



DEPARTMENT OF CONSUMER AFFAIRS
COURT REPORTERS BOARD
OF CALIFORNIA

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STRATEGIC PLANNING SESSION OF THE COURT REPORTERS BOARD

Thursday, August 31, 2023

9:00 a.m. to 5:00 p.m.

May be recessed until Friday, September 1, 2023,
at 9:00 a.m. preceding the Board Meeting
(see Board Meeting Agenda for 9/1/2023 location)

The Court Reporters Board will hold a public meeting in-person:

**Department of Consumer Affairs, HQ2
Emerald Room
1747 North Market Boulevard
Sacramento, CA 95834**

AGENDA

**Board Members: Robin Sunkees, Chair; Laura Brewer; Michael Dodge-Nam;
Arteen Mnayan; and Denise Tugade**

**CALL TO ORDER, ROLL CALL AND ESTABLISHMENT OF A QUORUM – Robin
Sunkees, Chair**

1. STRATEGIC PLANNING OVERVIEW – Department of Consumer Affairs, SOLID Training and Planning Solutions
 - 1.1 INTRODUCTION
 - 1.2 STRATEGIC PLAN
 - 1.3 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS
 - 1.4 ENVIRONMENTAL SCAN
2. DEVELOPMENT OF STRATEGIC OBJECTIVES
3. NEXT STEPS OVERVIEW

ADJOURNMENT

Action may be taken on any item on the agenda. Items may be taken out of order or held over to a subsequent meeting, for convenience, to accommodate speakers, or to maintain a quorum. Meetings are open to the public except when specifically noticed otherwise, in accordance with the Open Meeting Act. Members of the public are not required to submit their name or other information to attend the meeting.

Please note the Board may ask members of the public to limit their comments to three minutes, unless, at the discretion of the Board, circumstances require a shorter period; the Board will advise when the three-minute time limit is approaching.

The meeting is accessible to the physically disabled. To request disability-related accommodations, contact the board using the information listed below. Providing your request at least five (5) business days before the meeting will help to ensure availability of the requested accommodation.

To receive a copy of the supporting documents for the items on the agenda, please contact the Board within 10 days of the meeting or visit the Board's Calendar under "Quick Hits" at www.courtreportersboard.ca.gov.

Contact Person: Paula Bruning
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COURT REPORTERS BOARD
OF CALIFORNIA

Court Reporters Board Strategic Planning

Objectives Workbook

Planning Session:

Friday, August 31, 2023



Instructions

As we get ready for the Strategic Planning Session, take a moment to think about what you would like to see the Board work on over the next few years.

Consider the following:

- Review of the Environmental Scan Report
- Items outlined in Sunset Review
- Experience and previously identified needs

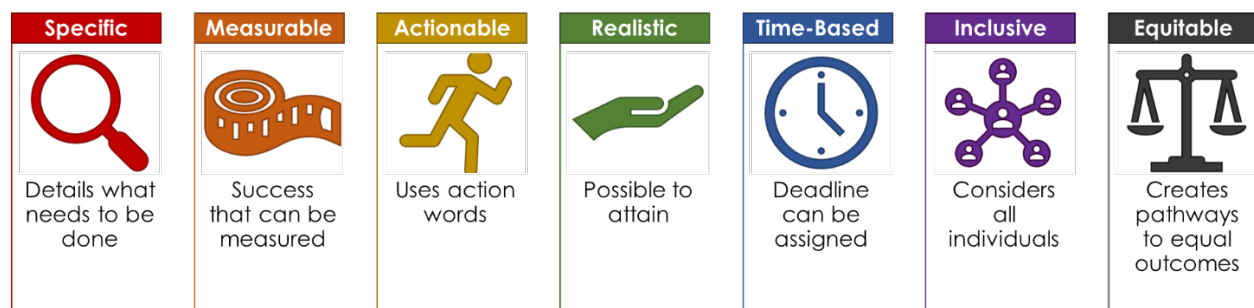
Determine Issues/Areas for Improvement and Brainstorm Solutions

What issues/areas for improvements come to mind for the following strategic goal areas? Record issues/areas for improvement and identify solutions on the attached worksheets.

1. Professional Qualifications for Licensure
2. Enforcement
3. Educational Oversight
4. Outreach
5. Administration

SMARTIE Methodology

For more effective objectives, consider the SMARTIE methodology when coming up with solutions to issues/areas for improvement:



Professional Qualifications for Licensure

The Board promotes the professional qualifications of those practicing court reporting by establishing examination standards and requirements.

Issue/Area for Improvement	Solution(s)

Please take a moment to review full summaries on Environmental Scan pages 8-9. Weaknesses are summarized below for your convenience. Also review the external environment summary on pages 26-27.

Weaknesses

- **Reciprocity** (lack of)
- **Registered Professional Reporter** (not allowed for reciprocity)
- **Exam** (difficult and stringent, unable to see results, low pass rates, infrequent exam offerings, lack of in person examinations)
- **Decisions based on limited resources**

Enforcement

The Board protects consumers by preventing violations and enforcing laws, codes, and standards when violations occur.

Issue/Area for Improvement	Solution(s)

Please take a moment to review full summaries on Environmental Scan page 12. Weaknesses are summarized below for your convenience. Also review the external environment summary on pages 26-27.

Weaknesses

- **Response and stance towards digital court reporting** (not addressing)
- **Oversight and enforcement of firms** (not enforcing digital court reporting)
- **Management of unlicensed activity** (not protecting public from risks)
- **Communication of laws** (needs improvement)
- **Staffing** (limited)

Educational Oversight

The Board advances higher education standards through educational oversight to increase the quality of education and safeguard consumer protection.

Issue/Area for Improvement	Solution(s)

Please take a moment to review full summaries on Environmental Scan page 15. Weaknesses are summarized below for your convenience. Also review the external environment summary on pages 26-27.

Weaknesses

- **School quality** (lack of)
- **School oversight** (lack of)
- **Resources** (limited)
- **Continuing education requirement** (lack of)
- **Educational opportunities provided to stakeholders** (lack of)
- **Explanation of the Board’s function** (needed)

Outreach

The Board increases awareness of its mission, activities, and services, with a focus on practice standards by sharing information with the public and professionals.

Issue/Area for Improvement	Solution(s)

Please take a moment to review full summaries on Environmental Scan page 18-19. Weaknesses are summarized below for your convenience. Also review the external environment summary on pages 26-27.

Weaknesses

- **Staffing** (limited)
- **Outreach** (lack of)
- **Consumer/public awareness of the Board** (lack of)
- **Effective method to reach licensees** (lack of)
- **Outreach to licensees** (lack of)
- **Outreach to State Bar, attorneys, and relevant associations** (lack of)
- **Outreach to potential court reporters** (lack of)
- **Number of potential court reporters taking the exam** (promote)

Administration

The Board enhances organizational effectiveness and strives to improve the quality of customer service.

Issue/Area for Improvement	Solution(s)

Please take a moment to review full summaries on Environmental Scan page 22-23. Weaknesses are summarized below for your convenience. Also review the external environment summary on pages 26-27.

Weaknesses

- **Budget** (lack of)
- **Staffing** (limited)
- **Cross-training** (lack of)
- **Communication** (quality)
- **Understanding the Board's limited staff and amount of workload** (lack of)
- **Unlicensed activity complaints** (not addressed/customer service)
- **Digital court reporting complaints** (not addressed/customer service)



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COURT REPORTERS BOARD
OF CALIFORNIA

Environmental Scan

2023

*Prepared by
SOLID Planning Solutions
for the Court Reporters Board*



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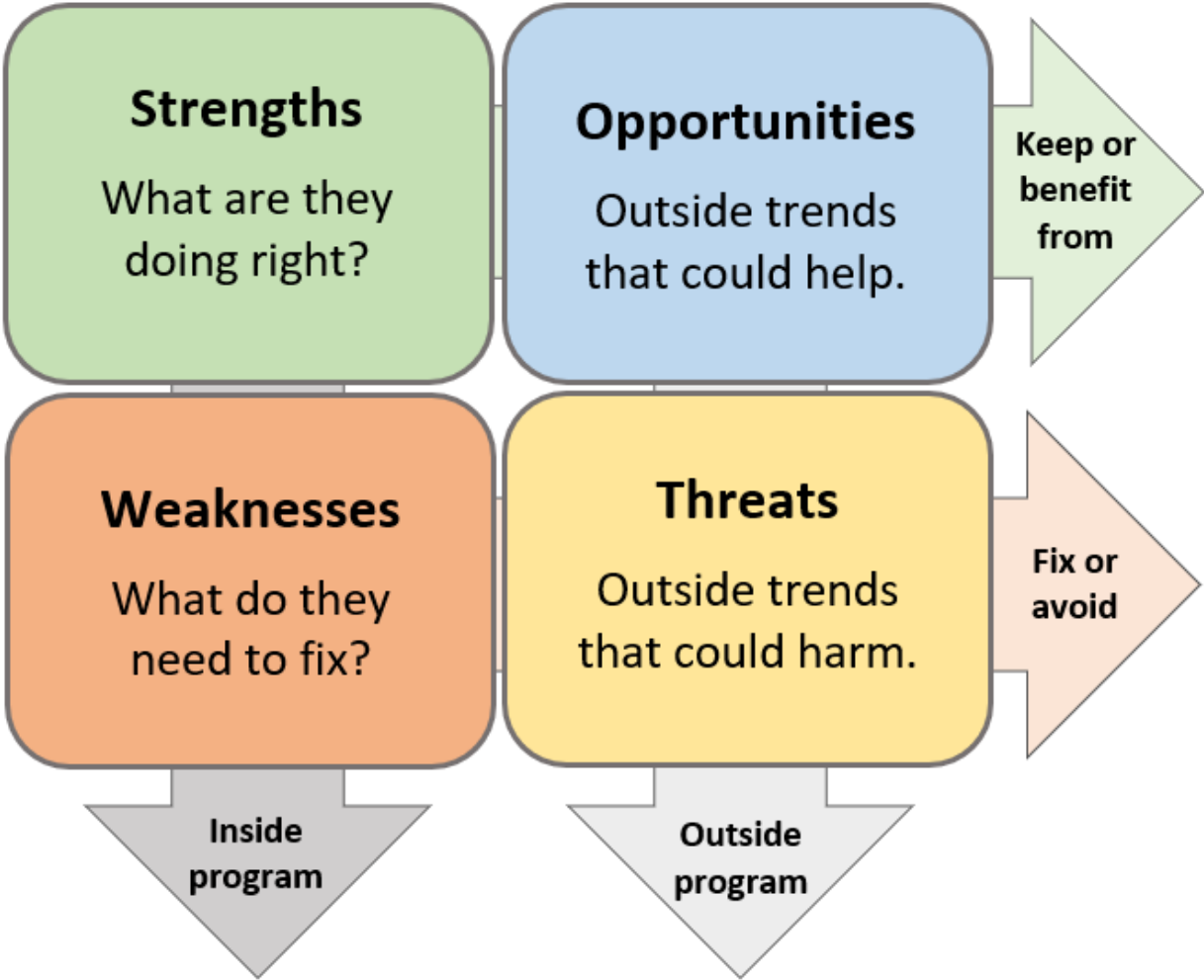
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Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environment in which an organization operates. This analysis allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning (SOLID) for the Court Reporters Board (Board or CRB) in the month of May 2023.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about the Board's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to the Board's internal environment and opportunities and threats refer to the Board's external environment.



Diversity, Equity, and Inclusion in the Strategic Planning Process

Governor Gavin Newsom, through [Executive Order \(N-16-22\)](#), strengthened the State's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into its policies and practices, including but not limited to, the strategic planning process.

At the Department of Consumer Affairs (DCA), we are driven by our consumer protection mission and common goal to support our employees and the people and communities across California. As part of advancing the Governor's Executive Order, DCA's strategic planning process reflects our commitment to diversity, equity, and inclusion (DEI) by incorporating inclusive public engagement and enhanced data collection and analysis.

DCA DEI Mission Statement: To Advance a Diverse, Equitable, and Inclusive California Department of Consumer Affairs for All.

Diversity: The inherent and acquired qualities, characteristics, and experiences that make us unique as individuals and the groups to which we belong.

Equity: Creating pathways to equal outcomes.

Inclusion: A practice to maintain a positive environment where all individuals feel recognized, understood, and valued.

Consider the DEI impacts of policy decisions when reviewing the feedback from the environmental scan and when developing strategic objectives.

Feedback

Feedback was solicited from external stakeholders, board members, and the Board's executive officer and staff regarding the Board's internal strengths and weaknesses as they relate to its goal areas (listed below) and external opportunities and threats as they relate to the profession and environment in which the Board operates.

1. Professional Qualifications for Licensure
2. Enforcement
3. Educational Oversight
4. Outreach
5. Administration

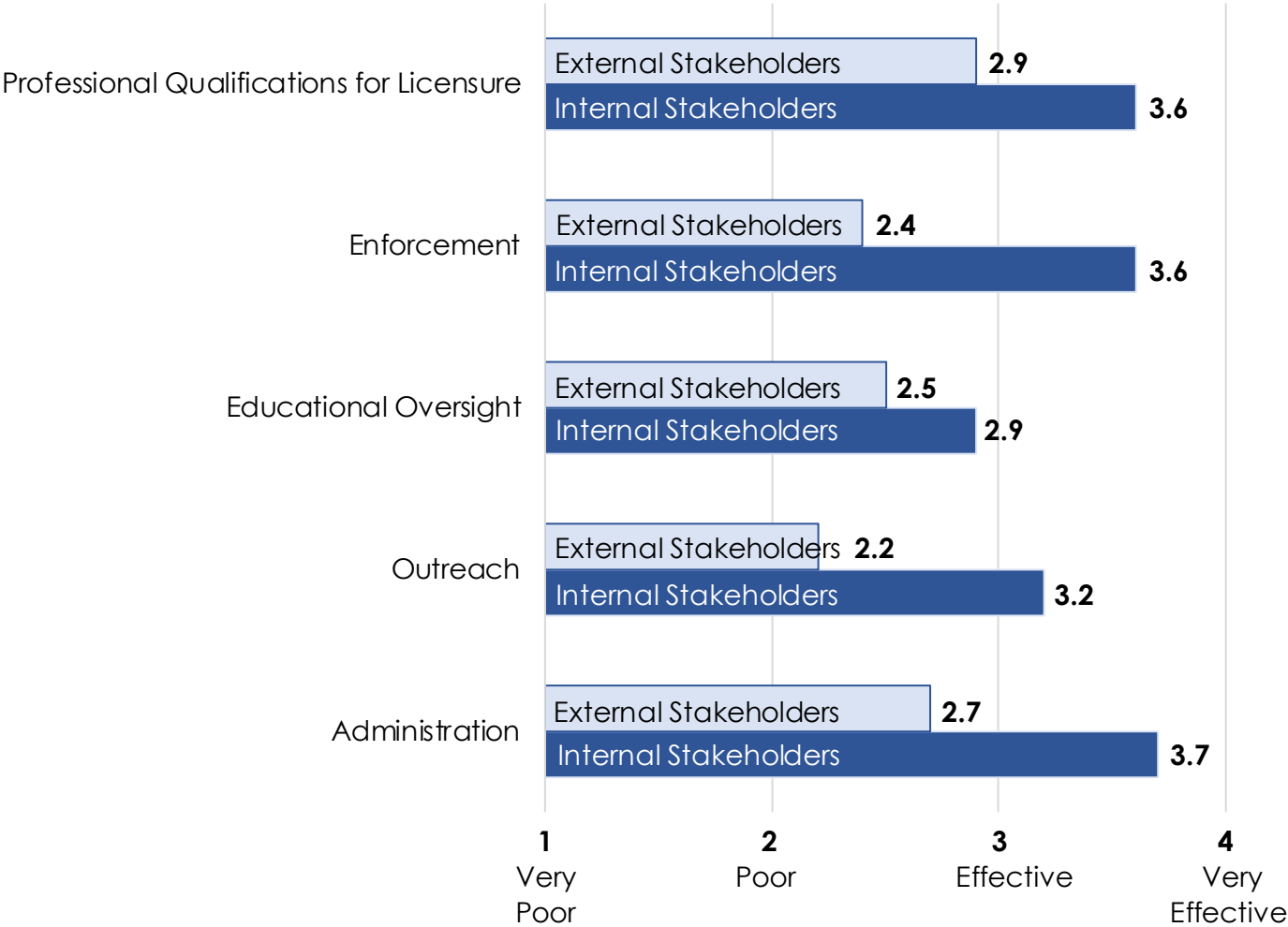
This document summarizes trends, including areas where stakeholder groups agree and disagree, while providing insight to assist the Board in developing objectives for the upcoming strategic plan.

At the strategic planning session, the Board's executive team and board members will discuss and evaluate this information as a group to help create the objectives that the Board will focus on during its next strategic plan period.

If you have any questions about this report, please contact Elizabeth Coronel with SOLID Planning at Elizabeth.Coronel@dca.ca.gov.

Overall Effectiveness

[External](#) and internal (board members, board leadership, and board staff) stakeholders rated the Board's strategic goal areas on a scale of 4 (very effective) to 1 (very poor). The chart below displays the average ratings, with full details contained in the report.



Professional Qualifications for Licensure

The Board promotes the professional qualifications of those practicing court reporting by establishing examination standards and requirements.

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	24%	57%
Effective	51%	43%
Poor	15%	0%
Very Poor	10%	0%
Total %	100%	100%
Number of Responses	219	7

Summary of Professional Qualifications for Licensure Strengths

1. External stakeholders see the Board as the authority and guiding resource over the profession. Internal stakeholders say the Board maintains its mission of consumer protection by ensuring the standards are met and maintained.
2. External stakeholders see the Board's informative website, responsiveness, and communications with its various stakeholders as strengths. Internal stakeholders recognize public participation and input at meetings as strengths.
3. External stakeholders praise the Board's availability to answer questions. Internal stakeholders recognize the executive officer's excellence and experience as a licensee and board member. They also see staff involvement and institutional knowledge as strengths.
4. External stakeholders describe the Board's licensing qualifications and requirements as clear, high in standards, and strong. Internal stakeholders find the Board's setting of standards for testing, licensing, and the practice to be a strength. They also believe testing standards are high and well managed.

5. External stakeholders identify the Board's exam as a strength and praise its fairness, high standards, and stringency. Internal stakeholders praise the Board's robust exam development process and resources which include an occupational analysis and exam workshops with the assistance of the Department of Consumer Affairs' Office of Professional Examination Services (OPES).

Summary of Professional Qualifications for Licensure Weaknesses

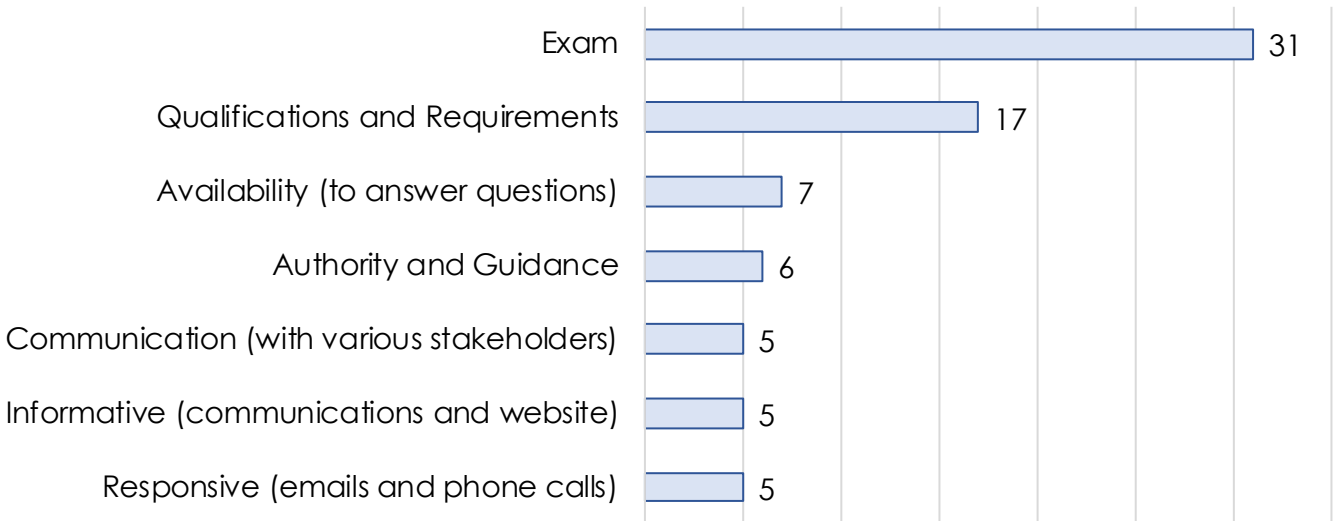
1. External stakeholders ask for the Board to implement reciprocity. Both external and internal stakeholders recommend allowing Registered Professional Reporter certification for reciprocity.
2. External stakeholders identify the Board's exam as a weakness because of its difficulty and stringency, lack of ability for the tester to see results or obtain feedback, low exam pass rates, infrequent exam offerings, and lack of in-person examinations. Internal stakeholders recognize the exam's difficulty, board members' inability to see exam takers' feedback, and low exam pass rates as weaknesses. Internal stakeholders explain the Board's role does not include assisting repeat exam takers.

Internal stakeholders believe the Board makes decisions based on its limited resources. These decisions include the implementation of online examinations and denying the tester the ability to see results or obtain feedback on their exams.

Trends in Professional Qualifications for Licensure Strengths

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

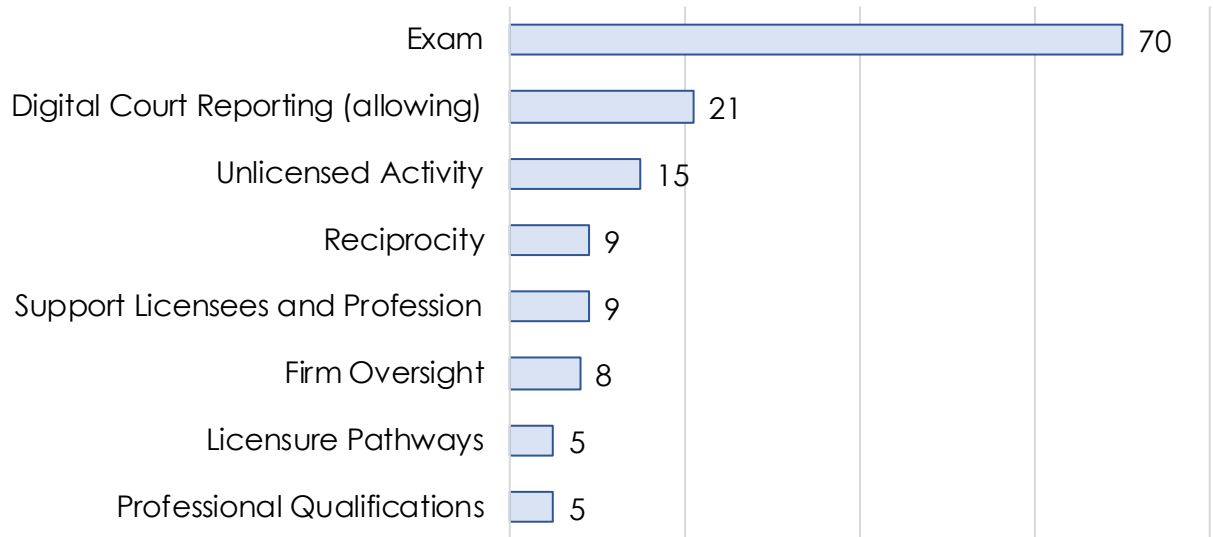
The list below displays terms that summarize comments provided by internal stakeholders.

- Board member engagement and experience
- Board member and staff involvement and institutional knowledge
- Board executive officer's excellence and experience
- Consumer protection mission maintained
- Dictation exam development
- Exam development process and resources
- Exam questions
- Exam workshops
- Licensure options explored
- Public participation and input
- Setting standards for testing, licensing, and practice
- Testing online

Trends in Professional Qualifications for Licensure Weaknesses

External Stakeholder Trends

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Trends

The list below displays terms that summarize comments provided by internal stakeholders.

- Board member experience (leaving)
- Board members lack accessibility to exam taker's feedback
- Continuing education requirement (lack of)
- Databases (archaic)
- Decisions based on limited resources
- Exam artificial intelligence focus (lacks)
- Exam passage rates (low)
- Exam security (online)
- Influenced by licensees
- Registered Professional Reporter as reciprocity
- Repeat exam takers (unable to help)
- Subject matter expert recruitment
- Test updates (needed to meet needs of consumers)
- Test format and difficulty (four-voice format)

Enforcement

The Board protects consumers by preventing violations and enforcing laws, codes, and standards when violations occur.

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	24%	57%
Effective	22%	43%
Poor	22%	0%
Very Poor	32%	0%
Total %	100%	100%
Number of Responses	155	7

Summary of Enforcement Strengths

1. External stakeholders acknowledge the Board for being responsive and investigating complaints. They say the Board enforces compliance and reprimands licensees. Internal stakeholders recognize staff for their timeliness, efficiency, experience, and helpfulness.
2. External stakeholders see communication regarding best practices and enforcement actions as a strength. Internal stakeholders recognize the Board's outreach to licensees including its best practice pointers.

Summary of Enforcement Weaknesses

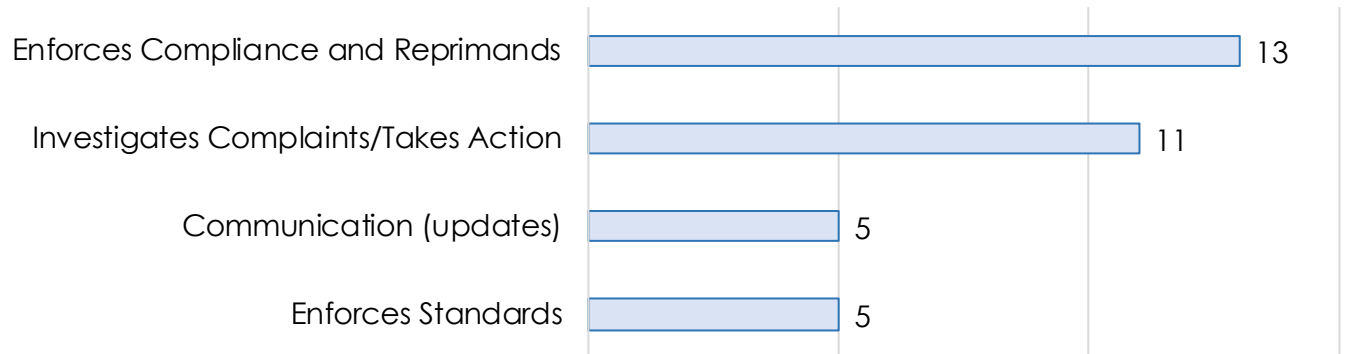
1. External stakeholders express concern over the Board's response and stance towards digital court reporting, oversight and enforcement of firms, and management of unlicensed activity. They say the Board is not:
 - a. addressing or enforcing digital court reporting,
 - b. protecting the public from the risks, or
 - c. holding digital reporters and firms accountable like Certified Shorthand Reporters.

Internal stakeholders recognize the Board is limited by the number of enforcement staff. In addition, they mention the need for better communication regarding laws.

Trends in Enforcement Strengths

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

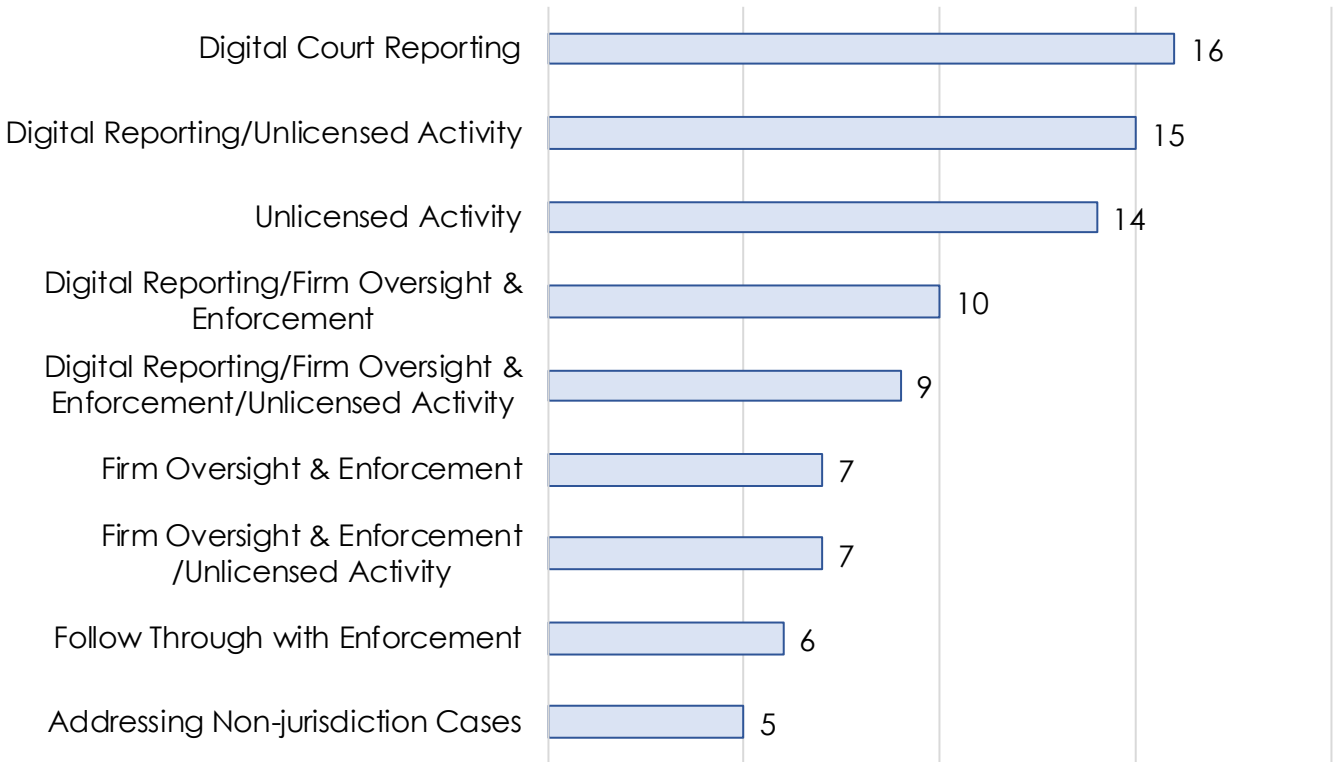
The list below displays terms that summarize comments provided by internal stakeholders.

- Educates the public
- Helps parties reach resolution
- Outreach to licensees (best practice pointers and changes in laws)
- Responsive to questions
- Staff experience and efficiency
- Staff helpful and respectful
- Staff proactively researches and find solutions
- Timely and efficient

Trends in Enforcement Weaknesses

External Stakeholder Trends

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Trends

The list below displays terms that summarize comments provided by internal stakeholders.

- Board members limited access to licensees' former discipline
- Board's inability to provide restorative justice
- Communication (of laws)
- Staffing or cross-training

Educational Oversight

The Board advances higher education standards through educational oversight to increase the quality of education and safeguard consumer protection.

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	15%	14%
Effective	40%	57%
Poor	22%	29%
Very Poor	23%	0%
Total %	100%	100%
Number of Responses	111	7

Summary of Educational Oversight Strengths

1. External stakeholders recognize the Board for providing educational resources including guidelines and materials to students and court reporters. Internal stakeholders acknowledge the executive officer’s experience and relationship with the schools.
2. External stakeholders say the Board shows responsiveness and support by answering questions and offering opportunities to students and court reporters. Internal stakeholders praise staff for their knowledge of the Board’s requirements and regulations.

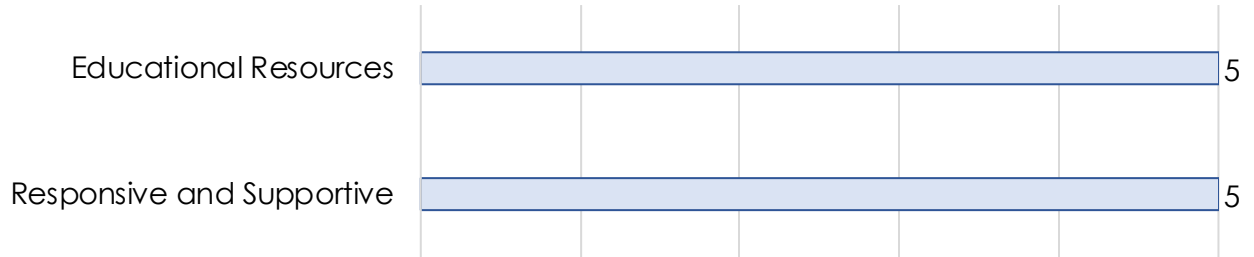
Summary of Educational Oversight Weaknesses

1. External stakeholders say school quality and lack of oversight are weaknesses. Internal stakeholders say limited resources impact their school oversight efforts, including frequency of site visits.
2. Both external and internal stakeholders express a desire for a continuing education requirement.
3. External stakeholders ask for the Board to provide educational opportunities. Internal stakeholders see the need for outreach to new licensees to explain the Board’s function.

Trends in Educational Oversight Strengths

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

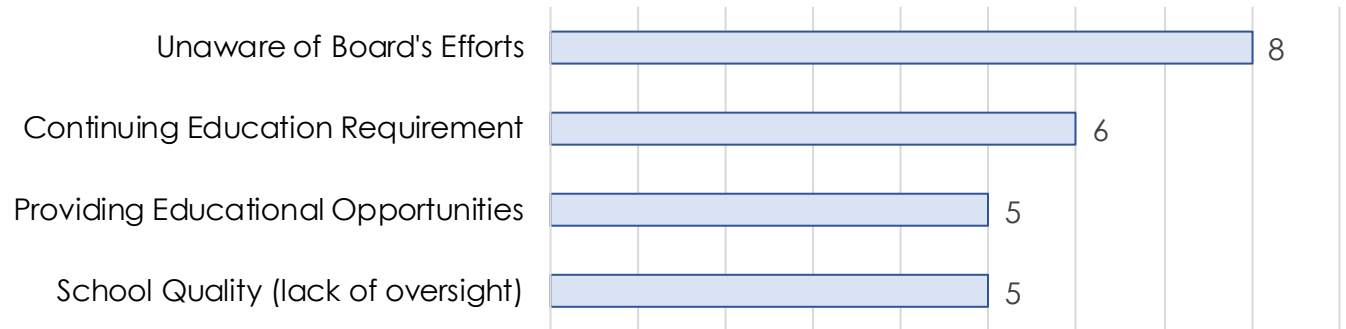
The list below displays terms that summarize comments provided by internal stakeholders.

- Board members kept informed about the transition to online education
- Board's changes to the school curriculum standards
- Collection of the schools' annual reports
- Engaged with schools to ensure compliance
- Executive officer (experience and relationship with schools)
- Executive officer's regular meetings with school representatives
- Monitoring of school closures and changes
- No complaints from students and/or schools (sign the Board is doing well)
- Review of school curriculum and the transition to online education
- Staff (knowledge of requirements and regulations)
- Works with schools

Trends in Educational Oversight Weaknesses

External Stakeholder Trends

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Trends

The list below displays terms that summarize comments provided by internal stakeholders.

- Accreditation/certification process (for schools)
- Continuing education requirement
- Outreach to new licensees (explain Board function)
- Outreach to schools (regarding exam preparation)
- Resources (limited)/site visits (frequency)

Outreach

The Board increases awareness of its mission, activities, and services, with a focus on practice standards by sharing information with the public and professionals.

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	8%	17%
Effective	33%	83%
Poor	32%	0%
Very Poor	27%	0%
Total %	100%	100%
Number of Responses	123	6

Summary of Outreach Strengths

1. External stakeholders recognize the Board for its emails and the information and notices it delivers. Internal stakeholders acknowledge its email subscription lists and the information the Board disseminates.
2. Both external and internal stakeholders praise the Board for participating in conferences and seminars. Internal stakeholders acknowledge the Board's relationship with professional associations and its efforts to remain at the forefront of issues impacting the profession.

Summary of Outreach Weaknesses

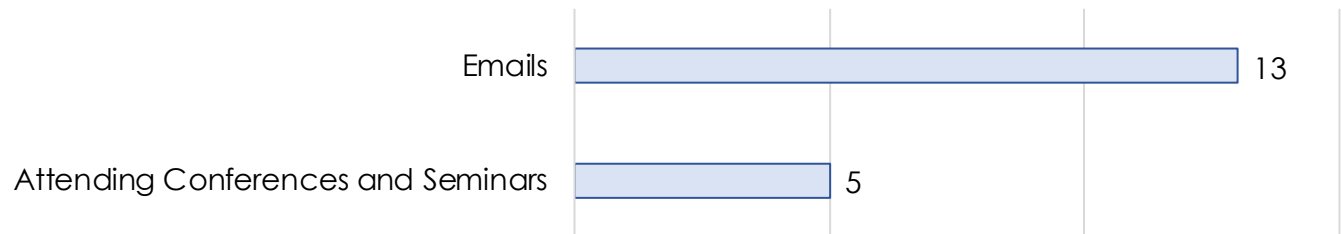
1. External stakeholders say they have not witnessed any outreach by the Board. Internal stakeholders say there is limited staff to assist with outreach and posting on the Board's social media accounts.
2. External stakeholders believe the Board needs to reach out to the State Bar, attorneys, and relevant associations regarding topics like the role of the court reporter, court reporting laws, and digital court reporting. Internal stakeholders see an opportunity to raise public awareness of the Board which, includes outreach to the legal profession.

3. External stakeholders would like to see the Board provide outreach to licensees about various topics, including law changes. Internal stakeholders say that there is not an effective way to contact licensees, and a regulation is needed to allow the Board to collect licensee emails.
4. External stakeholders believe the Board should reach out to potential court reporters outside of social media and recommend reaching out to high schools. Internal stakeholders notice the lack of potential court reporters taking the exam and entering the field.
5. External stakeholders say there needs to be more outreach to consumers and the public, as well as education about licensed court reporters. Internal stakeholders recognize the need for the Board to increase its social media efforts.

Trends in Outreach Strengths

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

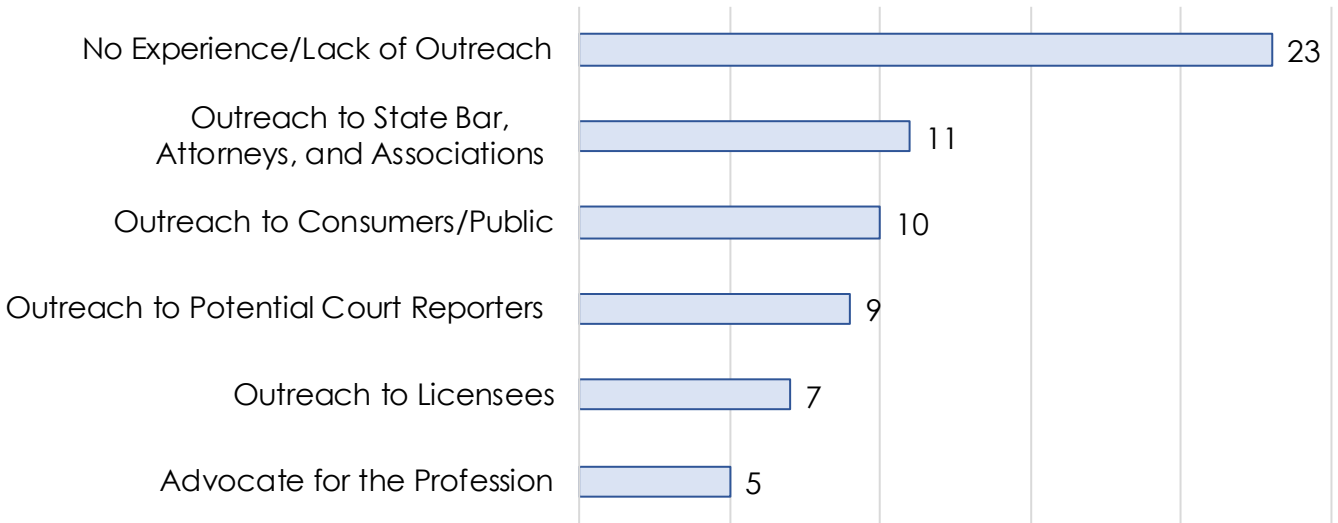
The list below displays terms that summarize comments provided by internal stakeholders.

- Attends conferences and seminars
- Best practice pointers and frequently asked questions (FAQs)
- Board meetings webcasted (accessible and increased participation)
- Distributing information (email, newsletter, website, presentations)
- Email subscription lists (consistency)
- Relationship with professional associations
- Remains at the forefront of issues
- Responsive (to questions and issues)
- Social media (increased accessibility)
- Transcript Reimbursement Fund (TRF) serving more people
- Website (updated regularly)

Trends in Outreach Weaknesses

External Stakeholder Trends

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Trends

The list below displays terms that summarize comments provided by internal stakeholders.

- Contacting licensees (difficult since emails are not required)
- Diversity and equity data (for long-term workforce strategy)
- Funding for travel (lack of)
- Misinformation on social media
- Number of court reporters (lack of)
- Public awareness (of the Board)
- Social media (lack of efforts)
- Staffing (lack of)

Administration

The Board enhances organizational effectiveness and strives to improve the quality of customer service.

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	27%	71%
Effective	38%	29%
Poor	16%	0%
Very Poor	19%	0%
Total %	100%	100%
Number of Responses	110	7

Summary of Administration Strengths

1. External stakeholders recognize the Board's responsiveness and highlight its accessibility and timeliness. Internal stakeholders acknowledge the Board's efficiency despite its small number of staff and recognize the impact of cross-training. They also acknowledge the Board is responsive, answering calls and emails promptly.
2. External stakeholders praise the Board's courtesy in its interactions. Internal stakeholders praise the staff's great attitude, skills, and knowledge.
3. External stakeholders praise the Board's renewals and its online services. Internal stakeholders praise the timely renewal process and say the Board continuously improves its operations.

Summary of Administration Weaknesses

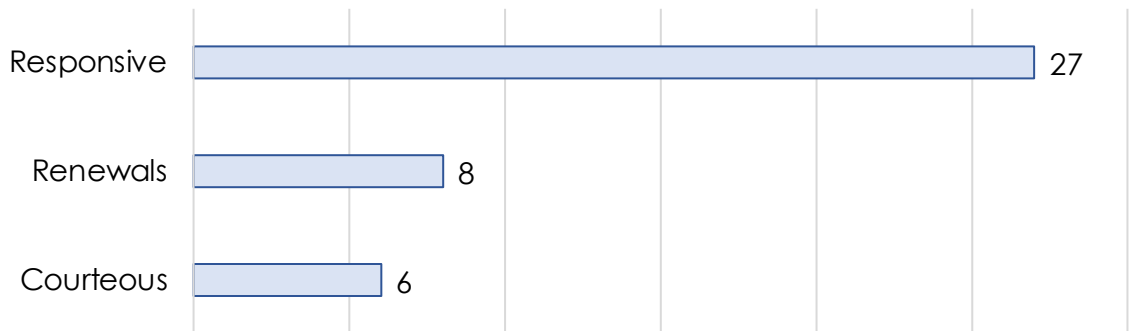
1. External stakeholders identify communication as a weakness, emphasizing the staff's rudeness and lack of problem solving. Internal stakeholders suggest that the Board increase cross-training. They also encourage the board members and stakeholders to understand the Board's limited staff and workload to maintain realistic expectations.

2. External stakeholders say the Board does not address unlicensed activity and digital court reporting even when complaints are submitted by consumers. Internal stakeholders express the need for an increased budget to accomplish more. They also recommend that the Board maintain appropriate staffing levels.

Trends in Administration Strengths

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

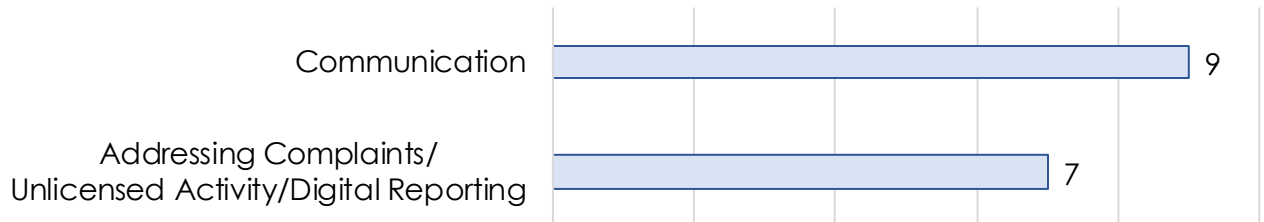
The list below displays terms that summarize comments provided by internal stakeholders.

- Business modernization (planned out and in process)
- Continuous improvement
- Efficient
- Finances in order
- Relationship between staff and board members
- Responsive
- Service (to all that interact with Board)
- Staff (great attitude, knows rules and regulations, and skilled)
- Timely
- Works well with the Department of Consumer Affairs (DCA)

Trends in Administration Weaknesses

External Stakeholder Trends

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Trends

The list below displays terms that summarize comments provided by internal stakeholders.

- Budget (increase)
- Cross-training (increase)
- Realistic expectations/understanding Board's resource limitations
- Staffing (to address business needs)
- Transcript reimbursement fund barriers

Opportunities & Threats Summary

There are many factors that may impact the future direction of the court reporting profession. These could be opportunities the Board may want to capitalize on or threats it needs to mitigate or prepare for.

Stakeholders were asked to list potential opportunities and threats in the Board's external environment that they felt could impact the court reporting profession and Board's regulatory role. The following are common responses and/or responses that the Board might reference when considering its strategic plan.

Summary of Opportunities

1. External stakeholders ask the Board to implement a residency requirement to prevent California licensed court reporters from living and working outside of California.
2. Both external and internal stakeholders see opportunities in provisional licenses and license reciprocity.
3. External stakeholders believe voice writers can help the profession by reducing the court reporter shortage and combating unlicensed activity. Internal stakeholders also point out the opportunity for voice writers to reduce the court reporter shortage.
4. Both external and internal stakeholders see an opportunity in exploring technological advancements.
5. Internal stakeholders see an opportunity to work on diversity, equity, and inclusion.

Summary of Threats

1. External stakeholders identify unlicensed activity and big agencies/firms promoting unlicensed activity as threats. External stakeholders see digital court reporting as an immediate threat and share experiences where consumers, attorneys, and courts were not only unsatisfied with the results but surprised to discover that they were not working with a Certified Shorthand Reporter.

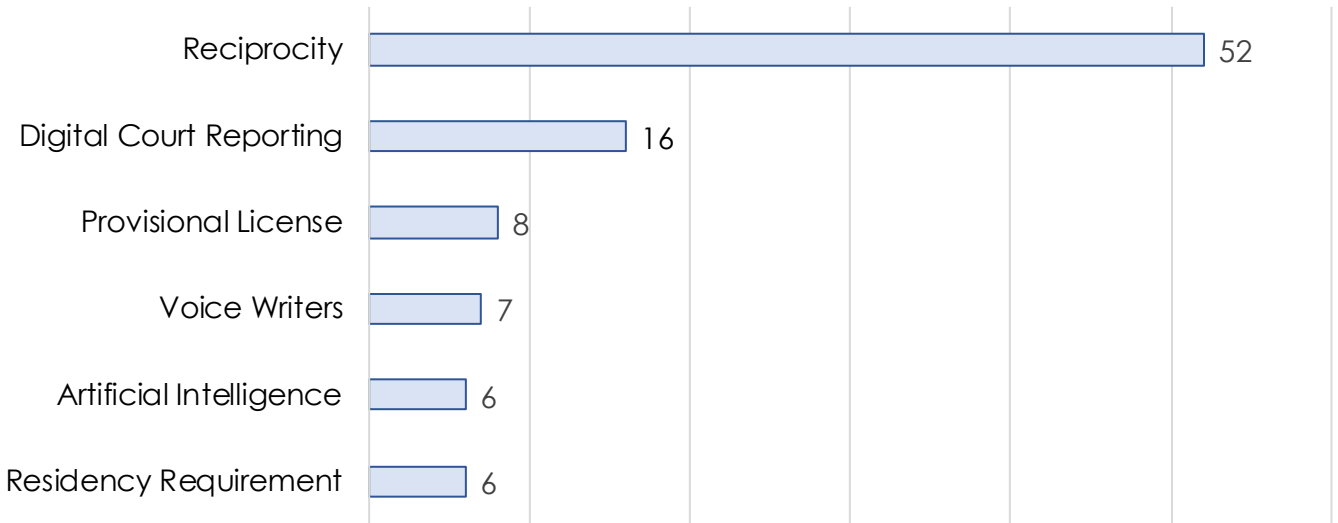
External stakeholders are saying that digital court reporting should not be allowed, or should at least be regulated, because of the lack of accuracy, quality, and overall standards. Internal stakeholders identify digital court reporting as a threat because of the quality and lack of a human monitor.

2. Both external and internal stakeholders see artificial intelligence as a threat to court reporting.
3. External stakeholders identify the implementation of reciprocity as a threat, saying that it will diminish California's court reporting standards. Internal stakeholders say lack of reciprocity is a threat and claim that the Board has not been able to match qualifications but continues to work on the matter.
4. Both external and internal stakeholders see the court reporter shortage as a threat. Internal stakeholders also identify a lack of schools as a threat and its possible contribution to the lack of court reporters entering the profession.

Opportunity Trends

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

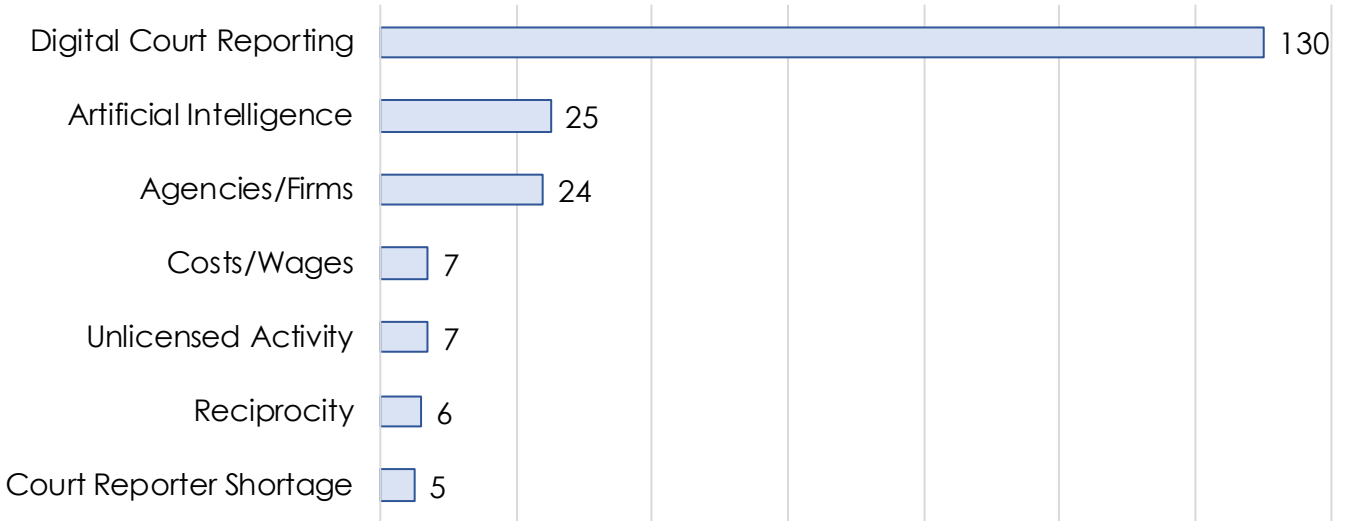
The list below displays terms that summarize comments provided by internal stakeholders.

- Diversity, equity, and inclusion
- Educate consumers and legal professionals
- Evolution of stenography machine
- Legislature's allocation in budget
- Promote profession
- Provisional license
- Real time court reporting
- Reciprocity
- Technology (video conferencing)
- Transcript reimbursement fund
- Voice writing

Threat Trends

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

The list below displays terms that summarize comments provided by internal stakeholders.

- Artificial intelligence and technology
- Court reporter shortage
- Digital court reporting
- Governmental bureaucracy
- Reciprocity (lack of)
- Schools (lack of)

Diversity, Equity, and Inclusion

Specific questions have been incorporated into the environmental scan surveys to gather demographic data and for strategic planning participants to consider the DEI impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision or proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Board measure the effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

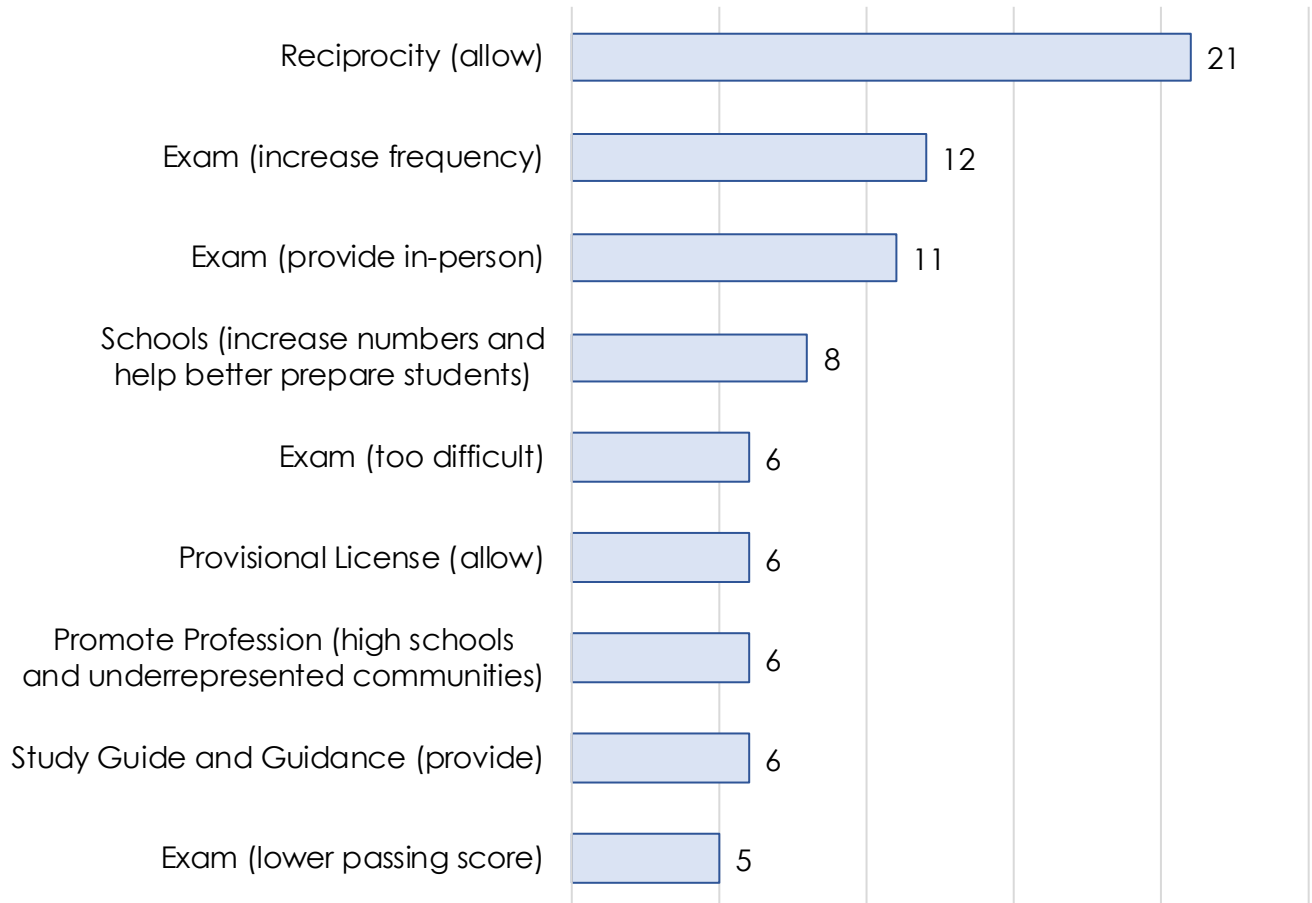
CRB’s Effectiveness in Soliciting ideas and Priorities from Diverse Perspectives

	External Stakeholders	Internal Stakeholders
Very Effective	15%	0%
Effective	36%	100%
Poor	19%	0%
Very Poor	30%	0%
Total %	100%	100%
Number of Responses	84	3

Barriers to Licensure Trends

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

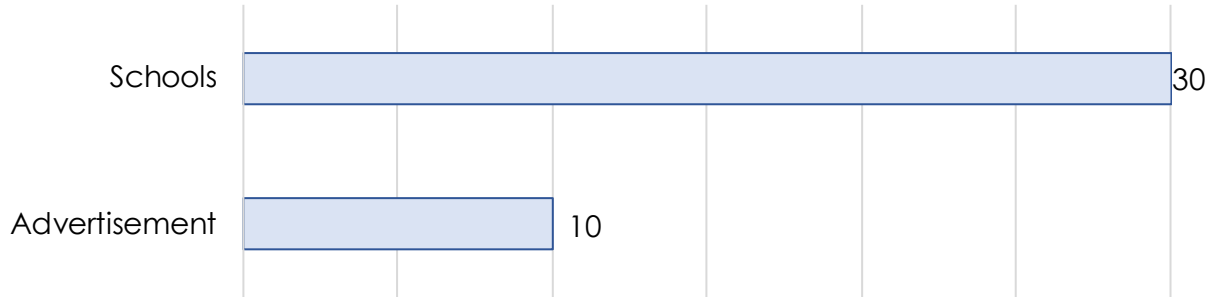
The list below displays summaries of comments provided by internal stakeholders.

- Change skills examination to resemble Registered Professional Reporter (RPR) and other licensing exams
- Implement provisional license or reciprocity program
- Promote profession more widely
- Remove timeframe limit to pass all portions of exam

Outreach to Diverse and Underrepresented Communities Trends

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

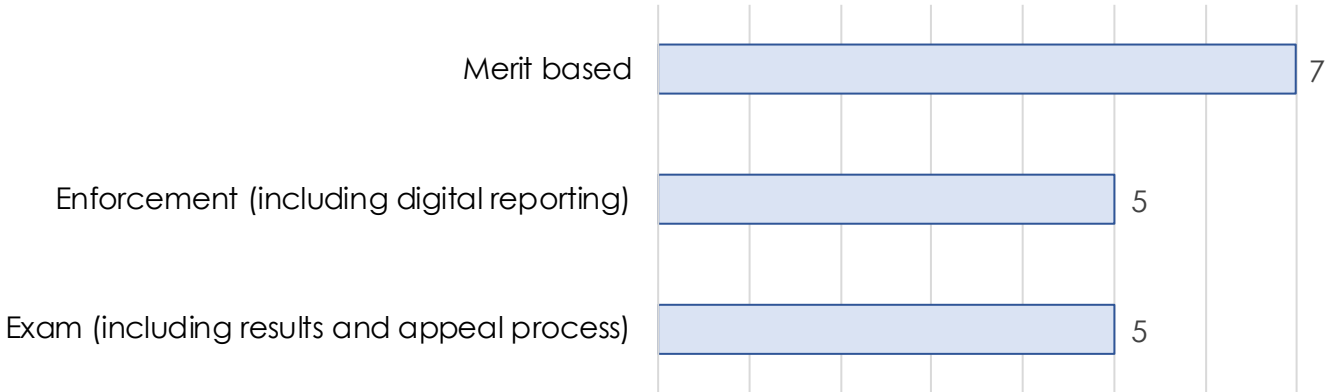
The list below displays summaries of comments provided by internal stakeholders.

- Educate high school counselors on profession
- Promoting profession at venues with higher minority population

Opportunities for Equitable Outcomes Trends

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

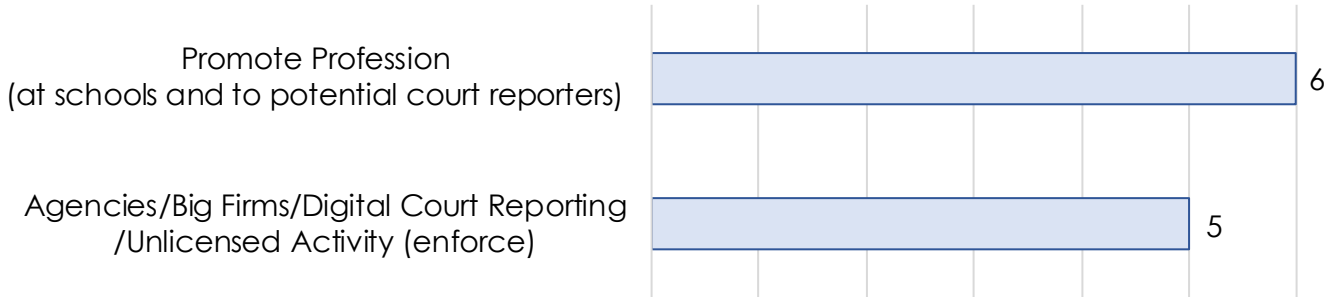
The list below displays summaries of comments provided by internal stakeholders.

- Change skills test
- Educate diverse communities on profession

Challenges and Needs for Equitable Outcomes Trends

External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

The list below displays summaries of comments provided by internal stakeholders.

- English required for profession
- Regulatory change and approval from Office of Professional Examination Services (OPES)

Appendix A – Acronym List

Acronym	Definition
CSR	Certified Shorthand Reporter
DCA	Department of Consumer Affairs
FAQs	Frequently Asked Questions
OPES	Office of Professional Examination Services
RPR	Registered Professional Reporter
SME	Subject Matter Expert
TRF	Transcript Reimbursement Fund

Appendix B – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of the Board. Stakeholders include any individual or group who is influenced by or influences a program. Information for this survey was gathered by surveying external stakeholders and internal stakeholders using the following methods:

- An interview was conducted with the Board's executive officer.
- Interviews were conducted with the Board's staff and board members who opted for this format.
- An online survey was distributed to the Board's staff and board members who opted for this format.
- An online survey was distributed to external stakeholders.

Classification of Stakeholder Relationship with the Board.

Relationship with the Board	Number of Responses	Response Rate
Leadership	1	100%
Staff	3	50%
Board members	4	80%
Licensee (Court Reporter Firm/Certified Shorthand Reporter)	338	1
Preparing to become licensed as a Certified Shorthand Reporter (CSR)	34	1
Work in a related job (not licensed as a CSR)	16	1
Educational/School Association/Group	7	1
Professional Association/Group	15	1
Consumer or represent a consumer group	5	1
Represent a government agency	10	1
Other ²	19	1

¹ A response rate cannot be determined for these external stakeholders because of the undetermined number having access to the survey link.

The survey link was distributed via the Board's:

1. Email subscription list (about 2,200 subscribers)
2. Facebook
3. Twitter

² Respondents listed in the “Other” category identified themselves as follows:

- Court Reporter
- CSR (5 respondents)
- CSR - Delinquent, State Employee
- CSR - Hold, State Employee
- CSR - Not Active
- Firm Owner
- Former Military Court Reporter and Reporting/Transcription Firm Owner
- Hearing Reporter
- Recently Passed Test
- Represent Students, Work with Reporters
- Retired CSR (4 respondents)
- Retired CSR, Current Proofreader

Appendix C – Survey Data Reliability

This section discusses external stakeholder data only. The external stakeholder survey received 404 responses. Participants could skip questions or select “no experience/not applicable”; thus, individual questions may have less than 404 responses/comments.

Goal Area Effectiveness Data Reliability

Based on the number external stakeholder survey responses to each goal area's effectiveness question, we can be 95% confident their opinions represent all California stakeholders plus or minus the confidence interval percentage indicated below. The table below provides data reliability for each goal area; for a narrative explanation see each goal area data reliability statement.

Goal Area Effectiveness Data Reliability Table

Goal Area	Number of Responses	Confidence %	Confidence Interval %	% of Responses Very Effective/ Effective	% of Stakeholders that Would Rate Effectiveness the Same Way
Professional Qualifications for Licensure	219	95%	7%	75%	68% to 82%
Enforcement	155	95%	8%	46%	38% to 54%
Educational Oversight	111	95%	9%	55%	46% to 64%
Outreach	123	95%	9%	41%	32% to 50%
Administration	110	95%	9%	65%	56% to 74%

Professional Qualifications for Licensure Data Reliability Statement

Based on 219 external stakeholder survey responses regarding Professional Qualifications for Licensure, we can be 95% confident their opinions represent all California stakeholders plus or minus 7%. From the responses, 75% of external stakeholders rated the Board's overall Professional Qualifications for Licensure effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 68% and 82% of external stakeholders would rate the Board's Professional Qualifications for Licensure effectiveness the same way.

Enforcement Data Reliability Statement

Based on 155 external stakeholder survey responses regarding Enforcement, we can be 95% confident their opinions represent all California stakeholders plus or minus 8%. From the responses, 46% of external stakeholders rated the Board's overall Enforcement effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 38% and 54% of external stakeholders would rate the Board's Enforcement effectiveness the same way.

Educational Oversight Data Reliability Statement

Based on 111 external stakeholder survey responses regarding Educational Oversight, we can be 95% confident their opinions represent all California stakeholders plus or minus 9%. From the responses, 55% of external stakeholders rated the Board's overall Educational Oversight effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 46% and 64% of external stakeholders would rate the Board's Educational Oversight effectiveness the same way.

Outreach Data Reliability Statement

Based on 123 external stakeholder survey responses regarding Outreach, we can be 95% confident their opinions represent all California stakeholders plus or minus 9%. From the responses, 41% of external stakeholders rated the Board's overall Outreach effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 32% and 50% of external stakeholders would rate the Board's Outreach effectiveness the same way.

Administration Data Reliability Statement

Based on 110 external stakeholder survey responses regarding Administration, we can be 95% confident their opinions represent all California stakeholders plus or minus 9%. From the responses, 65% of external stakeholders rated the Board's overall Administration effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 56% and 74% of external stakeholders would rate the Board's Administration effectiveness the same way.

Data Reliability Statement

Data reliability calculator: <https://www.surveysystem.com/sscalc.htm>

To help improve data integrity, the online survey did not provide a neutral option when asking about overall effectiveness. Instead, stakeholders completing the survey chose between a positive choice (Very Effective or Effective) and a negative choice (Very Poor or Poor). This allows the Board to better understand whether stakeholders have a positive or negative view of the Board in various areas.

Appendix D – DEI Resources

Organizations, Communities, or Individuals External and Internal Stakeholders Listed as Resources

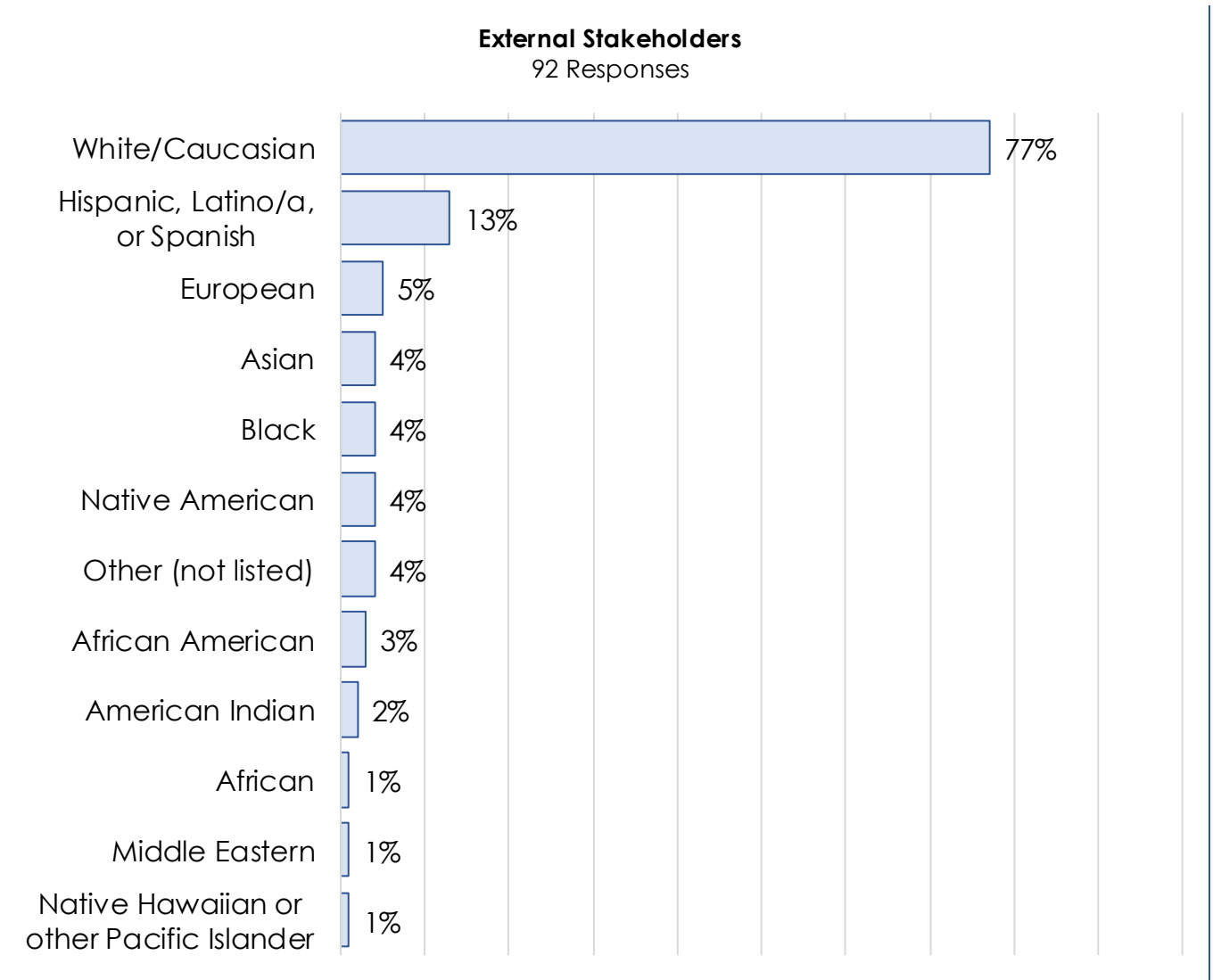
Organizations, Communities, or Individuals	# Of Responses
Agencies	1
Agencies (court reporter owned)	4
Agencies (NCRA owned)	1
American Civil Liberties Union (ACLU)	1
Artificial Intelligence leaders	1
Attorney General	1
Attorneys/lawyers	8
Attorneys/lawyers associations	1
Bar associations	2
CA Secretary of State	1
California Court Reporters Association (CCRA)	25
California Deposition Reporters Association (DRA)	31
California Official Court Reporters Association (COCRA)	1
California stenographers	1
Closed captioning community	1
Court reporter associations/organizations	4
Court reporter associations/organizations (state)	1
Court reporter associations/organizations (local)	1
Court reporters/licenseses	25
Court reporters/licenseses (newly licensed)	1
Court reporters/licenseses (with 10 years of experience)	1
Court reporters/licenseses (with 20 years of experience)	1
Court reporting associations/organizations	3
Court reporting associations/organizations (requiring licensure)	1
Court reporting educational program (leaders)	1
Court reporting educational programs	1
Courthouse reporters	1
District Court of Appeals	1
Federal Trade Commission (FTC)	1
Hard of hearing community	1
Interpreter associations/union	1
Judge associations	1
Judges	4
Judicial Council	1

Organizations, Communities, or Individuals	# Of Responses
Legal assistants	1
Legal profession (including law firms and associations)	1
Los Angeles County Court Reporters Association (LACCRA)	1
Lower income communities	1
Medical	1
National Association of Court Management	1
National Center for States Courts	1
National Court Reporters Association (NCRA)	18
Other state's court reporting associations and bar associations	1
People with education	1
Professors/teachers	1
Professors/teachers (any school)	1
Professors/teachers (court reporting)	1
Protect Your Record Project (PYRP)	10
Reporters	1
Schools	4
Schools (court reporting)	4
Service Employees International Union (SEIU)	1
Stakeholders seeking solutions	1
State associations	3
State Bar	4
State Bar (members)	1
State Bar associations	2
Stenograph Max Scribe	1
Students	1
Texas Court Reporters Association	1
Unions	2
Unions (court reporters)	1
United States Court Reporters Association (USCRA)	1

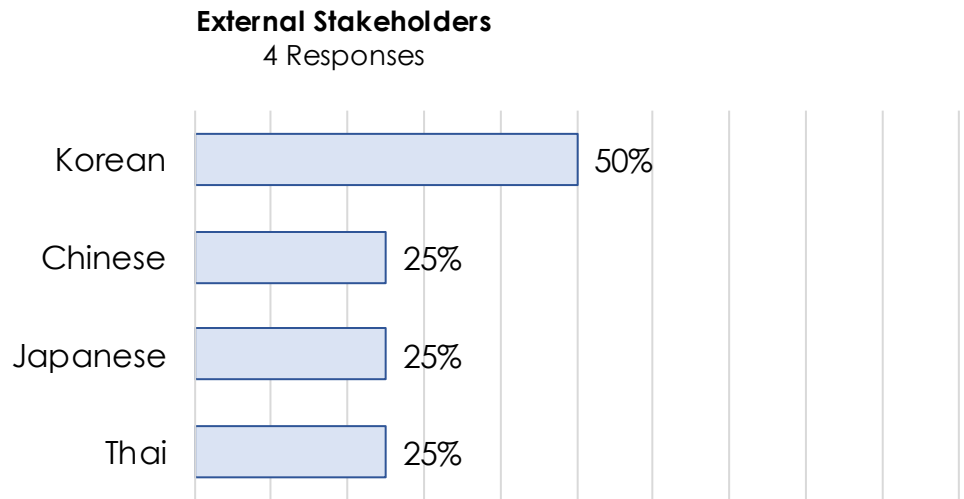
Appendix E – Demographic Data

Race

Races Stakeholders Identified With

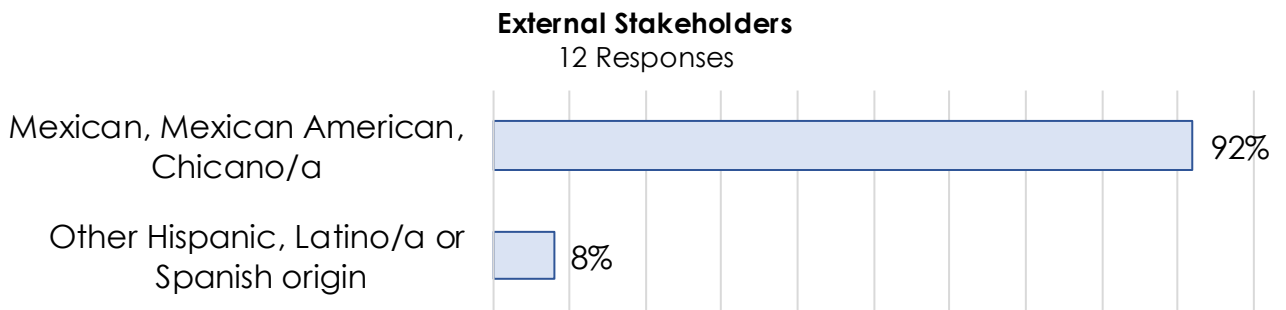


Asian Stakeholders Identified With



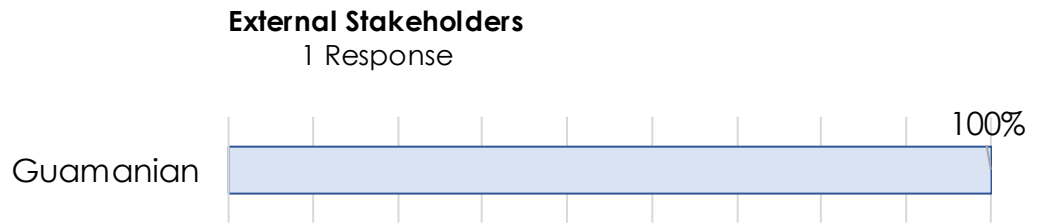
Internal Stakeholders
No Data

Hispanic, Latino/a, or Spanish Stakeholders Identified With



Internal Stakeholders
No Data

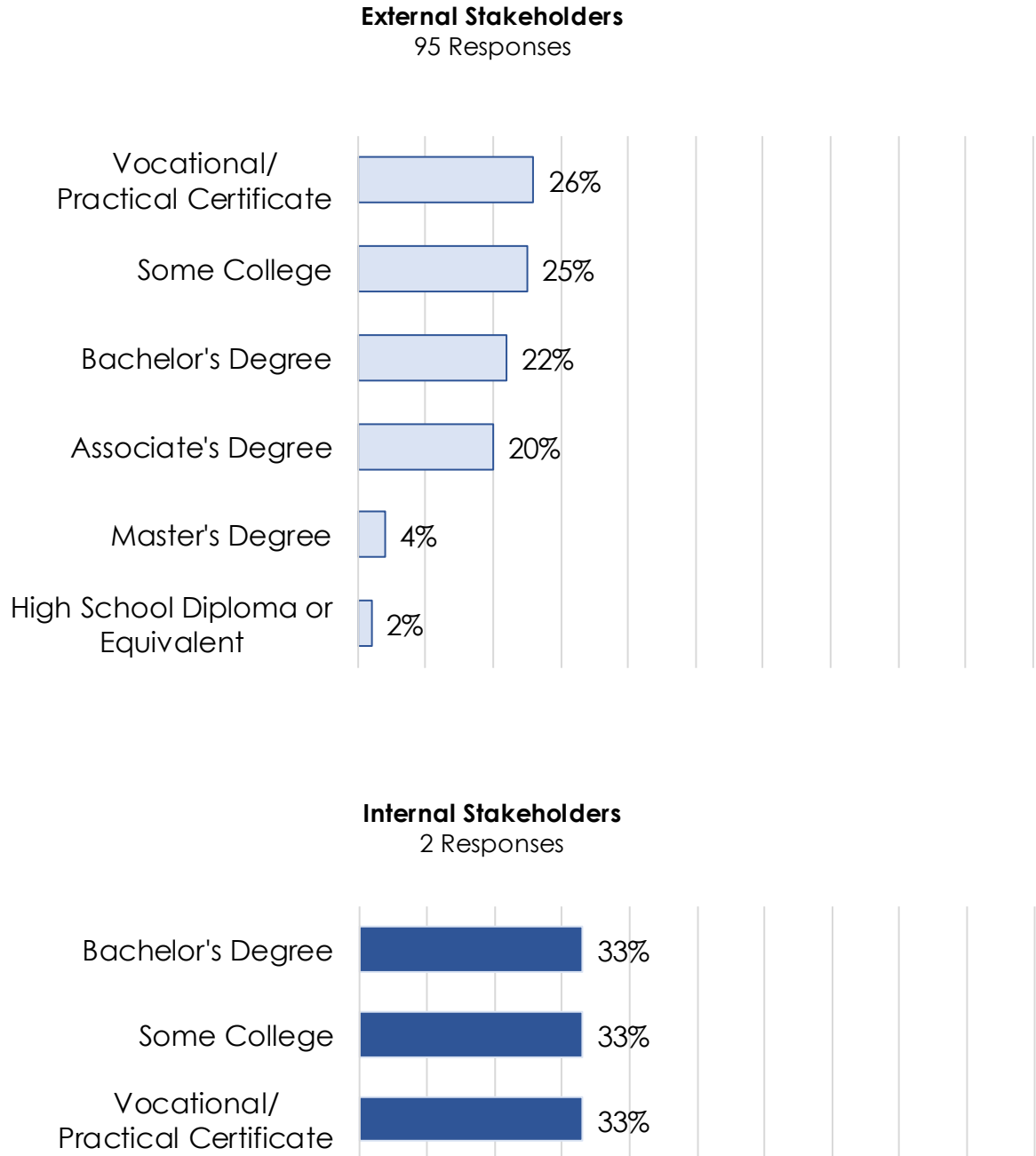
Native Hawaiian or Other Pacific Islander Stakeholders Identify With



Internal Stakeholders
No Data

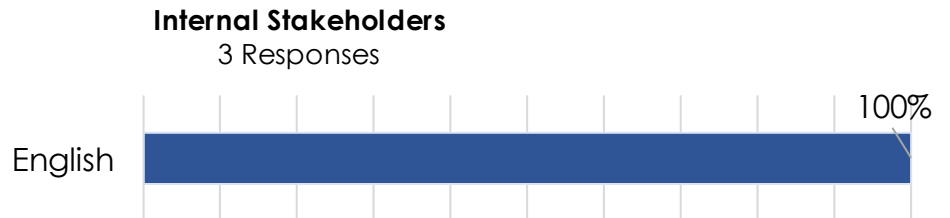
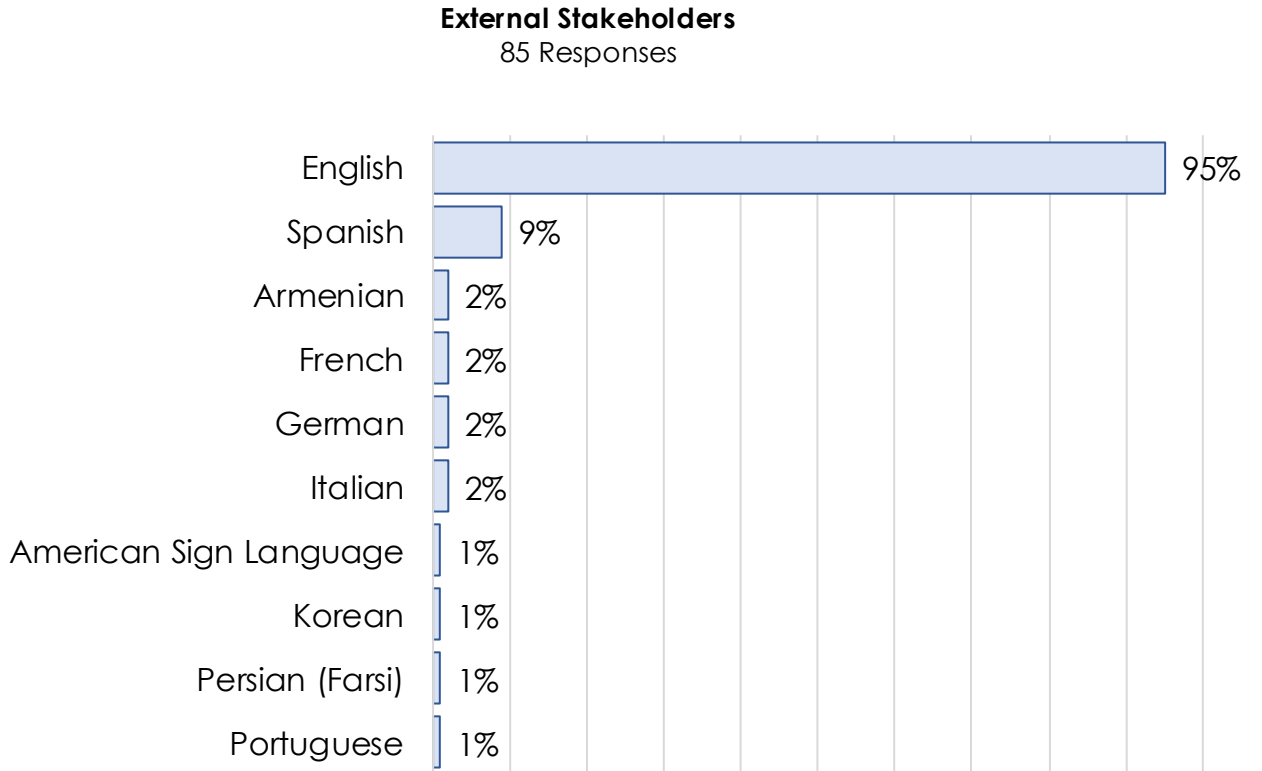
Education

Stakeholders' Highest Level of Education



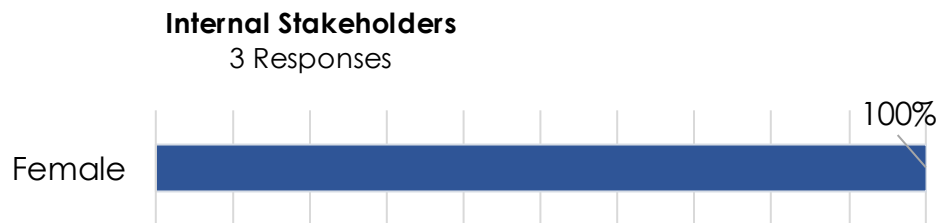
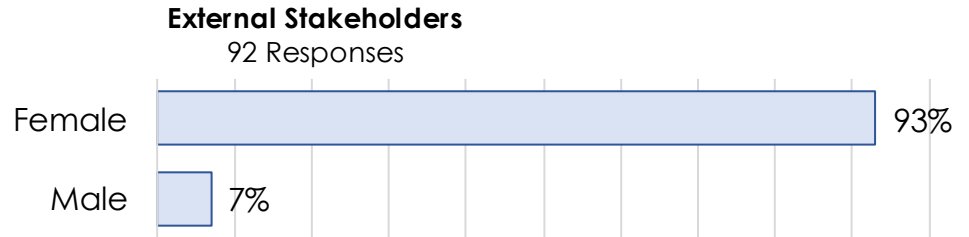
Languages

Languages Stakeholders Speak Fluently



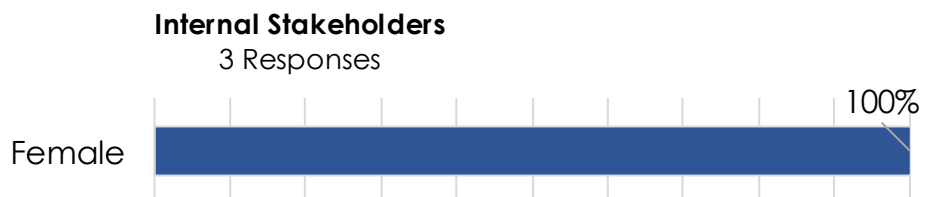
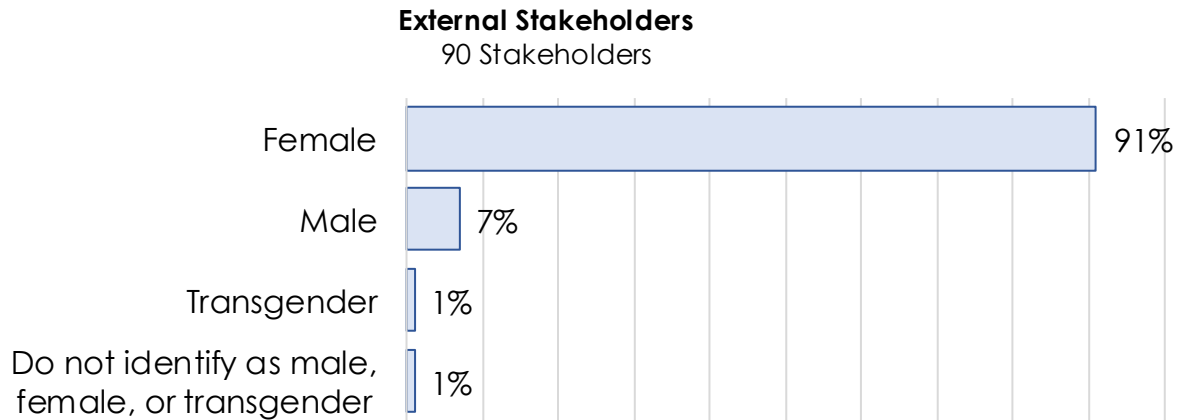
Birth sex

Stakeholders' Assigned Sex at Birth



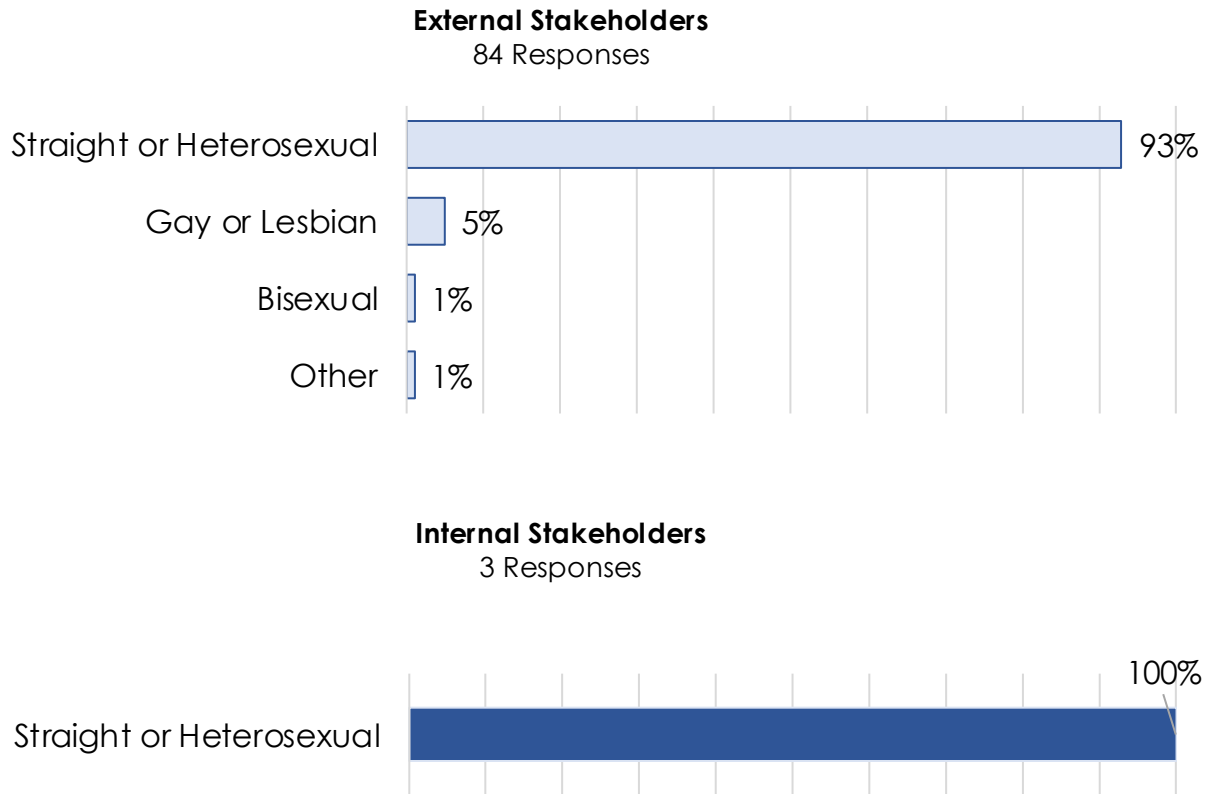
Current gender

Stakeholders Describe Themselves



Orientation

Stakeholders' Orientation



Disability status

Stakeholders' Disability Status

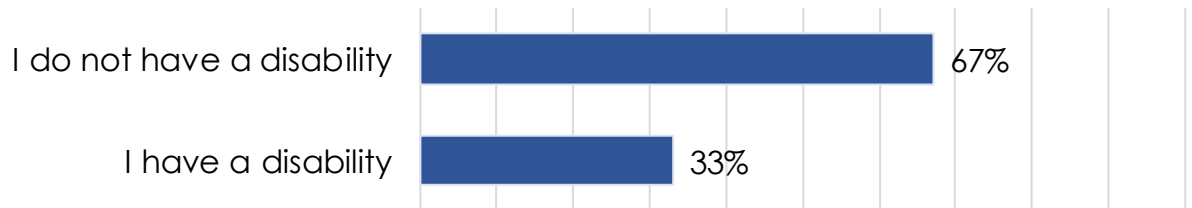
External Stakeholders

88 Responses



Internal Stakeholders

3 Responses





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