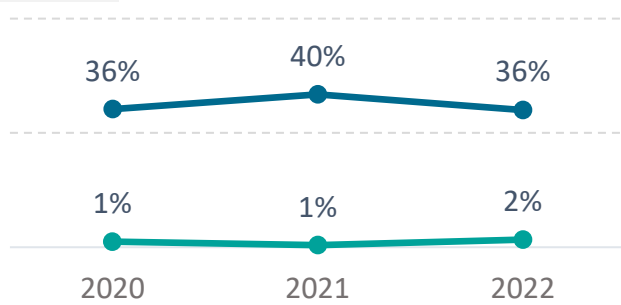
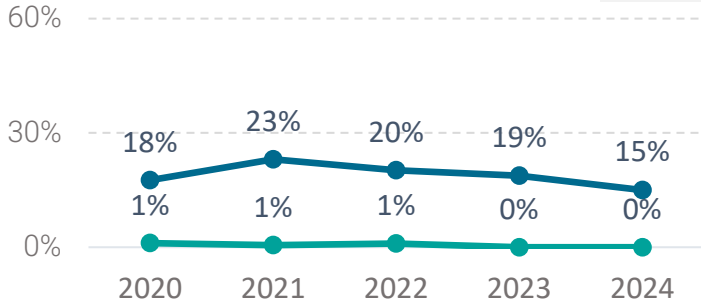
Probation



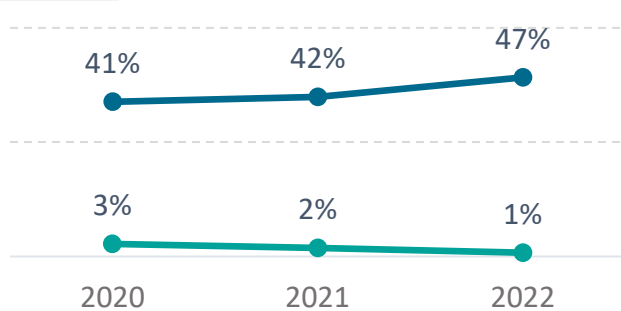
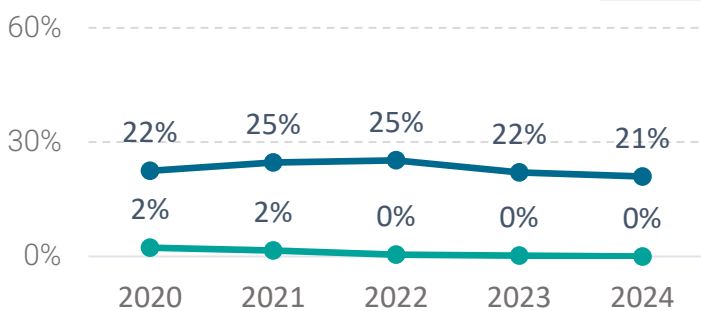
Reproval



Resource Letter



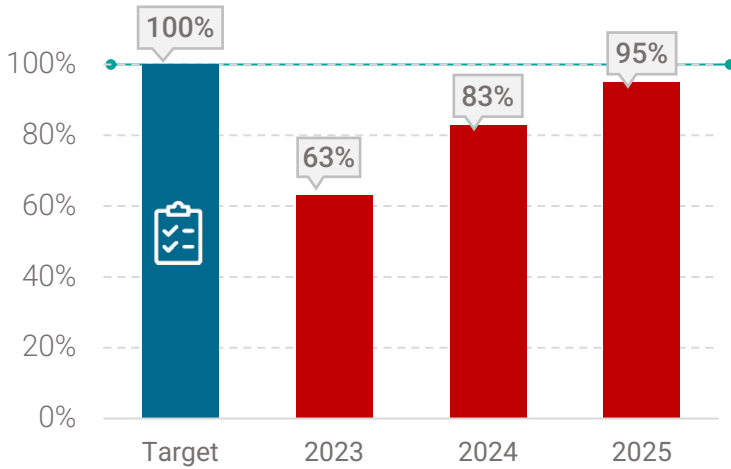
Warning Letter





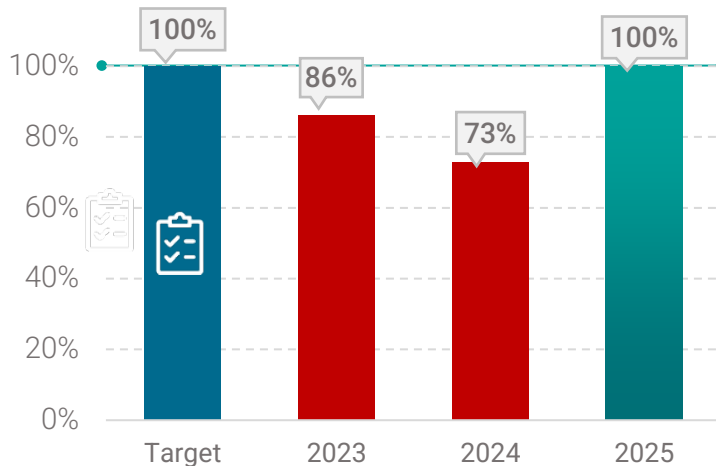
The State Bar Board of Trustees

Target: 100 percent of the Board of Trustees and other committee members complete and timely file Form 700 (also known as a Statement of Economic Interests) annually and, when applicable, within 30 days of assuming or leaving a designated position



In 2025, Form 700 filing compliance increased to 95 percent, reflecting continued improvement over prior years. Although the 100 percent target was not met, multiple layers of communication were implemented to encourage timely filings. NetFile automatically issued periodic reminder emails to all designated filers throughout the compliance period. In addition, committee coordinators actively monitored filing statuses and sent supplemental reminders to support timely compliance. Following the official deadline, additional follow-up communications were sent by both NetFile and committee coordinators to remaining non-filers. These efforts resulted in three late filings and one non-filer. The strengthened monitoring and follow-up procedures contributed to the substantial increase in compliance, and continued diligence is expected to support full compliance in future reporting periods.

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





Appendix A. State Bar Metrics

This appendix lists all operational metrics presented in this report, along with methodological notes. Metrics revised for 2025 are noted. For more details, contact the Office of Research and Statistics.

Metric Name	Methodological Notes
Client Security Fund	
Project the number of Client Security Fund cases to be resolved at the beginning of the year and track the number of resolved cases	
Resolve 80 percent of Client Security Fund cases within 365 days of the jurisdiction date	In 2025, the performance target for this metric was adjusted from 90 percent to 80 percent.
Division of Regulation	
95 percent of licensees comply with CTAPP reporting requirements by June 30	
99 percent of active licensees will be in compliance with license fee obligations by June 30	
Issue 95 percent of certificates of standing within five business days from the request received date	
Respond to 70 percent of inquiries within five business days of receipt	In 2025, the performance target for this metric was adjusted from 80 percent within two business days to 70 percent within five business days.
Lawyer Assistance Program	
80 percent of survey participants report the Lawyer Assistance Program met their goals	Participants in the Lawyer Assistance Program are invited to complete a customer satisfaction survey. In 2025, 98 responses were received.
Track successful completion rates for Monitored Lawyer Assistance Program	
Mandatory Fee Arbitration	
80 percent of clients and attorneys report satisfaction with the service received by the Mandatory Fee Arbitration Program	A survey was sent to 231 clients and attorneys with cases closed from January to December 2025. The response rate was 24 percent.
Assign 90 percent of matters to arbitrators within 110 days after application completion	



Metric Name

Methodological Notes

Office of Access & Inclusion

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

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

Office of Admissions

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

Conduct initial review of 85 percent of Testing Accommodation applications received within 30 days of receipt by notifying applicants that additional information is required or confirming the application is complete

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

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

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

Admissions received 2,669 general requests for information in 2025.

Office of Finance

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

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

In 2025, this metric was revised to allow 45 days for closing January and December books due to year-end activities

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

Provide monthly fiscal year-to-date budget vs. actual analysis reports after the close of the books to enable efficient and effective financial management by division/office and the Executive Director



Metric Name

Methodological Notes

Office of General Counsel

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

Office of General Services

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

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

Office of Human Resources

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

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

A total of 10 staff were on leave of absence when 2201 forms were due. They were excluded from this metric's reporting.

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

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

Human Resources staff administered 16 surveys to gauge participant satisfaction and received 256 responses.

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

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

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

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



Metric Name

Methodological Notes

Office of Information Technology

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

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

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

Office of Probation

Increase successful completion rates by 5 percentage points from baseline

The baseline (63%) is the average successful completion rate from 2019 to 2022. The target is a 5-percentage-point increase over baseline, or 68%. Target language was clarified in 2025 to specify the baseline reference.

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

Office of Professional Competence

80 percent of lawyers who contact the Ethics Hotline report receiving helpful assistance in providing ethical and competent representation of their clients

Callers to the Ethics Hotline are invited to participate in a customer satisfaction survey. In 2025, 53 surveys were received.

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

Office of Public Trust Liaison

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

A survey was sent to 1,374 individuals who received the PTL’s support from January to December 2025. The response rate was 17 percent. In 2025, the performance target for this metric was adjusted from 80 percent to 45 percent.

80 percent of client survey participants report satisfaction with the Attorney-Client Bridge Program (ACBP)

A survey was sent to 260 clients who participated in the ACBP from January to December 2025. The response rate was 17 percent. 2025 is the first reporting period for this metric.

The average Contact Center call wait time is 15 minutes or less

In 2025, the performance target for this metric was adjusted from 7 minutes to 15 minutes.

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



Metric Name

Methodological Notes

Office of Public Trust Liaison (continued)

Transfer fewer than 35 percent of calls

Office of Research & Statistics

Complete quarterly dashboards used by the Board’s Discipline Liaisons to oversee the performance of OCTC, 2201 cases, and the Complaint Review Unit cases

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

A survey was administered to office/division leaders to rate their satisfaction on a scale of 1–10 (with 10 being the highest satisfaction) on the following items: (1) ORS’s services and data/research products, and (2) their office/division’s ability to make decisions based on these services. The mean score for each item was 9 and 8, respectively.

Publish at least two comprehensive research reports to strengthen the State Bar’s influence on issues of diversity, equity, and inclusion in and access to the legal system

Office of Strategic Communications & Stakeholder Engagement

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

Increase the combined total of social media followers across all active State Bar accounts (LinkedIn, X, Facebook, Instagram, and YouTube) by at least 10 percent and at least 15 percent on LinkedIn

This metric measures year-over-year growth in social media followers across all active State Bar accounts.

The State Bar

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

This metric uses sentiment analysis to categorize media coverage of the State Bar as positive, neutral, or negative. The target measures the combined percentage of coverage that is neutral to positive. Sentiment analysis involves some subjectivity in how mentions are categorized, and the "neutral to positive" framing includes a range of coverage from favorable to neither favorable nor unfavorable.

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



Metric Name

Methodological Notes

The State Bar Board of Trustees

Decrease recidivism rates - overall

Recidivism is tracked as the percentage of attorneys with new complaints investigated or disciplined within 1 and 3 years after disposition. There is no specific target for this metric because attorney recidivism is beyond the State Bar’s direct control. However, the desired outcome is a declining trend in attorney recidivism.

Increase the percentage of respondents who retain representation

The representation rate data excludes cases closed in intake.

100 percent of the Board of Trustees and other committee members complete and timely file Form 700 (also known as a Statement of Economic Interests) annually and, when applicable, within 30 days of assuming or leaving a designated position

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