



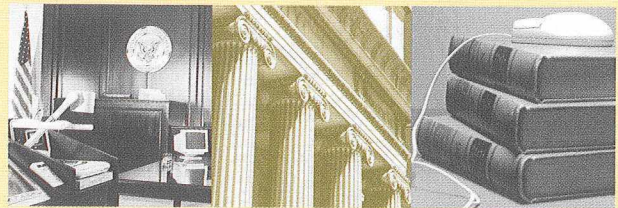
KING COUNTY DISTRICT COURT, STAFF NEEDS ASSESSMENT STUDY

Final Report

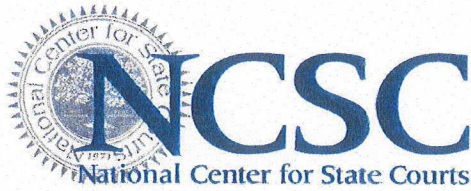
May 2007

Daniel J. Hall, Vice President

**National Center for State Courts
Court Consulting Services
707 Seventeenth Street, Suite 2900
Denver, Colorado 80202**



*A Nonprofit Organization
Improving Justice Through
Leadership and Service to Courts*



**KING COUNTY DISTRICT COURT,
STAFF NEEDS ASSESSMENT STUDY**

Final Report

May 2007

Project Staff

Suzanne Tallarico, Project Director

James Benway

John Douglas

Ann Jones, Ph.D.

Laura Klaversma

Christopher Ryan

David Steelman

Will Willis

Daniel J. Hall, Vice President

**National Center for State Courts
Court Consulting Services**

707 Seventeenth Street, Suite 2900

Denver, Colorado 80202

KING COUNTY DISTRICT COURT, STAFF NEEDS ASSESSMENT STUDY

This document has been prepared under an agreement dated May 12, 2006 between the National Center for State Courts and the King County District Court, Seattle, Washington. The points of view and opinions offered in this report are those of the project consultants and do not necessarily represent the official policies or position of the King County District Court or the National Center for State Courts.

Online legal research provided by LexisNexis.



Table of Contents

EXECUTIVE SUMMARY	i
CHAPTER I: PROJECT OVERVIEW.....	1
A. Origin and Nature of Project.....	1
B. The Court's Mission and Vision Statements	2
Figure 1: King County District Court Mission and Vision Statements	2
C. Project Goals	2
D. Project Methodology	3
1. Staffing Analysis	3
2. Staff Needs Assessment	4
3. Court Employee Satisfaction.....	4
Project Setting	5
Figure 2: King County District Court Budgeted Staff: 2007	6
CHAPTER II: STAFFING ANALYSIS	8
A. Scope of the Analysis.....	8
B. Strengthening Line Management	9
Court Management.....	10
Figure 3: Factors Influencing Span of Control.....	12
Figure 4: Span of Control in King County District Court by Location	14
Figure 5: Current and Recommended Mangement Structure in King County District Court by Location	16
Probation Management Structure	16
Figure 6: Current and Recommended Mangement Structure in King County District Court Probation	17
C. Creation of a Training Component within an Expanded Human Resources Office	18
D. Strengthening Central Administrative Functions.....	21
E. Strengthening the Management and Supervision of Centralized Administrative Functions.....	23
Figure 7: Current and Recommended Mangement Structure in King County District Court Call Center.....	28
F. Direct Administrative Support for Judges.....	29
G. Work Week.....	29
H. Recommendation Summary.....	29
Figure 8: Summary of Line Management and Central Administrative Positions Analysis Recommendations	30
I. Salary Analysis.....	31
CHAPTER III: STAFF NEEDS ASSESSMENT	32
A. Key Concepts.....	33
Figure 9: Methodology Overview	34
B. Phase I: Calculating Staff Workload	34
1. Time Study	34
Figure 10: Case Type Categories	36
Figure 11: Case-Specific Activities	36
Figure 12: Multi-Case-Related Activities	37
Figure 13: Case Weights in Minutes	38
2. Adequacy of Time Survey.....	38
Figure 14: Adequacy of Time Survey Results:	41
3. Workload Calculation Based on Time Study and Adequacy of Time Survey.....	41
Figure 15: Case-Specific Workload for King County District Court.....	42
C. Phase II: Determination of FTE Demand.....	42
Figure 16: Average Staff Year	43
Figure 17: Calculation of Staff Demand	43
Figure 18: Court Staff FTE Demand for	44
D. Phase III: Determination of FTE Need.....	44

Figure 19: Staff Availability	45
Figure 20: Total Staff Need.....	45
E. Keeping the Model Current	46
CHAPTER IV: EMPLOYEE SATISFACTION SURVEY	47
Figure 21: Overall Rating of Employee Satisfaction	48
Figure 22: of Employee Satisfaction Ratings by Job Classification	49
CHAPTER V: PUTTING IT ALL TOGETHER	51
Main Contributions	51
A. Optimum Staffing Levels and Related Classifications or Reclassifications	52
Figure 23: Consolidated Staff Need Recommendations for	53
B. Priorities in a Multi-Year Context.....	54
C. KCDC's Implementation Strategy.....	55
Immediately in 2007	56
In the current year	56
For 2008.....	57
For 2009.....	57
In subsequent years	58
D. Models for Future Use	58
Conclusion	59
APPENDICES	60
Appendix A: King County District Court Organizational Chart.....	61
Appendix B: Recommended King County District Court Organizational Chart.....	63
Appendix C: Staffing Study Advisory Group	63
Appendix D: King County Staff Position Description Questionnaire	64
Appendix E: Sufficiency of Time Survey Questionnaire	70
Appendix F: Case Type Categories Utilized in Model Development	76
Appendix G: Case –Related Activities: Functional Task Descriptions	77
Appendix H: Multi-Case Related Activities: Functional Task Descriptions.....	78
Appendix I: Final Case Weight Composition.....	81
Appendix J: Court Staff Needs Assessment Model.....	85
Appendix K: Adequacy of Time Survey Results.....	86
Appendix L: King County District Court Job Satisfaction Survey.....	88
Appendix M: Staffing Study Work Group	90

KING COUNTY DISTRICT COURT STAFF NEEDS ASSESSMENT STUDY

EXECUTIVE SUMMARY

In the fall months of 2006, the National Center for State Courts (NCSC) performed a staff needs assessment study for the King County District Court (KCDC). The study concluded with a final report in April 2007 that is summarized below.

A. Purpose

The purpose of the District Court Staff Needs Assessment Study was to determine how the Court's work volume impacts the District Court, and to recommend ways in which the functioning of the Court could be enhanced. Additionally, the study sought to objectively evaluate the number of court staff needed to effectively and efficiently run the Court and to provide a workload assessment model that enables KCDC to assess and revise estimates corresponding to future changes in case mix, court rules, legislation, and internal policies and practices.

B. Scope

The study had two major components:

- A quantitative and qualitative analysis of staff needs in case-related work, largely focused on clerical staff. Of the 231.75 authorized FTEs for the KCDC in 2007, about 61% (142.75) are attributable to direct case-specific functions, largely clerical in nature. These positions can be directly related to caseload data, making it possible to estimate staffing needs by use of models.
- An analysis of staffing needs in non-case related work, largely focused on operations managers and court-wide administrative positions of various kinds. The 89 authorized positions in non-case related work include judicial officers (23), Chief Administrative Officer and Directors (8), Probation Officer Is (18.5), and Office Aides (4), all of which were outside the scope of the study¹. The remaining line management or central administrative positions were within the scope of the study but outside the scope of the model. They were assessed by largely qualitative methods.

The judges of the KCDC voted to add a third component, an electronic survey of employee satisfaction based on the format developed by the National Center for State Courts for general use by courts.

¹ The RFP for this project specifically excluded an analysis of probation staff, because a cursory needs assessment had recently been conducted for that Division. Since that analysis did not involve the rigor that the current analysis did, the Court might consider completing a time in motion study within the probation division in the coming years.

C. Setting

The project occurred after five years of budgetary retrenchment in which the Court's budget was reduced by \$5.6 million. The court imposed a hiring freeze in August 2001, and in May 2002, the court laid off 33 employees. These two measures combined resulted in a net loss of 57.60 positions. The management staff was reduced from 44 to 23, probation staff from 54 to 28.25, administrative support staff from 10 to 8.5 and line staff from 155 to 138. Despite a number of efficiencies instituted by District Court, the discrepancies between workload have placed a great strain on the Court.

D. Methodology

1. Management and administrative support positions. This portion of the study involved staffing pattern analysis for job classifications that are not case-type or caseload dependent and that do not lend themselves to a traditional time study.

This approach involved the use of a position description questionnaire (PDQ), which was completed by each non-line staff position and followed up with the supervisors. Additionally, a review of the management functions within the court was conducted. The purpose of this review was to determine the adequacy of management staffing levels, and to recommend any needs that the Court should consider in their continuing effort to improve operations. All Directors, and nearly all Court Managers, and Supervisors were interviewed by telephone over a two-week period by an NCSC team member.

2. Methodology for case-related positions. The NCSC employed a time study methodology of the type being used by an increasing number of states and local jurisdictions to determine the need for court staff and judges. This methodology "weights" cases based upon complexity and accounts for the varying levels of staff attention necessary to process a case from filing to disposition. By differentiating between court case types, a more accurate assessment can be made concerning the amount of staff time required to process the court's entire caseload. Specifically, this staff needs assessment model is based on a rigorous time study data collection approach that establishes weighted workload standards that more accurately reflect the case processing environment of the Court. The time study is balanced by an adequacy of time survey that provides a qualitative check on the quantitative assessment. However, because this model bases staff needs on court case weights, this approach is limited to staff whose work is directly tied to court case files. Throughout the NCSC collaborated with a District Court Work Group on case weighting and other aspects of methodology.

3. Court Employee Satisfaction. The KCDC leadership requested that the NCSC include an assessment of job satisfaction among the court's employees. Knowing how employees perceive the workplace is essential to facilitate organizational development and change, assess teamwork and management style, enhance job satisfaction, and thus, improved service to the public. An electronic survey, using the National Center for State Courts' *CourTools* measure on Court Employee Satisfaction, was used to evaluate KCDC's staff on this issue.² It encompassed all court employees, including judges, and provided a breakdown by employee category.

E. Findings on Staff Needs

1. Case-related needs: The analysis of staff need for case-related work revealed that that District Court is seriously understaffed in its most basic function, case-related work. Of the 142.75 FTE engaged in case-related work, 28.27 FTE were attributable to multi-case related work and work-specific travel, leaving 114.98 FTE available for case-specific tasks. The time study and adequacy of time survey indicated that District Court required 150.44 FTE to handle these tasks, a difference of **35.96 FTE**. This analytical conclusion confirmed the widely held perception that the staff was under unusual stress and demonstrating this in many ways.

2. Non-case related needs: The analysis of non-case related positions within the scope of the study revealed the following areas of need:

- There is no middle management structure, leading to overload on managers and limited time for employee supervision and communication with staff.
- Lack of middle management in Probation has hurt the functionality of the office.
- Managers have limited time for training, and there is no strong training component in to fill this need.
- Managers are involved in many matters that should be central administrative functions in a unified court, such as facility issues.
- There is no administrative support for judges in the King County District Court.
- The steps taken toward administrative unification are incomplete, particularly in human resources and finance and overall court administration where there is need for a Deputy Chief Administrative Officer

The review of needs led to a series of recommendations on staffing and organization that took various forms:

- Elimination of some positions
- Creation and funding of new positions
- Additional staff in an existing position classification
- Reclassification of an existing position
- Salary increase for existing position

² *CourTools*, published by the NCSC in 2005, is a set of ten trial court performance measures that offers court managers a balanced perspective on court operations and performance.

The recommended net staff need for non-case specific work was **21 FTE**. This represents elimination or redefinition of 10 positions and addition of 31 positions. The biggest changes were in the middle management area where coordinator positions were created in court locations and probation offices to fill the need for middle management.

3. Consolidated staff needs: The staff needs recommendations for both case related and non-case related work are reflected in the following table and show an overall net FTE need of **56.96**.

Figure E-1: Consolidated Staff Need Recommendations for King County District Court

POSITION	RECOMMENDED ACTION	CHANGE IN FTE
GENERAL ADMINISTRATIVE FUNCTIONS		
Project Manager, OPJ Court Manager and Judge Reduction by RCW	Eliminate	-3
Chief Administrative Officer, Human Resources Director, Receptionist, MHC Manager, Technology Director, LAN Administrator, ECR Database Administrator, ECR Manager, PC Technicians, Payroll Manager	No Change	0
Director of Budget & New Development	Redefine to remove New Development	0
HR Program Manager with HR Coordinator, Confidential Executive Secretary with Confidential Administrative Assistant, Budget Analyst with Budget Manager, Revenue Analyst with Revenue Coordinator, City Contract Program Manager with City Contract Coordinator	Replace	0
Deputy Chief Administrative Officer	Create	1
Human Resources Manager	Create	1
Court Analyst	Create	1
Programmer	Create	1
Facilities Coordinator	Convert TLT to FTE	1
Budget Administrative Assistant	Create	1
CENTRALIZED FUNCTIONS		
Jury/Interpreter Coordinator, Spanish Interpreter	No Change	0
Office Technician II	Create additional	1
Payment Center Coordinator with Payment Center Manager	Replace	0
Call Center Manager	No Change	0
Call Center Operations Coordinator	Create	1
COURTHOUSE OPERATIONAL FUNCTIONS		
Division Director	No Change	0
Court Manager	Redefine and Reduce	-5
Court Operations Coordinator	Create	8
Clerks	Create additional	35.96
Administrative support for judges	Create positions	12
PROBATION FUNCTIONS		
Probation Officer II	Eliminate	-2
Probation Director	No Change	0
Probation Manager	Create	1
Probation Operations Coordinator	Create	2
Branch Office Managers	Redefine and Re-title	0
TOTAL ADDED FTE POSITIONS		56.96

F. Findings on Employee Satisfaction

The survey showed that employee satisfaction varied by job classification, but the overall level of satisfaction was low, under 70%. The level of employee satisfaction among line employees was particularly low.

**Figure E-2: Overview of Employee Satisfaction
Composite Scores by Job Classification**

Job Classification Area	Overall Satisfaction Index Rating
Judicial (n=13)	70.2
Administrative (n=27)	80.6
Clerical (n=109)	58.3
Probation (n=15)	44.2
Other (n=9)	65.2

Every job classification category indicated the reception of performance feedback as quite low, suggesting that employees in supervisory positions do not have adequate time and resources to communicate this important information to staff. This relates to the lack of middle management structure found in other areas of the study.

G. The Future

It is clear that the Court could not absorb staff increases of 56.96 FTE even if budget resources permitted, which they do not. The recommended staffing increases constitute an optimum level that can only be achieved over time and perhaps, even then, not in their entirety. The recommendations were prioritized, placed in a budgetary context, and programmed over a multi-year period running through 2009. The immediate steps were focused on the high-priority areas identified in the study and took two forms:

2007 supplemental budget request: This request called for 17 new positions focused on clerical staff (12) and middle management positions (5). The training need was addressed by seeking funds for consultants.

Immediate HR changes: Within the current budget the implementation strategy called for a series of job reclassifications and other HR changes to address the need to restructure many positions. The strategy also called for converting the few remaining non-exempt, non-represented staff from a 35-hour week to a 40-hour week.

The project, in addition to the analysis of current staff needs and staff attitudes, was intended to provide tools for future use. In one case, this took the form of a highly adaptable, largely quantitative model for measuring staff needs in the light of changed workload and new circumstances affecting court operations (Staff Needs Assessment Model). In the other case, this took the form of a survey establishing baseline data

against which to measure changes in employee attitudes in subsequent years (Employee Satisfaction Survey). District Court is positioned to flexibly address its changing needs over time.

CHAPTER I

PROJECT OVERVIEW

A. Origin and Nature of Project

This project is a staffing needs assessment for the King County District Court (KCDC). It has two major components:

1. An analysis of staffing needs in operational and administrative work, largely focused on operations managers and court-wide administrative positions of various kinds.
2. A quantitative and qualitative analysis of staff needs in case-related work, largely focused on clerical staff.

The judges of KCDC voted to add a third component, an electronic survey of employee satisfaction based on the format developed by The National Center for State Courts (NCSC) for *CourTools 9 - Court Employee Satisfaction*.³ The judges directed that the survey be a stand-alone section of the project.

Chapters II and III of this report correspond respectively to the core components noted above. Chapter IV of this report contains the employee satisfaction survey. Chapter V addresses the necessary steps to effectuate the findings and recommendations made in Chapters II-IV, and links the three stand-alone sections.

The court had previous experience with such studies having contracted for a 1998 study of clerical staffing needs. The previous study took place in an organizational, technological, and fiscal environment that differed greatly from what now exists in KCDC. The court has since furthered its efforts towards standardization and unification, made a series of technological advances, and experienced a major reduction in staffing. As a result of these efforts, the time had come for a new look at staffing needs.

KCDC selected NCSC to conduct the staffing needs analysis. NCSC has been instrumental in developing standards and best practices for courts, and has been a leader in the area of performance standards and performance measurement. NCSC, through its Research Division, provides modeling and survey research skills, and has been the national focal point for court statistical analysis, weighted caseload studies, and court staff workload assessment and staffing. NCSC's 2004 report on Minnesota court staff workload assessment was a landmark in this area of analysis. The Court Consulting Services Division, which is the court outreach component of NCSC, applies these models in courts throughout the United States and has done so for the KCDC.

³ *CourTools*, published by the NCSC in 2005, is a set of ten trial court performance measures that offers court managers a balanced perspective on court operations and performance.

B. The Court's Mission and Vision Statements

The District Court has adopted statements of its mission and vision. These statements have been approved by King County, so that they have the status of a county ordinance. They also provide the guiding framework for the various projects undertaken by KCDC to enhance the services provided by the court, including this project. Figure 1 shows the court's mission and vision statements.

Figure 1: King County District Court Mission and Vision Statements

<i>I. King County District Court Mission Statement</i>
<p>The King County District Court will serve the public by:</p> <ul style="list-style-type: none"> • Providing an accessible forum for the fair, efficient, and understandable resolution of civil and criminal cases • Maintaining an atmosphere of respect for the dignity of individuals
<i>II. King County District Court Vision Statement</i>
<p>A. The King County District Court will be the preferred forum in King County for the resolution of all cases of limited jurisdiction.</p> <p>B. To provide the highest quality of justice, the King County District Court will:</p> <ol style="list-style-type: none"> (1) Protect the public safety by providing resources to hold convicted offenders accountable for their actions (2) Work as an independent branch of government with other units of government to achieve common goals (3) Make effective use of taxpayers' resources (4) Continuously ascertain and respond to the needs and expectations of all Court users (5) Provide a uniform and predictable level of service (6) Provide efficient, convenient, and safe facilities (7) Seek out and use modern technology and equipment (8) Serve as the coordinator for all the services necessary for an effective judicial system (9) Maintain a diverse and professional workforce (10) Maintain sentencing options and sentence offenders appropriately (11) Educate the justice system community, legislative, and executive agencies, and public about the Courts (12) Respect the diversity of the community

C. Project Goals

The current project is a comprehensive study of the staffing needs of the King County District Court that will allow the court to plan for current operations and to make inferences regarding future staffing needs. The purpose of the District Court Staff Needs Assessment Study was to determine how the court's work volume impacts the District Court, and to recommend ways in which the functioning of the court can be enhanced. Additionally, the study

sought to objectively evaluate the number of court staff needed to effectively and efficiently run the court.

Specifically, the study's objectives were to do the following:

- Develop a workload assessment model that uses valid, tested, and accepted methods for assessing the level of support staff needed to accomplish work of reasonable quality
- Provide a means to assess staff resources for specialized functions
- Provide a method to assess the equitable and efficient allocation of staff resources among case types and functions⁴
- Provide a workload assessment model that enables KCDC to assess and revise estimates corresponding to future changes in case mix, court rules, legislation, and internal policies and practices
- Support the strategic objectives of the court

D. Project Methodology

To meet the criteria defined by KCDC for the study, the NCSC project staff employed a three-pronged approach. First, a staffing analysis was conducted. Then, a resource assessment methodology known as a *Staff Needs Assessment* was employed. Finally, a survey to evaluate Court employees' satisfaction was conducted⁵. Each of the three study components are described below.

1. Staffing Analysis

The first portion of the study, which involved a staffing pattern analysis for job classifications that are not case-type or caseload dependent, was conducted through the use of surveys and interviews. This inventory of staff duties was obtained from those staff members whose work did not lend itself to a traditional time-in-motion study. This approach involved the use of a Position Description Questionnaire (PDQ), which was completed by each non-line staff position and followed-up with the supervisors (see Appendix D). Work demands were then analyzed to determine a staffing ratio that can be used in concert with the weighted workload staffing needs assessment, to best determine the full complement of staff needed for the King County District Court. Additionally, a review of the management functions within the court was conducted. The purpose of this review was to determine the adequacy of management staffing

⁴ The NCSC's proposal indicated that we would provide this analysis by court location. However, because case filing data by location was not available, this analysis proved impossible. The staffing analysis portion of this study does address this issue to the extent possible.

⁵ The staff employee satisfaction survey was discussed in our original meeting as being conducted as a part of the Staff Needs Assessment study, but this was later changed to be a stand-alone component of the study.

levels, and to recommend any needs that the court should consider in its continuing effort to improve operations. All Directors, and nearly all Court Managers, and Supervisors were interviewed by telephone over a two week period by an NCSC team member. Chapter II of this report describes the findings and recommendations of this analysis.

2. Staff Needs Assessment

Resource assessment models based on time study methodology are being adopted by an increasing number of states and local jurisdictions to determine the need for court staff and Judicial Officers. Evaluating court staff workload through the development of a staff needs assessment model is a rational, credible, and practical method for determining the need for court staff. This methodology “weights” cases based upon complexity, and accounts for the varying levels of staff attention necessary to process a case from filing to disposition. By differentiating between court case types, a more accurate assessment can be made concerning the amount of staff time required to process the court’s entire caseload. Moreover, staff needs assessment models have the advantage of providing an objective and standardized evaluation of staff resource needs across courts that vary in size and caseload composition. Specifically, this staff needs assessment model is based on a rigorous time study data collection approach which establishes weighted workload standards that more accurately reflect the court case processing environment. However, because this model bases staff needs on court case weights, this approach is limited to staff whose work is directly tied to court case files. Chapter III presents the process and findings from the staff needs assessment study.

3. Court Employee Satisfaction

The commitment and loyalty of court employees has been found to have a direct impact on a court’s performance. To this end, KCDC leadership requested that NCSC include an assessment of job satisfaction among the court employees. Understanding how employees perceive the workplace is essential to facilitate organizational development and change, evaluate teamwork and management style, enhance job satisfaction, and thus, improved service to the public. An electronic survey, using the National Center for State Courts’ *CourTools* measure on Court Employee Satisfaction, was used to evaluate KCDC staff on this issue. The results of this survey are reported in Chapter IV of this report.

This report details the methodology employed in the qualitative staffing pattern assessment and weighted caseload analysis and presents staffing need recommendations obtained through both phases of the study. Presented first in the report is an overview of the current staffing and organization of the King County District Court and the staffing pattern analysis, followed by the weighted caseload analysis, the employee satisfaction survey discussion and findings, and ends with a conclusion section.

E. Project Setting

The King County District Court is part of the judicial branch of King County government and the largest court of limited jurisdiction in the State of Washington. The court is currently responsible for processing approximately 250,000 matters per year. KCDC provides court services to 12 of the 39 cities in King County pursuant to an inter-local agreement between King County and these cities. Public access to the court is provided at eight facilities located throughout King County.

The District Court operates the largest number of problem-solving courts within a court of limited jurisdiction in the state, including a mental health court, two domestic violence courts and two re-licensing courts. The court is also the most technologically advanced court of limited jurisdiction in the state. Accordingly, KCDC has implemented the following enhanced approaches: effective use of an electronic records management and retention system, consolidated DISCIS case management database, video conferencing, digital recording systems, electronic forms for staff and judges, computers, printers, scanners, email, fax, automated reminder calling for upcoming hearings, and web-based interpreter management. Additionally, an electronic master calendaring system, and implementation of electronic time keeping for staff were all put in place during 2006. KCDC has a project currently underway to upgrade the technology used in its Call Center.

During the 2006 study period, the King County District Court was budgeted for 231.35⁶ full-time equivalent (FTE) staff positions and 142.75 of these were the focus of the staff workload assessment analysis. Many of the remaining positions were the focus of the staffing pattern needs assessment. Some positions were excluded from the latter assessment including, District Court Judges, Chief Administrative Officer, Directors, Probation Officer I, and Office Aides.

A breakdown of the court's budgeted staff for FY 2007 is shown in Figure 2. The court's current organizational chart is presented in Appendix A.

⁶ KCDC authorized staff for 2006 was 231.35 FTEs plus 13 term-limited positions. Only 1 of the TLT positions was renewed in 2007. 8 TLT positions were funded in 2007 for a 3 month period to assist the court with staffing shortages while this study was underway.

Figure 2: King County District Court Budgeted Staff: 2007

Job Title	Authorized 2007 FTE
Judicial Officers	23.0
Management Positions	37.0
Probation Officer I	18.5
Office Aides (Dev. Disabled Program)	4.0
PC Technicians	2.0
Spanish Interpreter	1.0
Executive Confidential Secretary	1.0
Receptionist	1.0
Office Technician II	1.0
Probation Branch Office Managers	2.0
Compliance Clerks	4.75
Court Clerks	136.5
Total:	231.75

Starting in 2001, King County encountered serious budget problems that started a process of downsizing in many county-funded agencies, and the District Court's budget was reduced by a total of \$5.6 million over a 5 year period. These budget reductions resulted in cuts to court supplies and services. When these cuts were not enough, the court imposed a hiring freeze in August 2001, and in May 2002, the court laid off 33 employees. These two measures combined resulted in a net loss of 57.60 positions. The management staff was reduced from 44 to 23, probation staff from 54 to 28.25, administrative support staff from 10 to 8.5 and line staff from 155 to 138.

These cuts occurred during a major internal transition for the Court that had traditionally been run as a coalition of regional courts, each functioning as a self-contained entity with its own management team, its own database, and its own practices and procedures. The court was in the process of unification when the budget cuts were made. A small Court Administrative Office was in place to provide overall management and to support managers at the various court locations. In 2004, the Renton and Federal Way facilities were closed and employees transferred. Databases were unified, some functions common to all courts were centralized, the court undertook major technological improvements featuring the beginning of an electronic record system, and the Administrative Office started the process of developing uniform practices and procedures.

The budget cuts shook the management infrastructure at a time when it was under heavy pressure to successfully complete a reorganization of the court and its business processes. A reduced clerical staff also had to deal with a number of changes amidst the demands of a busy, high-volume court with limited resources for training. Some cities created their own courts rather than continuing to contract with the county for court services. KCDC has been a court under stress ever since the major budget cuts, yet has managed to effect

improvements and increase its efficiency. Nonetheless, operating in this environment over time takes a toll and has started to have a negative effect on employees and managers alike. This project results from the recognized need at all levels of KCDC to re-examine staff resources in the light of current and future needs.

CHAPTER II

STAFFING ANALYSIS: LINE MANAGEMENT AND CENTRAL ADMINISTRATIVE POSITIONS

A. Scope of the Analysis

Of the 231.75 authorized FTEs for KCDC in 2007, about 61% (142.75) are attributable to direct case-specific functions, largely clerical in nature. These positions can be directly related to caseload data, making it possible to estimate staffing needs by use of models, as was done by the NCSC (see Chapter III).

The other 89 authorized positions include Judicial Officers (23), the Chief Administrative Officer, and Directors (8), Probation Officer I's (18.5), and Office Aides (4), all of which were outside the scope of the study. The remaining positions are largely line management or central administrative positions. This chapter focuses on these types of positions and the way they are organized, in other words, on the management and administrative infrastructure of KCDC. The NCSC analysis was undertaken in response to concerns within the court that management was under great stress and not able to fulfill the heavy demands placed upon them.

Because the positions encompassed by this portion of the analysis could not be directly related to caseload, the NCSC relied on surveys and interviews. Staff members whose work did not lend itself to a traditional time-in-motion study were asked to complete a Position Description Questionnaire (PDQ), which provided NCSC consultants with an inventory of the work functions of each individual. A copy of the questionnaire is provided in Appendix D. This was followed by a review of the management functions and how they were being performed. The review featured extensive interviewing and was designed to determine the adequacy of management staffing levels and to recommend any needs that the court should consider in their continuing effort to improve operations. The review led to a series of recommendations on staffing and organization that took various forms:

- Creation and funding of new positions
- Additional staff in an existing position classification
- Reclassification of an existing position
- Salary increase for existing position
- Uniform work week

The overriding needs identified in the study were:

- Strengthening line management
- Creation of a training component
- Expansion of the Human Resources Office

Other areas of need were:

- Strengthening central administrative functions
- Strengthening the management and supervision of centralized clerical functions
- Direct administrative support for Judges

B. Strengthening Line Management

In order to fully understand KCDC's current situation and the recommendations the consultants are making, it is necessary to have some understanding of the major changes that KCDC has undertaken in the past ten years.

In 1997, KCDC consisted of 27 judicial officers. There were nine judicial districts (also known as "Divisions"). Each of the nine Divisions operated out of one or more county-owned or leased facilities.

In spite of having officially become one unified court in 1989, each court operated relatively independently. There was no Chief Administrative Officer. The number of staff working for the KCDC was approximately 285. Each Division had its own on-site court administrator, assistant court administrator and court operations managers. Each court was set up in departments (such as Judicial Services, Public Services and Financial Services) with a clear chain of command.

At that time, the court was governed by an 11 member Executive Committee, which included the presiding judge, the assistant presiding judge and one judge from each of the 9 Divisions. There were also 26 separate committees made up of judges and staff that reported to the Executive Committee. Many changes both internal and external, have affected the KCDC since 1997. The changes that have affected the governance structure are described below:

- **Chief Administrative Officer:** The court made a strategic decision to implement the position of Chief Administrative Officer in 2001 with the directive to provide administrative authority over all non-judicial personnel, to achieve uniform court, administrative and personnel procedures and to achieve savings when appropriate through centralization. This reduced the administrative leaders from nine to one.
- **Executive Committee:** In 2002, KCDC significantly streamlined its governance structure, moving from an 11 judge executive committee and 26 separate committees, to a 5 member executive committee. The current governing body is made up of the Presiding Judge from each division, the Assistant Chief Presiding Judge and the committee is chaired by the Chief Presiding Judge. The Chief Administrative Officer is a non-voting member. At the same time, the court reduced to 4 committees (Budget, Personnel, Probation, and Rules) with each reporting directly to the executive committee and chaired by one of the executive committee members.
- **Leadership Team:** In 2002, the court eliminated the Court Administrator position that had previously existed for each of the nine Divisions, and incorporated some of the court-wide positions that were a part of the Office of the Presiding Judge to create a Leadership Team made up of the following seven Directors: the East Division Director,

the South Division Director, the West Division Director, the Budget and New Development Director, the Human Resources Director, the Probation Director, and the Information and Technology Director. This team is directed by the Chief Administrative Officer, and addresses the needs of the entire court, and proposes and implements improvements within the court.

- **General Rule 29:** In 2002, the Washington State Supreme Court amended its court rules to require a presiding judge for each court and identifying the duties of the presiding judge by way of General Rule 29. The Presiding Judge and Chief Administrative Officer, with the assistance of the executive committee and leadership team, now administer the court centrally. This has further unified court operations and captured significant economies of scale and other efficiencies.
- **Labor Contract:** In 2006, a new bargaining agreement was implemented moving all represented staff from a 35 hour work week to a 40 hour work week. A flexible work schedule was made available which allowed for working the 40 hours over a 4 day work week, or the standard 5 day work week.
- **Call Center:** In 2003, the centralized Call Center was formed to answer most of the court's half-million annual incoming calls. It is currently staffed with 11 FTEs.
- **Payment Center:** In 2005, the court created the centralized Payment Center to capture economies of scale and standardization for receipting the millions of dollars of payments that are sent to the court electronically and by mail. Since then, all of the accounting and collection processes have been centralized in this center. It is currently staffed with 6 FTEs.
- **Case Type Consolidation:** Due to limited resources and a desire to improve the quality and timeliness of services provided both clerically and judicially, the court has consolidated the majority of its civil caseload at three locations (Issaquah, Seattle and Kent), its state criminal caseload at three locations (Burien, Redmond and Seattle); and its state infraction caseload at three locations (Issaquah, Kent and Shoreline). Contracting city caseload is heard in the location nearest to the city.
- **Centralized Administration:** Many of the administrative functions of the court previously handled at each facility have been centralized. These include technology, budget, personnel files, recruiting, payroll, purchasing, supply ordering, and new project development. Central staff can perform most, but not all, tasks required in each of these areas. Location managers must perform some of these tasks for their assigned site.

While all of these changes have allowed KCDC to manage its budget constraints in the most efficient manner, the study has revealed some areas that are staffed inadequately and some areas that are simply not staffed at all.

Court Management

Currently, KCDC management structure includes three Division Directors, one each in the East, West and South Divisions. Each Division Director supervises court managers at the court locations within the division. Division Directors are responsible for hiring, supervision, discipline and termination of all staff in their Division, as well as, procedures associated with

function areas in all of the locations within their Administrative Division. They are also responsible for courtroom scheduling, maintaining the master calendar, facility issues and improvements, and implementing new projects. The Director is also the liaison between the court location and the cities that contract with King County. The Director, who is a member of the Leadership Team, serves on committees, and is an integral part of long range planning.

Court Managers direct activities within the courthouse to which they are assigned and, at some locations, may have some responsibilities for the facility and technical needs of Probation personnel that work on site. Approximately forty percent of Managers' time is consumed by the need to focus on accounting, facility issues, technology issues, concerns of judges, or special projects. Court Managers are also first level supervisors that supervise Court Clerks and Office Aides. At this point, the number of staff supervised by the Court Managers varies by court location but the ratio of supervisors to staff members is generally high.

The review showed that Court Managers find themselves stretched to their limits and unable to fulfill many important responsibilities, including direct supervision which, in a flat management structure, is their responsibility. Managers report that (a) various reports must go uncompleted; (b) little time exists for training employees, which creates a crisis orientation where problems suddenly crop up that need immediate resolution to the detriment of other scheduled activities; (c) employees feel less sure in their responsibilities leading to continuous questions; and (d) most managers reported a higher incidence of absenteeism when compared to past times. Absenteeism is a direct reflection of stress in the workplace.⁷ This staff unease is confirmed by the Employee Satisfaction Survey (see Chapter IV).

Span of control literature: To more quantitatively evaluate KCDC's needs regarding Court Managers, NCSC consultants reviewed their current span of control. Span of control refers to the number of subordinates that report directly to a given manager, and is an important consideration for the design and structure of well functioning business organizations. While there is no generally agreed upon "right" number, it is established that there are a number of factors that can help determine the appropriate ratio of managers to subordinates. Some of these factors are described in Figure 3.

⁷ The American Institute of Stress estimates one million workers are absent daily due to stress. The European Agency for Safety and Health at Work reports that over half of the 550 million working days lost annually in the U.S. from absenteeism are stress related and that one in five of all last minute no-shows are due to job stress. Unanticipated absenteeism is estimated to cost American companies \$602.00 per worker per year, and the price tag for large employers could approach \$3.5 million annually.

Figure 3: Factors Influencing Span of Control

Factor	Narrower Span of Control	Wider Span of Control	<i>King County District Court</i>
Nature of work	Complex	Not complex	<i>Complex</i>
Similarity of activities performed	Different	Similar	<i>Different</i>
Clarity of organizational objectives	Not clear	Clear	<i>Clear</i>
Degree of task certainty	Fuzzy	Definite rules	<i>Fuzzy</i>
Degree of risk in the work	High	Low	<i>High</i>
Degree of public scrutiny	High	Low	<i>High</i>
Supervisor's qualifications/experience	Weak	Strong	<i>Medium</i>
Burden of non-supervisory duties	Heavy	Light	<i>Medium</i>
Degree of coordination required	High	Low	<i>High</i>
Availability of staff assistance	None	Abundant	<i>None</i>
Qualifications/exp. of subordinates	Weak	Strong	<i>Medium</i>
Geographic location of subordinates	Dispersed	Together	<i>Dispersed</i>

Source: *City of Portland Span of Control Study*, prepared for the City of Portland Audit Services Division by Public Knowledge, Inc. and The Kemp Consulting Group, June 15, 1994, p. II-3. Added King County District Court for comparative purposes.

Early experts in the field of management consulting, most notably V.A. Graicunas and Lyndall F. Urwick, believed that 5 or 6 subordinates was the outside number that a manager could successfully supervise. This was based upon the theory that the arithmetic increase in the number of a manager's subordinates resulted in a geometric increase in the number of subordinate relationships that a manager had to supervise. According to Graicunas, managers must manage not only one-to-one direct reporting relationships, but also relationships with various groups of subordinates and the relationships that exist between and among individual subordinates.

In recent years, the trend has been toward wider spans of control (flatter organizational structures) to reduce costs, speed decision-making, empower employees, and increase flexibility. The changes to governance structure that KCDC has made since 2002 have flattened its organizational structure. However, flatter organizations must invest heavily in training managers and employees, and through technology, enabling the sharing of information

and enhancing communication between and among managers and employees to improve the effectiveness of such structures. KCDC flattened its organization structure at the same time it absorbed deep budget cuts and was not able to invest in training managers. Flatter organizational structures generally require employees to be more independent and accountable, and for managers to be more supportive and less controlling.

NCSC is not aware of any established span of control standards for courts.⁸ Therefore, other government agencies were looked at for guidance. "The US Federal Government's National Incident Management System (NIMS) is based upon the Incident Control System (ICS) methodology initially developed by wildfire fighters to create a standard for command and control systems (hierarchy) as government agencies respond to incidents. NIMS and ICS both state that the maximum desirable span of control is 5, meaning that one supervisor should control no more than 5 subordinates. The US Military follows a similar formula in which one commander controls three subordinate units, as well as a staff function, which results in a span of control of roughly 5. This military formula is virtually identical around the world: a time-tested formula for maximum span of control."⁹ In the last five to ten years, government organizations have considered increasing their spans of control as a way of integrating technology and new innovations in communication to reduce costs in a difficult economy. Most of these recommendations suggest increasing the span of control to one supervisor per every 10 or 15 employees.

A September, 2005 report entitled "Span of Control in City Government Increases Overall," produced by the Office of City Auditor for the city of Seattle, Washington, reported that "Seattle's overall average ratio of staff to managers has risen from 5.9 in 1995 to 6.1 in 1997 to 6.8 in 2005." A study of King County Government found that King County has an average of 6 organizational layers and the average span of control is 5.6 subordinates per supervisor.¹⁰

Span of control in the King County District Court: In the King County District Court, the work is varied and often complex and each court case is unique. Also, the error risk is high, as is the degree of public scrutiny and the degree of required coordination. These factors suggest that a relatively narrow span of control is appropriate. However, the current span of control is one Court Manager for every 9.3 employees, much higher than the 5.6 for King County Government. The distribution of Court Managers supervising Court Clerks is shown in Figure 4, below. This span of control does not include judges, to whom these managers are

⁸ Consultants at the National Center for State Courts who specialize in human resources and the Director of Human Resources for NCSC, Deborah White, were not aware of any span of control studies specific to the courts.

⁹ "A Theory of Power", by Jeff Vail. June 15, 2005. <http://www.jeffvail.net/2005/06/span-of-control-and-inefficiency-of.html>.

¹⁰ Report 94-1, "Span of Control," King County, Washington Auditor.

also required to provide direct services for, increasing the need to narrow the current ratio of staff to manager.

Figure 4: Current Span of Control in King County District Court by Location

Location	# of Employees	# of Court Managers	Span of Control
Bellevue	15	2	7.5
Issaquah	12	1	12.0
Redmond	20	2	10.0
Seattle	19	2	9.5
Shoreline	12	1	12
Burien	19	2	9.5
Kent	15	2	7.5
Regional Justice Center	9	1	9.0
Total	121	13	9.3 (Avg.)

Recommendation: Based upon the fact that the work of the court is varied and complex and carries significant risk associated with error, and upon the fact that court Managers must address the needs of their subordinates as well as those above them, including judges, the NCSC team recommends that the Court establish a span of control of eight employees to each manager, still well above the 5.6 for King County Government. This recommendation assumes the creation of a new front-line supervisory position of Operations Coordinators, as recommended below.

Operations Coordinators: The span of control ratio of 1 to 8 does not take into account the number of judges at each location with whom the Court Manager must interact, the number of Probation Officers who may be housed at a particular location or the particular facility needs of each unique courthouse facility. In order to assure the successful operation of a location, most Court Managers spend a considerable amount of time assisting judges and reacting to their specific needs, detracting from time to supervise their own subordinate staff. Court Managers are also responsible for some facility issues, and are the direct point of contact for Judges and the Division Director. In addition, the Court Managers are expected to participate in some committee work related to the court. There are no first-line supervisors who can respond directly to the needs of line staff and provide that necessary buffer between line staff and Court Managers.

Most courts across the country have a tiered approach to management, and well-defined chains of command that include first-line supervisors, middle management, and top management. In Colorado for example, it is typical for a chief administrative officer of a specific court to supervise several clerks of court who hold positions similar to KCDC's Division Directors. Each Clerk of Court (Director) supervises several first-line supervisors (Operations Coordinators) depending upon the size of the location. If the court is similar in size to the

KCDC, it may have a level of supervision above these first-line supervisors (Operations Coordinators), similar to Court Managers in KCDC. Further review of courts around the country shows that there is no consistent manner of developing the number of management levels, but rather that it is dependent upon the numbers of employees and unique structural needs for each location.

Recommendation: The NCSC recommends that KCDC enhance its management structure at all court locations, and that there be only one Court Manager at each location, and that there be one or two Operations Coordinators, depending upon the total number of staff in each location.

Using this structure, each location would establish a clear chain of command with staff assigned to report directly to one manager. For example, if a location has 16 clerks, the location would have one Court Manager and one Operations Coordinator. Eight clerks would be assigned to report to the Court Manager and 8 Clerks would be assigned to report to the Operations Coordinator.

Primary responsibilities of a Court Manager should include creating a team of employees willing and able to perform their duties, serving as the communication conduit between employees, management, and judges, and creating an atmosphere where employees willingly participate and attempt to excel. Additional duties would include local facility issues, site specific payroll, training and serving as a subject matter expert in one function area (see discussion in Section D).

The Operations Coordinators would be responsible for end of day accounting, supplies, training, supervision, and serving as backup to the Court Manager. The Operations Coordinator would report to the Court Manager and would be paid the same as current Court Managers. The new position of Court Manager should be compensated for their additional level of responsibility at a rate that is slightly higher than the Operations Coordinators.

Location management should be in charge of the location and accountable for its success, responsible to the Division Director, and the primary contact for the Division Director and the judges at each location. Location management must have the trust and support of judges and upper management, and be allowed to manage locations within the general guidelines of the organization. The creation of management levels would introduce certainty and clarity into the organizational structure of the different locations and a clear chain of command could be created. This structure will become increasingly important in the future as locations receive more assistance in the management area and as line staff positions increase. As the number of staff increases over time, it becomes increasingly important to ensure the continuation of a clear-cut chain of command. This would improve interaction between judges, employees, Division Directors and the Chief Administrative Officer of the Court.

Figure 5 depicts the recommended structure. Each location would have one Court Manager. Using an 8:1 ratio for span of control, when the span of control at a location indicates that more than an additional .50 manager is needed an Operations Coordinator position would be added.

Figure 5: Current and Recommended Management Structure in King County District Court by Location

Location	# of Employees	Current # of Court Managers	Recommended # of Court Managers	Additional Managers if Span of Control 8:1	Recommended # of Operations Coordinators
Bellevue	15	2	1	.88	1
Issaquah	12	1	1	.50	1
Redmond	20	2	1	1.50	2
Seattle	19	2	1	1.38	1
Shoreline	12	1	1	.50	1
Burien	19	2	1	1.38	1
Kent	15	2	1	.88	1
Regional Justice Center	9	1	1	.13	0
Total	121	13	8		8

Probation Management

Although Probation Officers were not included in the study, NCSC was asked to examine probation management, where there were span of control problems similar to those encountered in the various courthouse locations.

Probation Management Structure: Probation is responsible for evaluating people convicted of crimes in the KCDC and for supervising probation clients according to the terms and conditions of probation imposed by the Court. The current structure of the Probation Office includes the Probation Director, two Probation Officer IIs (though one position is currently vacant), and 18.5 Probation Officers and two Branch Office Managers. The consultant and author of this section of this report was the Director of Human Resources in Colorado, a state that employs nearly 700 probation officers, and advises that probation officers require a higher level of HR services due to the responsibilities of their positions. There is a need to monitor and supervise Probation Officers to maintain consistency, to assure that cases are audited, and to provide Probation Officers with current training in modern case methodology and problem resolution techniques. Personnel issues such as performance reviews, levels of performance, case assignment, and responding to judicial concerns require the attention of a skilled supervisor.

Recommendation: Given the complexity of probation work, the need for frequent consultations between supervisory staff and Probation Officer staff and the size of Probation Officers' caseloads, it is recommended that both Probation Officer II positions be reclassified to supervisory positions, removing any requirement of direct supervision of offenders. Using the span of control discussed above, probation would consist of a Director, one Probation Manager, and two Probation Coordinators. This recommendation is in line with the previous discussion related to span of control.

Figure 6: Current and Recommended Management Structure in King County District Court Probation

	# of Employees	Current # of PO IIs	Recommended # of Probation Managers	Additional Managers if Span of Control 8:1	Recommended # of Probation Coordinators
MHC Probation Officers	3				
Probation Officer Is	15.50				
Branch Office Manager	2				
Total	20.50	2	1	1.56	2

The Probation Director has the responsibility and authority for operations of Probation Services, as well as, hiring, training, placement, discipline and termination of all probation personnel. The Director serves on many committees and is the liaison with state and national probation organizations. The Director also serves as a member of the Leadership Team, staff to the Judges' Probation Committee and is integral to long range planning efforts.

The primary duties of the Probation Manager would be to manage caseload assignments, perform site specific payroll tasks, supervise the probation coordinators and the "Branch Office Managers", and become the subject matter expert in probation work (see discussion in Section D). The Probation Manager would also do spot audits of probation case files and serve on committees as assigned by the Director.

The new position of Probation Coordinator would be used to establish the clear chain of command for probation officers. Each probation coordinator would be assigned supervisory duties for specific staff. They would be responsible for the daily training, as well as, for auditing case files of the staff that they supervise.

Recommendation: A review of the two "Branch Office Manager" positions within the Probation Office indicates that these positions do not perform management functions as the job title implies. These positions should be reclassified to "Receptionist," or to a more generic title such as "Staff Support" to

more clearly reflect their job responsibilities. It should be noted that these two positions are represented and change of title and/or duties may need to be negotiated with the union.

C. Creation of a Training Component within an Expanded Human Resources Office

Training: In order to assess the needs of KCDC, NCSC conducted a survey of all employees. The purpose of the survey was not to determine individual workloads of the participants; which would be the subject of a more definitive and scientific review (see Chapter III). Rather, the survey created a snapshot of how employees and Court Managers view their responsibilities, the difficulties they encounter, and their suggestions for improvement. The most frequently mentioned need was for training, followed closely by the need for consistency in how things are done. Training was a strong request of both Court Managers and employees, so much so that training moved into a high priority status in this report.

Current levels of stress and responsibility could be better handled by Court Managers if staff was better trained, capable of producing work with few errors, and confident in their knowledge. Productivity would be higher. Managers report little or no time to train employees, or that when they attempt to do so, they suffer interruptions so often that the training is unsuccessful. Training can also serve to increase consistency throughout the court, assuming that employees performing similar tasks receive similar training. This would argue for training from one source, rather than asking each Court Manager to provide onsite training.

Recommendation: The court should develop a training program, which should be coordinated through the Human Resources Office. The training program needs to provide procedure manuals for every desk including management, provide for development of subject matter experts, provide a train-the-trainer component, develop centralized training where appropriate, and develop on-site training to supplement the centralized training. The training program should also contain a component that will assist KCDC in training new managers, including areas such as leadership development, human resources, improving and maintaining morale, coaching, delegation, successful and open communications to build trust, and Court Manager responsibilities in general. Although managers do receive county supervisor training, it is important to continually emphasize the difficulties, responsibilities, methodologies and strategies for supervising others, and for creating successful teams capable of carrying out the Court's mission.

KCDC should hire consultants to develop this program and write the procedure manuals. The program could be institutionalized by having the expanded Human Resources Office assigned to the implementation and ongoing training for managers. The new Court Manager positions could become the subject matter experts. Each Court Manager could be assigned one functional area and would be responsible for coordinating training in that subject area within the Court.

Their responsibilities could include the following:

- Providing hands-on training in a particular area of expertise, perhaps in the areas of infractions, criminal, civil, small claims, re-licensing, domestic violence, passports/miscellaneous civil, and inquests/search warrants/jail hearings.
- Updating, distributing, and training of best practices guidelines. Would also include creating ways to make best practices more user-friendly.
- Training Operations Coordinators who would be responsible for the majority of on-site training. Court Managers would provide some centralized training and be available to answer questions for the Operations Coordinators, thus, ensuring that consistent training was provided in the particular subject matter area.

Scheduling of Court training programs:

- Possible creation of classroom or video training for some subjects, where several trainees could attend at one time. Division Directors would assist in training course preparation, scheduling, as well as in resolving facility and presentation resource issues.
- The Human Resources Office might also be charged with creating an annual Court Clerk conference for training and networking, and evaluating possible conferences for Court Managers and Operations Coordinators.
- Training for trainers: Court Managers and Operations Coordinators should be trained in how to train others. Being a subject matter expert does not by itself guarantee that training will be effective; not everyone has the personality or intuitiveness to be a successful trainer. Techniques for adult learning strategies should be required for all prospective trainers.

Human Resources (HR): Human resources play a major role in most organizations today. In KCDC, HR is responsible for union issues and negotiations, disciplinary matters, implementation of the Family and Medical Leave Act, the Fair Labor Standards Act, the Americans with Disabilities Act, handling of equal employment and sexual harassment issues and complaints, and providing strategies to managers dealing with difficult employee situations. Many organizations grapple with determining appropriate ratios for their human resources sections. While the appropriate ratio is defined by the duties and responsibilities of the HR section, the Bureau of National Affairs' report *HR Department Benchmarks and Analysis 2002* states that the median ratio of human resources staff per number of employees is slightly less than one percent (0.9 per 100 employees). This number represents total HR staff size, including professional, technical, secretarial, and clerical employees, and means that most HR divisions should be capable of providing services in the areas of employment processes, performance management, employee relations, training and development, and human resource information systems. Human Resources' functions are highly technical and specialized, and require training and expertise in areas such as employment law, the Family Medical Leave Act,

the Fair Labor Standards Act, the Americans with Disabilities Act, and equal employment, to name but a few.

While Court Managers and Directors provide a valuable liaison to Human Resources, they have their own time constraints and differing areas of expertise; HR deals with these types of issues on a daily basis. In the KCDC's case, the presence of an employee union significantly magnifies HR's responsibilities. A significant amount of time must be devoted to contract issues and negotiations, and the union adds an additional layer of complexity to most personnel matters. In addition, it is important to have consistency in the handling of HR matters. This is difficult for KCDC because of its multiple locations. Additional HR staff time is used to coordinate and maintain consistency.

The need for an additional HR specialist is supported by abundant quantitative norms from public administration and comparative experience, but there are other compelling reasons for strengthening the HR function, the main one being the level of employee concern over the workplace environment. Of the central administrative functions, the one that most directly affects employees is Human Resources, where there is currently only one professional and one support staff person.

The HR Director is responsible for all hiring, supervision, discipline and termination of all Office of the Presiding Judge administrative support staff as well as procedures associated with function areas: bargaining agreement with the union, personnel guidelines, oversight of all court personnel issues, training all managers regarding personnel issues, leave administration, recruiting applicants for all vacancies, acts as a consultant and liaison to the other Directors on personnel issues with their staff, works with court's attorney on legal issues and the County's labor negotiator on labor issues. The Director is also a member of the Leadership Team, serves on committees, and is an integral part of long range planning. The HR Director also staffs the Personnel Committee.

Recommendation: Considering the current status of HR resources in the KCDC, it is recommended that additional resources be provided to that office. The best case scenario would be to increase HR staff by the addition of a highly trained and experienced HR professional. This need becomes even more of a necessity if the Court's HR Office assumes responsibility for the Court's training responsibilities.

A new position of Human Resources Manager could act as back up for the HR Director, overseeing the training program, supervising staff assigned to the HR office, to be responsible for recruiting and reviewing job applications, and maintaining the personnel guidelines.

The current HR Program Manager is the keeper of all personnel files for KCDC, is the subject matter expert on the court's HR Office and *TimeForce* software applications, and conducts new employee orientation. Other duties include serving on countywide committees such as "Healthy Initiatives," "Take Your

Children to Work Day,” charitable campaign, pandemic flu, emergency operations, etc.

It is recommended that the HR Program Manager be reclassified to HR Coordinator. It is further recommended that when the Court’s employees exceed 260, the Court add an additional HR support staff person.

Executive Confidential Secretary: This position is currently responsible for setting meetings and taking meeting minutes for the Chief Presiding Judge and Chief Administrative Officer. Discussion with Court staff indicates that the classification of Executive Confidential Secretary should be revisited to make the position more viable.

Recommendation: This position should be reclassified as a Confidential Administrative Assistant with new confidential administrative tasks assigned by either the Chief Presiding Judge or Chief Administrative Officer. The position should continue to be assigned the duties of keeping the minutes of the Executive Committee and Full Judges Meetings. A salary review should be completed to define an appropriate level consistent with administrative assistants in the King County area. The position reports directly to the reclassified position of HR Manager.

Receptionist: The receptionist is assigned to the Office of the Presiding Judge and current duties include: greeting the public, answering the phone, receiving and sending mail, entering applications for employment in the HR Office Applicant Tracking System, administering applicants’ keyboarding tests, monitoring and requesting supplies for the OPJ.

Recommendation: It is recommended that no changes be made to this position at this time.

D. Strengthening Central Administrative Functions

Chief Administrative Officer: The scope of work for this study did not include the Chief Administrative Officer or Directors. Review of their duties and assignments was necessary for the consultants to fully understand the structure of the KCDC. However, the scope did require the consultants to point out areas of need that currently exist in KCDC. The Chief Administrative Officer of the KCDC has enormous responsibilities and when the CAO is away from the office, there is no clear back up. In addition, the CAO’s time is so taken up with committee work, and personnel issues limiting the CAO from making regular site visits to locations, overseeing new development projects, and because of these constraints, limiting participation in the State and National organizations for court management.

Deputy Chief Administrative Officer: A review of courts around the country indicates that many courts the size of KCDC have chief deputies to fill in for the Chief Administrative Officer as needed, including at meetings, on special project teams, providing assistance in supervising the employees of the Court, acting in the Chief’s place during times of illness or other leave, and insuring continuity to the court’s programs. While it was not possible to survey all states, courts in Florida, Nevada, Arkansas, and Colorado all employ Deputy Chief positions

in courts similar in size to the KCDC. In King County both the Superior Court and the Department of Judicial Administration have deputy positions.

Recommendation: The Court should create a Deputy position to directly assist the Chief Administrative Officer. The CAO could continue to have the same responsibilities but could assign some committee duties to the deputy. Directors would continue to report to the CAO. The Deputy CAO would serve as the CAO in the CAO's absence, assist in the supervising and training of new Directors, serve on committees as assigned and oversee all new development for KCDC. The new position of Court Analyst (see below) and Facilities Coordinator (see below) would report directly to the Deputy CAO.

Court Analyst: Currently, the King County District Court does not have a position dedicated to conducting research and analysis of court-specific issues, and to writing reports, grant requests, and responses to public or government inquiries.

Recommendation: The court should consider the creation of a Court Analyst position. The person in this position should have knowledge of statistical tools and techniques, and be capable of using court technology for various types of queries. A court the size of KCDC will have numerous informational requests, have many reports due from differing agencies, and should be evaluating performance, analyzing data to determine areas for improvement, cost saving, and process refinement. The court should also consider using this position to analyze, evaluate and assist in the creation of performance measures, and to assist the court in compiling the related statistics that demonstrate areas of success or needed attention. The Court Analyst would report directly to the Deputy CAO.

Facilities Program Manager: This is currently a term-limited-temporary (TLT) position that expires at the end of 2007. The position is currently vacant. The duties that were assigned to this position were to coordinate the facility needs of KCDC, act as Project Manager for the development of the KCDC Facilities Master Plan (FMP), assist in the purchase and design for replacement of furniture in all locations. The position currently reports to the Director of Budget and New Development.

Recommendation: The court could reclassify this position to Facilities Coordinator to fit within the new governance structure and ask to have it converted to an FTE. This position would be responsible for facilities management. This would alleviate the burden on the Directors and Court Managers at the outlying locations. This position could have responsibility for interfacing with the county on needed facility matters, for emergency preparedness plans for each location, FEMA and ADA issues related to buildings, and for furniture issues, space needs and security liaison. The court's facilities expert could be the court's FMP representative in discussions regarding the expansion, remodeling, or new construction of court facilities. This person should have a working knowledge of how court facility design impacts the workflow of the court, and be articulate in expressing the court's perspective to appropriate authorities. The position would report directly to the Deputy CAO. While this position would be of value to KCDC, it is suggested that it is not as high a priority as some of the other needs.

E. Strengthening the Management and Supervision of Centralized Administrative Functions

Currently, these services are under the supervision of the Director of Budget and New Development. The Director's responsibilities include all hiring, supervision, discipline, and termination of staff, as well as procedures associated with function areas. Examples include annual budget request, all court expenditures, all court revenue, all court bank accounts, all collection processes, all court contracts, all court inter-local agreements, all payroll processes the keeper of all court statistics, oversees the Payment Center, and oversees the Mental Health Court. The Director also oversees the jury/interpreter services, has oversight of all new court projects, and staffs the Budget Committee. The Director is also a member of the Leadership Team, serves on committees, and is an integral part of long range planning.

This Director is responsible for two separate areas of work. When this position was created, many of the financial areas had not been centralized and were handled at the location. There was no payment center, no centralized accounting or account balancing, no centralized purchasing, no centralized payroll, etc. This load has simply become too much for one person to manage effectively. See above recommendation to move oversight of new development to the recommended position of Deputy CAO.

All of the positions in the chain of command of the Budget and New Development Director were reviewed by the consultants. Some appear to meet the needs of the court, some need revision, and there were some needs going unmet. Each position is described below. The recommendations alone, without an understanding of the current positions, would not deliver a complete picture of the KCDC.

Mental Health Court (MHC) Manager: Currently the MHC Manager coordinates all functions of MHC, compiles statistics for MHC, serves as staff person for all MHC meetings, hosts visitors to MCH, acts as liaison to all CJ and outside agencies connected with MCH, writes all grant requests for the KCDC, and staffs the King County Trial Court Coordinating Council.

Recommendation: The mental health field is complex and the MHC interacts with many outside agencies and service providers. The success of this problem-solving court relies heavily on coordination efforts within KCDC and externally. This coordination effort throughout King County requires attendance and the assignment to provide staff support at numerous meetings. The MHC manager should be devoted full-time to this successful program. It is recommended that the MHC manager's duties be reduced to write only grants that pertain to the MHC.

Budget Management: Currently the duties of managing the court's expenditures and revenues are handled by the Budget Analyst, Revenue Analyst, Payroll Manager and City Contract Program Manager. Current assignments are as follows:

Budget Analyst: The job title is misleading as the person in this position does not perform any analyzing duties. The Budget Analyst currently assists in the preparation of the annual budget request, is responsible for preparing RFPs, assists in contract negotiations, handles all major purchases, monitors contract terms, renews contracts as needed, monitors budget expenditures, monitors pro tem records, supervises the Payment Center Coordinator, and assists in new projects such as e-commerce.

Recommendation: It is recommended that this position be reclassified to Budget Manager to fit within the new governance structure. The Budget Manager would serve as a liaison with other County agencies on policy issues and County procurement practices. Supervision of the Payment Center would be removed. It is further recommended that the positions of Revenue Coordinator (see below), City Contract Coordinator (see below) and a recommended position of Budget Administrative Assistant (see below) report directly to the Budget Manager.

Revenue Analyst: The job title is misleading as the person in this position does not perform any analyzing duties. The Budget Analyst currently assists in the annual budget request, works directly with the auditor on all KCDC audit matters; performs spot audits at all locations, balances all ten KCDC checking accounts, handles any attempted fraud on checking account matters, monitors all trust accounts, and works with collection agency on garnishment matters.

Recommendation: It is recommended that this position be reclassified to Revenue Coordinator to fit within the new governance structure and that this position report directly to the Budget Manager.

City Contract Program Manager: Currently responsible for monitoring the Interlocal Agreement (ILA) with contracting cities, setting and staffing all meetings required by ILA, record keeping for ILA meetings, acting as liaison with all contract cities, monitoring contract city council agendas for District Court items, compiling monthly remittances to the County treasurer and the contract cities, developing annual program budget, doing annual city contract reconciliation, placing supply orders for all of KCDC, reconciling jury and witness cost bills, and vouchering all KCDC bills.

A new ILA went into effect on January 1, 2007. The new agreement places numerous additional tasks directly on the District Court, and increases the demand on the court's resources. When this position was instituted it was a part-time position, but with the implementation of the new ILA, has grown to be a full-time job.

Recommendation: It is recommended that this position be reclassified to City Contract Coordinator to fit within the new governance structure. It is further recommended that the duties of placing supply orders for all of KCDC, reconciling jury and witness cost bills and vouchering all KCDC bills be removed from this position (see recommendation for Budget Administrative Assistant below). It is recommended that this position report directly to the Budget Manager.

Budget Administrative Assistant: While the court has a centralized purchasing and vouchering system, it does not have a position dedicated to purchasing and vouchering, rather, this work is currently parsed out among a variety of positions. In an organization the size of KCDC, the lack of organization and planning regarding the purchasing of goods and services can significantly hamper efficient and effective use of the Court's resources.

Recommendation: The court should create a position entitled Budget Administrative Assistant as a part of the Budget Office. This would create consistency with purchasing processes throughout the Court, and free up needed time of other financial staff that are currently performing bits and pieces of this function. This person would be responsible for a variety of tasks including: placing supply orders, reconciling jury and witness cost bills, and vouchering all KCDC bills, as well as inventory control of new purchases. This position could also perform the centralized tasks of the re-licensing program. In addition, this position would assist the Deputy CAO, HR Director and Budget Director with administrative duties.

Payroll Manager: Currently performs all payroll functions centrally for KCDC including implementing COLA, making all entries in the County's on-line payroll system, tracking leave, monitoring raise dates and implementing raises, making all turnaround document changes, calculating all out of class pay, calculating all payouts when employees leave KCDC, maintaining union dues records, distributing paychecks, maintaining the Staff and Salary spreadsheet, and processing insurance payments for jurors. This position also is tasked with the central duties related to the Re-licensing Program.

Recommendation: When this position was implemented it was a part-time position with responsibility for some of the current duties. Since that time the KCDC has implemented *TimeForce*, an electronic time keeping system used by all employees, and centralized all possible payroll functions. The centralizing of these functions has allowed Court Managers to significantly reduce the amount of time spent at the locations on payroll. It is recommended that the Re-licensing Program duties be removed from the Payroll Manager and that the Payroll Manager become the subject matter expert on payroll and time keeping functions. This position should report directly to the Budget Director.

OPJ Court Manager: This position is currently vacant. The duties previously assigned to this position are: coordinate the two Domestic Violence Courts and the two Re-licensing Courts, work on special projects as assigned such as this staffing study and performance measures.

Recommendation: In speaking with various managers and judges of the KCDC, it was the consensus that this position was no longer needed. It is recommended that this position be eliminated.

Jury/Interpreter Program Resources: This office is responsible for the summoning of more than 2,000 jurors for the District Court each month as well as for providing interpreters wherever they are needed during Court events. The need for interpreter services is a rapidly

expanding area in most courts across the United States. Both jury and interpreter responsibilities require a great deal of public contact, as well as attention to detail. Interpreter responsibilities will continue to multiply with more and more need for interpretation in languages other than English.

This office currently consists of a Jury/Interpreter Coordinator, an Office Technician II and one Spanish Interpreter. The Jury/Interpreter Coordinator reports directly to the Budget Director and the Office Technician II and Spanish Interpreter report to the Coordinator.

Recommendation: Additional staff resources should be provided to the jury and interpreter programs. It is recommended that an additional Office Technician II be provided to assist with the high volume of clerical work in that office.

Spanish Interpreter: As of January 2007, KCDC employs one full-time Spanish interpreter. This position is responsible for providing interpretation services as needed at the Kent and RJC locations, providing services at Burien and Vashon location as time permits, translating forms from English to Spanish, and assisting with administrative duties in the Jury/Interpreter office as time permits.

Recommendation: The need for interpreter services continues to grow in the justice system. KCDC should carefully monitor its need for these services and consider adding full-time positions when appropriate.

Payment Center Coordinator: The current Payment Center Coordinator is responsible for training, monitoring, supervising all payment center staff, development and implementation of procedures in the Payment Center and all accounting for the centralized KCD database. Duties also include coordinating end of day balancing at outlying locations, authorizing accounts receivable changes and credits, issuing refunds, and overseeing collections processes for both current and delinquent accounts. The Payment Center Coordinator has been required to supervise an increased number of staff positions since the creation of the position. Additionally, the level of responsibility for financial matters within this position has increased within the court.

Recommendation: The position of Payment Center Coordinator should be reclassified to Payment Center Manager with a salary equivalent to other managers. The Payment Center currently has six staff persons and would not require an Operations Coordinator position at this time. The Payment Center Manager should be the subject matter expert for all case-related financial matters and should report directly to the Budget Director.

Information and Technology (IT) Management: The technology section for the court is similar in size and functions to most courts of similar size. There is some differentiation in that the court uses its PC Technician positions for a more varied spectrum of responsibilities than other courts, including some programming. The Technology Director has responsibility for all hiring, supervision, discipline and termination of staff, as well as for procedures associated with function areas including personal computers used throughout the KCDC, electronic court

records, help center for IT related issues, brio queries of the DISCIS database, and probation case management system. The Technology Director also acts as the court's public disclosure officer, keeper of electronic forms, organizes and conducts pro tem training, oversees the Call Center, and oversees compliance clerks. The Director is a member of the Leadership Team, serves on committees, and is an integral part of long range planning. The Director also staffs the Rules Committee.

Project Manager: An interview with the former project manager, who was responsible for management of the court's information technology projects (recently resigned), revealed that there is currently only one technology project underway (Call Center Phone Upgrade), for which the project manager was responsible. Interviews with the CAO and Directors, confirmed that there was consensus that this position is no longer needed. In the future, the court could contract out for project management as needed.

Recommendation: It is recommended that the court eliminate this position.

Local Area Network (LAN) Administrator: Current duties include: overseeing daily operation of the court's LAN, monitoring all LAN functions, performing all maintenance as required, and coordinating with the County's IT department. The LAN Administrator also assists in the development of IT projects, coordinates IT needs of new projects and supervises one PC Technician.

Recommendation: It is recommended that no changes be made to this position.

ECR Database Administrator: Current duties include: overseeing the daily operation of the Court's ECR system, monitoring all ECR functions, performing all maintenance as required, as well as coordinating with the County's IT department. The ECR Database Administrator also assists in the development of IT projects, coordinates ECR needs of new projects, and supervises one PC Technician.

Recommendation: It is recommended that no changes be made to this position.

ECR Manager: Current duties include: establishing and maintaining uniform best practices to be used with ECR, monitoring daily ECR functions and workflow, keeping ECR procedure manuals updated, keeping law schedules current and performing central functions for DISCIS, record keeping for weekly court manager meetings, assisting the CAO with questions or complaints from the public, and conducting technology training for new employees.

Recommendation: It is recommended that the ECR Manager be the subject matter expert on all ECR related activities such as scanning, prepping, indexing, workflow, and assigning security levels to documents.

PC Technician: There are currently two PC technicians. Current duties include: performing daily help desk duties, maintaining all computers throughout KCDC, installing all

software upgrades, replacing and installing all malfunctioning IT equipment, maintaining website, developing and maintaining on-line forms.

Recommendation: It is recommended that the current positions remain. It is further recommended that in order to improve the court's technology capabilities as the need for new projects or revamping of current systems increases, the court hire an additional technology position that would be a dedicated programmer. The programmer updates and writes the court's software, making it possible to provide these services in-house, saving the court higher costs when it is necessary to contract out these services. An additional benefit would be that dedicated PC Technicians would improve response time for repairs and user assistance. While the court has employees that perform portions of each of these functions, it may be easier to find dedicated programmers or technicians, while finding one individual to provide both services would be more difficult.

Call Center Manager: The Call Center receives all telephone calls coming into the Court, attempts to resolve issues and answer questions, and routes calls if needed. Current duties include: training, monitoring, supervising all Call Center staff, development and implementation of procedures in the Call Center and for compliance clerks, payroll at the location, keeps information in all public phone directories updated, monitoring the functions and reports of the call center, quality control of customer service, liaison with the County's Telecom department, coordinates work of compliance clerks with both court and probation functions. There are currently eleven clerks in the Call Center and 4.75 compliance clerks.

Recommendation: It is recommended that the Call Center Manager's duties remain the same and this person be the subject matter expert on call center techniques and compliance program matters. In keeping with the span of control recommendations, it is recommended that an Operation Coordinator position be established in the Call Center. The staff should be grouped into departments so that a clear chain of command can be established. Because the Manager has additional duties, it is recommended that this position directly supervise the Compliance Clerks and the Operation Coordinator assume supervisory duties for the Call Center Clerks. The Operation Coordinator reports directly to the Call Center Manager.

Figure 7: Current and Recommended Management Structure in King County District Court Call Center

	# of Employees	Current # of Managers	Recommended # of Court Managers	Additional Managers if Span of Control 8:1	Recommended # of Operation Coordinators
Call Clerks	11				
Compliance Clerks	4.75				
Total	15.75	1	1	.97	1

F. Direct Administrative Support for Judges

Administrative Support for Judges: KCDC judges have virtually no administrative support. All correspondence, researching and writing of decisions, committee work, and additional court-related documents are produced and typed by the judges themselves. This work takes time away from time on the bench and does prevent some judges from preparing important correspondence documents, legal opinions and research findings for court users. This lack of administrative support may also prevent judges from participating in national, state, and local committees, all of which are important to the court.

Recommendation: Consideration should be given to providing either individual support staff positions or a pool of support staff that are equally available to all the court's judges. To generate a reasonable number of staff needed for this position, it is recommended that one support staff position be provided to each Presiding Judge (5), and that the other judges share support between two or three judges. Excluding the Presiding Judges, this would mean that ten judges in both East and West Divisions would share four support staff positions (two in each location), and the ten judges in the South Division would share three support staff positions. This staffing scheme would require 12 new judicial administrative assistants, however, the level of support required should be re-considered once the court is better staffed in other areas discussed in this report.

G. Work Week

Consistent Workweek: There are a handful of positions within the court that were not converted to 40 hours per week when represented employees and management moved from a 35 hour per week schedule in 2005 and 2006. The inconsistent work week hours create the potential for employees to be treated differently, setting the stage for possible morale issues or hard feelings.

Recommendation: It is recommended that these remaining 35 hour per week employees be converted to 40 hour per week schedules as soon as the budget permits such an action.

H. Recommendation Summary

The recommendations resulting from the line management and central administrative positions analysis are summarized below in Figure 8.

**Figure 8: Summary of Line Management and
Central Administrative Positions Analysis Recommendations**

POSITION	RECOMMENDED ACTION	CHANGE IN FTE
CENTRAL ADMINISTRATIVE FUNCTIONS		
Project Manager, OPJ Court Manager and Judge Reduction by RCW*	Eliminate	-3
Chief Administrative Officer, HR Director, Receptionist, MHC Manager, Technology Director, LAN Administrator, ECR Database Administrator, ECR Manager, PC Technicians, Payroll Manager	No Change	0
Director of Budget and New Development	Redefine to remove New Development	0
HR Program Manager with HR Coordinator, Confidential Executive Secretary with Confidential Administrative Assistant, Budget Analyst with Budget Manager, Revenue Analyst with Revenue Coordinator, City Contract Program Manager with City Contract Coordinator	Replace	0
Deputy Chief Administrative Officer	Create	+1
Human Resources Manager	Create	+1
Court Analyst	Create	+1
Programmer	Create	+1
Facilities Coordinator	Convert TLT to FTE	+1
Budget Administrative Assistant	Create	+1
CENTRALIZED FUNCTIONS		
Jury/Interpreter Coordinator, Spanish Interpreter**, Call Center Manager	No Change	0
Payment Center Coordinator with Payment Center Manager	Replace	0
Office Technician II	Create additional	+1
Call Center Operations Coordinator	Create	+1
COURTHOUSE OPERATIONAL FUNCTIONS		
Division Director	No Change	0
Court Manager	Redefine and Reduce	-5
Court Operations Coordinator	Create	+8
Administrative support staff for judges	Create	+12
PROBATION FUNCTIONS		
Probation Officer II	Eliminate	-2
Probation Manager	Create	+1
Probation Operations Coordinator	Create	+2
Branch Office Managers	Redefine and Re-title	0
	Total Added	+21

*In 2007, per Washington State RCW, the number of judges in King County District Court was reduced from 22 to 21. The reduction took effect at the end of the term of office on January 8. The FTE has been vacant since that time.**The Court will need to analyze its needs in the future and consider adding a full-time interpreter in each of the East and West Divisions accordingly.

Based upon the entire staffing analysis, a revised organization chart is recommended. This recommended organizational chart is presented in Appendix B. Later in this report there is a section devoted to priority of needs and suggested implementation strategies (see Chapter 5, Section C).

I. Salary Analysis

The National Center for State Courts was asked to review the King County District Court's compensation system. Due to budgetary and time constraints, NCSC was not able to review compensation in depth. The review that was undertaken indicates that for the most part, the compensation system appears to be appropriate and that salary levels are adequate for KCDC job classifications.

States used for comparative purposes included Arizona, California, Colorado, Nevada, North Dakota, Oregon, South Dakota, Utah, and Wyoming. Not all states were able to provide data for every position reviewed. Once data was received, the salary midpoint for the KCDC position was compared to the average salary midpoint for the western states. The western states' midpoints were adjusted to account for a cost of living differential of 10.5% due to a higher cost of living in the Seattle metropolitan area than in the aggregate of the western states. Positions were compared and deemed to be appropriate if they were within 2.5% of the current KCDC salary.

Based upon this cursory analysis, KCDC grades for the positions analyzed were generally close to those in the comparison districts: some positions appear to be directly in line with similar positions in the comparison states, some a grade or two higher and still others a grade or two lower. Because of these small differences, it is recommended that no changes take place until a more comprehensive salary review can be conducted that takes into account the economy and business environment specific to Washington State and the Seattle area.

Recommendation: KCDC should conduct a comprehensive salary review that takes into account the economy and business environment specific to Washington State and the Seattle area.

CHAPTER III

STAFF NEEDS ASSESSMENT

Cases processed in the King County District Court vary in complexity. Different types of cases require different amounts of time and attention from court support staff. Focusing on raw case counts without allowing for differences in the amount of work associated with each case type creates an opportunity for the misperception that equal numbers of cases filed for two different case types result in an equivalent amount of work for the court. For example, a typical criminal misdemeanor case has a much greater impact on the resources of a court than a routine traffic infraction proceeding. Furthermore, certain other court processes, such as the work of specialty problem-solving courts, may require continued attention over a long period of time. Therefore, a method that reliably accounts for the differences in the workload generated across various case types is necessary to accurately determine the staff needed to handle the entire court caseload.

The National Center for State Courts has been conducting judicial and staff needs assessments for the last decade. These assessments provide courts with meaningful and easily understandable criteria for determining overall staff requirements, while taking into consideration both case-specific and multi-case related functions performed by staff. Needs assessment is a resource evaluation methodology that is being adopted by an increasing number of states to determine the need for court staff and judicial officers. The needs assessment approach “weights” cases to account for the varying complexity among court cases. By weighting court cases, an accurate assessment can be made of the amount of staff work time required to process the Court’s caseload, (i.e., court staff workload) from filing to closure. Moreover, needs assessment models have the advantage of providing objective and standardized evaluations of staff resource needs among multiple court locations that vary in size and caseload mix.

The core of the needs assessment model is a time-study whereby staff records the amount of time spent working on the various case types under investigation. When the time-study data are joined with filing data for the same time period, it is possible to construct a “case weight” for each case type. Each case weight represents the average amount of time (in minutes) required for court staff to process a case from filing to closure. Applying the case weights to current or projected annual case filing numbers results in a measure of staff workload. Dividing the court staff’s workload by the amount of annual time available per court staff member, an estimate of staff resource requirements results. This approach, which involves few complicated procedures, is sufficiently rigorous to measure staff resource needs and evaluate resource allocations.

It is important to remember that even the most widely used and accepted resource assessment techniques, including the staff needs assessment model, will not objectively

determine the *exact* number of staff needed to stay current with caseloads. No quantitative resource assessment model by itself can accomplish that goal.

To that end, this court staff needs assessment study utilized an Adequacy of Time survey of court staff in order to assess the working conditions in the King County District Court. The results of this survey were used to obtain important performance perspectives useful for benchmarking current practice and informing case weight adjustment decisions. With over 64 percent of court staff completing the survey (92 of the 143 staff persons) the results are strong and representative of all locations lending confidence to their utilization.

A. Key Concepts

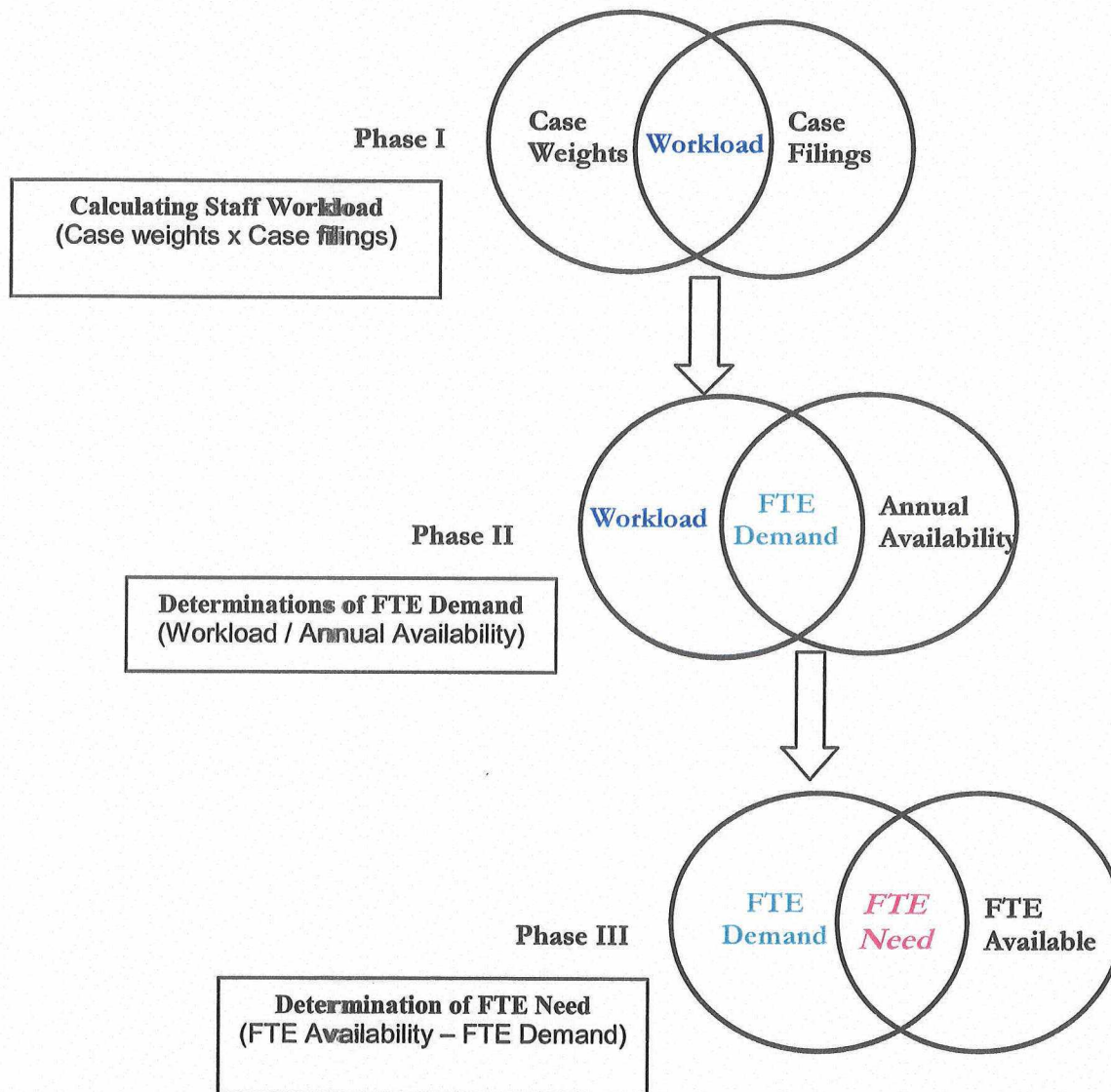
Two fundamental pieces of information are necessary to determine the level of staff resources required to handle the total workload demand. The two pieces of information are:

1. *Workload.* Workload is generated from two components: (1) the case weights which are the average time spent on case processing as determined by the time study; and (2) the annual number of case filings. Multiplying these two values produces the workload estimate.
2. *Resource Needs Assessment.* Resource assessment is the calculation of the staff demand, staff availability and staff need.

The primary goal of the Court Staff Needs Assessment Study is to provide an accurate picture of the amount of time staff need to process different types of cases in an *efficient* and *effective* manner¹¹. The basic components of the study are shown in Figure 7. There are three phases to the study and each phase builds upon the product of the previous phase. First, the data collected during the time study are analyzed to produce a workload value. The workload value is a combination of the case weights (average time for each case type under investigation) and the annual case filings. Phase two, applies the staff annual availability value to the workload value to determine the FTE demand for the Court. Finally, in phase three, the FTE demand value is compared to the current FTE availability to generate the FTE need for the court. Each phase of the study is displayed in more detail in Figure 9 on the next page.

¹¹ Participants in the time study included Court Clerks and Compliance Clerks.

Figure 9: Methodology Overview*



B. Phase I: Calculating Staff Workload

Phase I of the study involves the time study data collection, development of case weights, and workload calculations. These steps are presented in detail in the following section.

1. Time Study

A time study measures case complexity in terms of the average amount of staff time actually spent processing different types of cases, from the initial filing to final resolution, including any post-judgment activity that may occur. Inherently, the amount of time involved in processing a case becomes a proxy for case complexity (the more complex a case, the more

staff time required). The essential element in a time study is the amount of time required to perform all staff activities. For this study, staff recorded the total time spent on various case types on a daily time log and then transferred their time on a web-based data collection instrument. The categories of staff activities recorded included time spent processing cases, case-specific work, multi-case-related work, and work-related travel time. The NCSC project team provided training to study participants to ensure that they properly recorded their time using the web-based data collection tool¹². All court staff was invited to participate in the study and data were collected for a full four-week period in September and October 2006.

The accuracy and validity of any conclusions that can be drawn from the data also depends on the participation rate (i.e. the more participants the more reliable the data). The participation rate for the King County District Court Staff was 96.6%¹³. This extremely strong participation rate assures confidence in the accuracy and validity of the resulting case weights.

Data Elements: To determine the case type categories, case-specific, and multi-case-related activities to include in the study, NCSC project staff held an initial meeting with the Staffing Study Advisory Group on May 15, 2006¹⁴. The Advisory Committee included KCDC line staff, managers, judges, Union Leadership, administrative staff and stakeholders. At this meeting, NCSC staff provided an overview of the study, along with anticipated timelines. After this review, the Advisory Group worked through a range of details required to build the staff needs assessment component of the study¹⁵.

In defining case type categories, the goal is to have types of cases involving similar work and complexity categorized together in the same group. A major consideration in making these decisions was how KCDC's automated case management system (DISCIS) captured case statistics. If detailed filing statistics were not available, then a case type with filing and termination data that cannot be differentiated could not be included. Members of the Advisory Group worked with NCSC to finalize the case type categories, which can be found in Figure 10. A detailed list of the individual case types associated with each category is shown in Appendix F.

Case Types: Figure 10 illustrates the 17 case type categories developed for the King County District Court.

¹² Two training sessions were conducted via video-conference technology on August 30, 2006, allowing for all staff to participate. The data entry tool was available for perusal and practice by the court staff between August 30 and September 10, 2006. The time study began on September 11, 2006 and ended on October 6, 2006.

¹³ Participation rates were determined by dividing the number of participants included in the analysis by the individual IDs that were created for the data entry tool.

¹⁴ A list of meeting participants is included in Appendix C.

¹⁵ The Advisory Group was asked to make decisions regarding what data would be included in the staff analysis time study. Specifically, the following areas were discussed and decided upon: case type categories, activities to be measured, staff year value, time study duration, training dates and methodology.

Figure 10: Case Type Categories

Infractions (Traffic & Non-traffic)
 DUI/Physical control
 Misdemeanor: traffic
 Misdemeanor: non-traffic
 Domestic Violence (criminal)
 Domestic Violence Specialty Court (criminal)
 Orders for Protection/Anti-Harassment
 Civil
 Small Claims/Impounds
 Felony: expedited
 Felony: first appearance
 Parking (infractions)
 Mental Health Specialty Court
 Re-licensing Program
 Death Inquest
 Passports
 Name Changes

Case-Specific Activities: Case-specific activities are the essential functions staff perform in processing a case from initial filing to final disposition. As with the case types, the essential functions were categorized into manageable groups for the time study. Figure 11 outlines the case-specific activities measured in the time study. A description of each of the case-specific activities is provided in Appendix G.

Figure 11: Case-Specific Activities

Case Processing
 Financial Management
 Courtroom Support
 Judicial Support
 Case Monitoring
 Jury Services
 Interpreter Services
 Customer Service
 ECR/Scanning/Prepping/Indexing
 Post sentence Activities

Multi-Case-Related Activities: Activities that do not relate to the processing of a specific case but must be done by court staff are defined as multi-case-related activities. There are many clerical functions that are done in “batches,” such as preparing calendars, printing warrants, sending hearing notices, etc. These duties are just as necessary to process cases through the justice system; and it is more efficient to perform them in batches rather than case-specific. The key distinction between case-specific and multi-case-related activities is whether the activity can be tied to a specific case. Multi-case related activities should not be considered any less significant than case-specific activities. Figure 12 lists the multi-case-related activities measured and a description of all multi-case-related activities is provided in Appendix H.

Figure 12: Multi-Case-Related Activities

Customer Service/Public Service
Financial Management
Coordination & Support Services
Out of Courtroom Jury Services & Support Services
Travel (Work Related)
Leave
Breaks/ Lunch
Technology Support
Training
Work related meetings
Committee meetings & Union Activities
NCSC Project Time
Search Warrants
Interpreter Services
Miscellaneous

Case Weight Calculation: The case weights were generated by summing the time recorded for each case type category and dividing by the number of case filings for the corresponding category during the data collection period (i.e., four weeks of filings extrapolated from annual filings). The initial weights were reviewed by the Staffing Study Work Group in light of the results of the Adequacy of Time Survey and their expert knowledge to determine if any qualitative adjustments needed to be made. The final weights for each case type are shown in

Figure 13¹⁶. Time required to complete multi-case related work is converted to FTE, and is discussed later in this report. Details of the case weights are provided in Appendices I and J.

Figure 13: Case Weights in Minutes

Case Type	Case Weights (Minutes)
Infractions (Traffic & Non-traffic)	40
DUI/Physical Control	370
Misdemeanor: Traffic	305
Misdemeanor: Non-traffic	149
Domestic Violence	139
Domestic Violence Specialty Court	309
Orders for Protection / Anti-Harassment	132
Civil	49
Small Claims / Impounds	60
Felony: expedited	83
Felony: 1 st Appearance	12
Parking	9
Mental Health Specialty Court	1,112
Re-licensing Program	343
Death Inquests	2,169
Passports	15
Name Changes	28

2. Adequacy of Time Survey

In addition to the time study, court staff was invited to complete a web-based Adequacy of Time Survey. The purpose of this survey was to evaluate whether staff felt they had sufficient time to conduct essential case-specific and multi-case-related activities. This qualitative element of the Staff Needs Assessment Study provided the Committee additional information to help evaluate case weights and ensure that the needs assessment models provided adequate time for quality performance. Typically, if the adequacy of time survey results indicates that staff feels they need more time than they are currently spending to do a quality job, then the case weights may be adjusted to allow for more time.

¹⁶ These case weights reflect the changes made in light of the Adequacy of Time Survey findings. Multi-case related staffing requirements are discussed later in this report under the discussion of staff availability.

The survey contained two basic components: (1) respondent information; and (2) survey items assessing whether staff had a reasonable amount of time to perform essential job activities. The first component collects basic information on the respondent's location, job title, and length of service with the Court. The second component asks the respondent to rank statements about the time availability pertaining to various tasks. The tasks were grouped into broad functional areas based on the work performed in and for the court that correspond to the data gathered in the time-study phase.

NCSC staff compiled the responses and analyzed results. The results are expressed at two levels (1), as the average response for questions in each specific functional area, and (2) as an average for each individual task within that functional area. Participants were asked to respond to the prompt "*With respect to (specific task area): During the course of a normal workday, I generally have enough time to.....*" The corresponding response options were "strongly agree," "agree," "neither agree nor disagree," or "disagree," or "strongly disagree." An average rating¹⁷ of 3.0 or greater indicates that as a group, staff reported having adequate time to perform the specified task most of the time, thus providing no reason to adjust case weights for those job tasks. An average rating below 3.0 would suggest possible areas for case weight adjustment to provide more time to conduct those essential tasks.

The participation rate for the survey was 64 percent (92 of 143 persons participated). This rate indicates a sufficient level of participation and support using the average responses as an indicator of court staff opinion. The average response for five of the nine functional areas was less than 3.0, indicating that survey participants feel they do not have sufficient time to satisfactorily complete many of the essential functions of their jobs. Summaries of the survey results are shown in Figure 14. Appendix K lists court results to individual survey items.

Specifically, survey respondents indicated that they do not have time to adequately perform duties in the following areas:

- Post-sentence activities,
- Electronic Court Record (ECR) prepping, scanning & indexing,
- Jury services,
- Case monitoring, and
- Case processing & management activities.

¹⁷ Survey participants' answers included: 5= strongly agree 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree.

On January 17, 2007 NCSC staff met with the Staffing Study Work Group to review the draft case weights and the case weight composition along with the Adequacy of Time Survey results¹⁸. The Work Group was asked to:

- Determine whether adding more time to the workload standards could help these “problem areas” or if other solutions are applicable, and
- Recommend modifications to the time study results (these results represent what is being done now) in those instances where case processing “problem areas” can be improved with additional resources.

The draft case weights indicated that many case types were inconsistent in terms of the case weight compositions. That is, several case types did not include time for ECR/scanning/indexing, interpreter services, financial transactions, case processing and case monitoring. The Adequacy of Time Survey indicated that staff do not have enough time to perform these activities, so minor adjustments, both to increase and decrease, were made to include an average amount of time for these activities on all case types. Additionally, while staff was not directly asked about multi-case work, these tasks are incorporated into the list of activities that are case specific. To adjust the multi-case related time, one minute for each case filed was added to the model in order to capture the ECR scanning process that had not been included. The adjusted case weights are presented earlier in Figure 14. The case weight adjustments and rationale for these adjustments are contained in Appendix L.

¹⁸ A list of participants at the January 17, 2007 meeting is included in Appendix N.

**Figure 14: Adequacy of Time Survey Results:
Average Responses to Functional Area Survey Items**

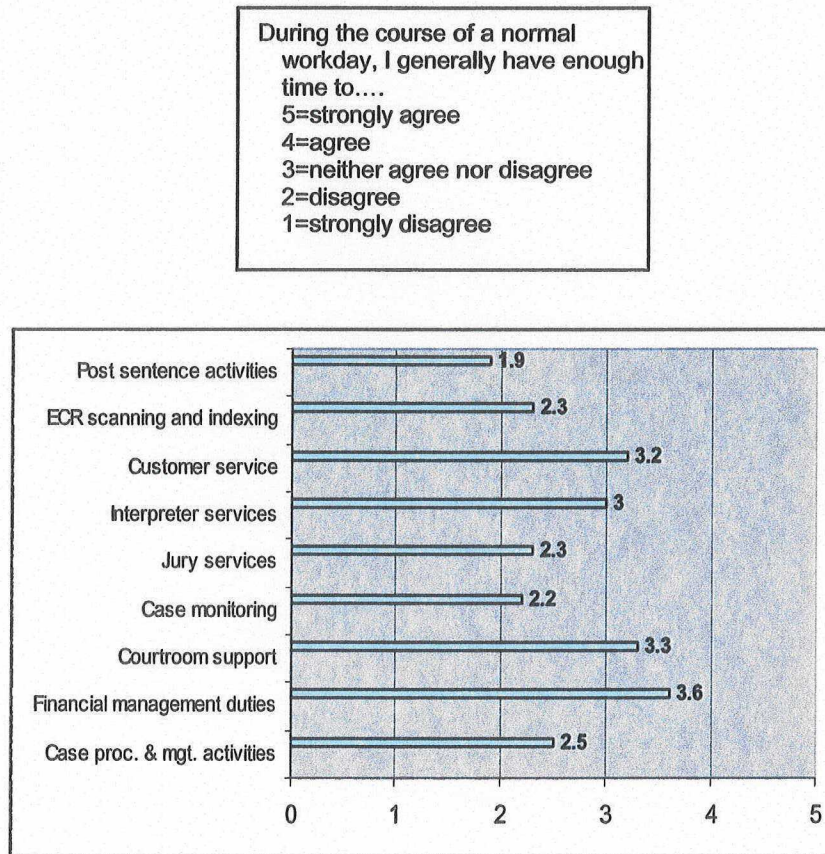


Figure 14 indicates that five of the nine functional areas assessed for time adequacy scored below the 3.0 score, suggesting the need to adjust some of the case weights. Specifically, there does not appear to be adequate time to complete the job tasks in the areas of courtroom support, case monitoring, jury services, ECR prepping, scanning and indexing and post sentence activities.

3. Workload Calculation Based on Time Study and Adequacy of Time Survey

Applying the case weights to annual filings produces the overall staff case-specific workload for the court. The workload value represents the total number of minutes, on an annual basis, of case-specific work based upon baseline data and current practices. The challenge is to provide staff with reasonably sufficient time to process each case type and provide customer service effectively and efficiently. The workload levels are illustrated in Figure 15 on the next page.

Figure 15: Case-Specific Workload for King County District Court

Case Type	Final Case Weights	2006 Annual Case Filings	Workload (weight x filing)
Infractions	40	135,481	5,419,240
DUI/Physical Control	370	6,089	2,252,930
Misdemeanor Traffic	305	5,890	1,796,450
Misdemeanor Non-traffic	149	7,194	1,071,906
Domestic Violence	139	989	137,471
Domestic Violence Court	309	888	274,392
Orders for Protection/Anti-harassment	132	1,808	238,656
Civil	49	16,574	812,126
Small Claims/Impounds	60	9,789	587,340
Felony: Expedited	83	1,155	95,865
Felony: 1 st Appearance	12	18,846	226,152
Parking	9	14,524	130,716
MH Court	1,112	205	227,960
Re-licensing Program	343	4,295	1,473,185
Death Inquests	2,169	13	28,197
Passports	15	12,151	182,265
Name Changes	28	2,660	74,480
Total Annual Case Specific Workload		238,551	15,029,331

C. Phase II: Determination of FTE Demand

The second phase in the generation of a needs assessment model involves the calculation of the FTE demand to process the workload of the court. Determination of the FTE demand begins with the definition and identification of the staff year value.

Staff Year Value: The staff year value is the amount of time in a year that staff has to perform work. It is calculated by first determining how many days in the year are available for work, and then how many hours are available to each staff member in the average work day. The first step in the calculation is to determine the staff year by deducting from 365 the number of days not devoted to work. By removing the weekends, holidays, and a calculated amount of time for vacation and sick leave; staff in KCDC has a staff year of 222 days. The second step is to determine the hours worked by staff each day. King County District Court staff work an 8-hour day, and receive two 15-minute breaks, providing for an average staff work day of 7.5 hours. Therefore, the average staff year consists of 99,900 minutes (222 x 7.5 x 60). This calculation is provided in Figure 16.

Figure 16: Average Staff Year¹⁹

	Days	Minutes
Available	365	164,250
Less		
Weekends	104	46,800
Holidays ²⁰	12	5,400
Vacation ²¹	16	7,200
Sick Leave ²²	10	4,500
Miscellaneous ²³	1	450
Net Available		
Time	222	99,900

Staff demand is calculated by dividing the staff workload value by the staff year value and represents the staff full-time equivalent (FTE) needed to process the work of the court. The figures used to determine the average staff year are based on actual District Court staff usage, as described in footnotes 18 through 22.

Figure 17: Calculation of Staff Demand

Step 1	<i>For Each Case Type:</i>
	<i>Case Weight X Case Filings = Workload</i>
Step 2	<i>Sum the Workloads for Each Case Type to obtain Total Workload</i>
Step 3	<i>Divide the Total Workload by the Annual Staff Availability (99,900 minutes) to obtain Staff Demand</i>

Workload in the District Court: Case-specific work describes those work functions that are directly associated with an identified court case. Activities that do not relate to the processing of a specific case but must be done by court staff are defined as multi-case-related activities. There are many clerical functions that are done in “batches,” such as preparing calendars, printing warrants, sending hearing notices, etc. These duties are just as necessary to process cases through the justice system, and it is more efficient to perform them in batches rather than as case-specific. The key distinction between case-specific and multi-case-related activities is whether the activity can be tied to a specific case. Multi-case related activities should not be considered less significant than case-specific activities. Multi-case activities also include duties that are not directly

¹⁹ Average leave time calculations are based on actual time reported between April 2005 and April 2006.

²⁰ Twelve holidays include 10 identified holidays and two floating holidays authorized for all non-Judge employees of the King County District Court.

²¹ Vacation time is based on actual average vacation time used (127.47 hours = 15.9 days; rounded to 16). This calculation is based on an 8-hour day as that is how staff request leave time.

²² Sick leave is based on actual average sick leave used (81.04 hours = 10.13 days; rounded to 10). This calculation is based on an 8-hour day as that is how staff request leave time.

²³ Miscellaneous includes the categories listed above and is based on actual time used (7.21 hours = .89 days; rounded to 1). This calculation is based on an 8-hour day as that is how staff request leave time.

attributable to a court case, such as providing counter service to customers. The case-specific workload for the District Court is **15,029,331** minutes annually. As a whole, the court requires **150.44 FTE** to process the case-specific work of the court.

Figure 18: Court Staff FTE Demand for King County District Court

Workload (minutes)	Annual Staff Availability	Case Specific Staff FTE Demand
15,029,331	99,900	150.44

D. Phase III: Determination of FTE Need

The final phase in the generation of a needs assessment model involves the calculation of the court FTE need. During this phase of the model development the FTE demand value is compared to the current staff FTE in the court. The first step is to determine the FTE value currently available to process the case-specific work of the court. It is in this step that the multi-case-related work of the court is taken into account.

Staff Availability: Demand for performing case-specific activities needs to be compared with actual staff availability to determine the number of additional staff needed to handle the workload. The King County District Court Administrative Office provided the number of staff FTE currently authorized in the court (121 location FTE, 11 Call Center FTE, 6 Payment Center FTE and 4.75 Compliance FTE for a total of 142.75 FTE).

The time study data were used to generate the amount of time spent on multi-case-related activities in each location. This value was converted to FTE and represents the amount of FTE necessary to perform the multi-case-related work of the court. The number of FTE required for work-specific travel and multi-case-related activities was subtracted from the number of authorized FTE, to determine the number of staff available for case-specific work. The *staff availability*, or total authorized FTE, the FTE performing multi-case-related activities (includes work-related travel), and the FTE performing case-specific activities, are provided in Figure 18.

Figure 19: Staff Availability

Authorized FTE	Multi-Case-Related & Travel FTE	Staff Availability for Case-Specific Tasks
142.75	28.27	114.48

Staff Need: The final step in developing the staff needs assessment model is the comparison of the staff demand value with staff availability value to determine the number of additional staff needed to complete the workload for KCDC. These calculations indicate that the court is **currently under-staffed by approximately 35.96 FTE**. The total staff need is illustrated in Figure 19. The full Staff Needs Assessment Model is located in Appendix J.

Figure 20: Total Staff Need

Staff Availability FTE	Staff Demand FTE	Staff Need FTE
114.48	150.44	-35.96

The Staffing Study Work Group indicated this staff need was reasonable when the current overall state of the court is taken into consideration. Workload and backlogs are larger than ever. For example, the court no longer measures its scanning backlog in pieces of paper but rather in inches. The Seattle location alone reports a scanning backlog of 242 inches (over 20 feet) on the date the Work Group met. "After court" work (the case processing required after the case has been heard by a judicial officer in the courtroom, i.e., sending sentencing orders to probation, commitment paperwork to the jail, dispositions to law enforcement and the Department of Licensing, etc.) is an average of eight weeks behind, payments are waiting four weeks to be receipted, Time Pay reports are 251 pages in arrears, and issuing of FTAs is four months behind. These are just a few examples of the current backlog. Each of these backlogs generates even more work as people call to find out "why the check hasn't cleared the bank yet" or "why they can't renew their driver's license." In addition, the court's managers spend time prioritizing work to ensure the courtrooms operate smoothly, that it reduces even more their time available to train staff.

Finally, the Work Group compared staffing and caseload levels for 2001 to 2006. In 2001, KCDC had 285 FTE and filed 218,777 cases. In 2006, KCDC had 232 FTE and filed 238,551 cases. These numbers indicate a staggering increase of over 200 cases per FTE.

E. Keeping the Model Current

One of the advantages of the Staff Needs Assessment Model is the ease with which it can be maintained. Unless extensive changes are made in the operation of the court, annual case filings can be entered into the equations to determine staff need as the caseload changes. KCDC keeps abreast of changes in legislation, court rules, legal practice, technology, and administrative factors, which may include the development of additional specialized courts, or the introduction of more efficient case management practices that may impact court operations and require updating the model. The model, however, makes most adjustments quite easily.

In addition to the systematic updating of this model approximately every five years, NCSC recommends that the new state case management system track cases by the case types used in this study so that the annual filings reflect the case types for which case weights have been determined. This will allow for easy and accurate updating of the case weights as the annual filings can be entered into the workload equation to determine the new workload, and the required changes in staff levels determined.

CHAPTER IV

EMPLOYEE SATISFACTION SURVEY

An important component of maintaining a healthy organization is the quality of the employee's working life. To assess the opinions of the King County District Court Staff regarding their knowledge and understanding of their jobs and their commitment, motivation and preparedness to do their jobs, a stand-alone *Employee Satisfaction Survey* was conducted. All staff members in the court were invited to participate in this on-line survey which was launched on December 18, 2006 and closed on December 30, 2006.

The survey used the National Center for State Courts' *CourTool*²⁴ Measure #9, Court Employee Satisfaction to gauge employees' perspective on the quality of the work environment and relations between staff and management. Courts nationally recognize this tool as the preferred measurement of workplace satisfaction and as a means of identifying morale problems and supervisory issues that could affect the level of service provided by the court. It can be an aid to Court Managers in resource allocation and in detection of troubling issues that should be addressed.

The Court Employee Satisfaction Measure is an opinion survey of all court employees. The survey questionnaire requires respondents to rate their agreement with each of twenty statements on a five-point scale from "Strongly Disagree" (score of 1) to "Strongly Agree" (score of 5). Three additional items asked respondents to identify their court location, job area and length of service with the King County District Court. The survey was confidential. Respondents were not asked to identify themselves, so no comments or responses can be directly attributed to any individual. Court location and job service area were required to enable more detailed analyses²⁵.

One hundred seventy five court employees responded to the survey. Respondents included 13 Judges, 27 Administrative Staff, 109 Clerical Staff, 15 Probation Staff and 9 others²⁶. The survey responses were used to construct employee satisfaction index scores. These index scores were constructed for the entire court (overall), as well as for each of the five individual job categories: Judicial, Administrative, Clerical, Probation and Other. Figure 20 presents just the total index scores by job classification.

²⁴ The NCSC has developed a set of ten court performance measures for use with courts across the country. The measures can be used as a set to assess the total performance of a court, or the measures can be used individually, to evaluate certain components of a court's functioning or performance. The King County District Court leadership requested that *CourTool Measure #9, Court Employee Satisfaction*, be used in the present study to assess the mood and experience of the KCDC employees.

²⁵ While additional analytical breakdowns could be made, these analyses were not conducted for this report because of a concern by some survey respondents that they could be identified by this level of disaggregation of the data.

²⁶ The "Other" category included probation/clerical, front counter/customer service, IT, acting manager, program manager, clerical/technician, payment clerk and court clerk.

Employee satisfaction index scores were constructed by summing the average scores for each question. The 20 questions have a maximum possible score of 5 points each, for a total maximum score of 100. The index score indicates where the Court, as a whole and by job classification, rates in terms of overall satisfaction with their employment.

Figure 21: Overall Rating of Employee Satisfaction

Survey Question	Average Score
1. I understand what is expected of me.	3.8
2. I am kept informed about matters that affect me.	3.0
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job well.	3.1
4. I am able to do my best every day.	3.4
5. Communication within my division/department/unit is good.	2.9
6. In the last month, I was recognized and praised for doing a good job.	2.8
7. Someone in the Court cares about me as a person.	3.2
8. I have opportunities to express my opinion about how things are done in my division.	2.9
9. The Court is respected in the community.	3.0
10. My coworkers work well together.	3.5
11. I am encouraged to try new ways of doing things.	3.7
12. I understand the connection between the work I do and the mission & goals of the Court.	2.6
13. My working conditions and environment enable me to do my job well.	2.7
14. I feel valued by my supervisor based on my knowledge and contribution to my department or division.	3.2
15. I feel free to speak my mind.	2.9
16. In the last month, someone in the Court has talked to me about my performance.	2.4
17. I enjoy coming to work.	3.1
18. My coworkers care about the quality of services and programs we provide.	3.5
19. I am treated with respect.	3.1
20. I am proud that I work in the Court.	+ 3.5
Overall Index Score	62.3

Overall, the King County District Court's employee satisfaction index score is 62.3. This can also be thought of as a 62.3% satisfaction score. The individual item scores provide some insight into the areas where the court employees are generally satisfied and areas where improvement might be made. The five highest scoring items on the scale include:

- I understand what is expected of me. 3.8
- I am encouraged to try new ways of doing things. 3.7
- My coworkers work well together. 3.5
- My coworkers care about the quality of services and programs we provide. 3.5
- I am proud that I work in the Court. 3.5

The five lowest scoring items on the scale include:

- In the last month, someone in the Court has talked to me about my performance. 2.4
- I understand the connection between the work I do and the mission/goals of the Court 2.6
- In the last month, I was recognized and praised for doing a good job. 2.8
- Communication within my division/department/unit is good. 2.9
- I feel free to speak my mind. 2.8

Responses to the higher scoring items indicate that Court Management generally does a good job of communicating work expectations, encourages creativity, and employs a workforce that generally works well together and takes pride in their work and its quality. Responses to the lower scoring items indicates that Court Management could generally improve other kinds of communication to employees in the court, especially in terms of providing feedback to employees regarding their work, in clarifying their work in relationship to the mission and goals of the court, and in terms of listening to concerns raised by court employees. This frustration by staff toward management would likely be improved if consistent management structures were available in all court locations and if the staff to supervisor ratio was decreased (e.g. span of control).

Figure 22: Employee Satisfaction Ratings by Job Classification

Job Classification Area	Overall Satisfaction Index Rating
Judicial (n=13)	70.2
Administrative (n=27)	80.6
Clerical (n=109)	58.3
Probation (n=15)	44.2
Other (n=9)	65.2

The data in Figure 21 clearly indicates that the court's probation, clerical and other employees rate their job satisfaction quite low, below a score of 70, while the judicial and administrative employees rate their satisfaction higher. Judicial respondents' concerns primarily centered around resources, communication and working conditions; Clerical staffs' scores were generally low in all categories, with understanding work expectations being the highest scoring category. Probation respondents' scores were also quite low in nearly every category, with understanding work expectations and concern for the quality of Probation Officers' work rating the highest. The "other" category rated understanding their work in relation to the court's

mission and goals and working conditions as the lowest. Every job classification category indicated the reception of performance feedback as quite low, suggesting that employees in supervisory positions do not have adequate time and resources to communicate this important information to staff.

The results of the Employee Satisfaction Survey provide important information to the King County District Court leaders. Overall, the court leadership has done a good job of communicating job expectations to most court employees, but other areas including communication and feedback with employees could be improved. This survey should be considered a baseline, indicating where the court currently stands in terms of employee satisfaction.

The court should make an effort to clearly understand the underlying reasons for the low scoring responses on the survey. Improvement can be achieved once the underlying reasons for these low scores are identified and strategies have been developed to respond to the problems. Once a plan to address employee satisfaction concerns has been developed and implemented, the employee satisfaction survey should be replicated and the scores compared to those presented here. By tracking survey ratings over time, the court leadership and staff will be able to evaluate changes associated with improvement initiatives and focus their efforts at improving employee satisfaction in the workplace.

CHAPTER V

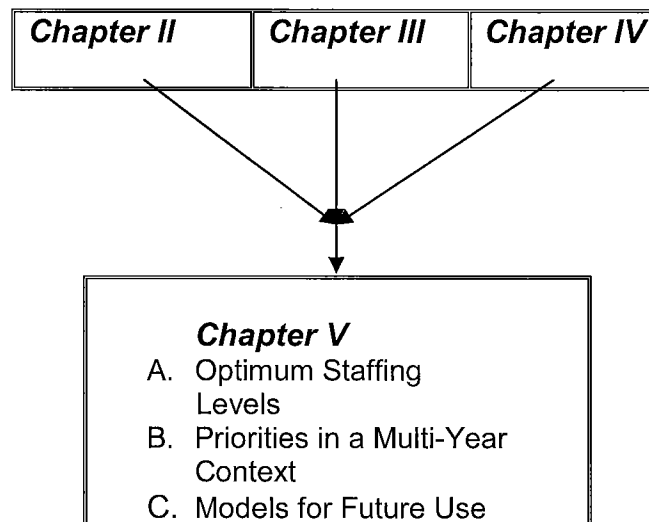
PUTTING IT ALL TOGETHER

The preceding three chapters are unique in their structure and purpose, but individually contribute to the multi-year KCDC strategy for fulfilling the court's mission and vision, particularly as they relate to achieving necessary staffing levels throughout the court and enhancing employee performance and morale.

Chapter #: Main Contributions:

- II** Establishing and applying a methodology for assessing staffing needs in positions not directly involved in case processing, leading to recommendations for:
- Strengthening the management structure in the field
 - Building a strong training component to enhance employee satisfaction and performance and to coincidentally ease the current managerial burden in this area
 - Strengthening the central management infrastructure to facilitate achievement of strategic goals and to better support operational managers at the courthouse level.
- III** Employing a quantitative/qualitative model to estimate required staffing levels for case processing, i.e., the clerical staffing component for optimum front-line case processing
- Providing a dynamic model that can be used to gauge the effect on staff needs of caseload changes and of other change factors
- IV** Establishing a structured database on employee satisfaction that provides a baseline to measure current and future satisfaction levels, that indicates areas where dissatisfaction is most pronounced, and that shows satisfaction within major employee categories
- Confirming management observations of increased employee stress and the need for more training and more constructive interaction with management

Chapters II and III provide the main substantive results, but Chapter IV, though not a major part of the study, adds a human dimension that supplements and supports conclusions reached in the earlier chapters.



A. Optimum Staffing Levels and Related Classifications or Reclassifications

In Chapters II and III the NCSC sets forth its methodological processes and the results as they relate to staffing. The recommendations take several forms:

- Creation and funding of new positions
- Additional staff in an existing position classification
- Reclassification of an existing position
- Salary increase for existing position
- Uniform work week

The net effect of the recommendations is an optimum staffing pattern that calls for an **additional 56.96 FTE**. Figure 22 summarizes the recommended actions and the net addition of positions. The recommendations and FTE additions are grouped by court system component to place the staffing needs in context.

It should be noted that many of the changes summarized in Figure 22 require personnel actions that have limited or no budgetary impact. District Court took steps to prepare for implementation of this Staffing Study. Beginning in mid-2006, when managers left the employ of District Court, the court chose to leave those positions vacant at that time. The work was reassigned on an ad hoc basis, placing an even greater burden on the limited staff. The court should be commended for this action, in that KCDC is now in a position to immediately apply a portion of the changes recommended in this study. In addition, there is one judicial vacancy created because the State reduced the number of judges authorized for KCDC from 22 to 21.

**Figure 23: Consolidated Staff Need Recommendations for
King County District Court**

POSITION	RECOMMENDED ACTION	CHANGE IN FTE
CENTRAL ADMINISTRATIVE FUNCTIONS		
Project Manager, OPJ Court Manager and Judge Reduction by RCW	Eliminate	-3
Chief Administrative Officer, Human Resources Director, Receptionist, MHC Manager, Technology Director, LAN Administrator, ECR Database Administrator, ECR Manager, PC Technicians, Payroll Manager	No Change	0
Director of Budget & New Development	Redefine to remove New Development	0
HR Program Manager with HR Coordinator, Confidential Executive Secretary with Confidential Administrative Assistant, Budget Analyst with Budget Manager, Revenue Analyst with Revenue Coordinator, City Contract Program Manager with City Contract Coordinator	Replace	0
Deputy Chief Administrative Officer	Create	1
Human Resources Manager	Create	1
Court Analyst	Create	1
Programmer	Create	1
Facilities Coordinator	Convert TLT to FTE	1
Budget Administrative Assistant	Create	1
CENTRALIZED FUNCTIONS		
Jury/Interpreter Coordinator, Spanish Interpreter	No Change	0
Office Technician II	Create additional	1
Payment Center Coordinator with Payment Center Manager	Replace	0
Call Center Manager	No Change	0
Call Center Operations Coordinator	Create	1
COURTHOUSE OPERATIONAL FUNCTIONS		
Division Director	No Change	0
Court Manager	Redefine and Reduce	-5
Court Operations Coordinator	Create	8
Clerks	Create additional	35.96
Administrative staff for judges	Create	12
PROBATION FUNCTIONS		
Probation Officer II	Eliminate	-2
Probation Director	No Change	0
Probation Manager	Create	1
Probation Operations Coordinator	Create	2
Branch Office Managers	Redefine and Re-title	0
TOTAL ADDED FTE POSITIONS		56.96

The study revealed a two-sided management problem at the courthouse level: 1) managers were drawn into a variety of operational tasks due to lack of staff and lack of any intervening management structure; 2) managers also found themselves drawn into or pleading for functions that were properly those of central administrative support, most clearly in training.

The study also confirmed a marked shortage of clerks. The staffing recommendations focused largely on these two issues and are supported by the relatively low level of clerical employee satisfaction as indicated in Chapter IV.

Staffing recommendations call for the loss of ten positions and an increase of 54.96 positions, for a net of 56.96 additional recommended FTE positions. Nearly 39 (38.96) of these are management and clerical positions directly supporting the adjudication function in the eight court locations, the Payment Center and the Call Center. The suggested increases correspond to the endemic shortage of clerks and the lack of any tiered management structure. The increases relate to supporting judges in the timely and just resolution of cases and to providing a high level of public service. Additionally, the recommendations call for as many as twelve administrative staff positions to provide judicial support; however, the exact number of staff needed in these positions should be re-evaluated once the court is more appropriately staffed in other areas.

Additional recommended increases of two FTE positions pertain to the strengthening of the central court administrative function to support court operations, is for technology services with an Office Technician and Call Center Operations Coordinator. In this regard, it is important to note that the central administrative office of the KCDC lacks a number of specialized functions common to such offices in metro courts, particularly courts operating in a number of different locations. To accommodate this shortcoming, six positions are recommended to strengthen the central administrative functions of KCDC. The geographic configuration of the court increases the need for certain specialists at a central level, such as a facilities coordinator.

B. Priorities in a Multi-Year Context

It is clear that the court could not absorb staff increases of 56.96 FTE even if budget resources permitted, which they do not. The recommended staffing increases constitute an optimum level that can only be achieved over time and perhaps, even then, not in their entirety. The recommendations must be prioritized, placed in a budgetary context, and programmed over a multi-year period, the goal being optimum staffing within a 3 year period.

KCDC has engaged in strategic planning for a number of years and has articulated its priorities and strategies for meeting its goals. The ongoing dialogue on resources between KCDC and King County reflects the importance of multi-year goals and has shaped this dialogue. The deep budget cuts did not substantially change the goals but made them harder to achieve. KCDC, with county support, invested in technology as a means of maintaining service levels with less staff, and reorganized clerical functions as a means of increasing efficiency. These, and other steps, permitted the court to maintain functionality, but at

considerable human cost because the staffing levels were well below need at both the clerical and management level.

Setting any priority is a governance and management function, as is the decision on how to deploy any additional staff resources at the courthouse level. On the basis of the study results, the NCSC makes the following observations, some relating to budget rationales:

- 88% of the staffing need is at the courthouse level, where there are strong pressures on managers and staff alike.
- The greatest asset of the court is its staff, suggesting priorities that focus on the current courthouse work environment.
- The factual rationale for increases in clerical staff and middle management is cogent with both quantitative and qualitative support, as well as supporting national norms (e.g., span of control).
- Increases in clerks and middle managers should be commensurate in whatever annual increments these may occur because there would otherwise be a disruptive imbalance.

Of the central administrative functions, the one that most directly affects the courthouse level is Human Resources. A training program and much closer attention to employee needs is an essential support for the line offices. The training need emerged as major priority area and was so treated. The need for an additional HR specialist is supported by abundant quantitative norms from public administration and comparative experience.

There are various rationales for adding administrative specialists in the Administrative Office, each resting on its own merits, but, by any standard, this office is lacking in management staff. The best rationale for a new position may be that for a Budget Administrative Assistant as the current diffused process leaves much to be desired.

C. KCDC's Implementation Strategy

Based upon draft report reviews and discussions between NCSC consultants and KCDC Leadership, the following implementation strategy to address the recommendations made in this report have been developed.

Each year, KCDC will analyze the changes made within the court and determine how those changes will affect its future staffing needs. For example, the Washington State Patrol is currently running a pilot program using e-citations to replace the paper-based citations. If this program is successful and fully implemented, KCDC would receive filings from the WSP electronically. Conceivably, they could be fed directly into the ECR and DISCIS systems, relieving clerks of the tasks of prepping, scanning, indexing and entering into DISICS those filings. This would have a significant impact on the number of clerks needed for this work.

Additionally, the KCDC intends to create a civil Centralized Processing Unit (CPU). This group of clerks would operate much like the Payment Center. All civil filings and subsequent paperwork would be directed to the CPU where it would be prepped, scanned, indexed and entered into workflow. It would then be available in ECR for the clerks at the civil locations to perform the workflow tasks. The goal of the CPU is to have all filings available in workflow within 24 hours. It is believed that by centralizing these functions the court could take advantage of economies of scale and improved customer service. There is a potential of reducing the clerical need through this process. If the civil CPU is proven successful, the court anticipates expanding it to include infraction and criminal work as well.

The priorities identified above suggest an implementation strategy that could be utilized over the next years.

Immediately in 2007, the Court should consider a supplemental budget request that includes the following:

- 5 Operation Coordinators – 3 for locations, 1 for the Call Center and 1 for the new civil Central Processing Unit
- 8 Court Clerks to staff a civil Central Processing Unit to relieve the workload of clerks at the locations²⁷
- 2 Court Clerks to be added to the Call Center
- 1 Court Clerk to be added to the Payment Center
- 1 Compliance Clerk
- Funding for consultants to develop and implement a detailed training program.

In the current year, the Court should consider implementing the following within its current budget:

- Converting the few remaining non-exempt, non-represented staff from a 35 hour work week to a 40 hour work week.
- Reclassify the vacant judge position to that of Deputy Chief Administrative Officer position, create a job description for this position that includes oversight of new development and fill.
- Redefine the Budget and New Development Director position to that of Budget Director²⁸.
- Reclassify the vacant Project Manager position to that of Human Resources Manager and fill.

²⁷ If the supplemental budget request is approved, the increased staff in the CPU should alleviate work in the locations and allow the Court to re-allocate positions within locations to better address their work flow.

²⁸ The “new development” work this position has taken on in the past would most appropriately be incorporated into the job duties of the new position of Deputy Chief Administrative Officer. These new development duties could include activities such as monitoring legislation, overseeing special projects, overseeing the Facilities Master Plan, actively participating in committees at the local and state levels.

- Reclassify the vacant OPJ Court Manager position to that of Court Analyst and fill.
- Reclassify the vacant Executive Confidential Secretary to that of Confidential Administrative Assistant and fill²⁹.
- Replace the HR Program Manager, Budget Analyst, Revenue Analyst, and City Contract Program Manager positions with HR Coordinator, Budget Manager, Revenue Coordinator and City Contract Coordinator positions to align with the new governance structure.
- Reclassify the vacant Facilities Program Manager TLT position to that of Budget Administrative Assistant and fill.
- Redefine the duties of Court Managers to those suggested in this study and reduce the number of Court Managers by 5. The current Court Managers should be allowed to apply and be given first consideration for the new Court Manager positions.
- Reclassify the 5 remaining Court Manager positions to Operations Coordinator and locate according to the span of control recommendations in this study.
- Reclassify the current Payment Center Coordinator position to that of Payment Center Manager.
- Reclassify the vacant Probation Officer II position to Probation Manager and fill.
- Reclassify the second Probation Officer II position to Probation Coordinator and fill. The current Probation Officer II should be allowed to apply for the Manager and Coordinator positions and be given first consideration.

For 2008, the Court should consider including the following in its annual budget request:

- Converting the TLT Budget Administrative Assistant position to an FTE.
- Requesting an additional FTE to be filled as a Programmer.
- Requesting an additional FTE to be filled as a Probation Operations Coordinator per the span of control recommendations in this study.
- Requesting 4 clerks to be added to the Central Processing Unit for expansion to include criminal work.
- Requesting 1 Spanish Interpreter, if statistics support.
- Requesting funding to perform a comprehensive salary study.

For 2009, the Court should consider including the following in its annual budget request:

²⁹ While the duties of this position will be adjusted with the new title, the title must reflect the confidential nature of the position because this position is required to assist with union negotiations, which must be confidential.

- Requesting 1 Facilities Coordinator, if by this time, these duties are not able to be handled by the Directors and Court Managers.
- Requesting 1 HR Coordinator, if FTEs have exceeded 260.
- Requesting 1 Office Technician II for the jury/interpreter office.
- Requesting 1 Court clerk for the Call Center and 1 for the Payment Center.
- Requesting 1 Compliance Clerk.
- Requesting 4 clerks to be added to the Central Processing Unit for expansion to include infraction work.
- Requesting 1 Court Operations Coordinator to support additional clerks per the span of control recommendations in this study.

In subsequent years: The changes and additions described above, if implemented, will have a significant positive impact on the court's ability to conduct its business and provide quality public service. It will also give employees the feeling that there is hope for the future thereby improving morale. The court should utilize the Employee Satisfaction Survey on a regular basis to measure improvement in morale as these staffing changes are made. Although not all of the recommendations will be implemented by 2009, the court should consider reviewing its staffing level at this point in time and making adjustments accordingly. At this point, the Court should seriously consider requesting administrative support for judges. Additionally, the court should consider conducting a staffing needs study for the probation function of the KCDC. Finally, it may be necessary in the future to update the time in motion study for Court staff, especially if changes have been made that significantly impact the staff's work processes and workload demands.

D. Models for Future Use

The project, in addition to the analysis of current staff needs and staff attitudes, was intended to provide tools for future use. In one case, this took the form of a highly adaptable, largely quantitative model for measuring staff needs in the light of changed workload and new circumstances affecting court operations (Staff Needs Assessment Model). In the other case, this took the form of a survey establishing baseline data against which to measure changes in employee attitudes in subsequent years (Employee Satisfaction Survey).

Chapter III describes the maintenance and future use of the Staff Needs Assessment Model and sets forth its beneficial attributes;

- Ease and reliability (barring major operational changes) in making annual adjustments in staff needs based on caseload filings;

- Case weights that can be used over a multi-year period with systematic changes in the model at 5-year intervals;
- Possible (and recommended) adoption of the model's case type categories by the state's new case management system so it reflects case types for which weights have been determined and allows for annual filings to be entered into the workload equation whenever case weights are updated.

The initial use of the Employee Satisfaction Survey provides insights into employee attitudes but has no context. The insights were nonetheless important as they tended to confirm anecdotal observations made in interviews with respect to clerical attitudes. Mainly, the survey results constitute a baseline that will provide an analytical framework to interpret the results of later surveys in the same format. The goal is to track changes in satisfaction in relation to improvement initiatives.

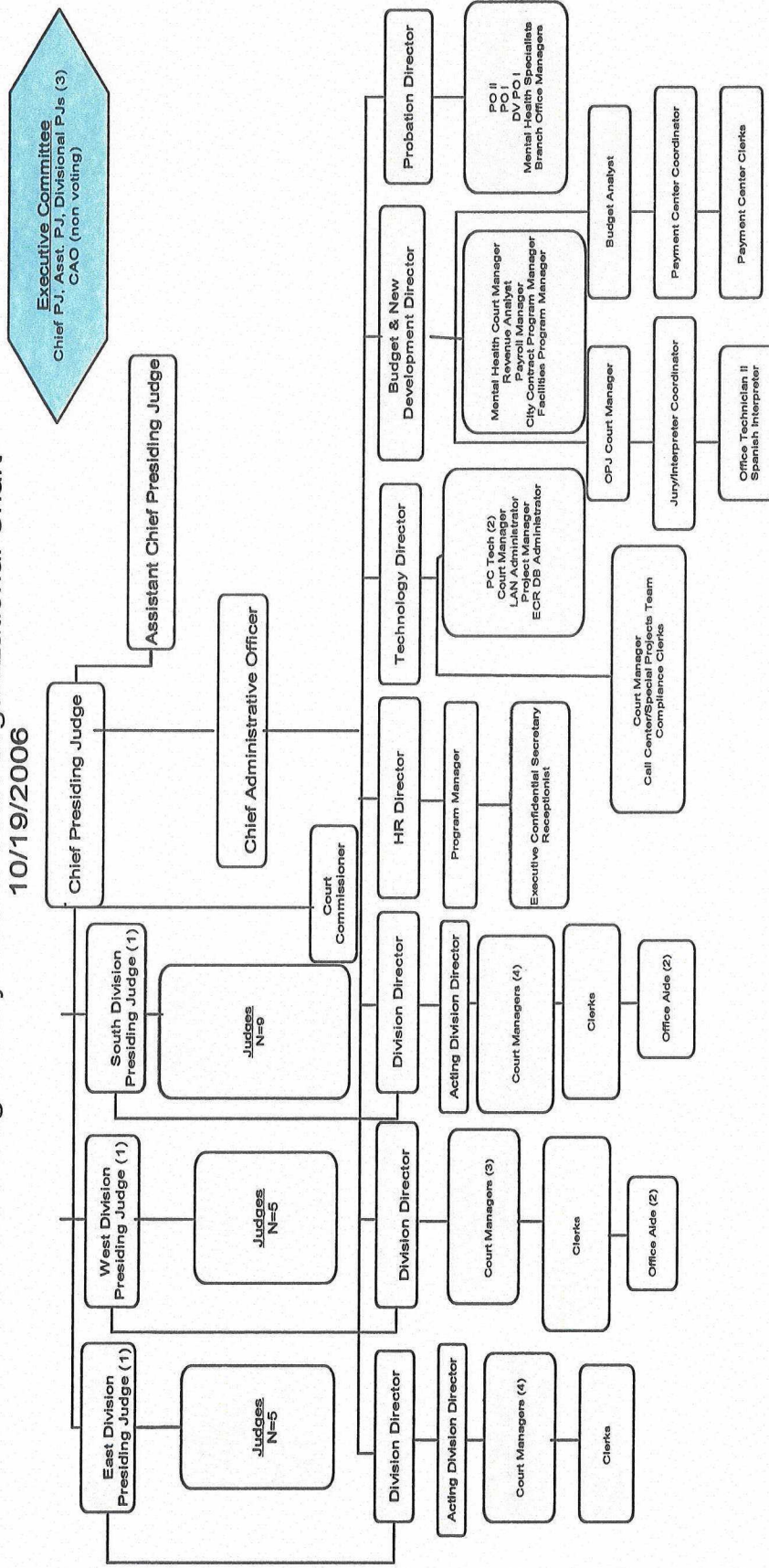
Conclusion

This 3-pronged study provides a basis for KCDC leadership to address staff resource needs and to regularly update these needs. NCSC recognizes the budgetary ramifications of the staffing analyses and the necessarily phased and realistic approach that must be employed and has suggested a staged implementation strategy. The study results are an important input into the difficult decisions on priorities and long-term strategy.

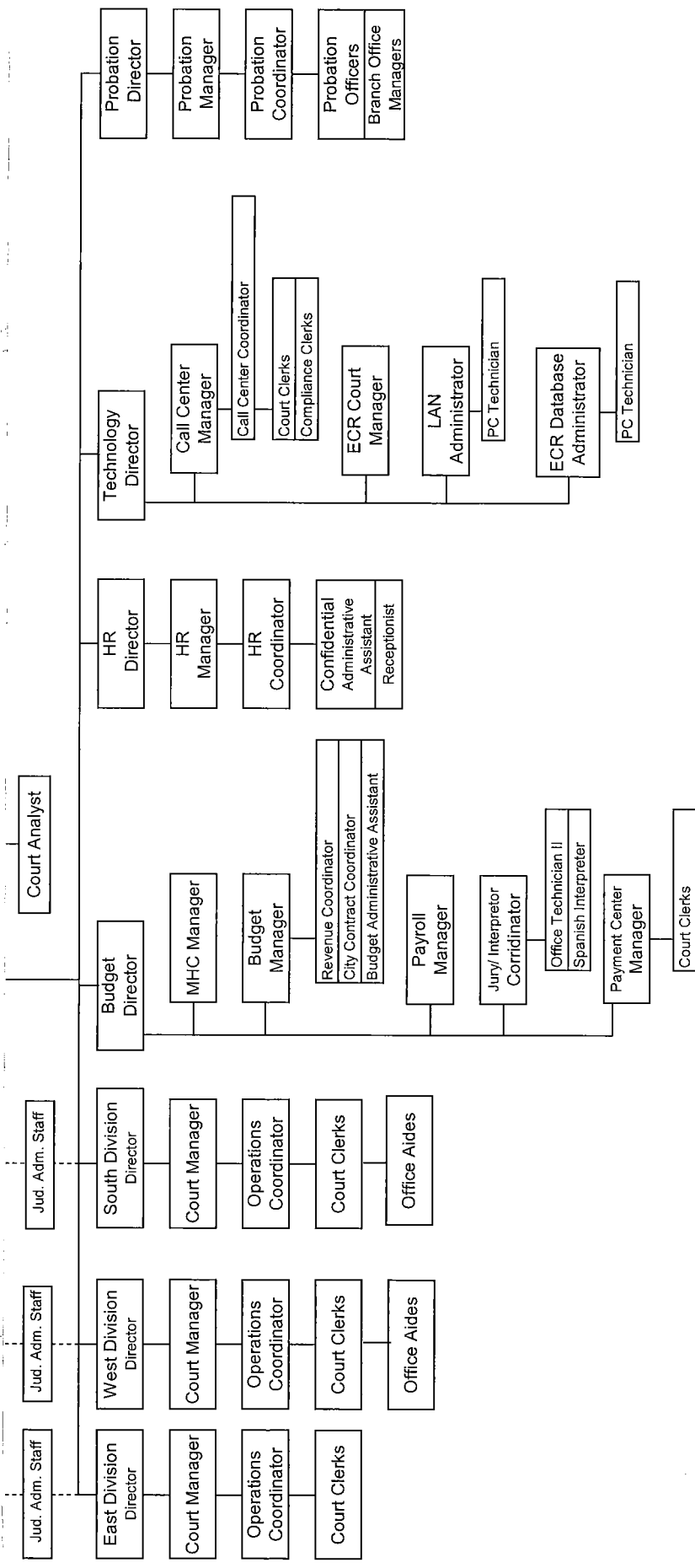
APPENDICES

Appendix A: King County District Court Organizational Chart

King County District Court Organizational Chart
10/19/2006



Note: the two Acting Director positions that were present at the time this Organizational Chart was created no longer exist as of the printing of this report.



Note: the Central Processing Unit (CPU) has not been included in this Organizational Chart as the location and chain of command has not yet been established.

Appendix C: Staffing Study Advisory Group

May 15, 2006 Meeting Attendance List

Corinna Harn	Chief Presiding Judge (in 2006), King County District Court
Tricia Crozier	Chief Administrative Officer, King County District Court
Julie Modrejewski	City of Shoreline
Barbara Linde	Asst. Chief Presiding Judge (in 2006), King County District Court
John Amos	King County Office of Management and Budget
Jeremy Jepson	King County Office of Management and Budget
Donna Brunner	Budget & New Development Director, King County District Court
Lori Fleming	City of Burien
Laura Tawney	City of Snohomish
Larry Mitchell	City of Redmond
Nina Rivkin	City of Redmond
Steven Wede	King County District Court, Union President
Char Sawyer	King County District Court, Court Manager
Rochelle McKenzie	King County District Court, West Division Director
Cathy Grindle	King County District Court, Technology Director
Jill Dorsey	King County District Court, South Division Director (in 2006)
Judy Garcia	King County District Court, Probation Officer II (in 2006)
Darlene Allen	King County District Court, Facilities Program Manager (in 2006)
Trhisa del Valle	King County District Court, Court Manager
Josie Jiminez	King County District Court, Court Manager (in 2006)
Richard Robillard	King County District Court, OPJ Court Manager (in 2006)
Karen Tall	King County District Court, HR Director

NCSC Staff

Suzanne Tallarico
James Benway
David Steelman
Chris Ryan

Appendix D: King County Staff Position Description Questionnaire

King County Staff PDQ Survey

Page 1 of 6

King County Staff PDQ

Page 1 of 1

King County District Court, Washington Position Description Questionnaire for Staff Workload Assessment Study

GENERAL INSTRUCTIONS: This questionnaire is designed to gather information about your job. This information will be used to determine staffing needs for the court and is designed to illustrate your workload to the National Center for State Courts. Please read each item carefully before answering it. Make your answers as clear and concise as possible, but as complete as necessary. Thank you for your participation. The information obtained from this questionnaire, and all data collected during this study, will be kept in a confidential database maintained by the NCSC.

1. Name:*

2. Current Job Title:*

3. Location:*

Select all that apply. Select at least 1 response and no more than 8 responses.

- Seattle
 Yesler
 Auken
 Bellevue
 Issaquah
 Redmond
 Regional Justice Center
 Shoreline
 Burien
 Other, please specify

4. Total years of employment with King County District Court:*

If less than one year, please answer "1". The value must be between 1 and 50, inclusive.

5. Number of years employment at this location:*

If less than one year, please answer "1". The value must be between 1 and 50, inclusive.

6. Name and title of any supervisor or manager who reviews your work:*

<http://www.ncsconline.org/aspsurvey/TakeSurvey.asp?PageNumber=1&SurveyID=5M169311692KG>

1/23/2007

King County Staff PDQ Survey

Please include all supervisors who review your work.

Supervisor 1:

Supervisor 2:

Supervisor 3:

7. Name and title of your immediate supervisor:*

8. How long have your duties and responsibilities been substantially the same:*

Answer in years or months, but note which one (example: 6 months or 2 years).

9. If you know of others in the court (at any location) who perform the same duties that you perform, list four of their names below.

If you do not know of four people performing the same duties, list as many as you can.

a.

b.

c.

d.

10. Summarize the overall purpose of your job (why does this position exist) in as few words as possible.*

11. Describe below the major functions of your job that must be performed in order to achieve the purpose described above. Estimate the percent of time spent on each duty.*

Include each job function AND percent of time associated with it (For example: customer service = 25%).

Function 1:

Function 2:

Function 3:

Function 4:

Function 5:

Function 6:

Function 7:

Function 8:

Function 9:

Function 10:

12. Please add any additional functions and percentages that you could not fit on the question above.*

Enter the same information as requested above, separated by commas (For example: answer phones: 5%, open mail: 5%).

[Empty input box]

The next four questions are about the supervision you exercise over others. Enter "0" if you do not supervise anyone.

- 13. Indicate the number of employees whom you supervise:*
- (Enter "0" if you do not supervise anyone). The value must be between 0 and 25, inclusive.

[Empty input box]

- 14. Estimate the percent of time spent on supervisory duties:

[Empty input box]

- 15. Estimate the percent of time spent on providing employee discipline:*
- Enter "0" if you do not supervise anyone. The value must be between 0 and 100, inclusive.

[Empty input box]

- 16. Estimate the percent of time spent on providing employee feedback and conducting performance evaluations:*
- Enter "0" if you do not supervise anyone. The value must be between 0 and 100, inclusive.

[Empty input box]

For the next 9 questions, please estimate the percentage of time you spend on the following tasks:

- 17. Attending meetings:*
- (Estimate the percentage of time spent on this task). The value must be between 0 and 100, inclusive.

[Empty input box]

- 18. Training others -- formal:*
- (Estimate the percentage of time spent on this task). The value must be between 0 and 100, inclusive.

[Empty input box]

- 19. Solving problems:*
- (Estimate the percentage of time spent on this task). The value must be between 0 and 100, inclusive.

[Empty input box]

- 20. Correcting errors:*
- (Estimate the percentage of time spent on this task). The value must be between 0 and 100, inclusive.

[Empty input box]

- 21. Handling difficult and/or unanticipated special problems:*
- (Estimate the percentage of time spent on this task). The value must be between 0 and 100, inclusive.

[Empty input box]

22. Dealing with technology issues:*(
(Estimate the percentage of time spent on this task). The value must be between 0 and 100, inclusive.

[Text input box]

23. Organizing and preparing for future events:*(
(Estimate the percentage of time spent on this task). The value must be between 0 and 100, inclusive.

[Text input box]

24. Completing special projects:*(
(Estimate the percentage of time spent on this task). The value must be between 0 and 100, inclusive.

[Text input box]

25. Estimate the amount of overtime you routinely spend to accomplish your job duties:*(
Enter this amount as an average number of hours per week (e.g. 10 is equivalent to 10 hours of overtime per week). The value must be between 0 and 20, inclusive.

[Text input box]

26. What types of things are you not getting done or not getting done as well as you would with because of time or other limitations?

Not getting done: [Text input box]

Not getting done: [Text input box]

Not getting done: [Text input box]

Not getting done: [Text input box]

Not getting done well: [Text input box]

Not getting done well: [Text input box]

Not getting done well: [Text input box]

Not getting done well: [Text input box]

Other: [Text input box]

The next series of questions asks you about the type and amount of public contact required in your job.

27. What kinds of public contact does this job require you to make WITHIN the court? Please explain whether the purpose is to COLLECT or GIVE information, and indicate the frequency (x times per week or month) of these personal contacts and job titles, if applicable.
For example, you might answer: Inside the court, I am required to meet with one judge an average of 3 times per week to obtain information for my report.

Public Contact 1: [Text input box]

Public Contact 2: [Text input box]

Public Contact 3: [Text input box]

Public Contact 4: [Text input box]

King County Staff PDQ Survey

Public Contact 5:

Public Contact 6:

Additional Public Contact:

28. What type(s) of equipment and/or material is used to accomplish your job function(s):*
For example: typewriter, computer, tape recorder, camera, copy machine, etc.

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

29. Describe any special skill sets that are needed to accomplish your job responsibilities:

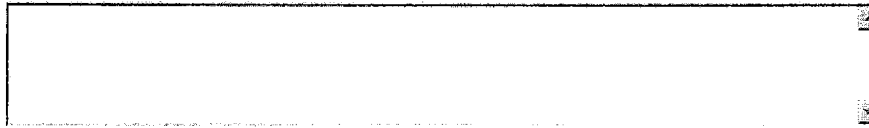
30. How have changes in technology affected your work? Please describe the changes and their impact.

31. Describe anything that would help you be more effective in performing your job duties.

32. List or describe anything else that has not been covered that you believe should be taken into consideration in determining your job's workload and level of responsibility.

King County Staff PDQ Survey

Page 6 of 6



Thank you for your participation. You may now save your survey. Your information will be very helpful in our study of the King County District Court staffing and personnel system.

---- The National Center for State Courts project team



Appendix E: Sufficiency of Time Survey Questionnaire

KCDC Staff Sufficiency of Time Survey Survey

Page 1 of 6

KCDC Staff Sufficiency of Time Survey

Page 1 of 1

KCDC Staff Sufficiency of Time Survey

To better understand the time study data you have personally reported, the National Center for State Courts (NCSC) is seeking your perspective on the adequacy of time available to perform your job duties. The NCSC is asking all staff who participated in the time study to complete the attached questionnaire. Your perceptions concerning the adequacy of time available to perform your daily job functions will be used to evaluate the current workload standards to ensure that they provide sufficient time for quality performance.

General Information

While this survey is anonymous, to better understand the results, it is important that you indicate the primary location in which you work, your position, the number of hours you are expected to work each day, and your length of service with this court.

1. Please select the court location to which you are primarily assigned.*

-- Please Select --

2. Please select the job position that you hold in the court.*

- Court Clerk
- Compliance Clerk
- Probation Branch Office Manager
- Office Technician
- Other, please specify

3. Please provide the amount of time you have worked for the King County District Court.*

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- More than 20 years

The following set of questions ask you to assess whether you have an adequate amount of time, during the course of a typical day, to perform the necessary functions of your job to a sufficient level of quality. If you do not perform this duty, please select "I usually do not do this."

WITH RESPECT TO CASE PROCESSING AND MANAGEMENT ACTIVITIES: During the course of a normal workday, I generally have enough time to....

<http://www.ncsconline.org/aspsurvey/TakeSurvey.asp?PageNumber=1&SurveyID=6J1mp33Kmn251>

1/23/2007

KCDC Staff Sufficiency of Time Survey Survey

4. Attend to case-related e-mails, faxes and other correspondence.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Record required data regarding parties, documents and events in the case management system.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WITH RESPECT TO FINANCIAL MANAGEMENT DUTIES: During the course of a normal workday, I generally have enough time to....

6. Process payments.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Create accounts receivable.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Process refunds.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Process bail, bonds and related paperwork.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WITH RESPECT TO COURTROOM SUPPORT (in court and after court): During the course of a normal workday, I generally have enough time to....

10. Prepare files for court, including routine review for apparent completeness.

KCDC Staff Sufficiency of Time Survey Survey

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Provide notices to relevant parties of necessary court dates and requirements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Manage exhibits (index, store, provide notification to reclaim, etc.).

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Prepare/record all post proceeding judgments/sentences, orders, notices, executions and writs.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Accurately record information and prepare documents summarizing significant hearing events.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WITH RESPECT TO CASE MONITORING: During the course of a normal workday, I generally have enough time to...

15. Process criminal tracking reports.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Process infraction tracking reports.

KCDC Staff Sufficiency of Time Survey Survey

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Process civil dismissal reports.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WITH RESPECT TO JURY SERVICES: During the course of a normal workday, I generally have enough time to...

18. Create juror source lists, prepare jury summons lists and summon jurors.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Process juror correspondence and calls regarding excuse requests, questions, etc.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Create and manage juror call-in information.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Maintain records for juror payment.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WITH RESPECT TO INTERPRETER SERVICES: During the course of a normal workday, I generally have enough time to...

KCDC Staff Sufficiency of Time Survey Survey

22. Set up interpreter jobs on the interpreter web.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Respond to questions regarding interpreter needs.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WITH RESPECT TO CUSTOMER SERVICE: During the course of a normal workday, I generally have enough time to...

24. Provide case information via telephone, e-mail or other form of correspondence.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Provide general information to customers at public windows or counters.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WITH RESPECT TO ECR SCANNING & INDEXING: During the course of a normal workday, I generally have enough time to...

26. Keep up with all document preparation demands.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
Please select the appropriate response:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Keep up with all scanning demands.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
--	-------------------	----------	----------------------------	-------	----------------	--------------------------

KCDC Staff Sufficiency of Time Survey Survey

Please select the appropriate response:

	Disagree		Disagree		Agree	not do this
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Keep up with all indexing demands.

Please select the appropriate response:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WITH RESPECT TO POST-SENTENCE ACTIVITIES: During the course of a normal workday, I generally have enough time to...

29. Set up cases for monitoring court orders (sentences, judgments, conditions, etc.).

Please select the appropriate response:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Monitor and document terms of orders.

Please select the appropriate response:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Report non-compliance with documentation.

Please select the appropriate response:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I usually do not do this
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix F: Case Type Categories Utilized in Model Development

1. Infractions

- Traffic infractions
- Non-traffic infractions

2. DUI/Physical control

3. Misdemeanor: traffic

- Non-relicensing Court DWLS charges
- Reckless driving
- Racing
- Negligent driving unrelated to DUI initial charge

4. Misdemeanor: non-traffic

- Theft
- Trespass
- Malicious mischief, etc.

5. DV (criminal)

- City cases

6. DV Court (criminal)

- State cases

7. Orders for Protection/Anti-harassment

8. Civil

9. Small claims/impounds

10. Felony: expedited

- Seattle location only

11. Felony: first appearance

12. Parking

- Infractions

13. Mental Health Court

- A variety of case types but NO city cases
- State cases only

14. Re-licensing Program

- DWLS 3rd degree charges and NVOL charges
- Only state cases

15. Death inquest

16. Passports

17. Name changes

Appendix G: Case –Related Activities: Functional Task Descriptions

1. Case Processing & Management

- Case related emails, faxes, correspondence, etc.

2. Financial Management

- Receipting
- CARS
- Refunds
- Bail & bonds, etc.

3. Courtroom Support

- In-court clerk work
- After court clerk work

4. Judicial Support

- Coordinating judge presence
- Coordinating other party presence
- Judicial activities as assigned

5. Case Monitoring

- Pre-sentence activities

6. Jury Services

- Cost bills
- Empanelling jurors, etc.

7. Interpreter Services

- Clerks setting up interpreter jobs on the interpreter web

8. Customer Service

- Providing case information on phone calls, emails or other correspondence
- Working at public windows or counters

9. ECR/Scanning/Indexing

- Case related

10. Post sentence activities

- Compliance monitoring, etc.

Appendix H: Multi-Case Related Activities: Functional Task Descriptions

1. Customer Service/Public Service (Not Case Specific)

- Covering counter for general questions not related to a specific case
- Answering phones. (e.g., directions, receptionist , “how to questions”)
- Responding to correspondence, email, faxes, etc., regarding court procedures
- Directing Courthouse traffic
- Handling media requests
- Copying CD's for public requests (not copying CDs for appeal purposes or for a party to a specific case)
- Handling complaints
- Opening and stamping incoming mail
- Distributing incoming mail and parcels

2. Financial Management

- Logging in checks received in the mail
- Receive payments and fees and issue receipt for monies received, reconcile daily receipts and cash drawers
- Prepare and submit financial reports
- Receive payments and fees and issue receipt for monies received
- Identify and process irregular checks received (e.g., improperly tendered, illegible, returned for non-sufficient funds), including notification of tender, adjustment of payment records, etc.
- Reconcile daily receipts and cash drawers
- Process deposits: determine appropriate accounts (general, trust, etc.), prepare deposit slips for appropriate accounts, transmit deposits, maintain deposit records, etc.(managerial activity)
- Distribute and disburse payments: determine appropriate distribution of payments (e.g., statutory fund accounts, PSEA accounts, individual payees, restitution, etc.) and disburse funds as appropriate
- Bail/bond accounting: e.g., receipt and post, apply bail/bond monies held in trust to fine/penalty accounts, refund monies, disburse unclaimed funds to appropriate account, and follow up on bond payments when partially satisfied
- Identify and determine of ownership and disposition of apparently abandoned monies (managerial activity)
- Accept, endorse and forward wage withholding checks for deposit to appropriate account
- Grant and budget monitoring (managerial activity)

3. Coordination & Support Services

- Manage personnel functions including administration of the court, budget preparations and evaluation
- Human resource activities: hiring, firing, functions related to disciplinary actions, grievances, oversight of employee benefits, training record keeping, etc.
- Oversight of operation level supervisors and line staff

- Supervise staff, e.g. review performance, hire & fire, disciplinary actions, determine “on call,” etc.
- Review, prioritize, and assign projects to teams and Meet regularly to evaluate and coordinate ongoing support activities and projects
- Research and prepare grants
- Purchasing: needs assessment, research resources, maintain relevant records
- Facilities maintenance: maintaining court grounds and physical plant
- Inventory supplies management
- Train new employees
- Process weekly payroll
- Review documents in ECR and make corrections as needed

4. Out of Courtroom Jury Services and Interpreter Services

- Create juror source lists, prepare jury summons lists and summon jurors
- Process juror correspondence and respond to phone and/or e-mail requests regarding excuse requests, questions, rescheduled dates, etc.
- Create and manage juror call-in information system
- Manage juror appearance including counter service for jurors who walk in, record attendance, and provide forms to be completed by jurors
- Schedule and assign cases for jury trials and prepare and produce daily calendar
- Provide juror orientation; provide interpreters for non-English speaking jurors, assign jurors to cases and track assignments and related duties: call/seat jurors for voir dire
- Record all required data and maintain records for juror payment
- Maintain jury utilization, financial statistics and caseload statistics
- Booking interpreters for jobs requested by clerical staff
- Interpreter payment and management
- Interpreter recruitment
- Setting up interpreter jobs on interpreter web

5. Work Related Travel

- Any work related travel that that is eligible for reimbursement

6. Breaks and Lunch

- Self explanatory

7. Leave

- Vacation or Sick Leave
- Jury duty
- Personal leave
- Family medical leave
- Military leave
- Bereavement leave
- Leave without pay
- Holidays
- Union Business

- Comp time

8. Technology Support

- Provision of support for computers, office equipment, etc.

9. Training

- Job related training

10. Multi-case related or other work related meetings

- Work related meetings that are not specific to one identifiable case, such as staff meetings

11. Committee meetings and Union activities

- Work related committee meetings (local, state or other) or union activities

12. NCSC Project Time

- Any time spent related to the time study project, including recording time, entering time or reviewing instructions

13. Search Warrants

- Process search warrants

14. Interpreter Services**15. Miscellaneous**

- A court activity that does not fall into any of above categories

Appendix I: Final Case Weight Composition

			<u>Final Case Weight Breakdown (minutes)</u>		
<u>INFRACTIONS</u>	40.00	<u>Functional Area</u>			
		Case Processing & Management	16		
		Financial Management	6		
		Courtroom Support	4		
		Customer Service	8		
		ECR/Scanning/Indexing	3		
		Case Monitoring (added)	2		
		Interpreter Services (added)	1		
		Total	40.00		
			Minutes		
<u>DUI/PHYSICAL CONTROL</u>	370.00	Case Processing & Management	126		
		Financial Management	7		
		Courtroom Support	134		
		Judicial Support	2		
		Case Monitoring	6		
		Jury Services	1		
		Interpreter Services	1		
		Customer Service	49		
		ECR/Scanning/Indexing	27		
		Post Sentence Activities	17		
				Total	370.00
					Minutes
<u>MISDEMEANOR: TRAFFIC</u>	305.00	Case Processing & Management	111		
		Financial Management	3		
		Courtroom Support	113		
		Judicial Support	1		
		Case Monitoring	3		
		Jury Services	4		
		Interpreter Services	3		
		Customer Service	25		
		ECR/Scanning/Indexing	29		
		Post Sentence Activities	13		
				Total	305.00
			Minutes		
<u>MISDEMEANOR: NON-TRAFFIC</u>	149.00	Case Processing & Management	55		
		Financial Management	2		
		Courtroom Support	42		
		Case Monitoring	1		
		Jury Services	4		
		Interpreter Services	1		
		Customer Service	16		
		ECR/Scanning/Indexing	24		
		Post Sentence Activities	4		
				Total	149.00

			Minutes
DV (city cases)	139.00	Case Processing & Management	51
		Financial Management	2
		Courtroom Support	39
		Judicial Support	
		Case Monitoring	1
		Jury Services	4
		Interpreter Services	1
		Customer Service	15
		ECR/scanning/indexing	22
		Post Sentence Activities	4
		Total	139.00
			Minutes
DV COURT	309.00	Case Processing	94
		Financial Management	2
		Courtroom Support	138
		Judicial Support	9
		Case Monitoring	12
		Jury Services	1
		Interpreter Services	3
		Customer Service	20
		ECR/scanning/indexing	20
		Post Sentence Activities	10
		Total	309.00
			Minutes
ORDERS FOR PROTECTION/ ANTI-HARASSMENT	132.00	Case Processing	74
		Financial Management	1
		Courtroom Support	18
		Interpreter Services	1
		Customer Service	34
		ECR/scanning/indexing	4
		Total	132.00
			Minutes
CIVIL	49.00	Case Processing	27
		Financial Management	2
		Courtroom Support	2
		Customer Service	6
		ECR/scanning/indexing	12
		Total	49.00
			Minutes
SMALL CLAIMS IMPOUNDS	60.00	Case Processing	15
		Courtroom Support	22
		Interpreter Services	1
		Customer Service	18
		ECR/scanning/indexing	4
Total	60.00		

			Minutes
FELONY: EXPEDITED	83.00	Case Processing	21
		Financial Management	2
		Courtroom Support	34
		Interpreter Services	1
		Customer Service	10
		ECR/scanning/indexing	15
		Total	83.00
			Minutes
FELONY: 1ST APPEARANCE	12.00	Case Processing	4
		Courtroom Support	6
		Interpreter Services	1
		ECR/scanning/indexing	1
		Total	12.00
			Minutes
PARKING	9.00	Case Processing	1
		Financial Management	3
		Courtroom Support	1
		Customer Service	1
		ECR/scanning/indexing	3
		Total	9.00
			Minutes
MH COURT	1,112.00	Case Processing	503
		Financial Management	7
		Courtroom Support	452
		Judicial Support	67
		Interpreter Services	3
		Customer Service	34
		ECR/scanning/indexing	46
		Total	1,112.00
			Minutes
RELICENSING PROGRAM	343.00	Case Processing	213
		Financial Management	9
		Courtroom Support	28
		Interpreter Services	2
		Case Monitoring	31
		Customer Service	48
		ECR/scanning/indexing	12
		Total	343.00
			Minutes

		Minutes	
DEATH INQUEST	2,169.00	Case Processing	1,270
		Courtroom Support	502
		Judicial Support	254
		Customer Service	126
		ECR/scanning/indexing	17
		Total	2,169.00
		Minutes	
PASSPORTS	15.00	Case Processing	5
		Financial Management	1
		Customer Service	9
		Total	15.00
		Minutes	
NAME CHANGES	28.00	Case Processing	13
		Financial Management	1
		Courtroom Support	2
		Customer Service	11
		ECR/scanning/indexing	1
		Total	28.00
		FTE	
MULTI CASE RELATED	28.07	Customer Service	3.34
		Financial Management	.44
		Coordination & Support Services	4.01
		Out of Courtroom Jury Services	.15
		Technology Support	.50
		Training	.94
		Work Related Meetings	1.05
		Committee Meetings & Union Act.	.06
		Search Warrants	.04
		Interpreter Services	.12
		Miscellaneous	17.42
		Total	28.07

Appendix J: Court Staff Needs Assessment Model

King County Staff Final Case Weights		Case wgt (Minutes)	2006 Filings cases filed	Workload
	Case Type Category			
1	Infractions (traffic and non-traffic)	40.00	135,481	5,419,240
2	DUI/Physical control	370.00	6,089	2,252,930
3	Misdemeanor: traffic	305.00	5,890	1,796,450
4	Misdemeanor: non-traffic	149.00	7,194	1,071,906
5	DV (City cases)	139.00	989	137,471
6	DV Court (State cases)	309.00	888	274,392
7	Orders for Protection/Anti-harassment	132.00	1,808	238,656
8	Civil	49.00	16,574	812,126
9	Small claims/impounds	60.00	9,789	587,340
10	Felony: expedited	83.00	1,155	95,865
11	Felony: first appearance	12.00	18,846	226,152
12	Parking	9.00	14,524	130,716
13	Mental Health Court	1,112.00	205	227,960
14	Re-licensing Program	343.00	4,295	1,473,185
15	Death inquest	2,169.00	13	28,197
16	Passports	15.00	12,151	182,265
17	Name Changes	28.00	2,660	74,480
18			238,551	
19	Case-Specific Workload (minutes)= Sum (Weights x Filings)		15,029,331	15,029,331
20	Staff Average Annual Availability (AAA)		117,450	
21	State holidays (- 12 days)		5,400	
22	Vacation (-16 days)		7,200	
23	Sick leave (-10 days)		4,500	
23	Miscellaneous (-1 days)		450	
25	AAA for Case-Related Workload		99,900	
26	Staff Resource Calculations			
27	Funded FTE Staff Positions		142.75	
28	Travel FTE Credit (-)		0.20	
29	Multi-Case-Related Activity FTE Credit (-)		28.07	
30	Staff Availability for Case-Specific Tasks		114.48	
31	Staff Case-Specific Predicted Resource Demand (FTE need)		150.44	
32	Resource (supply)/Demand Difference (line 28 - line 29)		35.96	
33	Total Staff Resource Needs		178.71	
34	Percentage currently under (+%) or over (-%) resourced		25%	

Appendix K: Adequacy of Time Survey Results

With respect to (each task area): During the course of a normal workday, I generally have enough time to...

5=strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree

Task area

CASE PROCESSING AND MANAGEMENT ACTIVITIES

Attend to case-related e-mails, faxes and other correspondence.

Record required data regarding parties, documents and events in the management system.

N	Mean	Median
89	3.0	4.0
80	3.0	4.0

Task area

FINANCIAL MANAGEMENT DUTIES

Process payments.

Create accounts receivable.

Process refunds.

Process bail, bonds and related paperwork.

N	Mean	Median
39	3.2	4.0
50	3.8	4.0
18	3.3	4.0
30	2.9	2.0
	2.9	2.0

Task area

COURTROOM SUPPORT

Prepare files for court, including review for apparent completeness.

Provide notices to relevant parties of necessary court dates and requirements.

Manage exhibits (index, store, provide notification to reclaim, etc.).

Prepare/record all post proceeding judgments/sentences, orders, notices, executions and writs.

Accurately record information and prepare documents summarizing significant hearing events.

N	Mean	Median
44	2.3	4.0
61	2.7	2.0
32	3.6	4.0
44	2.9	4.0
50	2.3	2.0
	2.9	4.0

Task area

CASE MONITORING

Process criminal tracking reports.

Process infraction tracking reports.

Process civil dismissal reports.

N	Mean	Median
22	1.9	1.0
22	2.0	1.0
8	2.1	1.0
	1.3	2.0

Task area**JURY SERVICES**

Create juror source lists, prepare jury summons lists and summon jurors.
 Process juror correspondence and calls regarding excuse requests, questions, etc.
 Create and manage juror call-information.
 Maintain records for juror payment.

N	Mean	Median
7	2.5	1.0
7	2.3	1.0
7	2.3	1.0
13	2.3	1.0
	2.9	4.0

Task area**INTERPRETER SERVICES**

Set up interpreter jobs.
 Respond to questions regarding interpreter needs.

N	Mean	Median
56	3.6	4.0
46	3.6	4.0
	3.5	4.0

Task area**CUSTOMER SERVICE**

Provide case information via telephone, e-mail or other form of correspondence.
 Provide general information to customers at public windows or counters.

N	Mean	Median
85	3.3	4.0
46	3.2	4.0
	3.4	4.0

Task area**ECR SCANNING AND INDEXING**

Keep up with all document preparation demands.
 Keep up with all scanning demands.
 Keep up with all indexing demands.

N	Mean	Median
73	2.2	1.0
46	2.5	2.0
43	2.0	1.0
	2.0	1.0

Task area**POST SENTENCE ACTIVITIES**

Set up cases for monitoring court orders (sentences, judgments, conditions, etc.).
 Monitor and document terms of court orders.
 Report non-compliance with documentation.

N	Mean	Median
35	2.3	2.0
32	2.2	2.0
19	2.3	2.0
	2.4	2.0

Appendix L: King County District Court Job Satisfaction Survey



King County District Court Job Satisfaction Survey

King County District Court Job Satisfaction Survey

This is the final survey associated with the King County District Court Staff Workload project, being conducted by the National Center for State Courts. As with previous surveys, this one is anonymous, but to better understand the results, it is important to know your primary work location, your job position and your length of service with the court. This survey focuses solely on your job satisfaction in the King County District Court. Please select the answer to each of the following questions that most closely represents your experience as an employee of the Court.

Please select the court location to which you are primarily assigned.*

-- Please Select --

Please select the job position that you hold in the Court.*

- Judicial
- Administrative
- Clerical
- Probation
- Other, please specify

Please provide the amount of time you have worked for the King County District Court.*

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- More than 20 years

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. I understand what is expected of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I am kept informed about matters that affect me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I am able to do my best every day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

King County District Court Job Satisfaction Survey Survey

Page 2 of 2

- 5. Communication within my division/department/unit is good.
- 6. In the last month, I was recognized and praised for doing a good job.
- 7. Someone in the court cares about me as a person.
- 8. I have opportunities to express my opinion about how things are done in my division.
- 9. The court is respected in the community.
- 10. My coworkers work well together.
- 11. I understand the connection between the work I do and the mission and goals of the court.
- 12. I am encouraged to try new ways of doing things.
- 13. My working conditions and environment enable me to do my job well.
- 14. I feel valued by my supervisor based on my knowledge and contribution to my department, or division.
- 15. I feel free to speak my mind.
- 16. In the last month, someone in the court has talked to me about my performance.
- 17. I enjoy coming to work.
- 18. My coworkers care about the quality of services and programs we provide.
- 19. I am treated with respect.
- 20. I am proud that I work in the court.

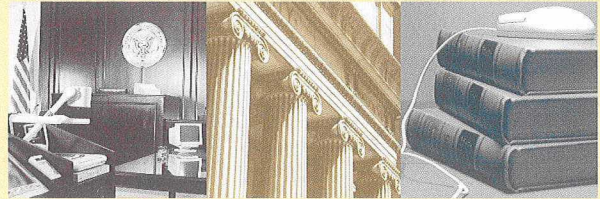
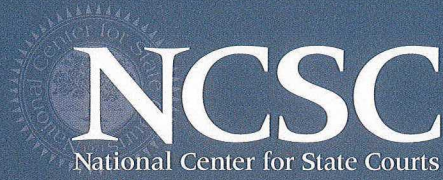
Done

Cancel

Appendix M: Staffing Study Work Group

January 17, 2007 Meeting Attendance List

Barbara Linde	Chief Presiding Judge (in 2007), King County District Court
Linda Thompson	Asst. Chief Presiding Judge (in 2007), King County District Court
Tricia Crozier	Chief Administrative Officer, King County District Court
Donna Brunner	Budget & New Development Director, King County District Court
Jill Dorsey	King County District Court, South Division Director
Karen Tall	King County District Court Human Resources Director
Patti Kohler	King County District Court, Acting South Division Director
Nina Lemenager	King County District Court, East Division Director
Char Sawyer	King County District Court, Court Manager
Rochelle McKenzie	King County District Court, West Division Director
Josie Jiminez	King County District Court, Acting East Division Director
Cathy Grindle	King County District Court, Technology Director
Judy Garcia	King County District Court, Acting Probation Director



OFFICES OF THE NATIONAL CENTER FOR STATE COURTS

WILLIAMSBURG, VA

300 Newport Avenue
Williamsburg, VA 23185-4147

DENVER, CO

707 Seventeenth Street, Suite 2900
Denver, CO 80202-3429

ARLINGTON, VA

2425 Wilson Boulevard, Suite 350
Arlington, VA 22201-3326

Association Services - (800) 616-6165
Consulting - (800) 466-3063
Education - ICM - (800) 616-6206
Government Relations - (800) 532-0204
Information - (800) 616-6164
International - (800) 797-2545
Publications - (888) 228-6272
Research - (800) 616-6109
Technology - (888) 846-6746

www.ncsconline.org

