



Operational and Digital Transformation Lead

Job Description

Office of Operational and Digital Transformation

Salary Range: \$120,729 - \$229,158

FLSA Exempt / Non-Union Represented

This position allows for up to four days of remote work per week.

About the Office

The Office of Operational and Digital Transformation (ODT) will be a new office within the Mission Advancement and Accountability Division (MAAD). The work of the ODT will be key to accomplishing Goal 5 of the State Bar's Strategic Plan: to protect the public through innovative use of technology and responsible data management.

About the Position

This role will be responsible for running the Office of Operational and Digital Transformation (ODT) and may be the sole ODT staff for some period of time. The position will create a format for documenting use cases; test and manage organization piloting of Artificial Intelligence (AI) products; identify methods to upskill staff; and lead a committee of State Bar staff to identify, evaluate, and prioritize other opportunities for the use of generative AI. The position will be responsible for updating and developing new AI guidelines for the organization and "own" the agency's work in this space. The position will seek to learn from others who are passionate and knowledgeable about AI and develop ways to harness their energy to advance the agency's appropriate use of AI products. The position will also own digital transformation/ legal operations projects - identifying vendors and liaising with the client offices. The position will explore other opportunities for business process re-engineering by evaluating areas to implement efficiencies and opportunities to integrate technology platforms, and making other modifications as needed. The position will be responsible for engaging the Board of Trustees on AI-policy related issues including providing regular updates as related to those aspects of Goal 5. The ODT will:

- Spearhead operational and digital transformation opportunities by identifying and leading the charge to implement efficiencies across the State Bar through operational redesign and/or adoption of digital solutions.

- Continuously monitor and evaluate the effectiveness of the digital strategy and use of digital solutions, and implement necessary changes and/or upgrades as appropriate to ensure optimization and ongoing success.
- Identify, document, and harness the ingenuity of State Bar staff to gather use cases for the use of generative AI within the State Bar.
- Organize, identify, test, and manage pilots and deployment of appropriate AI tools.
- Explore other digital solutions or business process re-engineering to create efficiencies throughout the State Bar and/or improve the public's experience in interactions with the State Bar.
- Ensure compliance with all relevant regulations and standards, including data privacy and security, and stay up-to-date on emerging trends and best practices in digital transformation.
- Collaborate with many offices across the State Bar, including the Office of Research and Statistics on issues related to data governance, the Office of Information Technology on digital solutions, the Office of Human Resources on staff training, and the Office of General Counsel on transactional matters.

The Ideal Candidate

The ideal candidate is a curious self-starter who is open to new ideas, questions the status quo, and embraces agility and innovation. The ideal candidate has experience balancing learning from failures and taking calculated risks. The ideal candidate has either formal or self-taught education or experience with generative AI, digital transformation, business process re-engineering, and/or legal operations. To ensure that we identify the right candidate for the job, the State Bar is open to considering a range of classifications as appropriate based on experience and skill level.

Examples of Essential Duties

Duties may include, but are not limited to the following:

- Owns the State Bar's efforts on generative AI, digital transformation, and business process re-engineering.
- Identifies and directs the work of contractors and consultants, ensuring that contract requirements are followed and in accordance with State Bar policies.
- Directs program administration in accordance with applicable rules, policies, regulations, laws, procedures, and other authorities.
- Identifies training needs and works with Human Resources to develop plans to deploy necessary training to upskill employees.
- Stays informed about the work of the California Government Operations Agency and liaise with the agency as appropriate.
- Provides regular reports to the Leadership Team on the progress of the digital transformation, including metrics on usages, return on investment (ROI), and other relevant data points.
- Leads a staff-level committee to staff to identify, evaluate, prioritize, recommend, and deploy generative AI across the agency.
- Oversees the development and implementation of operational policies, procedures, strategic plans, systems, and related initiatives consistent with the State Bar's established mission and operational standards.
- Oversees and initiates inter-office projects, programs, and activities as appropriate.
- Directs strategy and oversees the development and implementation of operational and programmatic activities to increase the State Bar's effectiveness.
- Establishes and maintains effective working relationships with colleagues within the State Bar and other professional relationships with external constituencies of the State Bar.
- Engages the Board of Trustees on policy-related issues, including providing regular updates as related to those aspects of Goal 5.
- Provides policy guidance and staff assistance to the executives and staff of the State Bar, the Board of Trustees, and other constituencies.
- Recommends, develops, and revises applicable policies and procedures as appropriate.

- Responds to inquiries from the Board of Trustees, other State Bar committees and commissions, and stakeholders in a timely manner.

Employment Standards

Knowledge of:

- Principles of business process re-engineering, management administration, and supervision.
- Generative AI technology and best practices.
- Principles of iterative project management, implementation, and best practices as they relate to enterprise-wide projects and initiatives.
- Principles of direct and lead supervision, training, organizational behavior, conflict resolution, and performance evaluation.
- Principles of effective personnel management in a union environment.
- Principles of problem identification, analysis, and resolution.
- Modern office procedures, methods, and equipment, including database, report generation, word processing, project management, spreadsheet, presentation, and software applications relevant to the work.
- Principles and practices of customer service.
- Principles of effective written and verbal presentations, including public speaking and public relations/customer service.
- Principles of effective institutional communication in dealing with diverse constituencies.
- Within the introductory period, obtain a working knowledge of the State Bar office and functions.

Ability to:

- Analyze and understand each State Bar's office function and how they align to the State Bar's Strategic Goals as it relates to the use of technology and data management.
- Analyze current office processes and identify areas of efficiencies, including, but not limited to systems enhancements, automation, and business process re-engineering.
- Analyze the agency and office needs and make complex decisions and/or recommendations to ensure alignment with the State Bar's Strategic Goals and priorities.
- Demonstrate knowledge of or have a history of engagement, commitment, and leadership regarding diversity, equity, and inclusion principles, practices, and initiatives.
- Incorporate and maintain inclusive and equitable policies, programs, and processes.
- Communicate clearly and effectively in person, by telephone, by computer and in writing.
- Speak publicly to large groups of people.
- Effectively manage shifting priorities, adopt effective courses of action, and work under deadlines.
- Manage multiple, simultaneous assignments, to independently plan and prioritize day to day work, and to meet deadlines.
- Effectively interact with others, mentor and train staff as required.
- Effectively address conflict.
- Prepare a variety of reports in assigned areas of responsibility.
- Provide leadership, guidance, and training to team members, fostering a growth mindset and culture of continuous improvement and innovation.
- Maintain appropriate confidentiality in program administration and interactions with contractors, consultants, experts, and others.
- Exercise sound judgment and decision-making.
- Act with integrity in all related State Bar business.
- Quickly adapt to changing environments, critical needs and adopt and effectively implement courses of action.

Minimum Qualifications

Given the rapidly evolving nature of AI and digital transformation, we recognize that traditional experience metrics may not fully capture a candidate's potential. We encourage applications from individuals who can demonstrate strong leadership skills, a grasp of AI concepts, a proven ability to lead innovative projects, and a passion for driving organizational change through technology, even if they do not meet all traditional experience requirements. We value diverse backgrounds and perspectives and are committed to creating an inclusive environment for all qualified candidates.

Education:

- Bachelor's degree, certification, or equivalent academic achievement in a field that develops skills related to essential duties. Preferred areas of study include Computer Science, Information Technology, Business Administration, Data Science, Law, or related disciplines.

Experience:

- Minimum of three (3) years of demonstrated experience in at least two of the following areas:
 - Successfully leading and managing cross-functional teams
 - Overseeing complex projects from conception to completion
 - Developing and implementing strategic initiatives
 - Fostering innovation and driving organizational change
 - Project management, including planning, execution, and evaluation of large-scale initiatives
- Verifiable track record of effective stakeholder management and communication at all levels of an organization
- Experience with AI technologies, particularly generative AI

Preferred Qualifications (not required, but highly desirable):

- Strong understanding of AI technologies, digital transformation strategies, and business process re-engineering principles, or demonstrated ability to quickly acquire this knowledge
- Excellent leadership skills, including the ability to inspire and motivate teams
- Strong project management skills, including resource allocation, risk management, and performance tracking
- Excellent communication skills, including the ability to explain technical concepts to non-technical audiences and present to executive leadership
- Demonstrated ability to quickly learn and adapt to new technologies and methodologies
- Strategic thinking and problem-solving skills
- Experience working in or with government agencies or regulatory bodies
- Knowledge of data privacy and security regulations relevant to AI implementation
- Track record of successful change management in large organizations
- Experience in developing and delivering training programs related to new technologies or processes
- Relevant certifications in AI, machine learning, project management, or digital transformation

Applicants who meet the Minimum Qualifications will be required to successfully complete the State Bar's selection process for this classification.

About the State Bar

The State Bar of California's mission is to protect the public and includes the primary functions of licensing, regulation, and discipline of attorneys; the advancement of the ethical and competent practice of law; and support of efforts for greater access to, and inclusion in, the legal system.

Our Values

Clarity | Investing in Our People | Excellence | Respect | Growth Mindset

[Learn more about our values.](#)

DEI Statement

We are a diverse, equitable, and inclusive workplace where all of our employees and prospective employees experience fairness, dignity, and respect.

[Learn more about our commitment to DEI.](#)