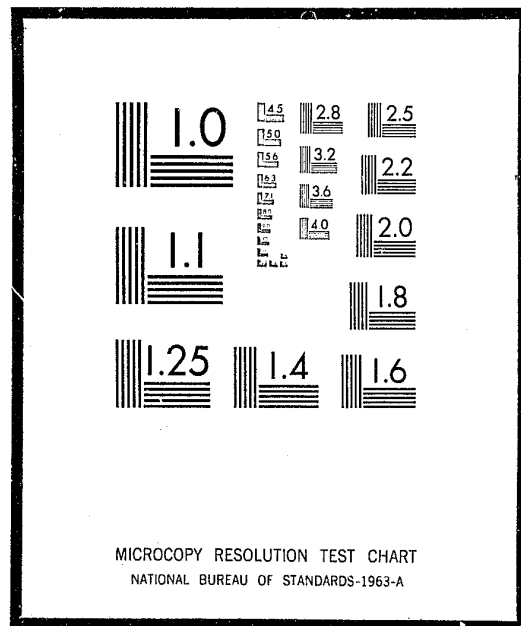


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Date filmed

8/28/75

IDAHO SUPREME COURT

MASTER PLAN FOR
IMPROVING COURT ADMINISTRATION

SEPTEMBER 1972

014316

TOUCHE ROSS & CO.

400 PROVIDENT FEDERAL BUILDING

BOISE, IDAHO 83702

September 26, 1972

This engagement was funded by the State of Idaho Law Enforcement Planning Commission under Grant FY-73-175, U. S. Department of Justice, Law Enforcement Assistance Administration.

Chief Justice Henry F. McQuade
Idaho Supreme Court
Supreme Court Building
Boise, Idaho

Dear Chief Justice McQuade:

We have completed our engagement to develop a master plan for improving the administrative functions of the Idaho Supreme Court. The scope of our engagement included a review of all activities falling within the administrative jurisdiction of the Supreme Court; however, a substantial part of our effort was devoted to the administrative activities of the Supreme Court itself.

The attached Master Plan for improving the administrative functions of the Idaho Supreme Court is divided into four sections. The first section, Summary of Recommendations, briefly summarizes our recommendations. More detailed descriptions of each recommendation are contained in sections two and three, Internal Administrative Organization and Trial Court Administration. Our findings indicate that the current difficulties are the result of the cumulative effect of many problems. Accordingly, the recommendations, to bring about effective changes, should be considered in total. In some cases implementation of our recommendations will resolve more than one problem. The recommendations will require varying levels of implementation effort; in some cases only a decision is required to implement, in others additional study plus definitional work will be necessary. The fourth section, Implementation Plan, sets priorities for those recommendations and estimates the resources required for the major projects.

Three appendices are attached to this report. In Appendix A we have provided a more specific definition of responsibilities which we envision for the revised committee structure of the Supreme Court. In Appendix B we have provided details for short-term manual adjustments to the Court reporting system. Appendix C contains action step definitions for high priority recommendations.

In developing our recommendations, we have recognized but not addressed many of the administrative limitations inherent in the statutory framework of the Idaho Unified Court System. The current method of selecting Senior District Judges, the rotation of the Supreme Court Justices as Chief Justice, the makeup and authority of the Magistrates Commissions, and the method of operation of the District Judges all limit the potential for administrative control over the court system. We have included these items in the recommendations requiring legislative or constitutional modification. These items can only be considered for their possible long-term effect.

The recommendations contained in the Internal Administrative Organization section cover the organization and procedures of the Supreme Court and its immediate staff. Implementation of these recommendations will result in a number of benefits, including:

- Reduction in the amount of time devoted by the Justices to administration.
- Assignment of definitive functional responsibilities and duties to individual Justices and the administrative staff.
- Appropriate delegation of authority.
- Balanced administrative workload of Justices.
- Continuity of administration.
- Ability to plan, monitor, and control administrative activities.

We believe that, if these recommendations to improve the internal operations of the Supreme Court are implemented, the Court will better be able to fulfill its responsibilities to manage the unified and integrated court system.

Recommendations to improve the administration of the unified court system are contained in the final section of the report. The benefits resulting from the implementation of these recommendations will include:

- Completion of current statistical reports on a more timely basis with reduced clerical effort.
- Development of a new court operations reporting system which fulfills administrative requirements.
- Uniform, documented procedures and increased control over fines, fees, and costs collected through the court system.
- More effective utilization of District Court Administrators, District Judges, and Magistrates.

- Improved court facilities and increased court involvement in facilities planning.
- Improved, standardized procedures in Court Clerks' offices.
- Direct control over Court Clerks' function.

In general, these recommendations require more effort than the internal organizational recommendations and may require technical abilities not currently available on the Supreme Court staff. It is anticipated that funding for the more complex projects will be obtained from the Law Enforcement Planning Council.

At your convenience, we would be pleased to meet with the Supreme Court to review our recommendations.

Yours very truly,



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I. SUMMARY OF RECOMMENDATIONS

SUMMARY OF RECOMMENDATIONS

INTERNAL ADMINISTRATIVE ORGANIZATION

<u>Recommendation</u>	<u>Page</u>
- Adopt a new organization structure which consolidates all administrative functions under a single administrator.	3
- Change operating procedures of the Administrator's Office to achieve improved management and supervision.	3
- Assign increased authority and responsibility to the Chief Justice and the Court Administrator.	5
- Prepare and maintain an organization manual which includes position descriptions, court policies, and administrative procedures.	6
- Adopt and adhere to new policies and procedures for managing the administrative function.	6
- Reevaluate the salary levels for key administrative positions.	6
- Consolidate the committee structure of the Supreme Court into four functional committees. Appoint each Justice as chairman of one committee and a member of a second. The Chief Justice will be an ex officio member of each committee.	7

SUMMARY OF RECOMMENDATIONS

TRIAL COURT ADMINISTRATION

<u>Recommendation</u>	<u>Page</u>
- Implement simplified procedures for producing the Court Operations Reports and the annual report to the Governor on a timely basis.	9
- Develop a new Court Operations Reporting system. As a first step, define in detail the system requirements including output formats, input formats, and procedures.	10
- Develop a uniform system for accounting, controlling, and reporting fines, fees, and costs collected by the Court System.	11
- Define and manage the functions and responsibilities of the District Court Administrator.	12
- Determine facilities requirements for each Judicial District and develop a plan to provide the required facilities.	13
- Develop a manual of procedures for all Court Clerk functions including filing documents, assigning cases, recordkeeping, case following, and statistical reporting.	14
- Establish the court clerk function as an appointive office with line responsibility to the District Court Administrator.	15
- Establish a mechanism for reviewing, on a regular basis, the work load for the Trial Courts.	16
- Initiate regular reviews with District Judges in order to develop ways to utilize more efficiently Trial Court resources.	16

INTERNAL ADMINISTRATIVE ORGANIZATIONPROBLEM

The internal administrative organization and operating procedures of the Supreme Court hamper effective management and supervision of the unified and integrated court system.

SYMPTOMS

1. The Supreme Court Justices devote far too much time to administrative detail.
2. The Court does not delegate enough authority to the Administrative Assistant's Office or to individual Justices.
3. The division of the administrative responsibilities of the Justices and the staff is not functional and in practice is overlapping.
4. There is no single chain of command within the Court.
5. Communications between the Court and the Administrative Assistant's Office are ineffective.
6. Neither the Court nor the Administrator's Office believe they are receiving sufficient direction to operate effectively.
7. Staff assignments and responsibilities are vague and uncoordinated.
8. No plans for improving Court operations have been documented.
9. Projects are not defined, responsibilities and dates for completion are not set, and activities are not monitored.

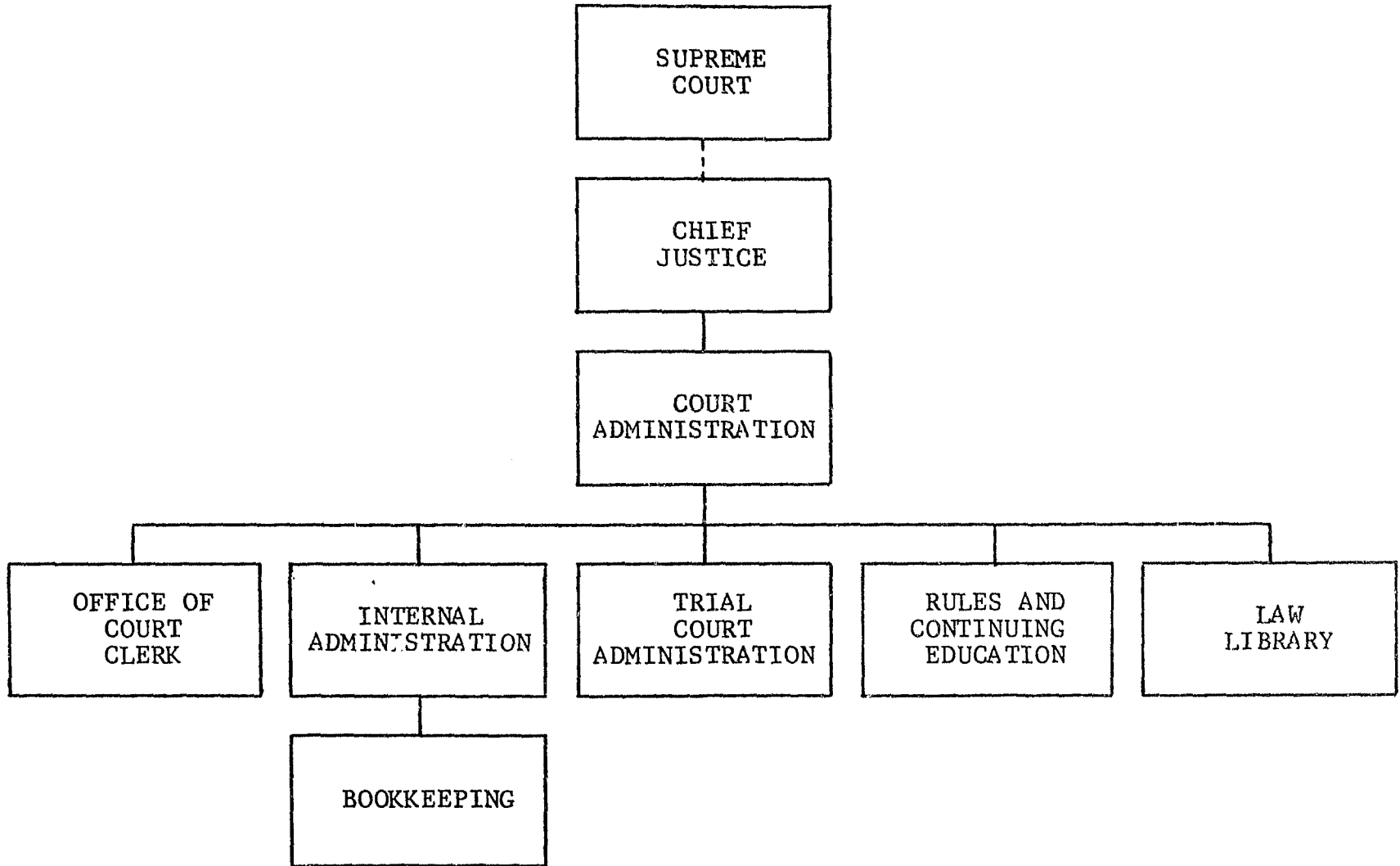
RECOMMENDATIONS

1. Adopt a new administrative organization as proposed on the following page.
2. Change operating procedures of the Administrator's Office to achieve improved management and supervision.
 - Consolidate all administrative and clerical functions under one administrator.
 - Develop detailed project plans for major activities with definite milestones, completion dates, and responsibilities.
 - Conduct regularly scheduled staff meetings.

II. FINDINGS AND RECOMMENDATIONSINTERNAL ADMINISTRATIVE ORGANIZATION

INTERNAL ADMINISTRATIVE ORGANIZATION

PROPOSED ORGANIZATION STRUCTURE



- Assign clear and distinct responsibilities to staff members in the administrative functions.

3. Assign increased authority and responsibility to the Chief Justice and the Court Administrator to perform the following:

Chief Justice

- Preside at terms of court, court functions, and conferences.
- Execute official documents on behalf of the Court.
- Serve as Chairman of the Judicial Council.
- Attend Chief Justice and Appellate Conferences.
- Supervise and coordinate all administrative activities of the Supreme Court Committees and the Administrator's Office.
- Assign Justices to the Supreme Court Committees.
- Evaluate staff performance and determine salary increases for all administrative staff at the recommendation of the Internal Administration Committee.
- Assume sole responsibility and authority to retain or terminate the Court Administrator.

Court Administrator function

- Manage and supervise all administrative personnel except Supreme Court Justices' secretaries and law clerks.
- Perform statutory duties pursuant to Idaho Code 1-612.
- Attend all administrative portions of Supreme Court conferences.
- Coordinate all administrative activities with the Supreme Court Committees and the Chief Justice.
- Ensure that the annual budget correlates to the annual administrative plan.
- Assume day-to-day responsibility for directing all administrative activities.
- Report on administrative activities to the Chief Justice at least once per week.

- Conduct performance reviews with all administrative personnel at least once every six months and submit copy of staff evaluations to the Chief Justice.

4. Adopt and adhere to policies regarding the management of the administrative function as follows:

- Responsibility for functional areas be delegated to the appropriate Court committees and all day-to-day activities and planning within each area be handled by the chairman of the committee and the Court Administrator.
- An annual plan be adopted for each functional area which will include budgeted expenses. The Court Administrator be responsible for and have the authority to carry out the plans. Monitor progress by appropriate committees and report monthly to the Court.
- The Chief Justice to monitor the activities of the committees and the Administrative Office to ensure that responsibilities are faithfully carried out in accordance with Court policy.
- The Administrator to meet with the Chief Justice to review plans, activities, problems, and accomplishments on a regular, scheduled basis of at least once per week.
- Consider only administrative issues of Court Policy in conference. The Administrator and any required staff personnel should attend "Administrative Conferences".

5. Prepare and maintain an organization and procedures manual which includes, but is not limited to:

- Position descriptions.
- Organization charts.
- Supreme Court Committee responsibilities.
- Court administrative policies.
- Staff evaluation procedures.
- Annual planning procedures.
- Statistical reporting procedures.
- Bookkeeping procedures.
- Library procedures.
- Supreme Court Clerk procedures.
- Budgeting procedures.

6. Reevaluate the salary levels of key administrative positions based on the new organizational structure.

PROBLEM

The committee structure of the Supreme Court is cumbersome and ineffective.

SYMPTOMS

- 1. There are presently over 20 committees in existence.
- 2. Committee assignments do not correspond to functional areas.
- 3. Committee chairmen appear to have limited authority to act on behalf of the Court.
- 4. Many committees are not operative.

RECOMMENDATIONS

- 1. Consolidate the current committee structure into the following four committees:
 - Internal Administration Committee.
 - Trial Court Administration Committee.
 - Rules and Procedures Committee.
 - Legislative and Public Relations Committee.
- 2. Assign functional areas to these committees as outlined in Appendix A.
- 3. Appoint each Justice except the Chief Justice as chairman of one committee and as a member of a second (Chief Justice ex officio member of each committee).
- 4. Assign each committee the following responsibilities within its functional area:
 - In conjunction with the Administrator's Office, develop and prepare an annual plan for improving the operations of the committee's functional area.
 - Provide guidance to the Administrator's Office and, in accordance with Court policy, make any required day-to-day decisions.
 - Ensure that the activities of the Administrator's Office are conducted in accordance with Court policy.
 - Present all policy issues to Court conferences.

- Meet on a regular scheduled basis of at least once per month to discuss items relevant to each functional area.

TRIAL COURT ADMINISTRATION

III. FINDINGS AND RECOMMENDATIONS

TRIAL COURT ADMINISTRATIVE ACTIVITIES

PROBLEM

Procedures now utilized for generating the Court Operations Report are unnecessarily complex.

SYMPTOMS

- 1. Reports are not prepared on a timely basis.
- 2. Data for analysis and presentation currently takes approximately ten man-days to generate.
- 3. Much of the data posted from the input forms to summary journals is not used.
- 4. Magistrates' time reports are not used.

RECOMMENDATIONS

- 1. Implement simplified procedures for producing the current court operations reports and the annual report to the Governor (see Appendix B).
- 2. Do not process data which is either grossly inaccurate or is never used for administrative purposes.

1

PROBLEM

The existing case load reporting system does not meet the administrative needs of the court system.

SYMPTOMS

1. Reports are late and incomplete.
2. There are no formalized standards for performance evaluation.
3. There is inadequate analysis of the data that is reported.
4. There is no information available on the case loads of individual District Judges.
5. Actions or decisions are not made as a result of the reports.
6. The reports do not present a complete picture of court operations.

RECOMMENDATION

Develop and implement a new Court Operations Reporting System. As a first step, define in detail the requirements for the new system from the point of view of the user organization. These requirements should include inputs which must be provided and outputs which will be produced by the new system.

11

PROBLEM

Inadequate control and reporting of fines, fees, and costs collected by the court system.

SYMPTOMS

1. Areas of responsibility for funds are not clearly defined.
2. Accounting and reporting procedures are not uniform.
3. Balancing of accounts is not performed on a regular, routine basis.
4. In some instances, the same clerk handles the collection, accounting, and reporting functions for the funds.
5. Often bonds are not refunded on a timely basis.
6. There is no definitive policy or procedure for handling "will pays".

RECOMMENDATIONS

Courts should prepare recommendations for presentation to the Legislature concerning:

1. Definition of areas of responsibility for collection and control of funds.
2. Development and implementation of a uniform system for accounting, reporting, and controlling funds collected by the court system.

PROBLEM

Lack of definition of functions and responsibilities of District Court Administrators and provision for monitoring or managing performance.

SYMPTOMS

1. District Court Administrators are unable to define their functions or responsibilities.
2. Involvement in court operations varies widely from district to district.
3. Senior District Judges utilize the services of the District Court Administrators in an inconsistent manner.
4. Little involvement in the operations of District Judges Divisions.
5. Some districts not operating under the philosophy of court reform.

RECOMMENDATIONS

1. Define and document functions and responsibilities of District Court Administrators and provide training in those functions.
2. Require an annual plan of administrative activities from each District Court Administrator. A staff member of the Court Administrator's Office should visit each district and assist in developing these plans. The plan should cover recurring as well as special activities.
3. Require a monthly report on District Court Administrators' activities which measures progress against the plan.
4. Adopt a procedure requiring, at least once per quarter, a staff member of the Court Administrator's Office to visit each Judicial District and review its operation.
5. Initiate a regular evaluation process to be conducted by the Senior District Judges with a copy to be sent to the Supreme Court.

PROBLEM

Court facilities are inadequate and inefficient.

SYMPTOMS

1. Court Clerks' Offices are often divided in several rooms of same building or in different buildings.
2. Some courts do not have enough court rooms or lack jury rooms or holding cells.
3. Facilities for file storage and control are unsatisfactory.
4. Courts are not adequately represented in facilities planning.

RECOMMENDATION

Determine requirements for court facilities in each Judicial District and develop a plan to provide the required facilities.

PROBLEM

Procedures in Clerks' Office are not documented, vary from county to county, and, in many instances, do not adequately meet the needs of the court system.

SYMPTOMS

1. Late and inaccurate reporting of statistical data.
2. Variations in case assignment methods.
3. Lack of control over case files.
4. Lack of record storage and destruction procedures.
5. Untrained or inadequately trained clerks.
6. Unsupervised clerks.

RECOMMENDATION

Develop and implement uniform procedures for filing documents, assigning cases, recordkeeping, case following, and preparation of statistical reports.

PROBLEM

Lack of administrative control over the Court Clerks' offices.

SYMPTOMS

1. District Court Administrators have no authority over Clerks' Offices.
2. Deputy Clerks often are not adequately supervised and have no documented procedures.
3. Filing systems and recordkeeping procedures are not uniform and are, in many instances, outmoded and inadequate.
4. Many courts do not have competent, trained personnel.
5. Clerks do not respond to the administrative needs of the court system.

RECOMMENDATION

Establish the Court Clerks' function as an appointive office, separate from the County Auditor and Recorder, with direct line responsibility to the District Court Administrator.

PROBLEM

Inefficient utilization of District Judges and Magistrates.

SYMPTOMS

1. Unequal work loads among Judges and Magistrates within a single district.
2. Variations in backlogs among Judges and Magistrates within a single district.
3. Geographical division of District Judges' jurisdictions within some districts instead of work load criteria.
4. In some instances specialization by case type or geographical area in the Magistrates Division impairs effective utilization.
5. Rural county lay Magistrates are often unnecessary.
6. There is little monitoring of caseloads.

RECOMMENDATIONS

1. Establish a mechanism for reviewing, on a regular basis, the workload for the Trial Courts.
2. Initiate regular reviews with District Judges in order to develop ways to utilize more efficiently Trial Court resources.

IV. IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

The State of Idaho has one of the most progressive Court statutes in the United States. The Unified Court System structure provides an opportunity for effective and consistent court operations. Since enactment of the statute requiring implementation of the Unified Court System, those responsible for implementation have been grappling with a broad range of problems which have impaired successful implementation.

We believe the recommendations presented in this report, if implemented in their entirety, could bring about a marked improvement in the overall Unified Court System. The recommendations have been presented in two groups: those related to the internal administration of the Supreme Court and those related to the Trial Courts. It is our opinion that the internal administration of the Supreme Court should have highest priority for action.

The resources required to implement individual recommendations vary extensively. In some cases a specific directive from the Supreme Court could substantially complete implementation. In other cases, many hours of definition and design may be required to accomplish the objective of the recommendation. Of paramount importance is the need to recognize that the implementation of all recommendations needs to be "managed" as part of an overall court improvement program.

In the attached Exhibit we have prepared a schedule depicting, for each recommendation, the type of resources and time required for implementation. With one exception, the recommendations have been referred to in either Section II or III. The one exception is the question of statutory changes.

In our introductory letter we referred to limitations inherent in the Idaho Unified Court System as presently defined. We have included in the plan a recommendation suggesting that the newly constituted Legislative and Public Relations Committee consider recommending legislative changes to the existing statute. Suggested items to be considered are included with other recommendation action steps in Appendix C.

<u>Completion date</u>	<u>Prerequisite or special factors</u>	<u>Priority-1 highest with 3 lowest</u>	<u>Estimated dollars required from sources other than State funding (such as LEAA)</u>
December 1973	May require special funding.	1	\$15,000
Upon approval of recommended legislation	Requires enactment by the Supreme Court of new recommended committee structure.	2	
-	Requires approval of new organization plan by Supreme Court.	1	
Jan. 1, 1973	Should be funded as a special project.	1	15,000
-	Requires approval of Supreme Court after completion of Task 4.	1	
Feb. 1, 1973	Requires approval of new organization plan by Supreme Court.	2	8,000
-	Requires approval and responsibility definition by the Supreme Court.	1	
On-going	Ultimate implementation depends on the creation by the Court Administrator of an updated plan and measurement of performance against plan.	1	5,000
Nov. 1, 1972	Special funding may be required.	2	5,000

IMPLEMENTATION SCHEDULE

<u>Task or recommendation</u>	<u>Special resources required</u>	<u>Suggested start date</u>	<u>Completion date</u>	<u>Prerequisite or special factors</u>	<u>Priority-1 highest with 3 lowest</u>	<u>Estimated dollars required from sources other than State funding (such as LEAA)</u>
1. Manage implementation of recommendations.	Implementation management.	Oct. 1, 1972	Mar. 1, 1973	Special funding may be required. A multi-year project including design and full implementation.	3	\$10,000
2. Review items for legislative action.	Legislative and public.	Oct. 1, 1972	July 1, 1973	Special funding may be required.	3	25,000
3. Assign increased authority and responsibility to the Chief Justice and the new Court Administrator.	-	Oct. 1, 1972	Mar. 1, 1973	On-going monitoring and management will be the responsibility of the Court Administrator. Special funding may be required for planning.	2	8,000
4. Prepare and maintain an organization manual.	Three man-months of individuals with skills in preparation of such documents.	Oct. 1, 1972	May 1, 1973	Special funding may be required.	3	25,000
5. Adopt and adhere to new policies and procedures for managing the administrative function.	-	Jan. 1, 1973	Five months after start date.	-	2	25,000
6. Reevaluate salary levels for key administrative positions.	One man-month of individuals with skills in salary review techniques.	Jan. 1, 1973	Dec. 1, 1972	Prepare recommendations for presentation to Legislature. If work is to be accomplished by the Legislative and Public Relations Committee it must be performed through Task 7.	2	
7. Consolidate committee structure of Supreme Court into four functional areas.	-	Oct. 1, 1972				
8. Change operating procedures of the Administrator's Office.	One man-month of individuals with planning skills.	Oct. 1, 1972				
9. Implement simplified procedures for producing the Court Operations Reports and Annual Report to the Governor.	One man-month of individuals with skills in implementing changes to manual systems.	Oct. 1, 1972				

IMPLEMENTATION SCHEDULE (continued)

<u>Task or recommendation</u>	<u>Special resources required</u>	<u>Suggested start date</u>
10. Develop requirements for a new Court Operations reporting system.	Two man-months of individuals qualified to define systems requirements.	Jan. 1, 1973
11. Design and implement an accounting system.	Six man-months of individuals qualified in accounting system design and implementation.	Jan. 1, 1973
12. Define and manage the functions and responsibilities of the District Court Administrators.	Two man-months of individuals skilled in preparation of operating plans.	Jan. 1, 1973
13. Determine facilities requirements for each Judicial District.	Four man-months of individuals skilled in planning.	Jan. 1, 1973
14. Develop a manual of procedures for all Court Clerk functions.	Five man-months of individuals skilled in preparation of procedures.	May be advisable to await legislation re Court Clerks.
15. Develop legislative recommendations.	-	October 1972

APPENDICES

INTERNAL ADMINISTRATIVE ORGANIZATION

COMMITTEE FUNCTIONAL AREAS

I. INTERNAL ADMINISTRATION COMMITTEE

A. Personnel.

1. Job classifications and descriptions.
2. Salaries and benefits.
3. Recruiting.
4. Recordkeeping.

B. Fiscal.

1. Budget preparation and approval.
2. Budget presentation to Legislature.
3. Budget monitoring, reporting, and control.
4. Fiscal policies and procedures definition.
5. Budgetary monitoring, reporting, and control of grants and project budgets.

C. Building and equipment.

1. Building maintenance, improvement, and security.
2. Office layout.
3. Equipment and supplies.
 - a. Purchasing.
 - b. Inventory and control.
4. Copy center management.

D. Judicial retirement plan.

E. Law library management.

1. Library policy definition.
2. Library supervision and operation.
3. Cataloguing, shelving, and maintenance of library collection.

APPENDIX A

COMMITTEE FUNCTIONAL AREAS

4. Distribution of Idaho judicial reports.

F. Supreme Court Clerks Office.

1. Policies and procedures definition.
2. Filing and maintaining documents.
3. Notifying interested parties.
4. Calendaring Supreme Court.
5. Developing conference agendas.
6. Arranging court sessions.

II. TRIAL COURT ADMINISTRATION COMMITTEE

A. District Court personnel.

1. Job classifications and descriptions.
2. Salaries and benefits.
3. Recordkeeping.
4. Evaluation and supervision.
5. Assignment of Judges.
6. Administrative training.

B. Budget requests for District Courts and Magistrates Division.

C. Reporting.

1. Annual report.
2. Monitoring of case flow, performance, and workload.
3. Monitoring fines, fees, and costs.

D. District Court facilities and support staff.

E. Operating procedures.

1. Case recordkeeping and maintenance.
2. Calendaring and assignment.
3. Jury selection.

III. RULES AND PROCEDURES COMMITTEE

A. Development and promulgation of changes or clarifications to rules.

1. Appellate rules.
2. Internal rules.
3. Uniform District Court rules.
4. Bar rules.

B. Prepare and maintain Trial Judges manual.

C. Define requirements for continuing judicial education.

D. Maintain liaison with Bar and Bench.

IV. LEGISLATIVE AND PUBLIC RELATIONS COMMITTEE

A. Prepare and present court bills.

B. Maintain liaison with press and Legislature.

C. Direct press releases and public functions.

D. Administer Judicial conferences.

COURT OPERATIONS REPORTING

DISTRICT JUDGES AND MAGISTRATES DIVISION

Case data elements required
for annual report to Governor

- Number of cases filed in District Judges Division by type of case and county.
- Number of cases filed in Magistrates Division by types of case and county.
- Number of cases in District Judges Division disposed of before trial or hearing by type of case.
- Number of cases in District Judges Division disposed of after trial or hearing by type of case.
- Number of cases in Magistrates Division disposed of before trial or hearing by type of case.
- Number of cases in Magistrates Division disposed of after trial or hearing by type of case.

Case data elements required for current
court operations reporting system

- Cases pending, new cases, disposition by county and type of case.

SIMPLIFICATION OF PROCEDURES

1. Change sequence of activities to speed production of monthly report as follows:
 - a. Review figures in input forms for accuracy and completeness and make all necessary changes and additions.
 - b. Post the number of filings and dispositions directly to the "input/output" report for the District Judges and Magistrates reports by county.
 - c. Create the monthly trend graphs and the input/output spread sheets for the monthly reports.
 - d. Assemble and analyze the individual Magistrates reports.
2. Develop a new activity summary journal which lists monthly figures for:
 - Cases pending (beginning of month).

APPENDIX B

PROCEDURES FOR SIMPLIFIED COURT OPERATIONS REPORTING

- Total additions.
- Total for disposition.
- Total disposed of before trial.
- Total disposed of after trial.
- Cases pending (end of month).

(For Magistrates and District Judges Divisions by county.)

3. Reevaluated need for Magistrates' time reporting and for posting Magistrates' time to summary journal (in any case, do not post data until reports are completed).
4. Develop a new summary journal to compile year-to-date data on individual Magistrates.

APPENDIX C

ACTION STEPS FOR RECOMMENDATIONS
WHICH SHOULD BE ACTED UPON IMMEDIATELY

ACTION STEPS FOR RECOMMENDATIONS

RECOMMENDATION

Request that the Legislative and Public Relations Committee of the Supreme Court, when constituted, review specific items for legislative action.

ACTION STEPS

1. Review recommendation to make Court Clerk's function an appointive office, separate from the County Auditor and Recorder, with direct line responsibility to the District Court Administrator.
2. Review requirement to locate a Magistrate in each county.
3. Review the need for resident chambers of District Judges.
4. Review current method of selecting Judges at all levels.
5. Review present method of rotating Justices of the Supreme Court for the position of Chief Justice.
6. Review requirement for Legislature to specify record storage and destruction procedures.

RECOMMENDATION

Adopt a new organization structure which consolidates all administrative functions under a single administrator.

ACTION STEPS

1. Review existing organization versus proposed organization to redefine positions and reporting responsibilities.
2. Hold individual meetings with key staff members to explain purpose and effect of changes.
3. Document expanded function of Court Administrator and define qualifications for position.
4. Solicit applications and identify candidates for position.
5. Interview and screen candidates.
6. Fill new position of Court Administrator.
7. Review Court organization, policies, personnel, procedures, and plans with new Administrator.

RECOMMENDATION

Prepare and maintain an organization manual which includes position descriptions, Court policies, and administrative procedures. Adopt and adhere to these new policies and procedures.

ACTION STEPS

1. Define format of the manual.
2. Review current position descriptions for required changes.
3. Write new position descriptions where required.
4. Develop organization charts and committee areas of responsibility.
5. Approve position descriptions, organization charts, and committee areas of responsibility.
6. Define and document procedures for staff evaluations and set dates for next evaluations.
7. Review evaluation procedures with each staff member.
8. Define existing Supreme Court administrative policies.
9. Define need for new or changed policies.
10. Adopt new administrative policies.
11. Develop and document annual planning procedures and formats.
12. Review annual planning procedures with administrative personnel and committee chairman.
13. Review simplified statistical reporting procedures and adopt new procedures as appropriate.
14. Document statistical reporting procedures.
15. Determine requirements for fiscal reporting.
16. Review and revise existing bookkeeping procedures.
17. Document bookkeeping procedures.
18. Document library procedures.
19. Define requirements for reporting on Supreme Court cases.
20. Review Supreme Court Clerk's existing procedures and determine changes required.

- 21. Document procedures for Supreme Court Clerk.
- 22. Review budgeting requirements.
- 23. Define and document budgeting procedures.
- 24. Determine any other areas requiring documented procedures and assign responsibility.
- 25. Review and approve all procedures.
- 26. Prepare organization manual.

RECOMMENDATION

Evaluate the compensation levels for key administrative positions.

ACTION STEPS

- 1. Identify administrative positions to be evaluated.
- 2. Review qualifications and responsibilities for those positions.
- 3. Review competitive and comparative compensation levels.
 - Magistrates.
 - District Court Administrators.
 - District Judges.
 - State personnel.
 - Supreme Court staff.
- 4. Set compensation level for positions.

RECOMMENDATION

Consolidate the committee structure of the Supreme Court into four functional committees. Appoint each Justice except the Chief Justice as chairman of one committee and a member of a second. Assign responsibilities to committees as outlined in Appendix A.

ACTION STEPS

- 1. Review recommended functional division of responsibilities and revise as necessary.
- 2. Adopt proposed committee structure and procedures.
- 3. Appoint Justices to committees.

- 4. Set dates for completion of annual plans to correspond to budget cycle and assign responsibilities to appropriate administrative personnel.
- 5. Review planning procedure format and dates for completion with staff and committee chairmen.
- 6. Prepare annual plans.

RECOMMENDATION

Change the operating procedures of the Administrative Assistant's Office to achieve improved management and supervision.

ACTION STEPS

- 1. Define all administrative functions performed by court personnel on a recurring basis and the completion dates and effort required for each.
- 2. Define all tasks, activities, and projects currently requiring action and identify effort required.
- 3. Assign staff functions and projects with milestones for measuring progress, target completion dates, and defined end products.
- 4. Review functional assignments with each staff member and revise as necessary.
- 5. Monitor activities on each assignment and report progress to Chief Justice.
- 6. Set dates and develop agenda for staff meetings.

RECOMMENDATION

Implement simplified manual procedures for producing the Court Operations Reports and the annual report to the Governor on a timely basis.

ACTION STEPS

- 1. Review and implement procedures outlined in Appendix B.
- 2. Design a new activity summary form for Magistrates and District Judges Divisions by county.
- 3. Evaluate need for and use of Magistrates' time reports.
- 4. Develop simplified summary form to record individual Magistrates' year-to-date activities.

END