



Judicial Council of California · Administrative Office of the Courts

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REPORT TO THE JUDICIAL COUNCIL

For business meeting on April 26, 2013

Title	Agenda Item Type
Judicial Council: Implementation of Judicial Council Directives on AOC Restructuring	Information Only
Submitted by	Date of Report
Executive and Planning Committee Hon. Douglas P. Miller, Chair	April 12, 2013
	Contact
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Executive Summary

The chair of the Executive and Planning Committee (E&P) presents this informational report on the implementation of the Judicial Council Administrative Office of the Courts (AOC) Restructuring Directives, as approved by the Judicial Council on August 31, 2012. The AOC Restructuring Directives specifically direct the Administrative Director of the Courts to report to E&P before each council meeting on every directive. This informational report provides an update on the progress of implementation efforts.

Previous Council Action

The Judicial Council approved directives presented by E&P on August 31, 2012. These directives reaffirmed Judicial Council authority over the AOC, restructured the AOC, and endorsed a plan for monthly monitoring of the implementation of the directives by E&P. The last report to the Judicial Council on implementation efforts was provided by E&P at the February 26, 2013, Judicial Council meeting.

Implementation Progress

AOC offices continue to progress in implementing the AOC Restructuring Directives in accordance with the timelines for implementation approved by the Judicial Council.

For this reporting period, no formal discussion items are up for council consideration relating to specific directives. Information on the progress of implementing the directives is included in the numerous *Activity Reporting and Proposal Forms* (Attachment 3) that follow the *Status Report* (Attachment 2).

At the February 26, 2013, council meeting, the council voted to direct the Administrative Director to pursue issuing a request for proposal (RFP) to obtain estimates on the cost of an outside consultant for an AOC classification and compensation study and to report the results of the RFP at the June 2013 council meeting. Several directives are tied to the outcome of the classification and compensation study, and the Administrative Director is requesting that the council approve new proposed timelines for these directives. Attachment 1 contains a table of the specific directives, the original council timelines, and the proposed language for new timelines. Additionally, this table includes proposals on new timelines for other directives that require either an extension of a timeline or the identification of a timeline.

Items of interest for specific directives for this reporting period are as follows:

- As the AOC staff looked at implementing Directives 105 and 133, it was identified that these directives include identical direction from the council for the Administrative Director to conduct a review and audit of all technology currently used in the AOC, including an identification of efficiencies and cost savings from the use of a single platform. To ensure that they could conduct an appropriate review of AOC technology, staff devised new wording to reflect two distinct efforts. The Administrative Director requests that the council approve the following rewording for these two efforts:
 - To focus on a review of technology software standards for the AOC, the Administrative Director requests that Directive 105 be reworded as follows: “E&P recommends that the Judicial Council support SEC Recommendation 7-46 and direct the Administrative Director of the Courts, as part of AOC long-term planning, to conduct a review and audit of all technology currently used at the AOC and to return to the Judicial Council with a progress report on the findings, including efficiencies and potential cost savings.”
 - To focus on the examination of a single platform for administrative technology systems branch wide, the Administrative Director requests that Directive 133 be reworded as follows: “E&P recommends that the Judicial Council support SEC recommendations 7-46 and 7-50 and direct the Administrative Director of the Courts, as part of AOC long-term planning, to review the information technology systems currently implemented Branch wide to support enterprise resource planning: finance, human resources, and education functional areas; to identify costs, benefits, and potential long-term savings and the challenges of migrating support to a single IT platform; and to return to the council with a progress report on the findings.”

The Administrative Director reports that the AOC has formed project teams from offices across the AOC and has begun gathering information required for these reviews, pending approval by the council on the new directives. E&P has reviewed the request and believes that dividing these directives into two different focuses provides greater clarity and guidance to AOC staff in their reviews. Hence, E&P approves the modification to the directive wording.

- Directive 29 directs the Administrative Director to develop an employment discipline policy that provides for performance improvement plans and the use of progressive discipline across the AOC. The AOC Human Resources Services Office clarified that as an at-will employer, the AOC is not required to, nor does it routinely, practice progressive discipline like in unionized environments. To clarify this directive, the Administrative Director is requesting that the reference to progressive discipline be removed from the directive language.
- Directive 74 involves a directive to the Administrative Director to consolidate education and training of the Appellate Court Justices currently under the auspices of the Office of Appellate Court Services (OACS), with the Center for Judiciary Education and Research (CJER). The Administrative Presiding Justices (APJs) of the California Courts of Appeal are requesting that the council reconsider and rescind this directive. The APJs' request is based on their position that consolidating appellate court continuing education would require the movement of the administration of appellate court funds out of OACS, leading to inefficiencies in the overall management of the appellate courts' budgets and inconsistencies in how appellate court funds are spent. Additionally, the APJs indicate that, with the recent creation of the OACS, the efficiency of interactions between OACS and CJER has greatly improved and that the current status quo is efficient and preferable.
- The following directives were reported as complete for this reporting period:
 - Directive 27 – provides information on the AOC's use of its at-will employment policy.
 - Directive 41 – provides information from the Fiscal Services Office on reporting to the council on the midyear budget updates.
 - Directive 68 – provides a request from the Chief Justice to direct the AOC to continue to provide staffing support to the Chief Justice's civic education plan for 2013 and beyond.
 - Directive 70 – provides a report from the Court Operations and Special Services Office on the Court Interpreters Program and its efforts in the past few years to identify internal efficiencies to benefit the courts and the public.
 - Directive 83 – provides a report from CJER on the impact of restructuring on CJER's Production, Delivery, and Educational Technologies Unit.
 - Directive 85 – provides a report from CJER on the staffing reductions and restructuring on the former CJER Administrative Services Unit.
 - Directive 86 – presents the final report on the cost-benefit process for CJER educational programs for council approval.

- Directive 108 – provides an update from the Legal Services Office (LSO) on the activities undertaken to address underperformance of staff members and improve supervision and allocation of work.
- Directive 119 – provides a report from LSO on the activities undertaken to reduce bottlenecks for advice, contracts, and other projects through more effective tickler and tracking systems.

Attachments

1. Judicial Council AOC Restructuring Directives Proposed Timeline Modifications Table
2. *Status Report: Judicial Council Directives—AOC Restructuring*
3. *Activity Reporting and Proposal Forms*

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14	E&P recommends that the Judicial Council direct the ADOC to conduct a comprehensive review of the AOC position classification system as soon as possible. The focus of the review must be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications.	The Executive Leadership Team must direct that a comprehensive review of the AOC position classification system begin as soon as possible. The focus of the review should be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
15	The Administrative Office of the Courts must also undertake a comprehensive review of the AOC compensation system as soon as possible. The AOC must review all compensation-related policies and procedures, including those contained in the <i>AOC Personnel Policies and Procedures Manual</i> . The AOC must overhaul current practices for its classification and compensation systems. The AOC	The Executive Leadership Team must direct that a comprehensive review of the AOC compensation system be undertaken as soon as possible. All compensation-related policies and procedures must be reviewed, including those contained in the AOC personnel manual. AOC staff should be used to conduct this review to the extent possible. If outside consultants are required, such work could be combined with the classification review that is recommended above.	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and

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	must develop and consistently apply policies for classification and compensation of employees, by actions including the following:	<p>The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.</p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p>		Compensation Study.
16	A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.	A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	<p>Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting.</p> <p>Final report timeline unknown. Pending council decisions on Classification and Compensation Study.</p>
17	Priority should be placed on reviewing all positions classified as	Priority should be placed on reviewing all positions classified as supervisors	ADOC to report to the council at the February	Administrative Director of the Courts to provide

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	supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.	or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.	2013 meeting on options to conduct the study.	Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
18	The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC Personnel Policies and Procedures Manual) should be reviewed and, if maintained, applied consistently.	The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC personnel manual) should be reviewed and, if maintained, applied consistently.	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
19	Given current HR staffing and	Given current HR staffing and	ADOC to report to the	Administrative Director

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	expertise levels, the Administrative Director of the Courts is directed to consider whether an outside entity should conduct these reviews and return to the Judicial Council with an analysis and a recommendation.	expertise levels, an outside entity should be considered to conduct these reviews.	council at the February 2013 meeting on options to conduct the study.	of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
20	E&P also recommends that the Judicial Council direct the Administrative Director of the Courts to assess the results of the compensation and classification studies to be completed and propose organizational changes that take into account the SEC recommendation 7-75 and the analysis of the classification and compensation studies.	The Administrative Director should make an AOC-wide assessment to determine whether attorneys employed across the various AOC divisions are being best leveraged to serve the priority legal needs of the organization and court users.	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.

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25	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require immediate compliance with the requirements and policies in the <i>AOC Personnel Policies and Procedures Manual</i> , including formal performance reviews of all employees on an annual basis; compliance with the rules limiting telecommuting; and appropriate utilization of the discipline system.	The AOC Executive Leadership Team must order immediate compliance with the requirements and policies in the AOC personnel manual, including formal performance reviews of all employees on an annual basis; compliance with the rules limiting telecommuting; and appropriate utilization of the discipline system.	Interim update from ADOC by April 2013. Formal performance reviews to begin after completion of the classification and compensation study.	Administrative Director of the Courts to provide final report to the council at the June 2013 Judicial Council meeting.
26	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the AOC adheres to its telecommuting policy consistently and identifies and corrects all existing deviations and violations of the existing policy. The Administrative Director of the Courts must review the AOC telecommuting policy and provide the council with a report proposing any recommendations on amendments to the policy, by the December 13-14, 2012, council	The AOC must adhere to its telecommuting policy (Section 8.9 of the AOC personnel manual). It must apply the policy consistently and must identify and correct all existing deviations and violations of the existing policy.	ADOC report to the council by the 12/14/12 meeting.	Administrative Director of the Courts to report to council on use of telecommute policy for the period of June 2013-August 2013 at the August 2013 council meeting. Administrative Director of the Courts to provide year-end report/ evaluation March 2014.

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	meeting.			
28	E&P recommends that the Judicial Council direct that the Administrative Director of the Courts require compliance with the AOC's existing policy calling for annual performance appraisals of all AOC employees (<i>AOC Personnel Policies and Procedures Manual</i> , section 3.9) and that performance appraisals are uniformly implemented throughout the AOC as soon as possible.	The AOC's existing policy calling for annual performance appraisals of all AOC employees (AOC personnel manual, section 3.9) must be implemented uniformly throughout the AOC as soon as possible.	Ongoing. Interim update from ADOC by April 2013. Formal performance reviews to begin after completion of the classification and compensation study.	Administrative Director of the Courts to provide final report to the council at the June 2013 Judicial Council meeting.
29	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop an employment discipline policy to be implemented consistently across the entire AOC that provides for performance improvement plans and for the actual utilization of progressive discipline.	A consistent employment discipline policy must accompany the employee performance appraisal system. Section 8.1B of the AOC personnel manual discusses disciplinary action, but is inadequate. A policy that provides for performance improvement plans and for the actual utilization of progressive discipline should be developed and implemented consistently across the entire AOC.	Completion in April 2013.	Administrative Director of the Courts to provide final report to the council at the June 2013 Judicial Council meeting.
39	E&P recommends that the Judicial	The AOC should schedule its budget	Immediate	Administrative Director

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	Council direct the Administrative Director of the Courts to require that the AOC schedule its budget development and budget administration around the time frames used by all state entities.	development and budget administration around the time frames used by all state entities. Assuming the budget for any fiscal year is enacted by July 1, the AOC should immediately allocate its budgeted resources by fund among programs, divisions, units.	implementation. ADOC interim report to the council at the February 2013 council meeting.	of the Courts to provide update to Judicial Council at the August 2013 council meeting.
43	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to perform internal audits upon completion of the restructuring of the AOC.	The AOC must perform internal audits. This will allow the leadership team and the Judicial Council to know how a particular unit or program is performing. An audit can be both fiscal and programmatic so that resources are tied to performance in meeting program goals and objectives.	Implementation proposal at June 2013 meeting	Administrative Director of the Courts report to the council with an implementation proposal at the October 2013 council meeting.
44	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the leadership team must develop and employ budget review techniques so that the budget of an individual unit is aligned with its program responsibilities.	As part of the reorganization and downsizing of the AOC, the leadership team should employ budget review techniques (such as zero-based budgeting) so that the budget of an individual unit is aligned with its program responsibilities. In the future, there should be periodic reviews of units and or programs to make sure funding is consistent with mandated requirements.	ADOC to report back to the council on the budget review technique adopted at the February 2013 council meeting.	Administrative Director of the Courts to report to council at October 2013 council meeting.

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50	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-3 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.	The Center for Families, Children and the Courts should be an office reporting to the Chief Operating Officer in the AOC's Judicial and Court Operations Services Division, rather than a stand-alone division. The CFCC manager position should be compensated at its current level.	Interim and incoming ADOC to present a proposal to the council, at the 8/31/12, meeting. Compensation and classification study will follow.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
51	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(a) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: CFCC has a one-over-one management structure with a Division Director and an Assistant Division Director position. The Assistant Division Director position should be eliminated.	ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and

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				Compensation Study.
52	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: There are nearly 30 attorney positions in CFCC, including 7 attorneys who act as Judicial Court Assistance Team Liaisons. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to nonattorney classifications.	ADOC to make a proposal based on the classification and compensation study.	Administrative Director of the Courts to make a proposal based on the Classification and Compensation Study. In the interim, the Administrative Office of the Courts will conduct a survey on the use of attorneys in private and public institutions.
52.1	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: The CFCC has numerous grant-funded positions, including five in its Rules and Forms Unit. Implementation of our recommendations for the AOC's Grants and Rule-making Processes could result in some reductions in	ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.	Administrative Director of the Courts to provide an Interim Report to the council at the June 2013 Judicial Council meeting.

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		these positions.		
53	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(d) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: The CFCC has a number of positions devoted to research programs, as do other offices to be placed within the Judicial and Court Operations Services Division, presenting opportunities for efficiencies by consolidating divisional research efforts.	ADOC to report on status of restructuring in Feb 2013.	Administrative Director of the Courts to present a report of available options regarding the study's implementation to the Judicial Council for their consideration at the June 2013 Judicial Council meeting.
54	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: CFCC staff members provide support to a number of Judicial Council committees and task forces. The recommended consolidation of this support function under the direction of the Chief of Staff will present opportunities for efficiencies and	To follow the classification and compensation study and E&Ps review of all council advisory bodies.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and

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		resource reduction.		Compensation Study.
64	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-10 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.	The Court Operations Special Services Office (COSSO), formerly CPAS, should be an office reporting to the Chief Operating Officer within the AOC's Judicial and Court Operations Services Division, rather than a stand-alone division. The COSSO manager position should be at the Senior Manager level.	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
72	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be	COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken. COSSO should have a management structure that includes a Unit	ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on

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	completed.	Manager, but the Assistant Division Director position should be eliminated.		Classification and Compensation Study.
72.1	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.	<p>COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.</p> <p>The research functions and units of COSSO should be reviewed for possible consolidation with other research programs in the Judicial and Court Operations Services Division, presenting opportunities for efficiencies and position reductions.</p>	ADOC to report on status of restructuring in Feb 2013.	Administrative Director of the Courts to present a report of available options regarding the study's implementation to the Judicial Council for their consideration at the June 2013 Judicial Council meeting.
78	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-19 and implement the necessary organizational changes, contingent upon the council's approval of an	The Education Division should be an office within the Judicial and Court Operations Services Division, under the direction of the Chief Operating Officer, rather than a stand-alone division. The Education Division/CJER manager position should be	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June

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	organizational structure for the AOC.	compensated at its current level.		2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
80	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the efficiencies identified by the working group reviewing all education for new judges to ensure that education is provided in the most effective and efficient way possible.	The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken: A workgroup has been formed to review all education for new judges to ensure that it is being provided in the most effective and efficient way possible. The efficiencies identified by this working group may present opportunities for reductions.	In progress.	Administrative Director of the Courts to provide report that evaluates education for new judges at the June 2013 council meeting.
81	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-20(b), taking into account the results of the	The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and	Interim and incoming ADOC to present a proposal to the council, at the 8/31/12, meeting.	Administrative Director of the Courts to make a proposal based on the Classification and Compensation Study.

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	classification and compensation studies to be completed.	<p>considered, and appropriate actions taken:</p> <p>There are in excess of a dozen attorney positions in the Education Division in units such as Design and Consulting, and Publications and Resources, in addition to the Judicial Education unit. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to nonattorney classifications. In particular, education specialist positions are staffed by attorneys, a staffing practice that appears unnecessary.</p>	Compensation and classification study will follow.	In the interim, the Administrative Office of the Courts will conduct a survey on the use of attorneys in private and public institutions.
89	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-25 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	The functions performed by the Finance Division should be placed in the Judicial and Court Administrative Services Division. The Finance Division should be renamed the Fiscal Services Office, reporting to the Chief Administrative Officer. The Fiscal Services Office Manager position should be at the Senior Manager level.	Interim and incoming ADOC to present organizational proposal to the council at the 8/31/12, meeting.	<p>Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting.</p> <p>Final report timeline unknown. Pending</p>

JUDICIAL COUNCIL ADMINISTRATIVE OFFICE OF THE COURTS RESTRUCTURING DIRECTIVES				
PROPOSED TIMELINE MODIFICATIONS				
JUDICIAL COUNCIL DIRECTIVE NUMBER	JUDICIAL COUNCIL ADMINISTRATIVE OFFICE OF THE COURTS RESTRUCTURING DIRECTIVE	STRATEGIC EVALUATION COMMITTEE RECOMMENDATION	JUDICIAL COUNCIL APPROVED TIMELINE	PROPOSED TIMELINE
				council decisions on Classification and Compensation Study.
90	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-26 and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.	The number of managers and supervisors should be reduced.	ADOC to make a proposal based on the classification and compensation study.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
100	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-43 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	The committee recommends that the functions of this division be placed under a unit titled Information and Technology Services Office, combined with any remaining functions of CCMS. The office should report to the Chief Administrative Officer of the Judicial and Court Administrative Services Division. The IS Manager position should be compensated at its current	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline

JUDICIAL COUNCIL ADMINISTRATIVE OFFICE OF THE COURTS RESTRUCTURING DIRECTIVES				
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		level.		unknown. Pending council decisions on Classification and Compensation Study.
106	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-71 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	The Office of General Counsel should be renamed Legal Services Office, consistent with its past designation, and should be a stand-alone office reporting to the Administrative Director of the Courts. The Legal Services Office manager position should be compensated at its current level. The Legal Services Office should not be at the same divisional level as the Judicial and Court Operations Services Division or the Judicial and Court Administrative Services Division. The Chief Counsel, manager of the Legal Services Office, should not be a member of the Executive Leadership Team.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
107	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(a) and implement the necessary organizational and staffing changes,	The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and	ADOC to make a proposal based on the classification and compensation study.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request

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	contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.	considered, and appropriate actions taken: In addition to the General Counsel, there are nine management level attorney positions in the Legal Services Office, including the Assistant General Counsel, three Managing Attorneys, and five Supervising Attorneys. This is an excessive number of management positions, which should be reduced. The position of Assistant General Counsel position could be eliminated. One managing attorney could be assigned to manage each of the two major functional components of the division, house counsel, and Judicial Council services, with each managing attorney reporting directly to the Chief Counsel.		for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
111	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72 (e) and implement the necessary organizational and staffing changes, contingent upon the council's	The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions	ADOC to make a proposal based on the classification and compensation study.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June

JUDICIAL COUNCIL ADMINISTRATIVE OFFICE OF THE COURTS RESTRUCTURING DIRECTIVES				
PROPOSED TIMELINE MODIFICATIONS				
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	approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed	<p>taken:</p> <p>The Legal Services Office has promoted and contributed to the “lawyerizing” of numerous activities and functions in the AOC. There are opportunities for work currently performed by attorneys in the Rules and Projects, Transactions and Business Operations, Real Estate, and Labor and Employment units to be performed by nonattorneys, resulting in efficiencies and possible staff reductions.</p>		<p>2013 council meeting.</p> <p>Final report timeline unknown. Pending council decisions on Classification and Compensation Study.</p>
112	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(f) and implement the necessary organizational and staffing changes, contingent upon the council’s approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.	<p>The Legal Services Office’s current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>Development and use of paralegal classifications, as found elsewhere in legal services throughout both the public and private sectors, could lead</p>	ADOC to make a proposal based on the classification and compensation study.	<p>Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting.</p> <p>Final report timeline unknown. Pending council decisions on Classification and</p>

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		to the reduction of attorney positions in the Legal Services Office.		Compensation Study.
114	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the costs and benefits of allocating staff attorneys and resources to various advisory committees, task forces, and working groups.	As recommended elsewhere, the Judicial Council should assess the costs and benefits of allocating staff attorneys and resources to various advisory committees, task forces, and working groups.	On completion of the classification and compensation study and E&P's review of all council advisory bodies.	Administrative Director of the Courts to make a proposal based on the Classification and Compensation Study. In the interim, the Administrative Office of the Courts will conduct a survey on the use of attorneys in private and public institutions.
117	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to adopt an operations model whereby attorneys generally are housed at one location with flexibility to adjust as necessary to meet court needs regionally, including regional demand for additional attorney support and smaller courts that have fewer staff for research and other legal services. The location	This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows: This office should adopt an operations model whereby its attorneys generally are housed at one location. This would eliminate nonsupervision of some attorneys, promote better and more regular supervision of staff attorneys, and promote better utilization of	ADOC to report back to the council at the February 2013 council meeting.	Administrative Director of the Courts to provide an interim report at the July 2013 council meeting with a final report at a later date.

JUDICIAL COUNCIL ADMINISTRATIVE OFFICE OF THE COURTS RESTRUCTURING DIRECTIVES				
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	where attorneys report to work should ensure proper supervision.	available skills.		
123	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-52 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.	The Office of Communications should remain in the Executive Office and under the direction of a Chief of Staff. The Office of Communications manager position should be placed at the Senior Manager level.	Interim and incoming ADOC to present organizational proposal to the council at the 8/31/12, council mtg.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
125	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to return to the Judicial Council with an analysis, defining the necessary emergency response and security functions for the branch and a recommendation on the organizational plan for council approval.	There is no need for a stand-alone Office of Emergency Response and Security. Most necessary functions performed by the office can be reassigned and absorbed by existing units in the Judicial and Court Operations Services Division. The functions of this office should be refocused and limited to those reasonably required by statute or by	ADOC to provide an organizational analysis to the council at the 12/14/12, council meeting.	Administrative Director of the Courts to provide an interim report to the council at the July 2013 council meeting with a final report at the March 2014 council meeting.

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		<p>the Rules of Court, primarily including review of security plans for new and existing facilities; review of court security equipment, if requested by the courts; and review of emergency plans.</p> <p>Reductions in this office are feasible. The office cannot effectively provide branch-wide judicial security and online protection for all judicial officers. Positions allocated for such functions should be eliminated. The Administrative Director should evaluate whether some activities undertaken by this office are cost effective, such as judicial security and online protection functions.</p>		
130	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-47 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	TCAS should be made a unit under the Judicial and Court Administrative Services Division, reporting to the Chief Administrative Officer. The TCAS Manager position should be at the Senior Manager level.	ADOC to present organizational proposal to the council at the 8/31/12, council meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting.

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				Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
135	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-64 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	The OCCM should be renamed Office of Court Construction and Facilities Management Services. The functions of this unit should be placed under the Judicial and Court Operations Services Division and reporting to the Chief Operating Officer. The manager of this unit should be compensated at the same level.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.
137	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-66 and, once organizational changes are made as approved by the Judicial Council, evaluate and make	The current facilities maintenance program appears inefficient and unnecessarily costly. The consultant report is necessary and should be considered part of a necessary reevaluation of the program. Courts should be given the option to assume	ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.	Administrative Director of the Courts interim update to the council at the October 2013 council meeting and final report at the December 2013

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	recommendations to the council on facilities maintenance program efficiencies, including broadening courts' responsibilities for maintenance of court facilities and for smaller scale projects.	responsibility for maintenance of court facilities and for smaller-scale projects.		meeting.
138	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-67 and, once organizational changes are made as approved by the Judicial Council, evaluate and make recommendations to the Judicial Council regarding fiscal planning for facilities maintenance for new and existing facilities and revenue streams to fund increased costs for maintenance of court facilities.	Fiscal planning for facilities maintenance for new and existing facilities needs to become an immediate priority, and revenue streams to fund increased costs for maintenance of court facilities must be identified and obtained.	ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.	Administrative Director of the Courts interim update to the council at the October 2013 council meeting and final report at the December 2013 meeting.
139	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, once organizational changes are made as approved by the Judicial Council, to evaluate and make recommendations regarding staff reductions.	Staff reductions appear feasible in light of the slowdown in new court construction and should be made accordingly. The Chief Operating Officer should be charged with implementing necessary reductions.	ADOC interim report on restructuring at the February 2013 council meeting.	Administrative Director of the Courts to provide an interim report to the council at the August 2013 council meeting.

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142	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-80 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	The Office of Governmental Affairs should be placed in the Executive Office, under the direction of the Chief of Staff. The OGA Manager position should be at the Senior Manager level.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.	Administrative Director of the Courts to provide Interim Report on outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. Final report timeline unknown. Pending council decisions on Classification and Compensation Study.

STATUS REPORT
 JUDICIAL COUNCIL DIRECTIVES
 AOC RESTRUCTURING

April 26, 2013

#	Directive *	Timeline	Status	Status Updates
1	<p>The Administrative Director of the Courts operates subject to the oversight of the Judicial Council. E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report to E&P before each Judicial Council meeting on each item on this chart approved by the Judicial Council.</p> <p><u>SEC Recommendation</u> The Administrative Director must operate subject to the oversight of the Judicial Council and will be charged with implementing the recommendations in this report if so directed.</p>	For immediate implementation (Ongoing)	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
2	<p>E&P recommends that the Judicial Council take an active role in overseeing and monitoring the AOC to ensure transparency, accountability, and efficiency in the AOC's operations and practices.</p> <p><u>SEC Recommendation</u> The Judicial Council must take an active role in overseeing and monitoring the AOC and demanding transparency, accountability, and efficiency in the AOC's operations and practices.</p>	For immediate implementation (Ongoing)	Ongoing	

* This document retains the wording presented by the Judicial Council's Executive and Planning Committee approved by the Judicial Council on August 31, 2012.

#	Directive *	Timeline	Status	Status Updates
3	<p>E&P recommends that the Judicial Council promote the primary role and orientation of the AOC as a service provider to the Judicial Council and the courts for the benefit of the public.</p> <p>SEC Recommendation</p> <p>The primary role and orientation of the AOC must be as a service provider to the Judicial Council and the courts.</p>	For immediate implementation (Ongoing)	Ongoing	
4	<p>E&P recommends that the Judicial Council, in exercising its independent and ultimate governance authority over the operations and practices of the AOC, must ensure that the AOC provide it with a comprehensive analysis, including a business case analysis, a full range of options and impacts and pros and cons, before undertaking any branch-wide project or initiative. In exercising its authority over committees, rules, grants, programs and projects, the Judicial Council must ensure that the AOC provide it with a full range of options and impacts, including fiscal, operational, and other impacts on the courts.</p> <p>SEC Recommendation</p> <p>In exercising its independent and ultimate governance authority over the operations and practices of the AOC, the Judicial Council must demand that the AOC provide it with a business case analysis, including a full range of options and impacts, before undertaking any branch-wide project or initiative. In exercising its authority over committees, rules, grants, programs, and projects, the Judicial Council must demand that the AOC provide it with a full range of options and impacts, including fiscal, operational, and other impacts on the courts.</p>	For immediate implementation (Ongoing)	Ongoing	

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#	Directive *	Timeline	Status	Status Updates
5	<p>E&P recommends that the Judicial Council conduct an annual review of the performance of the Administrative Director of the Courts (ADOC). The review must take into consideration input submitted by persons inside and outside the judicial branch.</p> <p>SEC Recommendation</p> <p>The Judicial Council must conduct periodic reviews of the performance of the Administrative Director of the Courts. These reviews must take into consideration input submitted by persons inside and outside the judicial branch.</p>	For initiation October 2013	Ongoing	
6	<p>E&P recommends that the Judicial Council direct the Rules and Projects Committee, consistent with its responsibility under rule 10.13 of the California Rules of Court, to establish and maintain a rule-making process that is understandable and accessible to justice system partners and the public, to consider SEC Recommendation 6-8 and report on any changes to the rule-making process to the Judicial Council.</p> <p>SEC Recommendation</p> <p>The AOC must develop a process to better assess the fiscal and operational impacts of proposed rules on the courts, including seeking earlier input from the courts before proposed rules are submitted for formal review. The AOC should establish a process to survey judges and court executive officers about the fiscal and operational impacts of rules that are adopted, and recommend revisions to the rules where appropriate. The AOC should recommend changes in the rules process, for consideration by the Judicial Council, to limit the number of proposals for new rules, including by focusing on rule changes that are required by statutory changes.</p>	RUPRO to propose a timeline to return to the council to present its recommendations.	In Progress	<p>RUPRO has begun discussions about this directive and will continue to discuss further possible actions. Since January 2013, actions by RUPRO related to this directive include directing two advisory groups to submit proposals to the Presiding Judges and Court Executive Officers for early input on the proposals, including requesting information about fiscal and operational impacts of the proposals.</p>

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#	Directive *	Timeline	Status	Status Updates
7	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to propose a procedure to seek the fully informed input and collaboration of the courts before undertaking significant projects or branchwide initiatives that affect the courts. The AOC should also seek the input of all stakeholder groups, including the State Bar.</p> <p>SEC Recommendation The AOC must seek the fully informed input and collaboration of the courts before undertaking significant projects or branch-wide initiatives that affect the courts.</p>	<p>ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
8	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to first employ a comprehensive analysis, including an appropriate business case analysis of the scope and direction of significant projects or initiatives, taking into account the range of fiscal, operational, and other impacts to the courts and stakeholders.</p> <p>SEC Recommendation The AOC must first employ an appropriate business case analysis of the scope and direction of significant projects or initiatives, taking into account the range of fiscal, operational, and other impacts to the courts.</p>	<p>ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
9	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure for developing and communicating accurate cost estimates for projects, programs, and initiatives.</p> <p>SEC Recommendation The AOC must develop and communicate accurate cost estimates for projects, programs, and initiatives.</p>	<p>ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
10	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to apply proper cost and contract controls and monitoring, including independent assessment and verification, for significant projects and programs.	ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
	SEC Recommendation The AOC must apply proper cost and contract controls and monitoring, including independent assessment and verification, for significant projects and programs.			
11	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to maintain proper documentation and records of its decision making process for significant projects and programs.	ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
	SEC Recommendation The AOC must maintain proper documentation and records of its decision making process for significant projects and programs.			
12	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to identify and secure sufficient funding and revenue streams necessary to support projects and programs, before undertaking them.	ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
	SEC Recommendation The AOC must identify and secure sufficient funding and revenue streams necessary to support projects and programs, before undertaking them.			

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#	Directive *	Timeline	Status	Status Updates
13	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to accurately report and make available information on potential costs of projects and impacts on the courts.</p> <p>SEC Recommendation The AOC must accurately report and make available information on potential costs of projects and impacts on the courts.</p>	<p>ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
14	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to conduct a comprehensive review of the AOC position classification system as soon as possible. The focus of the review must be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications.</p> <p>SEC Recommendation The Executive Leadership Team must direct that a comprehensive review of the AOC position classification system begin as soon as possible. The focus of the review should be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.</p>	<p>ADOC to report to the council at the February 2013 meeting on options to conduct the study.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
15	<p>The Administrative Office of the Courts must also undertake a comprehensive review of the AOC compensation system as soon as possible. The AOC must review all compensation-related policies and procedures, including those contained in the AOC Personnel Policies and Procedures Manual.</p> <p>SEC Recommendation</p> <p>The Executive Leadership Team must direct that a comprehensive review of the AOC compensation system be undertaken as soon as possible. All compensation-related policies and procedures must be reviewed, including those contained in the AOC personnel manual. AOC staff should be used to conduct this review to the extent possible. If outside consultants are required, such work could be combined with the classification review that is recommended above. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.</p> <hr/>	<p>ADOC to report to the council at the February 2013 meeting on options to conduct the study.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
16	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(a) A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.</p> <p>SEC Recommendation</p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(a) A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.</p> <p>.....</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
17	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(b) Priority should be placed on reviewing all positions classified as supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.</p> <p><u>SEC Recommendation</u></p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(b) Priority should be placed on reviewing all positions classified as supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.</p> <p>.....</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
18	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(c) The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC Personnel Policies and Procedures Manual) should be reviewed and, if maintained, applied consistently.</p> <p><u>SEC Recommendation</u></p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(c) The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC personnel manual) should be reviewed and, if maintained, applied consistently.</p> <p>.....</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
19	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(d) Given current HR staffing and expertise levels, the Administrative Director of the Courts is directed to consider whether an outside entity should conduct these reviews and return to the Judicial Council with an analysis and a recommendation.</p> <p>SEC Recommendation</p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(d) Given current HR staffing and expertise levels, an outside entity should be considered to conduct these reviews.</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
20	<p>E&P also recommends that the Judicial Council direct the Administrative Director of the Courts to assess the results of the compensation and classification studies to be completed and propose organizational changes that take into account the SEC recommendation 7-75 and the analysis of the classification and compensation studies.</p> <p>SEC Recommendation</p> <p>The Administrative Director should make an AOC-wide assessment to determine whether attorneys employed across the various AOC divisions are being best leveraged to serve the priority legal needs of the organization and court users.</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
21	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to implement a formalized system of program and project planning and monitoring that includes, at minimum, a collaborative planning process that requires an analysis of impacts on the judicial branch at the outset of all projects; use of workload analyses where appropriate; and development of general performance metrics for key AOC programs that allow expected performance levels to be set and evaluated.</p> <p>SEC Recommendation</p> <p>The AOC Executive Leadership Team must begin to implement a formalized system of program and project planning and monitoring that includes, at minimum, a collaborative planning process that requires an analysis of impacts on the judicial branch at the outset of all projects; use of workload analyses where appropriate; and development of general performance metrics for key AOC programs that allow expected performance levels to be set and evaluated.</p>	Completion by December 2013.	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
22	<p>E&P recommends that the Judicial Council direct the AOC to renegotiate or terminate, if possible, its lease in Burbank. The lease for the Sacramento North spaces should be reviewed and, if possible, renegotiated to reflect actual usage of the office space. The AOC should explore lower cost lease options in San Francisco, recognizing that the State Department of General Services would have to find replacement tenants for its space.</p> <p>SEC Recommendation</p> <p>The AOC should renegotiate or terminate its lease in Burbank. The lease for the Sacramento North spaces should be reviewed and renegotiated to reflect actual usage of the office space. The AOC should explore lower cost lease options in San Francisco, recognizing that DGS would have to find replacement tenants for its space.</p>	<p>ADOC recommendations to the council at the 10/26/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
23	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to identify legislative requirements that impose unnecessary reporting or other mandates on the courts and the AOC. Appropriate efforts should be made to revise or repeal such requirements.</p> <p>SEC Recommendation</p> <p>The Office of Governmental Affairs should be directed to identify legislative requirements that impose unnecessary reporting or other mandates on the AOC. Appropriate efforts should be made to revise or repeal such requirements.</p>	<p>ADOC report to E&P identifying legislative requirements by December 2013.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
24	On August 9, 2012, E&P directed the interim Administrative Director of the Courts and incoming Administrative Director of the Courts to consider the SEC recommendations on AOC organizational structure (recommendations 5-1-5-6, 6-1) and present their proposal for an organizational structure for the consideration of the full Judicial Council at the August 31, 2012, council meeting.	Interim and incoming ADOC to present proposed organizational chart and implementation proposal to the council for consideration at the 8/31/12, council meeting. With council approval, an organizational design will be implemented by October 2012.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

SEC Recommendation

5-1. The AOC should be reorganized. The organizational structure should consolidate programs and functions that primarily provide operational services within the Judicial and Court Operations Services Division. Those programs and functions that primarily provide administrative services should be consolidated within the Judicial and Court Administrative Services Division. Other programs and functions should be grouped within an Executive Office organizational unit. The Legal Services Office also should report directly to the Executive Office but no longer should be accorded divisional status.

5-2. The Chief Operating Officer should manage and direct the Judicial and Court Operations Services Division, consisting of functions located in the Court Operations Special Services Office; the Center for Families, Children and the Courts; the Education Office/Center for Judicial Education and Research; and the Office of Court Construction and Facilities Management.

5-3. The Chief Administrative Officer should manage and direct the Judicial and Court Administrative Services Division, consisting of functions located in the Fiscal Services Office, the Human Resources Services Office, the Trial Court Administrative Services Office, and the Information and Technology Services Office.

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#	Directive *	Timeline	Status	Status Updates
	<p>5-4. Other important programs and functions should be consolidated within an Executive Office organizational unit under the direction of a Chief of Staff. Those functions and units include such functions as the coordination of AOC support of the Judicial Council, Trial Court Support and Liaison Services, the Office of Governmental Affairs, the Office of Communications, and a Special Programs and Projects Office.</p>			
	<p>5-5. The Chief Counsel, manager of the Legal Services Office (formerly the Office of the General Counsel) should report directly to the Administrative Director depending on the specific issue under consideration and depending on the preferences of the Administrative Director.</p>			
	<p>5-6. The Chief Deputy Administrative Director position must be eliminated. If the absence of the Administrative Director necessitates the designation of an Acting Administrative Director, the Chief Operating Officer should be so designated.</p>			
	<p>6-1. The Administrative Director, the Chief Operations Officer, the Chief Administrative Officer, and the Chief of Staff should be designated as the AOC Executive Leadership Team, the primary decision making group in the organization.</p>			

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#	Directive *	Timeline	Status	Status Updates
25	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require immediate compliance with the requirements and policies in the AOC Personnel Policies and Procedures Manual, including formal performance reviews of all employees on an annual basis; compliance with the rules limiting telecommuting; and appropriate utilization of the discipline system.</p> <p>SEC Recommendation</p> <p>The AOC Executive Leadership Team must order immediate compliance with the requirements and policies in the AOC personnel manual, including formal performance reviews of all employees on an annual basis; compliance with the rules limiting telecommuting; and appropriate utilization of the discipline system.</p>	<p>Interim update from ADOC by April 2013.</p> <p>Formal performance reviews to begin after completion of the classification and compensation study.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
26	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the AOC adheres to its telecommuting policy consistently and identifies and corrects all existing deviations and violations of the existing policy. The Administrative Director of the Courts must review the AOC telecommuting policy and provide the council with a report proposing any recommendations on amendments to the policy, by the December 13-14, 2012, council meeting. Based on a recommendation from the Executive and Planning Committee, the Judicial Council added an additional directive to the existing telecommute directives at the December 14, 2012, meeting to consider and report on alternatives for the telecommute policy, including whether this policy should remain in force and directed the ADOC to return to the council with a report and recommendations for the council's February 2013 meeting.</p> <p><u>SEC Recommendation</u></p> <p>The AOC must adhere to its telecommuting policy (Section 8.9 of the AOC personnel manual). It must apply the policy consistently and must identify and correct all existing deviations and violations of the existing policy.</p> <p>.....</p>	ADOC report to the council by the 12/14/12 meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
27	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that, with an appropriate individual employee performance planning and appraisal system in place, the AOC utilizes the flexibility provided by its at-will employment policy to address employee performance issues. The AOC's at-will employment policy provides management with maximum hiring and firing flexibility, and should be exercised when appropriate.</p> <p>SEC Recommendation</p> <p>6-4. With an appropriate individual employee performance planning and appraisal system in place, the AOC must utilize the flexibility provided by its at-will employment policy to address serious employee performance issues.</p> <p>7-36. The AOC's at-will employment policy provides management with maximum hiring and firing flexibility, and should be exercised when appropriate.</p>	ADOC report to the council at the April 2013 meeting.	Completed	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
28	<p>E&P recommends that the Judicial Council direct that the Administrative Director of the Courts require compliance with the AOC's existing policy calling for annual performance appraisals of all AOC employees (AOC Personnel Policies and Procedures Manual, section 3.9) and that performance appraisals are uniformly implemented throughout the AOC as soon as possible.</p> <p>SEC Recommendation</p> <p>The AOC's existing policy calling for annual performance appraisals of all AOC employees (AOC personnel manual, section 3.9) must be implemented uniformly throughout the AOC as soon as possible.</p>	Ongoing. Interim update from ADOC by April 2013. Formal performance reviews to begin after completion of the classification and compensation study.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
29	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop an employment discipline policy to be implemented consistently across the entire AOC that provides for performance improvement plans and for the actual utilization of progressive discipline.</p> <p>SEC Recommendation</p> <p>A consistent employment discipline policy must accompany the employee performance appraisal system. Section 8.1B of the AOC personnel manual discusses disciplinary action, but is inadequate. A policy that provides for performance improvement plans and for the actual utilization of progressive discipline should be developed and implemented consistently across the entire AOC.</p>	Completion in April 2013.	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
30	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to utilize the AOC's layoff process to provide management with a proactive way to deal with significant reductions in resources.</p> <p>SEC Recommendation</p> <p>The AOC must utilize its layoff process to provide management with a proactive way to deal with significant reductions in resources.</p>	Revised policy adopted May 18, 2012.	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
31	<p>E&P recommends that the Judicial Council direct that the Administrative Director of the Courts require the AOC leadership to develop, maintain, and support implementation of effective and efficient human resources policies and practices uniformly throughout the AOC.</p> <p>SEC Recommendation</p> <p>The AOC leadership must recommit itself to developing and maintaining effective and efficient HR policies and practices. The new Administrative Director, among other priority actions, must reestablish the AOC's commitment to implement sound HR policies and practices.</p>	<p>Annual status report to be included in the ADOC's annual performance review.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
32	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that a gradual, prioritized review of all HR policies and practices, including all those incorporated in the AOC Personnel Policies and Procedures Manual, should be undertaken to ensure they are appropriate and are being applied effectively and consistently throughout the AOC.</p> <p>SEC Recommendation</p> <p>A gradual, prioritized review of all HR policies and practices, including all those incorporated in the AOC personnel manual should be undertaken to ensure they are appropriate and are being applied effectively and consistently throughout the AOC.</p>	<p>Annual status report to be included in the ADOC's annual performance review.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
33	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the budget and fiscal management measures implemented by the AOC to ensure that the AOC's fiscal and budget processes are transparent.</p> <p>The Administrative Director of the Courts should develop and make public a description of the AOC fiscal and budget process, including a calendar clearly describing how and when fiscal and budget decisions are made. The AOC should produce a comprehensive, publicly available midyear budget report, including budget projections for the remainder of the fiscal year and anticipated resource issues for the coming year.</p> <p><u>SEC Recommendation</u></p> <p>The AOC's fiscal and budget processes must be transparent. The Executive Leadership Team should require the Fiscal Services Office to immediately develop and make public a description of the fiscal and budget process, including a calendar clearly describing how and when fiscal and budget decisions are made. The Fiscal Services Office should be required to produce a comprehensive, publicly available midyear budget report, including budget projections for the remainder of the fiscal year and anticipated resource issues for the coming year. The Chief Administrative Officer should be given lead responsibility for developing and implementing an entirely new approach to fiscal processes and fiscal information for the AOC.</p>	<p>Interim report to the council on the changes in progress by the February 2013 council meeting.</p> <p>Final report on measures taken to implement a new approach to the budget process by June 2013.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
34	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that all fiscal information must come from one source within the AOC, and that single source should be what is currently known as the Finance Division. SEC Recommendation All fiscal information must come from one source within the AOC, and that single source should be what is currently known as the Finance Division (to become the Fiscal Services Office under the recommendations in this report).	Immediate implementation with ADOC report to the council at the 10/26/2012, meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
35	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that budget and fiscal tracking systems be in place so that timely and accurate information on resources available and expenditures to date are readily available. SEC Recommendation Tracking systems need to be in place so that timely and accurate information on resources available and expenditures to date are readily available. Managers need this information so they do not spend beyond their allotments.	ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
36	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that budget and fiscal information displays be streamlined and simplified so they are clearly understandable. SEC Recommendation Information displays need to be streamlined and simplified so they are clearly understandable.	ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
37	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the Finance Division track appropriations and expenditures by fund, and keep a historical record of both so that easy year-to-year comparisons can be made. This can be done by unit, division, or by program, whichever provides the most informed and accurate picture of the budget.</p> <p>SEC Recommendation</p> <p>The Finance Division (Fiscal Services Office) should track appropriations and expenditures by fund, and keep a historical record of both so that easy year-to-year comparisons can be made. This can be done by unit, division or by program — whichever provides the audience with the most informed and accurate picture of the budget.</p>	<p>ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
38	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that expenditures be split into those for state operations and local assistance (funds that go to the trial courts) so it is clear which entity benefits from the resources. State operations figures must be further broken down as support for the Supreme Court and Appellate Courts. The AOC should adopt the methodology of distributing the administrative costs among programs.</p> <p>SEC Recommendation</p> <p>Expenditures should be split into those for state operations and local assistance (funds that go to the trial courts) so it is clear which entity benefits from the resources. State operations figures should be further broken down as support for the Supreme Court and Appellate Courts. In most state departments, administrative costs are distributed among programs. The AOC should adopt this methodology.</p>	<p>ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 meeting</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
39	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the AOC schedule its budget development and budget administration around the time frames used by all state entities.</p> <p>SEC Recommendation</p> <p>The AOC should schedule its budget development and budget administration around the time frames used by all state entities. Assuming the budget for any fiscal year is enacted by July 1, the AOC should immediately allocate its budgeted resources by fund among programs, divisions, units.</p>	<p>Immediate implementation. ADOC interim report to the council at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
40	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that requests for additional resources be presented to the Judicial Council at its August meeting, identify the increased resources requested, and be accompanied by clear statements of the need and use of the resources and the impact on the AOC, as well as the impact on the judicial branch, if any. A cost-benefit analysis should be part of any request and there should be a system to prioritize requests.</p> <p>SEC Recommendation</p> <p>Requests for additional resources are presented to the Judicial Council at its August meeting. These requests identify increased resources requested and should be accompanied by clear statements of need and use of the resources and the impact on the AOC, as well as the impact on the judicial branch, if any. A cost-benefit analysis should be part of any request, and there should be a system to prioritize requests.</p>	<p>Immediate implementation</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
41	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that, after the Governor's Budget is released in January, the AOC should present a midyear update of the judicial branch budget at the next scheduled Judicial Council meeting. All figures provided by the AOC should tie back to the Governor's Budget or be explained in footnotes.</p> <p>SEC Recommendation</p> <p>After the Governor's Budget is released in January, the AOC should present a midyear update of the judicial branch budget at the next scheduled Judicial Council meeting. This presentation should tie to the figures in the Governor's Budget so that everyone has the same understanding of the budget.</p>	<p>Immediate implementation. ADOC report to the council at the February 2013 council meeting.</p>	Completed	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
42	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that, except for budget changes that must be made to comply with time requirements in the state budget process, the AOC not change the numbers in the budget statements it presents. All figures provided by the AOC must tie back to the Governor's budget or be explained in footnotes.</p> <p>SEC Recommendation</p> <p>Except for changes that must be made to comply with time requirements in the state budget process, the AOC should not change the numbers it presents – continual changes in the numbers, or new displays, add to confusion about the budget.</p>	<p>Immediate implementation (Ongoing)</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the December 14, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
43	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to perform internal audits upon completion of the restructuring of the AOC.	ADOC to report to the council with an implementation proposal at the June 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
	<u>SEC Recommendation</u>			
	The AOC must perform internal audits. This will allow the leadership team and the Judicial Council to know how a particular unit or program is performing. An audit can be both fiscal and programmatic so that resources are tied to performance in meeting program goals and objectives.			
44	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the leadership team must develop and employ budget review techniques so that the budget of an individual unit is aligned with its program responsibilities.	ADOC to report back to the council on the budget review technique adopted at the February 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
	<u>SEC Recommendation</u>			
	As part of the reorganization and downsizing of the AOC, the leadership team should employ budget review techniques (such as zero-based budgeting) so that the budget of an individual unit is aligned with its program responsibilities. In the future, there should be periodic reviews of units and or programs to make sure funding is consistent with mandated requirements.			

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#	Directive *	Timeline	Status	Status Updates
45	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the total staff size of the AOC must be reduced significantly and must not exceed the total number of authorized positions. The consolidation of divisions, elimination of unnecessary and overlapping positions, and other organizational changes should reduce the number of positions.</p> <p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that staffing levels of the AOC be made more transparent and understandable. Information on staffing levels must be made readily available, including posting the information online. All categories of staffing — including, but not limited to, authorized positions, “909” staff, employment agency temporary employees and contract staff — must be accounted for in a manner understandable to the public.</p> <p><u>SEC Recommendation</u></p> <p>9-1. The total staff size of the AOC should be reduced significantly.</p> <p>9-2. The total staff size of the AOC must be reduced significantly and should not exceed the total number of authorized positions. The current number of authorized positions is 880. The consolidation of divisions, elimination of unnecessary and overlapping positions and other organizational changes recommended in this report should reduce the number of positions by an additional 100 to 200, bringing the staff level to approximately 680 to 780.</p> <p>9-5. The staffing levels of the AOC must be made more transparent and understandable. Information on staffing levels must be made readily available, including posting the information online. All categories of staffing—including, but not limited to, authorized positions, “909” staff, employment agency temporary</p>	<p>Immediate implementation (Ongoing)</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
	employees and contract staff—must be accounted for in a manner understandable to the public.			
46	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report to the Judicial Council vacant authorized positions if they have remained unfilled for six months. SEC Recommendation Vacant authorized positions should be eliminated if they have remained unfilled for six months.	(Ongoing) ADOC to provide updates to the council for each council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
47	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the employment of temporary or other staff to circumvent a hiring freeze is not permitted. The Administrative Director must review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such as in the case of an emergency or to provide a critical skill set not available through the use of authorized employees. SEC Recommendation Employment of temporary or other staff to circumvent a hiring freeze should not be permitted. The Executive Leadership Team should immediately review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such in the case of an emergency or to provide a critical skill set not available through the use of authorized employees.	Completion by June 2013	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
48	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts, as part of the council's long-term strategic planning, to evaluate the location of the AOC main offices based on a cost-benefit analysis and other considerations.</p> <p>SEC Recommendation As part of its long-term planning, the AOC should consider relocation of its main offices, based on a cost-benefit analysis of doing so.</p>	For long term consideration	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
49	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-2 with no further action. The AOC has terminated special consultants hired on a continuous basis.</p> <p>SEC Recommendation The practice of employing a special consultant on a continuous basis should be reevaluated and considered for termination taking into account the relative costs, benefits, and other available resources.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
50	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-3 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation The Center for Families, Children and the Courts should be an office reporting to the Chief Operating Officer in the AOC's Judicial and Court Operations Services Division, rather than a stand-alone division. The CFCC manager position should be compensated at its current level.</p>	Interim and incoming ADOC to present a proposal to the council, at the 8/31/12, meeting. Compensation and classification study will follow.**	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
51	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(a) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(a) CFCC has a one-over-one management structure with a Division Director and an Assistant Division Director position. The Assistant Division Director position should be eliminated.</p>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
52	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) There are nearly 30 attorney positions in CFCC, including 7 attorneys who act as Judicial Court Assistance Team Liaisons. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to nonattorney classifications.</p>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
52.1	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(c) The CFCC has numerous grant-funded positions, including five in its Rules and Forms Unit. Implementation of our recommendations for the AOC's Grants and Rule-making Processes could result in some reductions in these positions.</p>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
53	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(d) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation</p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(d) The CFCC has a number of positions devoted to research programs, as do other offices to be placed within the Judicial and Court Operations Services Division, presenting opportunities for efficiencies by consolidating divisional research efforts.</p>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
54	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(e) CFCC staff members provide support to a number of Judicial Council committees and task forces. The recommended consolidation of this support function under the direction of the Chief of Staff will present opportunities for efficiencies and resource reduction.</p>	<p>To follow the classification and compensation study and E&Ps review of all council advisory bodies.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
55	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-4(f) with no further action, as these administrative and grant support functions have been consolidated through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p>SEC Recommendation CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(f) The CFCC maintains a Core Operations Unit, which is essentially an administrative and grant support unit. The consolidation of administrative functions and resources within the Judicial and Court Administrative Services Division should lead to the downsizing of this unit.</p>	<p>Completed</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
56	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider reducing or eliminating various publications produced by the Center for Families, Children, & the Courts.</p> <p>SEC Recommendation CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(g) CFCC staff members produce various publications. They should be considered for reduction or elimination</p>	<p>ADOC to report to the council at the February 2013 council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
57	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-4(h) with no further action. The Judge-in Residence is now volunteering time to fulfill this responsibility.</p> <p>SEC Recommendation CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(h) The Judge-in-Residence position in this division should be eliminated.</p>	<p>Completed</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
58	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-4(i) with no further action, as the positions related to CCMS have been eliminated through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p>SEC Recommendation CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(i) Positions related to CCMS should be eliminated.</p>	<p>Completed</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
59	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to propose an organizational plan for the Center for Families, Children, & the Courts that allows for reasonable servicing of the diverse programs mandated by statute and assigned to this division.</p> <p>SEC Recommendation</p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(j) Although staffing reductions in this division are feasible, any reorganization or downsizing of this division must continue to allow for reasonable servicing of the diverse programs mandated by statute and assigned to this division, including such programs as the Tribal Project program.</p>	<p>ADOC to report to the council at the February 2013 council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
60	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the Sargent Shriver Civil Counsel program, and return to the council with an assessment and proposal.</p> <p>SEC Recommendation</p> <p>Self-represented litigants in small claims, collection matters, foreclosures, and landlord-tenant matters are frequent users of court self-help centers. A majority of self-help clients seek assistance in family law matters. Consideration should be given to maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the Sargent Shriver Civil Counsel program.</p>	<p>ADOC to propose a plan for implementation to the council at the February 2013 meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
61	<p>E&P recommends to the Judicial Council that any legislative proposals generated by the AOC must follow the process established by the Policy Coordination and Liaison Committee.</p> <p>SEC Recommendation Consistent with recommendations in this report calling for a review of AOC’s rule-making process, legislative proposals generated through this division should be limited to those required by court decisions and statutory mandates and approved by the Judicial Council Advisory Committees.</p>	<p>Immediate implementation (Ongoing)</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
62	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that a systems review of the manner in which AOC staff review trial court records should be conducted to streamline Judicial Review and Technical Assistance audits, if possible, and to lessen the impact on court resources.</p> <p>SEC Recommendation A systems review of the manner in which trial court records are reviewed should be conducted to streamline audits, if possible, and to lessen the impact on court resources.</p>	<p>ADOC to report to the council on the audit process at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
63	<p>With the exception of assigned judges, AOC staff must not investigate complaints from litigants about judicial officers.</p> <p>SEC Recommendation The CFCC should discontinue investigating and responding to complaints from litigants about judicial officers who handle family law matters, as such matters are handled by other entities.</p>	<p>Ongoing</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
64	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-10 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation The Court Operations Special Services Office (COSSO), formerly CPAS, should be an office reporting to the Chief Operating Officer within the AOC's Judicial and Court Operations Services Division, rather than a stand-alone division. The COSSO manager position should be at the Senior Manager level.</p>	<p>Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.**</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
65	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-12 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings.</p>	<p>Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
65.1	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-12(a) with no further action, due to the temporary suspension of the Kleps Program initiated to reduce branch costs.</p> <p>SEC Recommendation</p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(a) To save resources, the Kleps Award Program should be suspended temporarily.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
66	<p>E&P recommends that the Judicial Council defer a decision on SEC Recommendation 7-12(b), pending a recommendation from the Trial Court Budget Working Group.</p> <p>SEC Recommendation</p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(b) The Justice Corps Program should be maintained, with AOC's involvement limited to procuring and distributing funding to the courts.</p>		Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
67	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-12(c) with no further action as the Procedural Fairness/Public Trust and Confidence program has been eliminated through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p>SEC Recommendation</p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(c) Since funding for the Procedural Fairness/Public Trust and Confidence program has ceased, it should be eliminated.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
68	<p>E&P recommends that the Judicial Council consider whether to continue support for the Civics Education Program after the conclusion of the 2013 summit. The California On My Honor Program has been suspended for 2 years due to the lack of funding.</p> <p>SEC Recommendation</p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(d) Once the 2013 summit has concluded, the Administrative Director and Judicial Council should evaluate continuing support for the Civics Education Program/California On My Honor program.</p>	ADOC to report to the council at the April 2013 council meeting.	Completed	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
69	<p>E&P recommends that the Judicial Council direct the ADOC to evaluate the extent to which financial and personnel support for the Jury Improvement Project should be maintained, recognizing the high value of the project to the judicial branch, especially because jury service represents the single largest point of contact between citizens and the courts.</p> <p>SEC Recommendation</p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(e) The Jury Improvement Project is of high value to the judicial branch, especially as jury service represents the single largest point of contact between citizens and the courts. The Judicial Council should evaluate the extent to which financial and personnel support for the project should be maintained.</p> <hr/>	ADOC to report to the council at the 10/26/12, council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
70	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to study the budget and operational components of the Court Interpreters Program to determine whether greater efficiencies can be implemented to deliver interpreter services to the courts. The Finance Division should not act as an impediment in the delivery of interpreter services to the courts.</p> <p>SEC Recommendation</p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(g) The Administrative Director and Judicial Council should study the budget and operational components of Court Interpreters Program to determine whether greater efficiencies can be implemented to deliver interpreter services to the courts. Internally, the Finance Division should not act as an impediment in the delivery of interpreter services to the courts.</p>	ADOC to report to the council at the April 2013 council meeting.	Completed	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
71	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-16 with no further action as the Judicial Administration Library has been eliminated through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p>SEC Recommendation</p> <p>The Judicial Administration Library should be consolidated with the Supreme Court Library.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
72	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>7-11. COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.</p> <p>(a) COSSO should have a management structure that includes a Unit Manager, but the Assistant Division Director position should be eliminated</p> <hr/>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
72.1	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>7-11. COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.</p> <p>(b) The research functions and units of COSSO should be reviewed for possible consolidation with other research programs in the Judicial and Court Operations Services Division, presenting opportunities for efficiencies and position reductions.</p> <p>.....</p>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
72.2	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>7-14. A significant number of COSSO staff members, such as those in the Administration and Planning unit, are assigned to various functions in support of the Judicial Council. The recommended consolidation of Judicial Council support activities under the direction of the Chief of Staff will present opportunities for efficiencies and resource reductions.</p>	<p>Incoming ADOC's organizational proposal to be presented for council consideration at the 8/31/12, council meeting.**</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
73	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-13 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation</p> <p>The Editing and Graphics Group, with half of its eight positions currently vacant, should be considered for elimination.</p>	<p>Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
74	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that activities related to the education and training of Appellate Court Justices in the COSSO should be consolidated with the Education Division/CJER.</p> <p>SEC Recommendation</p> <p>Some COSSO staff are engaged in activities relating to the education and training of Appellate Court Justices. These functions should be consolidated with the Education Division/CJER.</p>	Completion by June 2013.	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
75	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-17(a) with no further action as the Assigned Judges Program and Assigned Judges Program Regional Assignment Units have merged through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p>SEC Recommendation</p> <p>Modifications to the Assigned Judges Program should be considered, including the following:</p> <p>(a) The Assigned Judges Program and Assigned Judges Program Regional Assignments units should be merged, resulting in the elimination of a unit supervisor position.</p>	Completed	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
76	<p>E&P recommends that SEC Recommendations 7-17(b), (c), and (d) be referred to the Chief Justice for consideration. The AOC's Assigned Judges Program provides support to the Chief Justice in the assignment of judges under California Constitution Article VI, Section 6(e).</p> <p>SEC Recommendation</p> <p>Modifications to the Assigned Judges Program should be considered, including the following:</p> <p>(b) The program's travel and expense policies should be reviewed to mitigate adverse impacts on the availability of assigned judges to smaller and rural courts.</p> <p>(c) Consideration should be given to a pilot program to allow half-day assignments of judges, taking into account the probable inability of small, rural courts to attract judges on this basis.</p> <p>(d) Consideration should be given to development of an Assigned Commissioner Program to assist courts with such matters as AB1058 child support cases.</p>		Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
77	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-18 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation</p> <p>The functions of the Trial Court Leadership Service unit should be moved under the auspices of the new Executive Office, as matters of policy emanating from the Trial Court Presiding Judges Advisory Committee and Court Executives Advisory Committee often relate to branch-wide policies.</p>	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
78	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-19 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.**	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
	<u>SEC Recommendation</u>			
	The Education Division should be an office within the Judicial and Court Operations Services Division, under the direction of the Chief Operating Officer, rather than a stand-alone division. The Education Division/CJER manager position should be compensated at its current level.			
79	E&P recommends that the Judicial Council direct the Rules and Projects Committee to evaluate relaxation of mandatory education requirements to allow the Administrative Director of the Courts and Court Executive Officers greater discretion and flexibility in utilizing their workforces during times of budget constraints.	RUPRO to propose a timeline to return to the council to present its recommendations.	In Progress	In March 2013, RUPRO appointed a small working group of its own members to consider this recommendation.
	<u>SEC Recommendation</u>			
	As to training currently required of AOC staff and court personnel, the Judicial Council should examine and consider a relaxation of current mandatory requirements to allow the Administrative Director of the AOC and/or court executive officers greater discretion and flexibility in utilizing their workforces during times of budget constraints.			

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#	Directive *	Timeline	Status	Status Updates
80	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the efficiencies identified by the working group reviewing all education for new judges to ensure that education is provided in the most effective and efficient way possible.</p> <p>SEC Recommendation</p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(a) A workgroup has been formed to review all education for new judges to ensure that it is being provided in the most effective and efficient way possible. The efficiencies identified by this working group may present opportunities for reductions.</p> <p>.....</p>	In progress	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
81	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-20(b), taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) There are in excess of a dozen attorney positions in the Education Division in units such as Design and Consulting, and Publications and Resources, in addition to the Judicial Education unit. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to nonattorney classifications. In particular, education specialist positions are staffed by attorneys, a staffing practice that appears unnecessary.</p> <hr/>	<p>Interim and incoming ADOC to present a proposal to the council, at the 8/31/12, meeting. Compensation and classification study will follow.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
82	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-20(c) with no further action, as the positions and activities related to the Court Case Management System in the Education Division have been eliminated, through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p>SEC Recommendation</p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(c) The Court Case Management System training unit and any other positions engaged in CCMS-related activities should be eliminated in light of the Judicial Council's decision to cancel the full deployment of the CCMS system.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
83	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the impacts of a reduction in the size of the Production, Delivery, and Educational Technologies Unit and the reduction in services that would result, and provide the findings and recommendations to the Judicial Council.</p> <p>SEC Recommendation</p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(d) The Production, Delivery and Educational Technologies unit has grown to more than 25 positions plus several temporary staff. The number of staff in this unit should be reduced in light of the difficult fiscal environment.</p>	ADOC to report to council with recommendations at the June 2013 council meeting.	Completed	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
84	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate and consider reducing the positions assigned to develop training for AOC Staff in the Curriculum and Course Development Unit, especially if training requirements are relaxed</p> <p>SEC Recommendation</p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(e) The Curriculum and Course Development unit includes several positions assigned to develop training for AOC staff. This activity should be evaluated and reduced, especially if training requirements are relaxed.</p>	<p>ADOC to report to council with recommendations following recommendations from RUPRO on training requirements.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
85	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the impacts of a reduction in the size of the Administrative Services Unit and the reduction in services that would result, and provide the findings and recommendations to the Judicial Council.</p> <p>SEC Recommendation</p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(f) The Administrative Services unit contains more than 20 staff engaged in support activities such as records management, printing and copying, scheduling and planning training delivery, and coordinating logistics for all AOC events. The number of staff in this unit should be evaluated and reduced commensurate with the reduction in the number of live programs and events, and reflecting a reduction in the number of employees AOC-wide.</p> <p>.....</p>	<p>ADOC to report to council with recommendations at the June 2013 council meeting.</p>	<p>Completed</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
86	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Education Division should conduct true cost benefit analyses in determining the types of training and education it provides for new judicial officers and others, and to report to the council on the results. Analyses should include types, lengths, locations of programs, delivery methods, and the costs to courts.</p> <p>SEC Recommendation</p> <p>The Education Division should conduct true cost-benefit analyses — and not rely only on its own preferences — in determining the types of training and education it provides, including types, lengths, and locations of programs, delivery methods, and the costs to courts. This type of analysis should apply to training and education programs for new judicial officers.</p>	<p>ADOC to provide recommendations on the process at 12/14/12, council meeting with a final report at the April 2013 meeting.</p>	Completed	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
87	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the AOC should support and provide requested assistance to those courts that collaborate with other regional courts in providing judicial education and staff training or that request support in providing their own programs.</p> <p>SEC Recommendation</p> <p>The Education Division should support and provide requested assistance to those courts that collaborate with other regional courts in providing judicial education and staff training or that request support in providing their own programs.</p>	Ongoing	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
88	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report to the council on a review of the content of training courses offered to AOC managers, supervisors, and employees, the number and location of courses offered, and the means by which courses and training are delivered. Training opportunities should include greater orientation and development of understanding of court functions.</p> <p>SEC Recommendation</p> <p>As to training currently required of AOC managers, supervisors, and employees, the Administrative Director should order a review of the content of training courses offered, the number and location of courses offered, and the means by which courses and training are delivered. Training opportunities should include greater orientation and development of understanding of court functions.</p>	<p>ADOC report to the council at the 12/14/12, council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the December 14, 2012, Judicial Council Meeting.</p>
89	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-25 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation</p> <p>The functions performed by the Finance Division should be placed in the Judicial and Court Administrative Services Division. The Finance Division should be renamed the Fiscal Services Office, reporting to the Chief Administrative Officer. The Fiscal Services Office Manager position should be at the Senior Manager level.</p>	<p>Interim and incoming ADOC to present organizational proposal the council at the 8/31/12, meeting.**</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
90	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-26 and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation The number of managers and supervisors should be reduced.</p>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
91	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure through the budget and fiscal management measures implemented by the AOC that the AOC's Finance Division is involved in all phases of fiscal planning and budgeting, especially with regard to large-scale or branch-wide projects or initiatives.</p> <p>SEC Recommendation The AOC must improve its fiscal decision making processes. The AOC must make a commitment to involve the Fiscal Services Office in all phases of fiscal planning and budgeting, especially with regard to large-scale or branch-wide projects or initiatives.</p>	<p>ADOC interim report to the council at the February 2013 council meeting and final report at the meeting in June 2013.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
92	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the budget and fiscal management measures implemented by the AOC to ensure that the AOC's fiscal and budget processes are more transparent.</p> <p>SEC Recommendation The budgeting process must become more transparent. Budget information must be readily available to the public, including online. Budget documents must provide understandable explanations and detail concerning revenue sources, fund transfers, and expenditures.</p>	<p>ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
93	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the budget and fiscal management measures implemented by the AOC enable the Finance Division to improve the timeliness of processing contracts to better serve courts, contractors, vendors, and others.	Interim report to the council on the changes in progress by the February 2013 council meeting. Final report on measures taken to implement a new approach to the budget process, by June 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
<u>SEC Recommendation</u>				
This division must make a commitment to processing contracts in more timely fashion, with an eye toward better serving courts, contractors, vendors, and others.				
94	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Finance Division must assess its workload needs, especially in light of legislation on court security and auditing functions being assumed by the State Controller's Office, so that any necessary adjustments in staffing positions can be made.	ADOC to report to the council at the June 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
<u>SEC Recommendation</u>				
The Finance Division must assess its workload needs, especially in light of legislation on court security and auditing functions being assumed by the State Controller's Office, so that any necessary adjustments in staffing positions can be made.				

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#	Directive *	Timeline	Status	Status Updates
95	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-31 with no further action as the unit has been eliminated through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p>SEC Recommendation The need for a Strategic Policy, Communication, and Administration Unit should be reevaluated by the Chief Administrative Officer and, most likely, be eliminated.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
96	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-32 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation Consistent with recent consolidation of this division, the HR function should no longer be assigned stand-alone division status in the AOC organizational structure and should be combined with other administrative functions, reporting to the Chief Administrative Officer in the AOC's Administrative Services Division.</p>	Interim and incoming ADOC to present organizational proposal the council at the 8/31/12, meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
97	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-34 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>The current number of higher-level positions in the HR Division should be reduced, as follows:</p> <p>(a) The Division Director position should be permanently eliminated as the HR function should no longer be a stand-alone division.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
97.1	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-34 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>The current number of higher-level positions in the HR Division should be reduced, as follows:</p> <p>(b) The number of manager positions should be reduced from five to three, with some of the resulting resources allocated to line HR functions.</p>	ADOC to make a proposal based on the classification and compensation study.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
97.2	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-34 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>The current number of higher-level positions in the HR Division should be reduced, as follows:</p> <p>(c) One of the three Senior Manager positions is vacant, a vacancy that should be made permanent by reallocating managerial responsibilities to the two filled Senior Manager positions.</p>	Completed. This Division has 2 senior manager positions.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
98	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the progress and results of staffing changes being implemented in the Human Resources unit as part of the AOC's internal restructuring process.</p> <p>SEC Recommendation</p> <p>The current number of higher-level positions in the HR Division should be reduced, as follows:</p> <p>(d) With the elimination of the positions discussed above, consideration should be given to redirecting the resources from those positions to support vacant HR analyst positions that can be assigned work needed to help reestablish effective HR policies and practices in the AOC.</p>	ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
99	E&P recommends that the Judicial Council support SEC Recommendation 7-42 with no further action, as the issues have been resolved. SEC Recommendation The Administrative Director should resolve any remaining issues that have existed between the HR Division and Office of General Counsel, including by redefining respective roles relating to employee discipline or other HR functions.	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
100	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-43 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC. SEC Recommendation The committee recommends that the functions of this division be placed under a unit titled Information and Technology Services Office, combined with any remaining functions of CCMS. The office should report to the Chief Administrative Officer of the Judicial and Court Administrative Services Division. The IS Manager position should be compensated at its current level.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
101	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-44 and direct the council's Technology Committee to reexamine technology policies in the judicial branch to formulate any new branch-wide technology policies or standards, based on the input, needs, and experiences of the courts and court users, and including cost-benefit analysis.</p> <p>SEC Recommendation A reexamination of technology policies in the judicial branch must occur now that CCMS does not represent the technology vision for all courts. Formulation of any new branch-wide technology policies or standards must be based on the input, needs, and experiences of the courts, and including cost-benefit analysis.</p>	<p>The Technology Committee to propose a timeline to return to the council to present its recommendations.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
102	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-45(a) with no further action, as the recommended staff reductions have occurred through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p>SEC Recommendation Especially with CCMS not being fully deployed, staff reductions in this division are in order, including:</p> <p>(a) Unnecessary CCMS positions should be eliminated.</p>	<p>Completed</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
103	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-45(b) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation Especially with CCMS not being fully deployed, staff reductions in this division are in order, including:</p> <p>(b) The total number of senior managers should be reduced.</p>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
104	<p>E&P recommends that the Judicial Council direct that the Administrative Director of the Courts should review and reduce accordingly the use of temporary employees, consultants, and contractors.</p> <p>SEC Recommendation Especially with CCMS not being fully deployed, staff reductions in this division are in order, including:</p> <p>(c) The use of temporary employees, consultants, and contractors should be reviewed and reductions made accordingly.</p>	<p>ADOC to report to the council at the June 2013 council mtg.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
105	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-46 and direct the Administrative Director of the Courts, as part of AOC long term planning, to conduct a review and audit of all technology currently used in the AOC, including an identification of efficiencies and cost savings from the use of a single platform, and return to the council with a progress report on the findings.</p> <p>SEC Recommendation</p> <p>Different divisions in AOC operate from different technology platforms, including SAP used for the Phoenix system, Oracle, and CCMS. As part of a long range plan for the use of technology in AOC operations, the AOC should conduct a review and audit of all technology currently used in the AOC.</p> <p>Efficiencies and cost savings could result from the use of a single platform.</p> <hr/>	<p>ADOC interim report to the council by the December 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
106	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-71 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation</p> <p>The Office of General Counsel should be renamed Legal Services Office, consistent with its past designation, and should be a stand-alone office reporting to the Administrative Director of the Courts. The Legal Services Office manager position should be compensated at its current level. The Legal Services Office should not be at the same divisional level as the Judicial and Court Operations Services Division or the Judicial and Court Administrative Services Division. The Chief Counsel, manager of the Legal Services Office, should not be a member of the Executive Leadership Team.</p> <hr/>	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
107	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(a) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(a) In addition to the General Counsel, there are nine management level attorney positions in the Legal Services Office, including the Assistant General Counsel, three Managing Attorneys, and five Supervising Attorneys. This is an excessive number of management positions, which should be reduced. The position of Assistant General Counsel position could be eliminated. One managing attorney could be assigned to manage each of the two major functional components of the division, house counsel, and Judicial Council services, with each managing attorney reporting directly to the Chief Counsel.</p> <p>.....</p>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
108	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-72(b) and direct the Administrative Director of the Courts to direct implementation of fundamental management practices to address underperformance of staff members and provide better supervision and allocation of work.</p> <p>SEC Recommendation</p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) Despite the large number of management positions, management systems and processes are particularly lacking in the Legal Services Office. Implementing fundamental management practices to address the underperformance of staff members and provide better supervision and allocation of work should produce efficiencies that can result in reductions.</p> <p>.....</p>	<p>ADOC interim report to the council on the changes in progress by the February 2013 council meeting.</p>	<p>Completed</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
109	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(c) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(c) A large number of Legal Services Office positions are dedicated to supporting the Judicial Council and its various committees and task forces. Assigning responsibility for coordinating the AOC's Judicial Council support activities to the Executive Office under the direction of the Chief of Staff will lead to efficiencies that should result in reductions of Legal Services Office positions dedicated to these activities.</p> <p>.....</p>	Interim and incoming ADOC organizational proposal to be presented to the council at the 8/31/12, meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
110	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-72(d) and direct the Administrative Director of the Courts to report to the council on measures to streamline and improve the AOC's contracting processes and reduce contract-related work performed by this office.</p> <p>SEC Recommendation</p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(d) Implementation of the recommendations designed to streamline and improve the AOC's contracting processes should reduce contract-related work performed by the Legal Services Office.</p>	<p>Final report to the council at June 2013 meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
111	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72 (e) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed</p> <p>SEC Recommendation</p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(e) The Legal Services Office has promoted and contributed to the "lawyerizing" of numerous activities and functions in the AOC. There are opportunities for work currently performed by attorneys in the Rules and Projects, Transactions and Business Operations, Real Estate, and Labor and Employment units to be performed by nonattorneys, resulting in efficiencies and possible staff reductions.</p> <p>.....</p>	ADOC to make a proposal based on the classification and compensation study.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
112	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(f) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p>SEC Recommendation</p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(f) Development and use of paralegal classifications, as found elsewhere in legal services throughout both the public and private sectors, could lead to the reduction of attorney positions in the Legal Services Office.</p>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
113	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-73 with no further action. The telecommuting status of one position has ended and, as of September 7, 2012, the telecommuting status of the second position will end.</p> <p>SEC Recommendation</p> <p>There currently are at least two positions in the Legal Services Office that violate the AOC's telecommuting policy. These should be terminated immediately, resulting in reductions. Nor should telecommuting be permitted for supervising attorneys in this division.</p>	<p>ADOC to report to the council with proposal for a revised policy at the 12/14/12, council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
114	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the costs and benefits of allocating staff attorneys and resources to various advisory committees, task forces, and working groups. SEC Recommendation As recommended elsewhere, the Judicial Council should assess the costs and benefits of allocating staff attorneys and resources to various advisory committees, task forces, and working groups.	On completion of the classification and compensation study and E&P's review of all council advisory bodies.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
115	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, as part of the review of the AOC organizational structure, to review current responsibilities and clearly define the role of the Chief Counsel. SEC Recommendation The role of the Chief Counsel should be redefined to reflect the primary role of providing legal advice and services, as opposed to developing policy for the judicial branch.	ADOC to make recommendations to the council at the February 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
116	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-77(a) and (d), and direct the Administrative Director of the Courts that the Office of the General Counsel should employ and emphasize a customer service model of operation, recognizing a primary goal of providing timely service and advice to its clients, including to internal clients in the AOC and to those courts that request legal advice or services from this office.</p> <p>SEC Recommendation</p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(a) Most fundamentally, this division should employ and emphasize a customer service model of operation — recognizing a primary goal of providing timely service and advice to its clients, including to internal clients in the AOC and to those courts that request legal advice or services from this office.</p> <p>.....</p>	<p>ADOC to report back to the council at the February 2013 council meeting</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
117	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to adopt an operations model whereby attorneys generally are housed at one location with flexibility to adjust as necessary to meet court needs regionally, including regional demand for additional attorney support and smaller courts that have fewer staff for research and other legal services. The location where attorneys report to work should ensure proper supervision.</p> <p>SEC Recommendation</p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(b) This office should adopt an operations model whereby its attorneys generally are housed at one location. This would eliminate nonsupervision of some attorneys, promote better and more regular supervision of staff attorneys, and promote better utilization of available skills.</p> <hr/>	<p>ADOC to report back to the council at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
118	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Office of the General Counsel service model should emphasize that time is of the essence when it comes to delivering advice and opinions to the courts; that recommendations and advice to courts should include a full range of options available to the courts; and that there must be a greater recognition that the AOC's interests may conflict with the specific interests of the courts. Clearer procedures should be put in place to safeguard the interests of individual courts in those instances when legitimate conflicts arise.</p> <p>SEC Recommendation</p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(c) The service model should emphasize that time is of the essence when it comes to delivering advice and opinions to the courts; that recommendations and advice to courts should include a full range of options available to the courts; and that there must be a greater recognition that the AOC's interests may conflict with the specific interests of the courts. Clearer procedures should be put in place to safeguard the interests of individual courts in those instances when legitimate conflicts arise.</p>	<p>ADOC to report back to the council at the February 2013 council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
119	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to place emphasis on reducing bottlenecks for advice, contracts, and other projects. More effective tickler and tracking systems for opinions, contracts, and other documents should be put in place.</p> <p>SEC Recommendation</p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(d) Emphasis must be placed on reducing bottlenecks for advice, contracts, and other projects. More effective tickler and tracking systems for opinions, contracts, and other documents should be put in place.</p>	<p>ADOC to report back to the council at the June 2013 council meeting.</p>	Completed	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
120	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that court users of legal services should be surveyed periodically to determine if such services are performed in a timely and satisfactory manner.</p> <p>SEC Recommendation</p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(e) Court users of legal services should be surveyed periodically to determine if such services are performed in a timely and satisfactory manner.</p>	<p>ADOC to report back to the council at the June 2013 council meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
121	E&P recommends that the Judicial Council support SEC Recommendation 7-78 with no further action, as the issues have been resolved. SEC Recommendation The Administrative Director should resolve issues that have existed between the HR Division and OGC, including by redefining respective roles relating to employee discipline or other HR functions.	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
122	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to order an independent review of the Office of General Counsel's use, selection, and management of outside legal counsel to determine whether outside counsel is being utilized in a cost effective manner. Before initiating the independent review, the Administrative Director of the Courts must provide a proposal with options for conducting the review, including the associated costs. SEC Recommendation The Judicial Council and/or Administrative Director should order an independent review of this office's use, selection, and management of outside legal counsel to determine whether outside counsel is being utilized in a cost-effective manner.	ADOC to present a proposal with options to the council by the February 2013 council meeting, with a final report at the December 2013 meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
123	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-52 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC. SEC Recommendation The Office of Communications should remain in the Executive Office and under the direction of a Chief of Staff. The Office of Communications manager position should be placed at the Senior Manager level.	Interim and incoming ADOC to present organizational proposal to the council at the 8/31/12, council mtg.**	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
124	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, to the extent that resources are available, that Office of Communication resources, including the Public Information Officer, should be made more available to furnish increased media relations services to courts requesting such assistance	ADOC to report to the council on the restructuring changes to this office at the February 2013 council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.
	<p>SEC Recommendation</p> <p>The resources of this office, including the Public Information Officer, should be made more available to furnish increased media relations services to courts requesting such assistance.</p>			

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#	Directive *	Timeline	Status	Status Updates
125	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to return to the Judicial Council with an analysis, defining the necessary emergency response and security functions for the branch and a recommendation on the organizational plan for council approval.</p> <p>SEC Recommendation</p> <p>7-54. There is no need for a stand-alone Office of Emergency Response and Security. Most necessary functions performed by the office can be reassigned and absorbed by existing units in the Judicial and Court Operations Services Division.</p> <p>7-55. The functions of this office should be refocused and limited to those reasonably required by statute or by the Rules of Court, primarily including review of security plans for new and existing facilities; review of court security equipment, if requested by the courts; and review of emergency plans.</p> <p>7-56. Reductions in this office are feasible. The office cannot effectively provide branch-wide judicial security and online protection for all judicial officers. Positions allocated for such functions should be eliminated. The Administrative Director should evaluate whether some activities undertaken by this office are cost effective, such as judicial security and online protection functions.</p>	<p>ADOC to provide an organizational analysis to the council at the 12/14/12, council meeting.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
126	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-84 with no further action, as the Bay Area, Northern Central, and Southern Regional Offices no longer have any direct regional office staff. The Northern Central Regional Office has been reorganized as the Trial Court Liaison Office reporting to the Executive Office.</p> <p>SEC Recommendation</p> <p>The regional offices should cease to exist as a separate division within AOC. The BANCRO and SRO offices should close. Advocacy and liaison services provided to the trial courts should be provided through the office of Trial Court Support and Liaison in the new Executive Office.</p>	<p>Completed. ADOC to report to the council on specific actions taken.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
127	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to renegotiate or terminate, if possible, the leases for space utilized by SRO and BANCRO. To the extent AOC staff from other divisions is assigned to work at leased space at the regional offices, the need for locating such staff in currently leased space should be reevaluated.</p> <p>SEC Recommendation</p> <p>Leases for space utilized by SRO and BANCRO should be renegotiated or terminated, if possible, as such lease costs cannot be justified. To the extent AOC staff from other divisions is assigned to work at leased space at the regional offices, the need for locating such staff in currently leased space should be reevaluated.</p>	<p>Completed. ADOC to update the council on the status of the leases at the 10/26/12, council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
128	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-86 and direct the Administrative Director of the Courts to provide the council with an update on organizational changes made with the elimination of the regional office staff.</p> <p>SEC Recommendation</p> <p>While responsibility for essential services currently provided to courts through regional offices should be consolidated and placed under the direction of Trial Court Support and Liaison Services in the Executive Office, a physical office should be maintained in the Northern California Region area to provide some services to courts in the region.</p>	<p>Completed. ADOC to update the council on the status of the leases at the 10/26/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
129	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider placing the significant special projects previously assigned to the regional offices under the direction of the Chief of Staff in the Executive Office, contingent upon council approval of the organizational structure for the AOC.</p> <p>SEC Recommendation</p> <p>The significant special projects previously assigned to the regional offices should be placed under the direction of the Chief of Staff in the Executive Office.</p>	<p>Interim and incoming ADOC to present organizational proposal to the council at the 8/31/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
130	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-47 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation TCAS should be made a unit under the Judicial and Court Administrative Services Division, reporting to the Chief Administrative Officer. The TCAS Manager position should be at the Senior Manager level.</p>	ADOC to present organizational proposal to the council at the 8/31/12, council meeting.**	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
131	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that, subject to available resources, trial court use of the Phoenix HR/Payroll functionality should remain optional to individual trial courts.</p> <p>SEC Recommendation The Phoenix Financial System is in place in all 58 superior courts; however, trial court use of the Phoenix HR/Payroll functionality should remain optional to individual trial courts.</p>	Ongoing	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
132	<p>E&P recommends that the Judicial Council determine whether to continue with the charge-back model whereby courts reimburse the AOC from their Trial Court Trust Fund allocations for the courts' use of the Phoenix financial system; and whether the Los Angeles court will be required to reimburse the AOC for use of the Phoenix financial system.</p> <p>SEC Recommendation</p> <p>As policy matters, it is recommended that the Judicial Council determine whether to continue with the charge-back model whereby courts reimburse the AOC from their Trial Court Trust Fund allocations for the courts' use of the Phoenix financial system; and whether the Los Angeles court will be required to reimburse the AOC for use of the Phoenix financial system.</p>	<p>Trial Court Budget Working Group to propose a timeline to return to the council to present its recommendations.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
133	<p>E&P recommends that the Judicial Council support SEC Recommendation 7-50 and direct the Administrative Director of the Courts, as part of AOC long term planning, to conduct a review and audit of all technology currently used in the AOC, including an identification of efficiencies and cost savings from the use of a single platform, and return to the council with a progress report on the findings.</p> <p>SEC Recommendation</p> <p>As with the Information Services Division, the AOC should determine whether to continue use of multiple or overlapping technologies for similar functions, as using a single technology could result in efficiencies and savings, both operationally and in personnel cost.</p>	<p>ADOC interim report to the council at the December 2013 council meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
134	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Trial Court Administrative Services division should continue to provide clear service-level agreements with respect to services provided to the courts.</p> <p>SEC Recommendation TCAS should continue to provide clear service-level agreements with respect to services provided to the courts.</p>	Immediate implementation (Ongoing)	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
135	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-64 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p>SEC Recommendation The OCCM should be renamed Office of Court Construction and Facilities Management Services. The functions of this unit should be placed under the Judicial and Court Operations Services Division and reporting to the Chief Operating Officer. The manager of this unit should be compensated at the same level.</p>	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
136	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate and propose an approach to evaluate cost effectiveness for the entire scope of Office of Court Construction and Management operations.</p> <p>SEC Recommendation A cost-benefit analysis of the entire scope of OCCM operations is needed.</p>	ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
137	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-66 and, once organizational changes are made as approved by the Judicial Council, evaluate and make recommendations to the council on facilities maintenance program efficiencies, including broadening courts' responsibilities for maintenance of court facilities and for smaller scale projects.</p> <p>SEC Recommendation</p> <p>The current facilities maintenance program appears inefficient and unnecessarily costly. The consultant report is necessary and should be considered part of a necessary reevaluation of the program. Courts should be given the option to assume responsibility for maintenance of court facilities and for smaller-scale projects.</p>	<p>ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>
138	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-67 and, once organizational changes are made as approved by the Judicial Council, evaluate and make recommendations to the Judicial Council regarding fiscal planning for facilities maintenance for new and existing facilities and revenue streams to fund increased costs for maintenance of court facilities.</p> <p>SEC Recommendation</p> <p>Fiscal planning for facilities maintenance for new and existing facilities needs to become an immediate priority, and revenue streams to fund increased costs for maintenance of court facilities must be identified and obtained.</p>	<p>ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.</p>	In Progress	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
139	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts, once organizational changes are made as approved by the Judicial Council, to evaluate and make recommendations regarding staff reductions.</p> <p>SEC Recommendation Staff reductions appear feasible in light of the slowdown in new court construction and should be made accordingly. The Chief Operating Officer should be charged with implementing necessary reductions.</p>	ADOC interim report on restructuring at the February 2013 council meeting.	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
140	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the employment of temporary or other staff to circumvent a hiring freeze is not permitted. The Administrative Director must review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such as in the case of an emergency or to provide a critical skill set not available through the use of authorized employees.</p> <p>SEC Recommendation The use of temporary or other staff to circumvent the hiring freeze should cease.</p>	Completion by June 2013	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
141	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to review, as part of the AOC-wide review of its contracting processes, the contracting process utilized by the Office of Court Construction and Management.	Completion by June 2013	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
	<p>SEC Recommendation</p> <p>The contracting process utilized by OCCM needs to be improved. This process should be reviewed as part of the AOC-wide review of its contracting processes.</p>			
142	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-80 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.
	<p>SEC Recommendation</p> <p>The Office of Governmental Affairs should be placed in the Executive Office, under the direction of the Chief of Staff. The OGA Manager position should be at the Senior Manager level.</p>			

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#	Directive *	Timeline	Status	Status Updates
143	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Office of Governmental Affairs (OGA) should represent the interests of the judicial branch on the clear direction of the Judicial Council and its Policy Coordination and Liaison Committee (PCLC), and take steps to ensure that the PCLC is apprised fully of varying viewpoints of the courts, court executive officers, and judges before determining legislation positions or proposals.</p> <p>SEC Recommendation</p> <p>The OGA should represent the interests of the judicial branch on the clear direction of the Judicial Council and its Policy Coordination and Liaison Committee. The Chief of Staff should take steps to ensure that the PCLC is apprised fully of varying viewpoints of the courts, court executive officers, and judges before determining legislation positions or proposals.</p>	Ongoing	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
144	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts that attorney resources in the AOC be utilized to best leverage and draw on subject matter expertise, which may assist OGA as legislative demands may require.</p> <p>SEC Recommendation</p> <p>The Administrative Director should direct that attorney resources in the AOC be utilized to best leverage and draw on subject matter expertise, which may assist OGA as legislative demands may require.</p>	Completed. ADOC will continue to monitor the deployment of expertise.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
145	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to propose to the council a process and policies for pursuing grants. The process should mandate a detailed impact analysis for every grant proposal, including consideration of all anticipated impacts on the workload and resources of the courts and the impacts to the AOC as a whole. Until a process of review and oversight is finalized, the Administrative Director of the Courts must approve the AOC's engagement in all grant proposals and agreements.</p> <p>SEC Recommendation</p> <p>6-9. The Executive Leadership Team must develop and make public a description of the AOC's process for determining which grants to pursue. The process should mandate a detailed impact analysis for every grant proposal, including consideration of all anticipated impacts on the workload and resources of the courts and the impacts to the AOC as a whole. Only after such analysis should the Executive Leadership Team make a determination whether the AOC should pursue grant funding.</p> <p>7-5. The Judicial Council should exercise oversight to assure that grant-funded programs are undertaken only when consistent with predetermined, branch-wide policy and plans. The fiscal and operational impacts of grant-funded programs on the courts should be considered as part of the fiscal planning process.</p> <p>7-12. The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following. Excerpt:</p> <p>(f) The Fund Development Group concerns itself with training to obtain grants, seeking grants, and grant</p>	<p>ADOC to recommend to the council a process and policies for pursuing appropriate grants by June 2013.</p>	<p>In Progress</p>	<p>Status on implementation progress for this directive is included in the Activity Reporting and Proposal Form submitted to the Judicial Council for the April 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
	<p>reporting. As is the case with other divisions in the AOC, grants should be sought in accordance with well-articulated AOC-wide priorities, as established by the Judicial Council. The Administrative Director and the Judicial Council should develop written policies and guidelines that control the pursuit and acceptance of grants and other funding, including utilizing a cost-benefit analysis.</p> <hr/>			








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ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	4/4/2013
PREPARED BY	Maureen Dumas for Curt Soderlund
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	7
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to propose a procedure to seek the fully informed input and collaboration of the courts before undertaking significant projects or branchwide initiatives that affect the courts. The AOC should also seek the input of all stakeholder groups, including the State Bar.
SEC RECOMMENDATION	The AOC must seek the fully informed input and collaboration of the courts before undertaking significant projects or branch-wide initiatives that affect the courts.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED	

IMPLEMENTATION DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/4/2013
PREPARED BY	Maureen Dumas for Curt Soderlund
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	8
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to first employ a comprehensive analysis, including an appropriate business case analysis of the scope and direction of significant projects or initiatives, taking into account the range of fiscal, operational, and other impacts to the courts and stakeholders.
SEC RECOMMENDATION	The AOC must first employ an appropriate business case analysis of the scope and direction of significant projects or initiatives, taking into account the range of fiscal, operational, and other impacts to the courts.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED	

IMPLEMENTATION DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	9
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure for developing and communicating accurate cost estimates for projects, programs, and initiatives.
SEC RECOMMENDATION	The AOC must develop and communicate accurate cost estimates for projects, programs, and initiatives.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <input type="checkbox"/> File Attachment	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <input type="checkbox"/> File Attachment	
<input checked="" type="checkbox"/> Other: Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. <input type="checkbox"/> File Attachment	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	TBD

RESOURCES REQUIRED FOR IMPLEMENTATION	TBD
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	10
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to apply proper cost and contract controls and monitoring, including independent assessment and verification, for significant projects and programs.
SEC RECOMMENDATION	The AOC must apply proper cost and contract controls and monitoring, including independent assessment and verification, for significant projects and programs.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION	TBD

DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	TBD
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	4/4/2013
PREPARED BY	Maureen Dumas for Curt Soderlund
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	11
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to maintain proper documentation and records of its decision making process for significant projects and programs.
SEC RECOMMENDATION	The AOC must maintain proper documentation and records of its decision making process for significant projects and programs.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <input type="checkbox"/> File Attachment	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <input type="checkbox"/> File Attachment	
<input checked="" type="checkbox"/> Other: Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. <input type="checkbox"/> File Attachment	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	

RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	12
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to identify and secure sufficient funding and revenue streams necessary to support projects and programs, before undertaking them.
SEC RECOMMENDATION	The AOC must identify and secure sufficient funding and revenue streams to support projects and programs before undertaking them.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION	TBD

DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	TBD
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING



DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	13
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to accurately report and make available information on potential costs of projects and impacts to the courts.
SEC RECOMMENDATION	The AOC must accurately report and make available information on potential costs of projects and impacts to the courts.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION	TBD

DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	TBD
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	14
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to conduct a comprehensive review of the AOC position classification system as soon as possible. The focus of the review must be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications.
SEC RECOMMENDATION	The Executive Leadership Team must direct that a comprehensive review of the AOC position classification system begin as soon as possible. The focus of the review should be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Before implementation of Directive 14 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's</p> </div>	

classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.








Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment



ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	15
JUDICIAL COUNCIL DIRECTIVE	The Administrative Office of the Courts must also undertake a comprehensive review of the AOC compensation system as soon as possible. The AOC must review all compensation-related policies and procedures, including those contained in the AOC Personnel Policies and Procedures Manual.
SEC RECOMMENDATION	The Executive Leadership Team must direct that a comprehensive review of the AOC compensation system be undertaken as soon as possible. All compensation-related policies and procedures must be reviewed, including those contained in the AOC personnel manual. AOC staff should be used to conduct this review to the extent possible. If outside consultants are required, such work could be combined with the classification review that is recommended above. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Before implementation of Directive 15 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's</p> </div>	

classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.








Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment



ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES


AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	16
JUDICIAL COUNCIL DIRECTIVE	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(a) A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.</p>
SEC RECOMMENDATION	<p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(a) A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Before implementation of Directive 16 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request</p> </div>	

for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.







Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)



<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<p></p> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<p></p> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<p></p> <p> File Attachment</p>
<input type="checkbox"/> COST	<p></p> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<p></p> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<p></p> <p> File Attachment</p>
<input type="checkbox"/> OTHER	<p></p>

	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES


AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	17
JUDICIAL COUNCIL DIRECTIVE	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(b) Priority should be placed on reviewing all positions classified as supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.</p>
SEC RECOMMENDATION	<p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(b) Priority should be placed on reviewing all positions classified as supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
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<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Before implementation of Directive 17 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request</p> </div>	

for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.







Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)



<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<p></p> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<p></p> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<p></p> <p> File Attachment</p>
<input type="checkbox"/> COST	<p></p> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<p></p> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<p></p> <p> File Attachment</p>
<input type="checkbox"/> OTHER	<p></p>

	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES


AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	18
JUDICIAL COUNCIL DIRECTIVE	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(c) The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC Personnel Policies and Procedures Manual) should be reviewed and, if maintained, applied consistently.</p>
SEC RECOMMENDATION	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(c) The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC Personnel Policies and Procedures Manual) should be reviewed and, if maintained, applied consistently.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Before implementation of Directive 18 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request</p> </div>	

for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.







Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)



<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<p></p> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<p></p> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<p></p> <p> File Attachment</p>
<input type="checkbox"/> COST	<p></p> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<p></p> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<p></p> <p> File Attachment</p>
<input type="checkbox"/> OTHER	<p></p>

	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES


AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	19
JUDICIAL COUNCIL DIRECTIVE	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(d) Given current HR staffing and expertise levels, the Administrative Director of the Courts is directed to consider whether an outside entity should conduct these reviews and return to the Judicial Council with an analysis and a recommendation.</p>
SEC RECOMMENDATION	<p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(d) Given current HR staffing and expertise levels, an outside entity should be considered to conduct these reviews.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>The Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request</p> </div>	

for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.







Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)



<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<p></p> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<p></p> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<p></p> <p> File Attachment</p>
<input type="checkbox"/> COST	<p></p> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<p></p> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<p></p> <p> File Attachment</p>
<input type="checkbox"/> OTHER	<p></p>

	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	20
JUDICIAL COUNCIL DIRECTIVE	E&P also recommends that the Judicial Council direct the Administrative Director of the Courts to assess the results of the compensation and classification studies to be completed and propose organizational changes that take into account the SEC recommendation 7-75 and the analysis of the classification and compensation studies.
SEC RECOMMENDATION	The Administrative Director should make an AOC-wide assessment to determine whether attorneys employed across the various AOC divisions are being best leveraged to serve the priority legal needs of the organization and court users.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <p>Before implementation of Directive 20 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.</p> <p>The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.</p>	








Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
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EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW

E&P REVIEW	Executive and Planning Review Date: 4/17/2013 <input type="text"/>
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ACTIVITY REPORTING AND PROPOSAL FORM



JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/27/2013
PREPARED BY	Chad Finke
OFFICE NAME	<u>Court Operations Special Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	21
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to implement a formalized system of program and project planning and monitoring that includes, at minimum, a collaborative planning process that requires an analysis of impacts on the judicial branch at the outset of all projects; use of workload analyses where appropriate; and development of general performance metrics for key AOC programs that allow expected performance levels to be set and evaluated.
SEC RECOMMENDATION	The AOC Executive Leadership Team must begin to implement a formalized system of program and project planning and monitoring that includes, at minimum, a collaborative planning process that requires an analysis of impacts on the judicial branch at the outset of all projects; use of workload analyses where appropriate; and development of general performance metrics for key AOC programs that allow expected performance levels to be set and evaluated.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; width: 100%;"> Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC which will be provided at a later date. </div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>	

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Cory Jaspersen
OFFICE NAME	<u>Office of Governmental Affairs</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	23
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to identify legislative requirements that impose unnecessary reporting or other mandates on the courts and the AOC. Appropriate efforts should be made to revise or repeal such requirements.
SEC RECOMMENDATION	The Office of Governmental Affairs should be directed to identify legislative requirements that impose unnecessary reporting or other mandates on the AOC. Appropriate efforts should be made to revise or repeal such requirements.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: In Progress The Judicial Council continues to support the 17 efficiencies proposals as sponsored legislation for the 2013-2014 legislative session. Ten of these efficiencies are slated for inclusion in budget trailer bill language, as specified in the Governor's Proposed Budget. The remaining seven are currently moving through the legislative process as council sponsored legislation. The additional efficiencies identified in November and December 2012 by the PJ/CEO Working Group on Court Efficiencies and the Ad Hoc Advisory Committee on Court Efficiencies, Cost Savings, and New Revenue were reviewed by PCLC in March. Six of those efficiency proposals will be considered by the council for sponsorship at the council's April meeting. OGA has continued a process to identify legislatively mandated reporting requirements for the Judicial Council, AOC, and the courts that are unnecessary, outdated, or overly burdensome. Last	








year, OGA worked with AOC divisions to identify several such reporting requirements. OGA then recommended to the legislature that these requirements be repealed. One such reporting requirement was eliminated. OGA has once again asked AOC divisions to identify additional unnecessary, outdated, or overly burdensome reporting requirements. OGA will continue to take ideas for eliminating unnecessary reporting requirements to the PCLC to seek legislative action to eliminate these requirements.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	December 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	  File Attachment
<input type="checkbox"/> SAVINGS	  File Attachment
<input type="checkbox"/> COST	  File Attachment
<input type="checkbox"/> EFFICIENCIES	  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	  File Attachment
<input type="checkbox"/> OTHER	  File Attachment



ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	25
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require immediate compliance with the requirements and policies in the AOC Personnel Policies and Procedures Manual, including formal performance reviews of all employees on an annual basis; compliance with the rules limiting telecommuting; and appropriate utilization of the discipline system.
SEC RECOMMENDATION	The AOC Executive Leadership Team must order immediate compliance with the requirements and policies in the AOC personnel manual, including formal performance reviews of all employees on an annual basis; compliance with the rules limiting telecommuting; and appropriate utilization of the discipline system.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <p>The Administrative Director of the Courts will provide a final report on the performance review process to the Judicial Council at its June 2013 meeting.</p> <p>The AOC Human Resources Services Office will outline the performance review process in July 2013, in conjunction with the AOC management training courses. Beginning in July 2013 to December 2013, the AOC will be holding a series of management courses designed to educate managers and supervisors on the performance review process. There will be three courses offered: Setting Expectations and Documenting Performance, Performance Management: Identifying and Addressing Performance Gaps, and AOC Performance Evaluation Process. Once managers and supervisors have had the opportunity to take these courses, the AOC will fully implement the</p>	

performance review process by January 2014.

In light of the telecommuting directive, this portion of Directive 25 will be subsumed by Judicial Council Directive 26. The AOC will be submitting an interim report on Judicial Council Directive 26 to the Executive and Planning Committee in August 2013, with a full report to the Council in March 2014.







AOC HR will also incorporate and discuss aspects of the discipline system in its report on the performance review process. As noted above, the AOC will present this report to the Council in June 2013.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	July 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	HRSO has been working closely with CJER in serving as faculty for most of the management training courses. Staffing resources within HRSO will be assigned to track, review, and coordinate the performance review process by January 2014.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

<input type="checkbox"/> OTHER	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM**JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING**

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	Human Resources Services Office
JUDICIAL COUNCIL DIRECTIVE NUMBER	26
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the AOC adheres to its telecommuting policy consistently and identifies and corrects all existing deviations and violations of the existing policy. The Administrative Director of the Courts must review the AOC telecommuting policy and provide the council with a report proposing any recommendations on amendments to the policy, by the December 13-14, 2012, council meeting. Based on a recommendation from the Executive and Planning Committee, the Judicial Council added an additional directive to the existing telecommute directives at the December 14, 2012, meeting to consider and report on alternatives for the telecommute policy, including whether this policy should remain in force and directed the ADOC to return to the council with a report and recommendations for the council's February 2013 meeting.
SEC RECOMMENDATION	The AOC must adhere to its telecommuting policy (Section 8.9 of the AOC personnel manual). It must apply the policy consistently and must identify and correct all existing deviations and violations of the existing policy.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <input type="checkbox"/> File Attachment	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <input type="checkbox"/> File Attachment	
<input checked="" type="checkbox"/> Other: The Judicial Council approved a twelve-month pilot of the proposed amended policy 8.9, authorizing employees to work from home only when doing so is consistent with business needs and the employee's job functions, as authorized by the Administrative Director. The Human Resources Services Office will prepare program reports for the Administrative Director's presentation to the Executive and Planning Committee in six months and final presentation to the full council in twelve	





months.




 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	Interim Report - August 2013, Full Report - March 2014
RESOURCES REQUIRED FOR IMPLEMENTATION	HRSO has assigned staff to track, review, and coordinate the twelve-month pilot process.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input checked="" type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<p>The Judicial Council approved the attached amended policy 8.9, which authorizes employees to work from home, if consistent with business needs.</p> <div data-bbox="500 863 818 1024">  <p>8-9.pdf Adobe Acrobat Document 166 KB</p> </div>
<input checked="" type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<p>For the pilot program's introduction, HRSO has developed an application intake and review procedure to manage and track the flow of applications.</p> <div data-bbox="500 1119 818 1323">  <p>Pilot Telecommute Program Memo EE Final.pdf Adobe Acrobat Document 86.8 KB</p> </div>
<input type="checkbox"/> SAVINGS	<div data-bbox="500 1392 818 1459">  File Attachment </div>
<input type="checkbox"/> COST	<div data-bbox="500 1528 818 1596">  File Attachment </div>
<input checked="" type="checkbox"/> EFFICIENCIES	<p>AOC HRSO has set up an internal inbox to receive all applications for the pilot telecommuting program. This inbox is accessible to various HR staff. This ensures that questions concerning the program are addressed as quickly as possible.</p> <p>The AOC has developed a set of application forms which will be used to evaluate telecommuting requests from each office.</p>

	 <p>Working_Remotely_Application_Forms.pdf Adobe Acrobat Document 480 KB</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 5px; margin-top: 5px;">  File Attachment </div>
<input checked="" type="checkbox"/> OTHER	<p>In order to provide an interim report to the Executive and Planning Committee in August 2013, the HRSO will be tracking the number of approved and denied applications received and will be requesting a count of ad hoc telecommuting employees from each office at the close of each month.</p> <div style="border: 1px solid gray; padding: 5px; margin-top: 10px;">  <p>Monthly Ad Hoc Telecommute Report by Office.docx Microsoft Office Word Document 17.9 KB</p> </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

**ADMINISTRATIVE OFFICE OF THE COURTS
PERSONNEL POLICIES AND PROCEDURES**

Pilot Program 8.9

**Pilot Program
Number:** 8.9

Title: Working Remotely (Telecommuting) Pilot Program

Contact: Judicial and Court Administrative Services Division,
Human Resources Services Office

**Program
Statement:**

The AOC's Remote Work Program authorizes employees to work from home only when doing so is consistent with business needs and the employee's job functions, as authorized by the Administrative Director.

Contents:

- (A) Purpose of Remote Work Program**
- (B) Regularly Scheduled Remote Work**
 - (1) Applicability**
 - (2) Request and Approval Process**
 - (3) Remote Work Schedules**
 - (4) Remote Work Log**
- (C) Ad Hoc Remote Work**
- (D) The Home Office**
 - (1) Work Environment**
 - (2) Office Equipment**
 - (3) Information Security**
 - (4) Health and Safety**
- (E) Other Employee Rights and Responsibilities**
- (F) Termination and Renewal of Remote Work Assignment**

(A) Purpose of Remote Work Program

When consistent with business needs and the employee's job functions, the AOC provides employees with a remote work option. Employees participate in the remote work program when, on a periodic basis, during their scheduled work hours, they perform their usual job duties from home. The terms "working remotely", "work remotely", and "remote worker" as used in this pilot program refer to the performance of usual job duties at home. Home locations for purposes of this pilot program shall be in the state of California.

Suitability to participate in the remote work program is based, in part, on an employee's job classification and the nature of the work to be performed by the employee. Those factors alone may compel disapproval of an application to participate in the remote work program.

The AOC recognizes the potential organizational and personal benefits available through a carefully planned and managed remote work program. Both the state and federal government have recognized the positive impacts of remote work programs that include reductions in air pollution, traffic congestion and the costs of highway commuting. Additionally remote working can provide employees with more flexibility in their schedules resulting in increased productivity and employee morale.

**ADMINISTRATIVE OFFICE OF THE COURTS
PERSONNEL POLICIES AND PROCEDURES****Pilot Program 8.9**

This pilot program covers two types of remote work options:

- (1) Regularly scheduled (which allows employees to work from home on a regular, ongoing basis, as described in Section (B) (3) of this pilot program), and
- (2) "Ad hoc" (occasional, one-time approval to work from home, as described in Section (C) of this pilot program).

Employees working in more than one location, other than the home, due to work-related travel, and/or working from multiple AOC offices or court locations, are considered to be working in the office. This Remote Work Pilot Program does not apply to that activity.

Requests to work from home as a reasonable accommodation for a disability will be evaluated consistent with applicable law. Such requests should be directed to the employee's supervisor and approved by the Human Resources Services Office (HR), Integrated Disability Management Unit.

(B) Regularly Scheduled Remote Work**(1) Applicability**

Only non-supervisory AOC employees (regular or temporary, full-time or part-time, exempt or non-exempt) may apply to participate in the remote work program on a regularly scheduled basis.

(2) Request and Approval Process

An employee may initiate a request to participate in the remote work program on a regularly scheduled basis by submitting a completed [Remote Worker Self-Assessment](#) and [Remote Work Application](#) to his or her supervisor. The supervisor will review the request and make a recommendation to the office leadership. Office leadership will submit the request with a recommendation to Human Resources. Human Resources will review the request to ensure that the application meets all applicable pilot program criteria. HR will submit the request with a recommendation to the Executive Office for consideration. Approval of a remote work arrangement is at the discretion of the Administrative Director or designee.

Step 1 – Office Leadership Review

A request to participate in the remote work program must be reviewed by the employee's office leadership, who will determine if the employee, while working from home, can perform all of the duties and responsibilities of the position in a manner that meets the needs of the organization. When considering a request to work from home, all of the following factors will be considered:

- Nature of Work
The type of work performed by the employee.
- Quantity of work
How much work can get done from home?

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- Quality of work
How well can the work be completed from home?
- Timeliness
Can timelines be met when working from home?
- Ability to handle multiple priorities
Is it possible to successfully multitask when working from home?

Employees must also demonstrate suitability of the proposed home work environment.

Employees with performance, attendance, or other work-related deficiencies, or whose jobs by their nature are not suitable for remote work, will not be approved for a remote work arrangement.

Step 2 – Human Resources Services Office Review

Completed remote work applications reviewed by the originating office's leadership shall be submitted to HR for additional review.

HR will review applications to ensure that signatures have been obtained; the agreement is consistent with the parameters of AOC policies and procedures; and the employee's duties and responsibilities align to the five factors noted previously.

Any remote work agreement that is not complete, does not have all required signatures, or is outside of the scope of the pilot program will be returned to the originating office for review. Remote work schedules may not begin until the remote work agreement has been approved by the Administrative Director or designee.

Step 3 – Administrative Director or designee's review

The Administrative Director or designee will review the remote work agreement and determine whether to approve or deny. If the remote work agreement is approved, HR will notify the Office Leadership of the approval and a start date can be coordinated with the employee.

(3) Remote Work Schedules

Employees (excluding supervisors, managers, assistant directors, and directors) may be approved to work from home on a regularly scheduled basis as follows:

- During the first 12 months of employment, employees are not eligible to participate in the remote work program.
- After 12 months of employment, employees are eligible to request to work from home up to a maximum of one day per week in any given week.

If approved, the remote work schedule applicable to a particular employee will be set by the supervisor before remote working begins. Remote workers must be available during the standard workday from 8 a.m. to 5 p.m., Monday through Friday (Hours of Work, policy 4.4(A)), or alternative schedule as approved by their supervisor, to

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the same extent as if working in the office. The remote work schedule may be modified, with supervisor approval, as needed:

- The remote work assignment may be suspended or terminated at any time, for any reason at the discretion of the office leadership. If a remote work assignment is suspended or terminated the HR work coordinator must be notified immediately.
- If an employee is needed in the office on a regularly scheduled remote work day, the employee must forgo the remote work day. Employees cannot “make up” missed remote work days.
- Remote workers must request approval for time off in the same manner as if not working from home.
- With prior approval, remote workers may attend medical, dental, and business appointments on remote work days.
- For non-exempt employees, any overtime work must be authorized in advance and in writing ([Hours of Work, policy 4.4\(C\)\(1\)](#)).

(4) Remote Work Log

AOC employees approved for a regular remote work schedule must complete a [remote work log](#) for each day that they work from home. The remote work log must be provided regularly to the supervisor for review of work progress during remote work days. Employees who do not satisfactorily complete a remote work log or their assignments during remote work days may have their remote work assignment suspended or terminated at the discretion of the office leadership.

(C) Ad Hoc Remote Work

An employee of the AOC (including managers and supervisors) may alternatively be approved to work from home on an “ad hoc” basis (i.e., not on a regular basis), which may arise due to special projects, the demand for expedited work products, or other business or personal needs. The employee’s office leader may approve ad hoc work from home on a case-by-case basis. Each office will submit a monthly report of ad hoc remote work to the HR remote work coordinator. Quarterly reports will be submitted to the Administrative Director. Approval to work remotely on an ad hoc basis does not require submission of the forms referenced in Section (B)(2) of this pilot program and does not confer eligibility to work from home on a regularly scheduled basis.

“Ad hoc” remote work occurrences are limited to two days per month in any given month. Employees who are participating in the regularly scheduled remote work program may not, at the same time, work from home on an “ad hoc” basis.

The supervisor or manager recommends approval of the ad hoc remote working request and submits to his or her office leadership. Office leadership may approve the ad hoc remote work and record the usage on a monthly report that will be submitted to HR. HR will collect that data and provide quarterly utilization reports to the Administrative Director.

**ADMINISTRATIVE OFFICE OF THE COURTS
PERSONNEL POLICIES AND PROCEDURES****Pilot Program 8.9****(D) The Home Office****(1) Work Environment**

Remote workers are responsible for maintaining a safe and productive work environment. Dependent care arrangements must be made so as not to interfere with work. Personal disruptions must be limited to the same extent as when working in the employee's primary work location.

(2) Office Equipment

The AOC will provide a laptop, subject to availability, for purposes of working from home. Maintenance, repair, and replacement of AOC-owned equipment issued to remote workers is the responsibility of the AOC. The remote worker, however, must provide adequate care and protection of the equipment. [\(Use of AOC Property, policy 8.8\(B\)\)](#). In case of equipment malfunction, the remote worker must notify his or her supervisor immediately. Expenses for purchases, supplies, and repairs to personal equipment will not be reimbursed. Remote workers must restrict access to AOC-provided office equipment from family members and others.

The remote worker must also observe the following

- The remote worker is responsible to provide appropriate Internet connectivity in order to perform work duties. DSL or cable-based service is normally acceptable for this purpose.
- AOC-issued laptops must be brought into the office a minimum of once per month, and as requested, to assure the necessary technology and security updates are installed. The Information Technology Services Office does not provide technology support for use of personal equipment for working from home.
- Any software installed on AOC-issued laptops remains the property of the AOC and is subject to all applicable copyright laws and rules and regulations on the use or reproduction of software.
- Upon termination of a remote work assignment or employment, or when requested by the supervisor, the employee must return all AOC property, including software.

Computer support for remote workers is available from the Information Technology Services Office Helpdesk during the hours of 7:30 a.m. – 6:00 p.m. Remote workers may request assistance by submitting an on-line service request to the AOC Service Portal, or contacting the HelpDesk at (415) 865-4080 or helpdesk@jud.ca.gov.

(3) Information Security

Network and information security are important considerations when working from home. Remote workers are expected to maintain the security, privacy, and confidentiality of information when working at the home work site or transporting data to and from work sites, including:

**ADMINISTRATIVE OFFICE OF THE COURTS
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- Remote workers must follow all organizational data retention, backup and security procedures.
- Remote workers must restrict access to confidential and personal information from family members and others. (Use of AOC Property, policy 8.8(D)).
- Access-restricted material and data must remain secured, and cannot be taken out of the official work location without supervisory approval.

Some AOC applications will be restricted to on-site access for security reasons. Other data may be unavailable to remote workers for technical reasons. For example, remote access to network drives is only available to employees approved and provided resources for access.

Remote workers must report any potential breach of AOC information security immediately to the Information Technology Services Office HelpDesk.

(4) Health and Safety

Remote workers are responsible for ensuring that their home offices comply with health and safety requirements. The AOC may decline an employee's request to work from home or may terminate a remote work assignment based on safety considerations. The home office may be inspected by the AOC, by appointment, for compliance with health and safety requirements.

If an employee incurs a work-related injury while working from home, workers' compensation law and rules apply. Consistent with [AOC's Workers' Compensation Insurance, policy 6.6](#), employees must immediately notify their supervisor, or if their supervisor is not immediately available, the Human Resources Services Office, Integrated Disability Management Unit, of any work-related injury and complete all required documents.

(E) Other Employee Rights and Responsibilities

Remote workers maintain the rights and responsibilities set forth in AOC policies and procedures to the same extent as if not working remotely. In particular, employees must comply with [Technology Use, policy 8.6](#) and [AOC Computer Use Best Practices](#).

(F) Termination and Renewal of Remote Work Assignment

Participation in the remote work program is voluntary and it is a privilege. Either the employee or the AOC may terminate participation in the remote work program at any time, for any reason or no reason at all. Failure to abide by the policies and procedures set forth in this pilot program may result in immediate termination of an employee's remote work assignment. Any suspension or termination of a remote work assignment must be immediately reported to HR.

It shall be the continuing duty of the office leadership in each office, in which one or more employees telecommute, to assess the performance of each such employee by adhering to the terms, conditions, and standards of this pilot program.

**ADMINISTRATIVE OFFICE OF THE COURTS
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Approval to participate in the remote work program is only valid for the fiscal year in which it is approved. Remote Work Applications must be renewed and approved by the Administrative Director or designee each fiscal year, on or before June 30, as well as when there is a change in the remote worker's or supervisor's position, or any other change that may impact the remote work arrangement. Remote workers who wish to continue their current remote work arrangement without modification are only required to complete the Remote Work Application form (Attachment II) to request renewal. A remote work arrangement must not be continued when it does not meet the business needs or help accomplish the mission of the AOC.

All regularly scheduled remote work arrangements must be approved by the Administrative Director or designee. Approval to participate in the remote work program is based on specific criteria considered by the employee's office leadership and the Human Resources Services Office, on a case-by-case basis. As circumstances may change over time, employees previously participating in the remote work program are not assured of a remote work assignment when returning from a leave of absence or after a job transfer.



Judicial Council of California

ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT ADMINISTRATIVE SERVICES DIVISION

455 Golden Gate Avenue • San Francisco, California 94102-3688

Telephone 415-865-4200 • Fax 415-865-4205 • TDD 415-865-4272

MEMORANDUM

<p>Date March 8, 2013</p>	<p>Action Requested Please Review</p>
<p>To Employees of the Administrative Office of the Courts</p>	<p>Deadline March 29, 2013</p>
<p>From Kenneth R. Couch, Assistant Director Human Resources Services Office</p>	<p>Contact Cathy McBeath, Senior HR Analyst 415-865-4273 phone 415-865-4270 fax cathy.mcbeath@jud.ca.gov</p>
<p>Subject AOC Working Remotely (Telecommuting) Pilot Program</p>	

As directed by the Judicial Council, Judge Steven Jahr, Administrative Director of the Courts, has approved the new Administrative Office of the Courts (AOC) Working Remotely (Telecommuting) Pilot Program ([Pilot Program](#)). The Pilot Program replaces AOC Policy 8.9 (Working Remotely) Telecommuting. The Pilot Program permits telecommuting in a more restrictive manner, with controls for approving, monitoring, and if necessary, rescinding participation. It is not an expansion of former Policy 8.9; and no new telecommute applications will be accepted under that policy.

While the AOC recognizes the benefits of having a telecommuting program, please keep in mind that telecommuting is not a right, but a privilege, and may not be appropriate for every AOC position. The ability to telecommute is subject to recommendation by your manager/supervisor, director/office leadership, and the Human Resources Services Office (HR), with final approval by the Administrative Director.

Transition Period: March 1, 2013 – May 31, 2013

Participants who are currently telecommuting under the former policy may maintain their current telecommute schedule for a transition period of 90 days, effective March 1, 2013 to May 31,

2013. At the conclusion of the transition period, all telecommute agreements under the former policy will be null and void.

Pilot Program Application Process: Regular Remote Work Schedules

Approved regularly scheduled remote work arrangements under the Pilot Program will take effect beginning June 1, 2013 to June 30, 2014.

Employees who wish to participate in the new Pilot Program must submit a complete [Pilot Program application](#) to their supervisor before March 29, 2013. The applications will be reviewed by the supervisor/manager, office leadership, and HR, which will then make recommendations to the Executive Office based on Pilot Program criteria. **All applications, regardless of its denial or approval status, should be submitted by office leadership to pilot.telecommute@jud.ca.gov by the close of business on March 29, 2013. It is recommended that completed signed application forms are scanned and submitted by e-mail to the pilot.telecommute@jud.ca.gov inbox.**

Formerly completed applications and attachments under the former policy will not be accepted. HR will only review applications submitted on the attached [Working Remotely Application Forms](#). All completed and signed forms listed below must be submitted for the application to be considered:

- Attachment I – Remote Worker Self-Assessment
- Attachment II – Remote Work Application
- Attachment III – Remote Worker's Agreement
- Attachment IV – Remote Work Checklist
- Attachment V – Safety Checklist for Remote Workers

All documents will be reviewed by HR and submitted to the Administrative Director by April 12, 2013, for review and final approval. It is anticipated that final determinations will be provided to office leadership by May 10, 2013.

Please note the following new guidelines for participants in the Pilot Program:

- Must have been an employee for at least 12 months;
- Work-from-home schedules are limited to one day per week maximum in any given week;
- The designated home location is the approved work-from-home location and must be located in the state of California;
- Supervisors, managers, assistant directors and directors are excluded from participation in the regular work-from-home pilot program; and
- A [remote work log](#) must be submitted for all regular work-from-home days.

Pilot Program: Ad Hoc Remote Work

Effective March 1, 2013, all AOC employees may be permitted, upon approval by office leadership, to work remotely on an ad hoc basis no more than two days in any given month. Employees who are on a regularly scheduled remote work arrangement may not work remotely on an ad hoc basis.

Formal applications and work logs are not required for ad hoc remote work, but a **monthly ad hoc telecommute usage report will be provided by each office leadership to HR by e-mail (pilot.telecommute@jud.ca.gov) no later than the 15th of the following month.** The monthly ad hoc telecommute usage report shall include the names of employees who are telecommuting on an ad hoc basis, and the dates of each ad hoc telecommuting instance for each calendar month.

Please note the following new guidelines for the ad hoc remote working pilot program:

- Individuals approved for a regular work from home schedule may not be approved for ad hoc remote working;
- Ad hoc working from home days are limited to two days per month in any given month; and
- All employees (including supervisors, managers, assistant directors and directors), who are not participating in the regular work from home pilot program, may be approved for ad hoc work from home days

The monthly reports will be compiled and presented to the Administrative Director on a quarterly basis. The ad hoc report data will also be provided to the Judicial Council at the end of the year as part of the Administrative Director's summary report on the pilot program.

Please submit any questions to the pilot program inbox at pilot.telecommute@jud.ca.gov. Alternatively, you may contact Cathy McBeath if you have any questions or need assistance.

KRC/cm

Attachments

cc: Hon. Steven Jahr, Administrative Director of the Courts
Ms. Jody Patel, Chief of Staff
Mr. Curt Soderlund, Chief Administrative Officer
Mr. Curt Child, Chief Operating Officer

**Administrative Office of the Courts
Remote Worker Self-Assessment**

A successful remote worker has particular traits, a job suitable for working remotely, and a remote work office or location that's conducive to work. This self-assessment will help you decide whether a remote work arrangement is right for you. Once complete, please sign and date the bottom of page 3 attesting to your responses in the self- assessment.

- 1. To be considered for participation in the Remote Work Pilot Program you should be able to answer “yes” to all statements below:**

	Description	Response
A	You are self-motivated, self-disciplined, and able to work independently.	
B	You must be able to complete projects on time with minimal supervision and feedback.	
C	You are productive when no one is checking on you or watching you work.	
D	You have strong organizational and time-management skills and are results-oriented.	
E	You remain focused on your work while at home, and are not distracted by television, housework, or visitors.	
F	You are able to manage your time and workload well, solve many of your own problems, and find satisfaction in completing tasks on your own.	
G	You are comfortable setting priorities and deadlines and keep your sights on results.	

- 2. To be considered for participation in the Remote Work Pilot Program you should be able to answer “yes” to all statements below:**

	Description	Response
A	You are comfortable working alone and disciplined enough to leave work at quitting time.	
B	You can adjust to the relative isolation of working at home.	
C	You have the self-control to work neither too much nor too little.	
D	You set a comfortable and productive pace while working at home	
E	You are knowledgeable about policies and procedures of the AOC and your division.	
F	You have been on the job long enough to know how to do your job in accordance with policies and procedures of the AOC and your office.	

**Administrative Office of the Courts
Remote Worker Self-Assessment**

Question 2. Continued...

	Please answer the following questions.	Response
G	You have well-established work, communication, and social patterns at your assigned office.	
H	You and your supervisor have discussed whether coworkers would have additional work when you work at home and, if so, how the work would be handled.	
I	You have determined how to provide support to coworkers while working at home.	
J	You have an effective working relationship with coworkers.	
K	You have evaluated the effects of your remote work days and those of your coworkers in maintaining adequate in-office communication.	
L	You are adaptable to changing routines and environments.	
M	You have demonstrated an ability to be flexible with work routines and environments.	
N	You are willing to come into your assigned office on a regularly scheduled remote work day if your supervisor, coworkers, or customers need you there.	
O	You are an effective communicator and team player.	
P	You communicate well with your supervisor and coworkers and are able to express needs objectively and develop solutions.	
Q	You have developed ways to communicate regularly with your supervisor and coworkers that you can use when you work remotely.	
R	Current job performance is a strong indicator of your potential success as a remote worker. Consider how any problems or developmental needs evident in your last performance evaluation might affect your remote work experience. You're successful in your current position; know your job well; and have a track record of excellent performance.	

3. Do you have the right job for a remote work arrangement? Check all of the examples below that apply to your position.

- Job responsibilities that can be arranged so that there is no difference in the level of service provided to the customer
- Minimal requirements for direct supervision or contact with the customer
- Low face-to face communication requirements with the ability to arrange days when communication can be handled by telephone or e-mail
- Minimal requirements for special equipment
- Ability to define tasks and work products with measurable work activities and objectives
- Ability to control and schedule work flow

**Administrative Office of the Courts
Remote Worker Self-Assessment**

4. Do you have the right tasks for a remote work arrangement? Check all of the examples below that apply to your position. Please add any additional tasks that are appropriate to your position.

- | | |
|--|--|
| <input type="checkbox"/> Analysis | <input type="checkbox"/> Auditing reports |
| <input type="checkbox"/> Budgeting | <input type="checkbox"/> Calculating |
| <input type="checkbox"/> Contacting customer | <input type="checkbox"/> Data entry |
| <input type="checkbox"/> Design and Graphics work | <input type="checkbox"/> Dictating |
| <input type="checkbox"/> Document review | <input type="checkbox"/> Editing |
| <input type="checkbox"/> Evaluations | <input type="checkbox"/> Field visits |
| <input type="checkbox"/> Planning | <input type="checkbox"/> Preparing contracts |
| <input type="checkbox"/> Project management/planning | <input type="checkbox"/> Reading |
| <input type="checkbox"/> Recordkeeping | <input type="checkbox"/> Research |
| <input type="checkbox"/> Telephoning | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Word Processing | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Writing | <input type="checkbox"/> _____ |

5. Do you have an appropriate home work environment? Check all of the examples below that apply to your work environment.

- A safe, comfortable work space where it is easy to concentrate on work
- The level of security required by the agency
- The necessary office equipment and software that meet agency standards
- A telephone, with a separate home office line if required, or a cell phone or pager
- Household members who will understand you're working and won't disturb you

Are you the right kind of worker?

If your answers provided in Question 1 and 2 are "Yes," you're the kind of employee likely to be successful at working remotely.

Do you have the right kind of job?

You should be able to check every item under Question 3. You should be able to check enough boxes under Question 4 so that you can successfully work remotely.

Do you have the right home environment?

You should be able to check every item under Question 5.

I attest to the above Remote Worker Self-Assessment and all conditions stated by me:

Signature _____ **Date** _____

Administrative Office of the Courts Remote Work Pilot Program Application

Instructions: Employee completes application and gives to the supervisor, who conducts a preliminary review, and then discusses application with the Office Leadership, who reviews request and recommends approval or denial. If the Office Leader approves the request, the application is reviewed by Human Resources where a recommendation is made to approve or deny based on the pilot program. The request is then submitted to the Administrative Director or designee for final approval or denial.

If approved, Human Resources will return the approved request to the Office Leadership with a recommended start date. The supervisor then meets with employee to discuss the outcome of the request.

Remote Work agreements are valid from June 3, 2013-June 30, 2014

Employee information:

Name: _____ Office phone: _____

Office: _____ Supervisor: _____

Proposed remote work location (must be in state of California):

Home Address: _____ City: _____

Remote work location phone: _____ Fax: _____

Pager: _____ Cell: _____

Remote work location e-mail: _____

Remote work statistics:

How long have you worked for the AOC? : _____ years _____ months

Hours of travel time saved per week: _____

Day of the Week Requested as a remote work day: (Check One)

Mon Tues Wed Thurs Fri

Typical types of tasks or assignments to be completed on remote work days (Please see list of tasks in Question number 4 on page 3):

- _____
- _____

- _____
- _____
- _____

Dependent care:

Do you have dependents requiring care during remote work hours?

Yes No

If yes, would you have dependent care to relieve you from primary-care responsibilities during remote work hours?

Yes No

.....

Supervisor Recommendation Recommend Approval Recommend Denial

Reason (If denial is recommended): _____

Supervisor: _____

Office Leader Recommendation Recommend Approval Recommend Denial

Reason (If denial is recommended): _____

Office Leader: _____

HR Recommendation Recommend Approval Recommend Denial

Reason (If denial is recommended): _____

HR Representative: _____

Administrative Director or designee decision:

Approved Denied

Signature: _____

.....

To be completed by Human Resources:

Recommended Start Date: _____

**Administrative Office of the Courts
Remote Worker's Agreement**

The AOC will pay for the following expenses:

- Charges for business-related telephone calls and faxes
- Maintenance and repairs to AOC-owned equipment

Claims will be submitted on a Travel Expense Claim along with receipt, bill, or other verification of payment of the expense.

The AOC will not pay for the following expenses:

- Maintenance or repairs to personal equipment
- Internet connection
- Utility costs (e.g., electricity, gas) associated with the use of the computer or occupation of the home, or for the cost of adding an additional telephone line
- Equipment and supplies (these should be requisitioned through the office)
- Travel from the remote work location to your assigned office
- Travel while working remotely (unless the travel is for an approved business purpose)

I agree that the AOC is not liable for damages to my property while working remotely. The AOC is also not liable for any injuries or claims by others at the remote work location.

I agree to carry out the steps needed for good safety and security in the home-office setting. I agree to check with my supervisor when matters of security or confidentiality are at issue.

I have read and understand the AOC's pilot program on Working Remotely and agree to comply with that pilot program and its procedures.

Remote Worker: _____ Date: _____

Offices: Please submit the signed Remote Worker's Agreement to the Human Resources Services Office, Labor & Employee Relations Unit, and retain a copy for the supervisor's file.

**Administrative Office of the Courts
Remote Work Checklist**

Name of Remote Worker: _____

Name of Supervisor/Manager: _____

1. Employee has read the orientation documents and the Working Remotely pilot program.
2. Employee has an approved remote work schedule.
3. Equipment issued by the AOC is documented.
4. Performance expectations have been discussed and are clearly understood.
5. Assignments and due dates are documented.
6. Requirements for adequate and safe office space at home and the *Safety Checklist for Remote Workers* have been reviewed with the employee and the employee certifies that those requirements have been met.
7. Requirements for care of equipment assigned to the employee have been discussed and are clearly understood.
8. Employee is aware of the responsibility to ensure the security and confidentiality of information used in the course of working remotely.
9. In addition to the employee's supervisor and other management personnel, the following personnel is authorized to have the employee's remote work location phone number:

10. Employee has read and signed the Remote Worker's Agreement.

Remote Worker: _____

Date: _____

Supervisor/Manager: _____

Date: _____

Offices: Please submit the signed Remote Work Checklist to the Human Resources Services Office, Labor & Employee Relations Unit, and retain a copy for the supervisor's file.

Administrative Office of the Courts Safety Checklist for Remote Workers

The following checklist is recommended for use by each remote worker in organizing an alternate work site. The remote worker must review this checklist with his or her supervisor before working remotely. The remote worker and supervisor are encouraged to work together to ensure the safety of the alternate work site.

Work Site

- Remote worker has a clearly defined work space that is kept clean and orderly.
- The work area is adequately illuminated with lighting directed toward the side or behind the line of vision, not in front or above it.
- Exits are free of obstructions.
- Supplies and equipment (both AOC and employee-owned) are in good condition.
- The area is well ventilated and heated.
- Storage is organized to minimize risks of fire and spontaneous combustion.
- All extension cords have grounding conductors.
- Exposed or frayed wiring and cords are repaired or replaced immediately upon detection.
- Electrical enclosures (switches, outlets, receptacles, junction boxes) have tight-fitting covers or plates.
- Surge protectors are used for computers, fax machines, and printers.
- Heavy items are securely placed on sturdy stands close to walls.
- Computer components are kept out of direct sunlight and away from heaters.

Emergency Preparedness

- Emergency phone numbers (hospital, fire department, police department) are posted at the alternate work site.
- A first aid kit is easily accessible and replenished as needed.
- Portable fire extinguishers are easily accessible and serviced as needed.
- An earthquake preparedness kit is easily accessible and maintained in readiness.

**Administrative Office of the Courts
Safety Checklist for Remote Workers**

Ergonomics

___ Desk, chair, computer, and other equipment are of appropriate design and arranged to eliminate strain on all parts of the body.

___ *Easy Ergonomics for Desktop Computer Users*, published by the California Department of Industrial Relations, is available for easy reference at the alternate work site.

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	27
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that, with an appropriate individual employee performance planning and appraisal system in place, the AOC utilizes the flexibility provided by its at-will employment policy to address employee performance issues. The AOC's at-will employment policy provides management with maximum hiring and firing flexibility, and should be exercised when appropriate.
SEC RECOMMENDATION	6-4. With an appropriate individual employee performance planning and appraisal system in place, the AOC must utilize the flexibility provided by its at-will employment policy to address serious employee performance issues. 7-36. The AOC's at-will employment policy provides management with maximum hiring and firing flexibility, and should be exercised when appropriate.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>The AOC has continued to exercise Policy 2.1, Employment At Will, when appropriate and warranted. It is important to note that while the existence of the at-will employment policy provides flexibility, it is the goal of the AOC to encourage quality communications in a rich and supportive working environment.</p> <p>In February 2012, after a series of investigations concerning serious performance issues and violations of policy, the Human Resources Services Office worked with the Office of Legal Services to draft a number of Performance Improvement Plans (PIP) to provide employees with opportunities for improvement and guidance to meet expected performance levels. In some cases, employees improved performance levels and remained on the job. In others, the AOC utilized its at-will employment policy to terminate individuals from employment for performance-related issues or serious violations of policy. Since February 2012, the AOC has terminated a number of individuals for reasons stated above.</p> <p>Furthermore the at-will policy shaped the development of Policy 2.9, Reductions in Staffing (Layoffs). On May 8, 2012, the Interim Administrative Director approved Policy 2.9, which provides guidance to implement staffing reductions based on non-discriminatory, business-related criteria. In June 2012, the AOC implemented a layoff to achieve cost savings, resulting in the termination of 40 employees.</p>	



JC Directive 27
Report_Final.docx
Microsoft Office Word
Document
18.9 KB

This directive is forwarded to the Judicial Council with options for consideration:

File Attachment

Other:

File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

**IMPLEMENTATION
DATE OR
PROJECTED
IMPLEMENTATION
DATE**

Ongoing activities related to utilization of the at-will policy. Formal training on the at-will policy begins May 1, 2013 to June 20, 2013.

**RESOURCES
REQUIRED FOR
IMPLEMENTATION**

CJER, HRSO, and Legal Services staff will serve as faculty for the course.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

**PROCEDURES/
POLICIES UPDATED
OR DEVELOPED**


The current AOC policy will remain in place; however the training will focus on the legal definitions of at-will and the applicability of the law to common workplace situations.



Policy 2.1 - Employment
At Will.pdf
Adobe Acrobat Document
10.5 KB

**TRAINING
UPDATED OR
DEVELOPED**

From January 2013 to December 2013, the AOC will be holding a series of management courses aimed at teaching managers and supervisors various leadership development topics. One of the topics focuses on "The At-Will Environment and Other Legal Issues." The AOC will conduct eight sessions on this topic between May 1, 2013 and June 20, 2013.

	 <p>Course Description.docx Microsoft Office Word Document 12.2 KB</p>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="text"/> File Attachment
<input type="checkbox"/> COST	<input type="text"/> <input type="text"/> File Attachment
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="text"/> File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="text"/> File Attachment
<input checked="" type="checkbox"/> OTHER	<p>The at-will policy is the guiding force behind several Judicial Council directives dealing with performance management and the disciplinary process. In June 2013, the AOC will present a report to the Judicial Council that outlines the steps for an organization-wide performance management program. The program will be introduced in July 2013, with the plan for a full implementation beginning in January 2014.</p> <p>Additionally, the AOC will also amend Policy 8.1, Standards of Conduct, to clearly express the disciplinary process as well as the conduct expectations of AOC employees. As part of the amended Policy 8.1, the AOC will introduce a formal Performance Improvement Plan (PIP) process. This process represents the first in a series of steps to address an employee's performance and conduct prior to termination from employment.</p> <p>To strengthen the process, the AOC, through the classification and compensation study, will be updating job descriptions for all employees, which will ensure the program accurately accounts for employee performance and makes it easier for managers and supervisors to identify areas for improvement.</p> <input type="text"/> File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

AOC Utilization of the At-Will Employment Policy

The Administrative Office of the Courts (AOC) adopted a new *AOC Personnel Policies and Procedures Manual* in July 2011. Chapter 2, General Employment Policies begins with Policy 2.1, Employment At Will. This policy clearly states that the AOC is an at-will employer. This means that both the employees and the AOC have the right to terminate employment at any time, with or without cause. Although this policy provides the AOC with the ability to terminate employment with or without cause, the reason for termination must be a lawful reason. Employees who are terminated from the AOC retain the right to file complaints with the Department of Fair Employment and Housing (DFEH) or the Equal Employment Opportunity Commission (EEOC) and potentially litigate damages against the AOC.

Recent Use of the At-Will Employment Policy

In February 2012 the AOC Human Resources Services Office (HRSO) investigated a number of serious employee-related issues. At the time the Interim Administrative Director of the Courts and the Interim Chief Deputy Director instructed the HRSO team to work collaboratively with the Legal Services Office (LSO) to address any serious performance issues or violations of policy. During this time HRSO staff drafted a number of Performance Improvement Plans (PIP) to provide opportunities for improvement and appropriate guidance to employees who had fallen below the expected performance levels.

Throughout this period the AOC continued to exercise the at-will policy when appropriate, and terminated individuals who did not demonstrate improved performance or seriously violated policies, procedures or ethical standards.

Since February 2012, the AOC has exercised the at-will policy and has terminated a number of individuals from employment for performance-related issues or for serious violations of policy or procedure. Although the AOC is an at-will employer, it has, at its discretion, provided the terminated employee with a written reason or rationale for the determination. The AOC generally provides written justification to the Employment Development Department (EDD) when considering claims for unemployment.

Reductions in Staffing Policy and AOC Layoffs

On May 18, 2012, the Interim Administrative Director approved Policy 2.9, Reductions in Staffing (Layoffs). This policy provides guidance, based on non-discriminatory, business-related criteria, to implement staffing reductions and achieve necessary cost savings. The at-will employment policy provided leadership the flexibility to develop the policy which met the needs of the AOC.

In June 2012 the AOC implemented its first round of layoffs. At the completion of the layoff process **40** individuals were separated from employment with the AOC.

Next Steps

While the existence of the at-will employment policy provides flexibility when making employment decisions, it is the goal of the AOC to encourage quality communications in a rich and supportive working environment. In order to achieve this goal the Administrative Director has directed the Human Resources Services Office to fully implement Policy 3.9, Performance Management Program, of the AOC *Personnel Policies and Procedures Manual*.

In order to properly institute a quality and meaningful program a number of steps need to occur to create a foundation for true performance management. The AOC will outline these steps in a report to the Judicial Council in June 2013, with a plan for full implementation beginning January 2014. The AOC will implement a uniform performance management program throughout the AOC.

Additionally, the AOC will review Policy 8.1, Standards of Conduct, and amend it to clearly express the conduct expectations of AOC employees and the disciplinary process for issues related to performance or misconduct. Specifically, the AOC will add an official Performance Improvement Plan (PIP) process to the disciplinary process, which will highlight to employees that communication is the most effective method of initiating growth and change. To strengthen the process, the AOC, through the classification and compensation study, will be updating job descriptions for all employees, which will ensure the program accurately accounts for employee performance and makes it easier for managers and supervisors to identify areas for improvement.

Furthermore, the supervisor/manager training program, initiated in January 2013, will provide direct guidance to managers and supervisors on identifying performance gaps and effective methods of performance management as well as outlining the challenges of managing employees in an at-will environment.

The first set of courses focus on “The At-Will Environment and Other Legal Issues.” The AOC will conduct eight sessions on this topic between May 1, 2013 and June 20, 2013. The training continues throughout the year, with culminating sessions, which highlight performance management, in November and December 2013. After the training, the utilization of a uniform performance management program, combined with clear discipline procedures, the at-will policy and accurate job descriptions, will provide the AOC with a flexible and responsible approach to address and resolve any performance or conduct concerns.

Policy Number: 2.1

Title: Employment At Will

Contact: Human Resources Division, Policy Development Unit

Policy Statement: The AOC is an at-will employer.

All employment at the AOC is "at will." This means that both employees and the AOC have the right to terminate employment at any time, with or without advance notice, and with or without cause. No one other than the Administrative Director of the Courts has the authority to alter this arrangement, to enter into an agreement for employment for a specified period of time, or to make any agreement contrary to this at-will policy. Any such agreement must be in writing, signed by the Administrative Director of the Courts, in order to be effective.

MAY-JUNE

The At-Will Environment and Other Legal Issues – This course is designed to cover basic employment law issues including the “at will environment” that supervisors face on a day to day basis. The course will include:

Employee Status

1. Define At Will vs. For Cause.
2. Define Exempt vs. Non Exempt.

Harassment and Discrimination

3. Describe protected classes and related instances of discrimination in the workplace.

Accommodation

4. Respond to formal and informal requests for accommodation.

Leaves of Absence

5. Define rights of employees related to leave
6. Responding to requests for leave, e.g. FMLA/CFRA, Pregnancy/Childbirth, Parental, Jury, Military, Election, School Activities.

Privacy

7. Distinguish between the employer’s rights and the employee’s right to privacy.
8. Distinguish between Personnel and Supervisor files and employee right to access.

Liability

9. Identify supervisor’s personal liability exposure in the workplace.

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	28
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct that the Administrative Director of the Courts require compliance with the AOC's existing policy calling for annual performance appraisals of all AOC employees (AOC Personnel Policies and Procedures Manual, section 3.9) and that performance appraisals are uniformly implemented throughout the AOC as soon as possible.
SEC RECOMMENDATION	The AOC's existing policy calling for annual performance appraisals of all AOC employees (AOC personnel manual, section 3.9) must be implemented uniformly throughout the AOC as soon as possible.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <input type="button" value="File Attachment"/>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <input type="button" value="File Attachment"/>	
<input checked="" type="checkbox"/> Other: The Administrative Director of the Courts will provide a final report on the performance review process to the Judicial Council at its June 2013 meeting. The AOC Human Resources Services Office will outline the performance review process in July 2013, in conjunction with the AOC management training courses. Beginning in July 2013 to December 2013, the AOC will be holding a series of management courses designed to educate managers and supervisors on the performance review process. There will be three courses offered: Setting Expectations and Documenting Performance, Performance Management: Identifying and Addressing Performance Gaps, and AOC Performance Evaluation Process. Once managers and supervisors have had the opportunity to take these courses, the AOC will fully implement the performance review process by January 2014.	








AOC HR will also incorporate and discuss aspects of the discipline system in its report on the performance review process. As noted above, the AOC will present this report to the Council in June 2013.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	July 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	HRSO has been working closely with CJER in serving as faculty for most of the management training courses. Staffing resources within HRSO will be assigned to track, review, and coordinate the performance review process by January 2014.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)



<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL


ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
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EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	29
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop an employment discipline policy to be implemented consistently across the entire AOC that provides for performance improvement plans and for the actual utilization of progressive discipline.
SEC RECOMMENDATION	A consistent employment discipline policy must accompany the employee performance appraisal system. Section 8.1B of the AOC personnel manual discusses disciplinary action, but is inadequate. A policy that provides for performance improvement plans and for the actual utilization of progressive discipline should be developed and implemented consistently across the entire AOC.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px;"> <p>Concerning the specific Directive 29, as an at-will employer, the AOC is not required to, nor does it routinely practice progressive discipline. In unionized environments, progressive discipline and for-cause discipline are the very foundation of personnel policies.</p> <p>Given the at-will environment at the AOC, HRSO is recommending the amendment of Directive 29 to remove the reference to progressive discipline. In June 2013, the AOC will also recommend an enlargement of Policy 8.1 (B) - Disciplinary Action to include Performance Improvement Plans. The amended policy will provide supervisors and managers with the option to implement a Performance Improvement Plan (PIP) which will address and attempt to correct unacceptable conduct or performance.</p> </div>	








The AOC also requests an extension of the timeline from April 2013 to June 2013. The AOC will incorporate the PIP as an item within the report on the performance review process. If approved, the AOC will implement the amended Policy 8.1 (B) in July 2013, in conjunction with the introduction of performance management.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	July 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

Administrative Director of the Courts Review Date: 4/10/2013

ADOC REVIEW	
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	31
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct that the Administrative Director of the Courts require the AOC leadership to develop, maintain, and support implementation of effective and efficient human resources policies and practices uniformly throughout the AOC.
SEC RECOMMENDATION	The AOC leadership must recommit itself to developing and maintaining effective and efficient HR policies and practices. The new Administrative Director, among other priority actions, must reestablish the AOC's commitment to implement sound HR policies and practices.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
<input checked="" type="checkbox"/> Other: <p>The AOC adopted a new AOC Personnel Policies and Procedures Manual in July 2011.</p> <p>The AOC will prepare a report on the Policies and Procedures Manual for submission to the Judicial Council in October 2013. The report will include a review of all policies referenced within the Manual, and provide updates on recently amended policies. By June 2013, the AOC has reviewed, amended or will amend policies related to the following Judicial Council Directives:</p> <p>Directive 26 - Policy 8.9 Working Remotely (Telecommuting) Pilot Program Directive 27 - Policy 2.1 Employment at Will Directive 29 - Policy 8.1 B Disciplinary Action Directives 25, 27, and 28 - Policy 3.9 Performance Management Program Directives 47 and 140 - Policy 3.3 E Other Temporary Workers</p>	

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TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	October 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	Resource requirements will vary depending the nature of the changes made to each policy. Some policy amendments may require staffing resources, the use of forms, and training for full implementation.
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<input type="text"/>	

E&P REVIEW

Executive and Planning Review Date:

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	32
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that a gradual, prioritized review of all HR policies and practices, including all those incorporated in the AOC Personnel Policies and Procedures Manual, should be undertaken to ensure they are appropriate and are being applied effectively and consistently throughout the AOC.
SEC RECOMMENDATION	A gradual, prioritized review of all HR policies and practices, including all those incorporated in the AOC personnel manual should be undertaken to ensure they are appropriate and are being applied effectively and consistently throughout the AOC.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>The AOC adopted a new AOC Personnel Policies and Procedures Manual in July 2011.</p> <p>The AOC will prepare a report on the Policies and Procedures Manual for submission to the Judicial Council in October 2013. The report will include a review of all policies referenced within the Manual, and provide updates on recently amended policies. By June 2013, the AOC has reviewed, amended or will amend policies related to the following Judicial Council Directives:</p> <p>Directive 26 - Policy 8.9 Working Remotely (Telecommuting) Pilot Program Directive 27 - Policy 2.1 Employment at Will Directive 29 - Policy 8.1 B Disciplinary Action Directives 25, 27, and 28 - Policy 3.9 Performance Management Program</p> </div>	

Directives 47 and 140 - Policy 3.3 E Other Temporary Workers

 File Attachment
TIMELINE AND RESOURCES FOR IMPLEMENTATION**IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE**

October 2013

RESOURCES REQUIRED FOR IMPLEMENTATION

Resource requirements will vary depending the nature of the changes made to each policy. Some policy amendments may require staffing resources, the use of forms, and training for full implementation.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)
 PROCEDURES/ POLICIES UPDATED OR DEVELOPED
 File Attachment

 TRAINING UPDATED OR DEVELOPED
 File Attachment

 SAVINGS
 File Attachment

 COST
 File Attachment

 EFFICIENCIES
 File Attachment

 SERVICE LEVEL IMPACT
 File Attachment

 OTHER
 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL**ADOC REVIEW**

Administrative Director of the Courts Review Date: 4/10/2013



EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW

E&P REVIEW	Executive and Planning Review Date: <input data-bbox="938 226 1177 262" type="text" value="4/17/2013"/>
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ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES


AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	33
JUDICIAL COUNCIL DIRECTIVE	<p>E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the budget and fiscal management measures implemented by the AOC to ensure that the AOC's fiscal and budget processes are transparent.</p> <p>The Administrative Director of the Courts should develop and make public a description of the AOC fiscal and budget process, including a calendar clearly describing how and when fiscal and budget decisions are made. The AOC should produce a comprehensive, publicly available midyear budget report, including budget projections for the remainder of the fiscal year and anticipated resource issues for the coming year.</p>
SEC RECOMMENDATION	<p>The AOC's fiscal and budget processes must be transparent. The Executive Leadership Team should require the Fiscal Services Office to immediately develop and make public a description of the fiscal and budget process, including a calendar clearly describing how and when fiscal and budget decisions are made. The Fiscal Services Office should be required to produce a comprehensive, publicly available midyear budget report, including budget projections for the remainder of the fiscal year and anticipated resource issues for the coming year. The Chief Administrative Officer should be given lead responsibility for developing and implementing an entirely new approach to fiscal processes and fiscal information for the AOC.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	

A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, AOC staff will develop and post on the public website a midyear budget report.

Examples of new fiscal and budget processes being developed: Improving budget and allocation reports, such as adding local assistance funds so divisions/offices have a full picture of the budget they are accountable for; providing increased access to reports and financial systems so divisions/offices can more easily access fiscal data; and working to develop enhanced training options for AOC staff to ensure they are equipped with the knowledge and skills to appropriately manage their budgets.







An update was provided to the Judicial Council at its February 2013 meeting.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	June 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	TBD

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)



<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
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<input type="checkbox"/> OTHER	<input type="text" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	35
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that budget and fiscal tracking systems be in place so that timely and accurate information on resources available and expenditures to date are readily available.
SEC RECOMMENDATION	Tracking systems need to be in place so that timely and accurate information on resources available and expenditures to date are readily available. Managers need this information so they do not spend beyond their allotments.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, budget expenditure information is readily available via the Oracle financial system to management team members and division/office budget liaisons. FSO staff will work to develop enhanced budget training.</p> <p>Targeted improvements include actions such as:</p> <ul style="list-style-type: none"> *Budget staff will no longer “zero out” the remaining budget when preparing the monthly PSR. *Budget staff will not automatically move salary savings for vacant positions to the unallocated line item in the office’s budget; the funding will remain in the PSR and may be moved at the request of the office. *Vacant positions are budgeted at mid-step salary (the prior process did not budget for vacant positions until filled). </div>	

An update was provided to the Judicial Council at its February 2013 meeting.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE

June 2013

RESOURCES REQUIRED FOR IMPLEMENTATION

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

PROCEDURES/ POLICIES UPDATED OR DEVELOPED

 File Attachment

TRAINING UPDATED OR DEVELOPED

 File Attachment

SAVINGS

 File Attachment

COST

 File Attachment

EFFICIENCIES

 File Attachment

SERVICE LEVEL IMPACT

 File Attachment

OTHER

 File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW

Administrative Director of the Courts Review Date: 4/10/2013




EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW








E&P REVIEW	Executive and Planning Review Date: <input data-bbox="938 226 1177 262" type="text" value="4/17/2013"/>
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ACTIVITY REPORTING AND PROPOSAL FORM



JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	36
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that budget and fiscal information displays be streamlined and simplified so they are clearly understandable.
SEC RECOMMENDATION	Information displays need to be streamlined and simplified so they are clearly understandable.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, AOC is currently working to re-engineer the budget process, to include the display of fiscal information, to ensure that the information is clearly understandable.</p> <p>Examples include: *Worked with the state Department of Finance to more clearly display trial court appropriation, allocations, and expenditure budgets. *Eliminating unnecessary or redundant AOC fiscal reports.</p> <p>An update was provided to the Judicial Council at its February 2013 meeting.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	June 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	TBD
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM**JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING**



DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	37
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the Finance Division track appropriations and expenditures by fund, and keep a historical record of both so that easy year-to-year comparisons can be made. This can be done by unit, division, or by program, whichever provides the most informed and accurate picture of the budget.
SEC RECOMMENDATION	The Finance Division (Fiscal Services Office) should track appropriations and expenditures by fund, and keep a historical record of both so that easy year-to-year comparisons can be made. This can be done by unit, division or by program — whichever provides the audience with the most informed and accurate picture of the budget.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <p>A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, AOC staff are currently reviewing existing processes and procedures to determine what improvements can be implemented to meet the requirements of this directive.</p> <p>After the end of this fiscal year, FSO will review existing reports and develop a standard year-end summary to facilitate comparative year-to-year funding changes.</p> <p>An update was provided to the Judicial Council at its February 2013 meeting.</p>	

<input type="button" value="File Attachment"/>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text" value="June 2013"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<input type="text"/>	

E&P REVIEW

Executive and Planning Review Date:

ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	38
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that expenditures be split into those for state operations and local assistance (funds that go to the trial courts) so it is clear which entity benefits from the resources. State operations figures must be further broken down as support for the Supreme Court and Appellate Courts. The AOC should adopt the methodology of distributing the administrative costs among programs.
SEC RECOMMENDATION	Expenditures should be split into those for state operations and local assistance (funds that go to the trial courts) so it is clear which entity benefits from the resources. State operations figures should be further broken down as support for the Supreme Court and Appellate Courts. In most state departments, administrative costs are distributed among programs. The AOC should adopt this methodology.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, AOC staff are currently reviewing existing processes and procedures to determine what improvements can be implemented to meet the requirements of this directive. FSO will work with the state Department of Finance to further stratify expenditures to ensure clarity of how the funds were expended. With respect to the distribution of administrative costs, FSO will be evaluating methodologies	








employed by other state-funded entities to determine which method should be applied at the AOC.
An update was provided to the Judicial Council at its February 2013 meeting.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	June 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	  File Attachment
<input type="checkbox"/> SAVINGS	  File Attachment
<input type="checkbox"/> COST	  File Attachment
<input type="checkbox"/> EFFICIENCIES	  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	  File Attachment
<input type="checkbox"/> OTHER	  File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL




ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
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EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	39
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the AOC schedule its budget development and budget administration around the time frames used by all state entities.
SEC RECOMMENDATION	The AOC should schedule its budget development and budget administration around the time frames used by all state entities. Assuming the budget for any fiscal year is enacted by July 1, the AOC should immediately allocate its budgeted resources by fund among programs, divisions, units.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>The AOC has been, and will continue to be, in compliance with timelines associated with the state budget development process, budget administration, and fiscal reporting.</p> <p>Procedures for this directive will be provided at the August 2013 Judicial Council meeting. As part of these efforts, staff will consult with other state-funded entities regarding their respective budget development and administration activities.</p> <p>An update was provided to the Judicial Council at its February 2013 meeting.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	August 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	TBD
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	40
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that requests for additional resources be presented to the Judicial Council at it's August meeting, identify the increased resources requested, and be accompanied by clear statements of the need and use of the resources and the impact on the AOC, as well as the impact on the judicial branch, if any. A cost-benefit analysis should be part of any request and there should be a system to prioritize requests.
SEC RECOMMENDATION	Requests for additional resources are presented to the Judicial Council at its August meeting. These requests identify increased resources requested and should be accompanied by clear statements of the need and use of the resources and the impact on the AOC, as well as the impact on the judicial branch, if any. A cost-benefit analysis should be part of any request, and there should be a system to prioritize requests.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	TBD
RESOURCES REQUIRED FOR IMPLEMENTATION	TBD
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	41
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that, after the Governor's Budget is released in January, the AOC should present a midyear update of the judicial branch budget at the next scheduled Judicial Council meeting. All figures provided by the AOC should tie back to the Governor's Budget or be explained in footnotes.
SEC RECOMMENDATION	After the Governor's Budget is released in January, the AOC should present a midyear update of the judicial branch budget at the next scheduled Judicial Council meeting. This presentation should tie to the figures in the Governor's Budget so that everyone has the same understanding of the budget.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>AOC staff presented a midyear update on the judicial branch budget at the January 2013 Judicial Council meeting.</p> <p>Updates will be provided as necessary as developments occur in the budget process. For example, an update will be provided after the release of the Governor's May Revision.</p> <p>The Fiscal Services Office has implemented processes to ensure all numbers tie to the Governor's budget or can otherwise be explained.</p>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	
<input type="checkbox"/> Other:	

<input type="button" value="File Attachment"/>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text" value="April 2013"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<input type="text"/>	

E&P REVIEW

Executive and Planning Review Date:

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/3/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Internal Audit Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	43
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to perform internal audits upon completion of the restructuring of the AOC.
SEC RECOMMENDATION	The AOC must perform internal audits. This will allow the leadership team and the Judicial Council to know how a particular unit or program is performing. An audit can be both fiscal and programmatic so that resources are tied to performance in meeting program goals and objectives.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; width: 100%; height: 20px;"></div> <div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px; display: flex; align-items: center;"> File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; width: 100%; height: 20px;"></div> <div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px; display: flex; align-items: center;"> File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px;"> <p>As the AOC continues to restructure, Internal Audit Services (IAS) was moved effective March 1, 2013, into the Judicial Council and Trial Court Leadership Services Division under the leadership of the Chief of Staff. This new organizational structure provides the appropriate separation of direct oversight of the audit function from the other two divisions whose activities typically involve areas that may be subject to future audits (i.e., Fiscal Services Office activities).</p> <p>As a result of this recent restructuring and in light of other IAS workload, the Chief of Staff requests an extension for responding to this directive to allow time for the Chief of Staff to work with the IAS Senior Manager to prepare an implementation proposal for conducting internal audits of the AOC. The ADOC requests that the council approve the following proposed timeline: "ADOC report to the council with an implementation proposal at the October 2013 council meeting."</p> </div>	

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TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="text" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="text" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="text" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="text" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="text" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="text" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="text" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<input type="text"/>	




E&P REVIEW








Executive and Planning Review Date:

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	44
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the leadership team must develop and employ budget review techniques so that the budget of an individual unit is aligned with its program responsibilities.
SEC RECOMMENDATION	As part of the reorganization and downsizing of the AOC, the leadership team should employ budget review techniques (such as zero-based budgeting) so that the budget of an individual unit is aligned with its program responsibilities. In the future, there should be periodic reviews of units and or programs to make sure funding is consistent with mandated requirements.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>This directive is being address through ongoing AOC restructuring efforts.</p> <p>This directive will be completed once core functions have been determined and agency activities prioritized have been determined by the AOC Management Council. As such, the Administrative Director requests that Judicial Council approve a new timeline for this directive as follows: "Administrative Director of the Courts to report to the council at the October 2013 council meeting."</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	October 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM**JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING**

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	47
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the employment of temporary or other staff to circumvent a hiring freeze is not permitted. The Administrative Director must review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such as in the case of an emergency or to provide a critical skill set not available through the use of authorized employees.
SEC RECOMMENDATION	Employment of temporary or other staff to circumvent a hiring freeze should not be permitted. The Executive Leadership Team should immediately review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such in the case of an emergency or to provide a critical skill set not available through the use of authorized employees.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <input type="button" value="File Attachment"/>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <input type="button" value="File Attachment"/>	
<input checked="" type="checkbox"/> Other: The AOC will review its agency temporary program and take steps to reduce the number of contractors and agency temporary staff. The AOC has also imposed an internal exemption process for all personnel transactions within the organization. The process requires approval by the Office Leadership, Division Chief, Human Resources Services Office, and the Fiscal Services Office.	








In June 2013, the AOC will prepare a report which contains recommendations for a revised Policy 3.3 (E) Other Temporary Workers. The amended policy will impose a six month limitation on all temporary employees and further outline the use and purpose of temporary staff. The AOC will propose that temporary employees should be utilized in limited circumstances - for six month, short-term work related to a specific critical project, or to backfill staff currently on a short-term leave of absence.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	October 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	To reduce the need for manual tracking efforts, the AOC is exploring the possibility of implementing an electronic approval process through its Human Resources Education and Management System (HREMS).

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)




<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment








ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Burt Hirschfeld
OFFICE NAME	<u>Office of Real Estate and Facilities Management</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	48
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, as part of the council's long-term strategic planning, to evaluate the location of the AOC main offices based on a cost-benefit analysis and other considerations.
SEC RECOMMENDATION	As part of its long-term planning, the AOC should consider relocation of its main offices, based on a cost-benefit analysis of doing so.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>This directive's implementation timeline is for AOC's long-term consideration. As indicated below, the AOC continues to evaluate costs for all AOC office locations and will ensure that cost-benefit of AOC's main office location is included as part of its long-term strategic planning efforts. In the interim, under business processes established by the Office of Real Estate and Facilities Management, due diligence and cost-benefit analyses were used to guide development and implementation of a strategic real estate plan for AOC office facilities. Implementing the initial 5-7 year segment of the plan has involved the negotiation and renegotiation of leases, subleases, MOUs; and exercising options to contract and terminate. Cost-benefit analyses will continue to be conducted on a recurring basis to confirm or reject the relevance of rationale used to support current decisions.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	All contractual commitments required to implement this directive have been executed.
RESOURCES REQUIRED FOR IMPLEMENTATION	The Office of Real Estate and Facilities Management (REFM), with support from the Judicial Branch Capital Program Office (JBCPO), has been the primary implementation resource to date. JBCPO is now managing the construction of tenant improvements in the Burbank Office, allowing for re-occupancy by June 30, 2013.
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input checked="" type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	N/A (previously established).  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	  File Attachment
<input checked="" type="checkbox"/> SAVINGS	Between FY 2010-2011 and FY 2012-2013, reductions of over \$2 million in rent and 68,000 SF of space in the four primary AOC offices have been realized . By FY 2013-14, a total reduction of \$4.18 million and 82,811 SF will be realized from currently-existing and implemented commitments.  AOC Space and Rent Reductions (rev. 4-2-2013).pdf Adobe Acrobat Document 68.5 KB
<input checked="" type="checkbox"/> COST	Approximately \$175,000 in sublease brokerage commissions and over-allowance tenant improvement costs (subject to verification).  File Attachment
<input checked="" type="checkbox"/> EFFICIENCIES	Total office space reduction from implementation = 25.3%. Total rent reduction = 30.3%.  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	N/A  File Attachment
<input checked="" type="checkbox"/> OTHER	Note: This directive incorporates directly-related elements of Judicial Council Approved Recommendation No. 127.  File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	

ADOC REVIEW	Administrative Director of the Courts Review Date: <input data-bbox="1084 201 1328 233" type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input data-bbox="938 344 1182 375" type="text" value="4/17/2013"/>

AOC Office	FY 2011/12		FY 2012/13		FY 2013/14	
	SF	Rent	SF	Rent	SF	Rent
Sacramento	64,631	\$ 1,376,627	57,775	\$ 1,526,990	57,775	\$ 1,505,413
Sacramento (OGA)	6,578	\$ 192,172	6,578	\$ 180,895	6,578	\$ 184,842
Burbank	37,347	\$ 1,422,274	25,355	\$ 1,146,579	10,666	\$ 460,771
San Francisco	218,500	\$ 10,822,626	179,924	\$ 9,190,717	179,924	\$ 7,712,124
FY Total	327,056	\$ 13,813,699	269,632	\$ 12,045,180	254,943	\$ 9,863,150
Change from Prior Yr	(10,698)	\$ (237,277)	(57,424)	\$ (1,768,519)	(14,689)	\$ (2,182,030)
Cummulative Change	(10,698)	\$ (237,277)	(68,122)	\$ (2,005,796)	(82,811)	\$ (4,187,826)




Notes:

1. FY 2010/11 total AOC rent was \$14,408,771 (SEC report uses \$14,049,738 without reference dates; difference may be attributable to use of calendar or lease year, versus fiscal year in this analysis).
2. Exercised option to terminate 2850 Gateway Oaks, 4th floor space effective 10/26/2012.
3. Sacramento rent increases in FY 2012/13 due to majority portion of negotiated rent reduction taken in one month of FY 2012/13 and smaller annual reductions taken over balance of lease term.
4. OGA office relocated to smaller premises at lower negotiated rate in FY 2011/12; no ability further reduce and sublease portion of premises.
5. Burbank 1st floor (11,992 SF) sublease and consent executed 6/15/2012; occupancy commenced 6/28/2012.
6. Agreement on business terms of assignment of San Francisco 7th floor to State Public Utilities Commission, effective 1/1/2013.
7. FY 2013/14 San Francisco rent estimated to increase 3% over FY 2012/13.
8. Tenant improvement expenses, if any, and brokerage commissions not included.
9. Previously-reported reduction of 19,000 SF in San Francisco no longer feasible due to increase in BCDC programmatic requirement.
10. Burbank lease negotiated outside of option terms, reducing rent by 60% and contracting office space by 58%.

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	50
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-3 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	The Center for Families, Children and the Courts should be an office reporting to the Chief Operating Officer in the AOC's Judicial and Court Operations Services Division, rather than a stand-alone division. The CFCC manager position should be compensated at its current level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study." </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING



DATE	3/26/2013
PREPARED BY	Diane Nunn
OFFICE NAME	<u>Center for Families, Children & the Courts</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	51
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(a) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: CFCC has a one-over-one management structure with a Division Director and an Assistant Division Director position. The Assistant Division Director position should be eliminated.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study." </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES


AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	52
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: (b) There are nearly 30 attorney positions in CFCC, including 7 attorneys who act as Judicial Court Assistance Team Liaisons. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to non-attorney classifications.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px;"> <p>Before implementation of Directive 52 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's</p> </div>	

classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.







Final report timeline is currently unknown, pending the Council's decision at the June 2013 session. In the interim, the AOC will conduct a review on the use of attorney positions in private and public sector organizations. Ultimately, data from both studies will guide the AOC in determining the appropriate use and number of attorneys within the organization.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)




<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>








	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM



JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/26/2013
PREPARED BY	Diane Nunn
OFFICE NAME	<u>Center for Families, Children & the Courts</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	52.1
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: The CFCC has numerous grant-funded positions, including five in its Rules and Forms Unit. Implementation of our recommendations for the AOC's Grants and Rule-making Processes could result in some reductions in these positions.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> ADOC to provide an Interim Report to the council at the June 2013 Judicial Council meeting, describing impact to date of changes in AOC's Grants and Rule-making processes as well as CFCC workforce reductions in positions funded by general funds and external funds. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Diane Nunn
OFFICE NAME	<u>Center for Families, Children & the Courts</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	53
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(d) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: The CFCC has a number of positions devoted to research programs, as do other offices to be placed within the Judicial and Court Operations Services Division, presenting opportunities for efficiencies by consolidating divisional research efforts.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: Since the end of FY 10-11, the number of AOC employees in formal research classifications has declined by approximately 45%. To improve the efficiency and effectiveness of research in support of the Judicial Council and the courts, and consistent with Judicial Council Directives 53 and 72.1, all research analysts currently at the AOC have been consolidated into offices within the Judicial and Court Services Operations Division. Managers overseeing research in those offices began discussions in October and are preparing recommendations for a formal protocol to manage the workforce reduction and address staffing current and future research projects. It is requested that the Judicial Council amend the timeline to read as follows:	








ADOC to present a report of available options regarding the study's implementation to the Judicial Council for their consideration at the June 2013 Judicial Council meeting.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> SAVINGS	<input type="text"/>  File Attachment
<input type="checkbox"/> COST	<input type="text"/>  File Attachment
<input type="checkbox"/> EFFICIENCIES	<input type="text"/>  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/>  File Attachment
<input type="checkbox"/> OTHER	<input type="text"/>  File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
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EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW

E&P REVIEW	Executive and Planning Review Date: 4/17/2013 <input type="text"/>
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ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	54
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: CFCC staff members provide support to a number of Judicial Council committees and task forces. The recommended consolidation of this support function under the direction of the Chief of Staff will present opportunities for efficiencies and resource reduction.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px;"> <p>During this reporting period, a combined meeting of Executive and Planning (E&P) and Rules and Projects (RUPRO) Committees was convened on March 11, 2013, to continue the review of initial recommendations developed by E&P and RUPRO on potential consolidation/restructuring of Judicial Council committees and establishment of new committee oversight. Several recommendations regarding these activities will be presented to council for consideration at the April 2013 council meeting with additional recommendations to be presented at the June 2013 council meeting.</p> <p>At E&P's request, the AOC will be developing a tracking tool for use by those AOC staff that support</p> </div>	

committees to track time spent in support of Judicial Council committees, task forces, and working groups. This resource information will: 1) enable E&P to determine the level of effort that is required to support the various committees, task forces and working groups; and 2) be folded into the AOC Classification and Compensation Study to be used by the organization to identify appropriate resources and staffing for committees, task forces, and working groups.







Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study."


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> SAVINGS	<input type="text"/>  File Attachment
<input type="checkbox"/> COST	<input type="text"/>  File Attachment
<input type="checkbox"/> EFFICIENCIES	<input type="text"/>  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/>  File Attachment
	<input type="text"/>








<input type="checkbox"/> OTHER	<div data-bbox="500 254 818 317" style="border: 1px solid black; padding: 2px;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	3/26/2013
PREPARED BY	Diane Nunn
OFFICE NAME	<u>Center for Families, Children & the Courts</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	62
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that a systems review of the manner in which AOC staff review trial court records should be conducted to streamline Judicial Review and Technical Assistance audits, if possible, and to lessen the impact on court resources.
SEC RECOMMENDATION	A systems review of the manner in which trial court records are reviewed should be conducted to streamline audits, if possible, and to lessen the impact on court resources.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED	

IMPLEMENTATION DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING



DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	64
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-10 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	The Court Operations Special Services Office (COSSO), formerly CPAS, should be an office reporting to the Chief Operating Officer within the AOC's Judicial and Court Operations Services Division, rather than a stand-alone division. The COSSO manager position should be at the Senior Manager level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study." </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/27/2013
PREPARED BY	Chad Finke
OFFICE NAME	<u>Court Operations Special Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	68
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council consider whether to continue support for the Civics Education Program after the conclusion of the 2013 summit. The California On My Honor Program has been suspended for 2 years due to the lack of funding.
SEC RECOMMENDATION	The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following: (d) Once the 2013 summit has concluded, the Administrative Director and Judicial Council should evaluate continuing support for the Civics Education Program/California On My Honor program.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
As detailed in the attached memorandum, the Chief Justice has requested the Administrative Director of the Courts to direct that the AOC continue to provide the necessary staffing to support the Chief Justice's civics education plan for 2013 and beyond.	
<div style="border: 1px solid black; padding: 5px;">  <p>Memo to Judge Jahr re directive 68 (civics ed) - FINAL.docx Microsoft Office Word Document 106 KB</p> </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	
<div style="border: 1px solid black; padding: 5px;">  File Attachment </div>	
<input type="checkbox"/> Other:	

<input type="button" value="File Attachment"/>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text" value="March 21, 2013"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text" value="One FTE Senior Court Services Analyst, with the possibility of additional analyst or administrative staff support as specific projects require."/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> COST	<input type="text" value="The only AOC-related cost associated with the Chief Justice's civics education programs is the cost of salary and benefits for the single AOC staff member assigned to this program, approximately \$121,000 per year."/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text" value="Initially there will be no impact on service level, as the staff member who has historically been responsible for civics education projects will continue to remain assigned to that duty. To the extent additional analyst or administrative staff support becomes necessary, efforts will be made to secure that additional assistance without affecting services levels to other AOC projects and services."/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	

ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013



SUPREME COURT OF CALIFORNIA

MEMORANDUM

Date: March 21, 2013

To: Hon. Steven Jahr
Administrative Director of the Courts

From: Hon. Tani Cantil-Sakauye
Chief Justice and Chair of the Judicial Council

Subject: Judicial Council Directive 68
Re: Follow up to the 2013 Civic Summit

This memo addresses Judicial Council Directive 68, under which the Administrative Director of the Courts was directed to report to the council at its April meeting regarding the following: “[T]he Judicial Council [will] consider whether to continue support for the Civics Education Program after the conclusion of the 2013 [Civic Learning California S]ummit.” The resounding success of that summit, which was held on February 28th, 2013, has solidified my commitment to build on the robust momentum created by this historic event. As such, I am requesting through this memorandum that you direct that the Administrative Office of the Courts (AOC) will continue to provide the necessary staffing to support the plan outlined below, and that you report as such to the Judicial Council in April 2013.

Chief Justice's Civics Education Plan for 2013 and Beyond

Your Constitution: Power of Democracy Steering Committee: Consolidate the Leadership Group on Civic Education and Public Outreach and the Civic Summit Steering Committee into one entity that will continue to oversee, develop and implement the initiatives below, as well as other strategies for harnessing the momentum created by the Civic Learning California Summit. Attached please find a charge and roster for the group.

- a. **Civic Learning Award Program:** Continue co-sponsoring the Civic Learning Award Program with State Superintendent of Public Instruction Tom Torlakson, which recognizes California public high schools for outstanding work in civic education. This initiative supports Commission for Impartial Courts (CIC) Final Report Recommendation 43, (g): Recognition programs that bring attention to teachers, judges, and court administrators who advance civics education should be promoted.
- b. **K-12 Civic Learning Task Force:** Collaborate with State Superintendent of Public Instruction Tom Torlakson to establish a K-12 Civic Learning Task Force which will make recommendations regarding civic learning in California public schools. The Task Force will be privately funded. This initiative supports CIC Final Report Recommendation 43, (a): Strategies for meaningful changes to civics education in California should be supported, and a strategic plan for judicial branch support for civics education should be developed and (b) Teacher training programs, curriculum development, and education programs on civics should all be expanded to include the courts

Background

In my role as head of the judicial branch of California, I am dedicated to educating the public, and students in particular, about the power of our democracy, so that the branch may continue to thrive and flourish for future generations. I endorse CIC Final Report recommendations 37 (a) and (b) and 43 (a), (b), (c), and (g), which states in part:

Every child in the state should receive a quality civics education, and judges, courts, teachers, and school administrators should be supported in their efforts to educate students about the judiciary and its function in a democratic society.

For more information on the Commission's recommendations, please see the attached.

In 2011 I appointed Administrative Presiding Justice Judith McConnell of the California Court of Appeal, Fourth Appellate District, as Chair of a Civic Summit Steering Committee to plan and conduct a Civic Education Summit as an extension of her work chairing the Leadership Group on Civic Education and Public Outreach, an implementation committee for the CIC's civics education-related recommendations. The result of these efforts, the Civic Learning California Summit: Making Democracy Work, was held to great acclaim on February 28, 2013. Notably, it featured as its keynote speaker United States Supreme Court Justice Sandra Day O'Connor (Ret.), a national champion for civics education.

More than 200 attendees representing education, labor, business and community leaders, law school deans, and elected officials filled the Secretary of State Auditorium to capacity. Speakers included Secretary of State Debra Bowen; State Superintendent of Public Instruction Tom Torlakson; Judge Stacy Boulware Eurie; Thomas Saenz, President and General Counsel of the Mexican American Legal Defense and Educational Fund (MALDEF); Yvonne Walker, President of Service Employees International Union Local 1000, (SEIU); and Allan Zaremberg, President and Chief Executive Officer of the California Chamber of Commerce. Senate President pro Tem Darrell Steinberg introduced Justice O'Connor, and the State Bar of California conducted a call to action during which several legislators announced civics education-related legislation.

Post-Summit Findings and Evaluation

Following the summit, the Civic Summit Steering Committee learned that Justice O'Connor is willing to partner with the committee to move civics learning forward in California. We also found that a wide spectrum of other California leaders share this common purpose. And while these and other national groups such as the Conference of



Chief Justices have established civics education as a key theme, respected state and national reports indicate that there is a persistent civics learning crisis.

The committee also discovered that no other group is effectively working to make civics education a priority in California. Committee members therefore concluded that the summit would necessarily not be the end of our efforts, but rather the launch of a long-term, incremental effort, and that given the success of the Summit, that effort would benefit greatly from their continued leadership. Finally, the committee learned that foundations and other organizations are willing to provide funding and in-kind donations to support these civics education efforts.


These efforts cannot, however, continue without an appropriate level of staffing. AOC staff were instrumental in helping the committee bring the summit to fruition, and it is my strong desire to have those staff continue to support the committee's ongoing work. I am aware of the increased workload and reduced staff levels at the AOC, and this request is not intended to create additional burden. It is my hope that the efforts I have outlined above can continue to be supported by 1-2 full-time staff members.

Thank you for your attention to this request, and for your support of my commitment to improving civics education in our state.


ACTIVITY REPORTING AND PROPOSAL FORM**JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING**

DATE	3/29/2013
PREPARED BY	Chad Finke
OFFICE NAME	<u>Court Operations Special Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	70
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to study the budget and operational components of the Court Interpreters Program to determine whether greater efficiencies can be implemented to deliver interpreter services to the courts. The Finance Division should not act as an impediment in the delivery of interpreter services to the courts.
SEC RECOMMENDATION	The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following: (g) The Administrative Director and Judicial Council should study the budget and operational components of Court Interpreters Program to determine whether greater efficiencies can be implemented to deliver interpreter services to the courts. Internally, the Finance Division should not act as an impediment in the delivery of interpreter services to the courts.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
Please see the attached memorandum.	
<div style="border: 1px solid gray; padding: 5px; margin-bottom: 10px;">  <p>JC directive 70 (court interpreters)-March 28 final-FINAL.docx Microsoft Office Word Document 71.1 KB</p> </div> <div style="border: 1px solid gray; padding: 5px;">  <p>CIP functional org chart.pptx Microsoft Office PowerPoint Presentation 69.3 KB</p> </div>	





This directive is forwarded to the Judicial Council with options for consideration:




 File Attachment

Other:

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	Implementation has been ongoing.
RESOURCES REQUIRED FOR IMPLEMENTATION	No additional resources are required for implementation.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
<input checked="" type="checkbox"/> SAVINGS	<p>Since the inception of the SEC's review of the AOC, four (4) staff positions that were previously dedicated to the Court Interpreters Program have been vacated and left unfilled, with an additional vacancy anticipated beginning in early April 2013. Two of the vacant positions were permanently abolished and their funding swept. (Where needed, staff from other units within the Court Operations Special Services Offices have been assigned work within the CIP to ensure that the needs of the courts and the public are being met.)</p> <p>The General Fund savings from the salaries and benefits of the five positions referred to above is approximately \$582,000 per year.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
	As discussed in the attached memorandum, the designation of the Court Interpreters Program as the central point of communications and

<input checked="" type="checkbox"/> EFFICIENCIES	<p>coordination for interpreter-related issues has increased efficiency in the handling of those issues.</p> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<p> File Attachment</p>
<input type="checkbox"/> OTHER	<p> File Attachment</p>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013



Judicial Council of California

ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS SERVICES DIVISION

455 Golden Gate Avenue • San Francisco, California 94102-3688

Telephone 415-865-4200 • Fax 415-865-4205 • TDD 415-865-4272

MEMORANDUM

Date	Action Requested
March 28, 2013	Please Review
To	Deadline
Steven Jahr Administrative Director of the Courts	N/A
From	Contact
Curtis L. Child, AOC Chief Operating Officer Chad Finke, Director Court Operations Special Services Office	Chad Finke 415-865-8925 phone chad.finke@jud.ca.gov
Subject	
Implementation of Judicial Council Directive 70	

This memorandum reports on the implementation of Judicial Council directive 70, which reads:

E&P recommends that the Judicial Council direct the Administrative Director of the Courts to study the budget and operational components of the Court Interpreters Program to determine whether greater efficiencies can be implemented to deliver interpreter services to the courts. The Finance Division should not act as an impediment in the delivery of interpreter services to the courts.

The Roles of the Courts, Judicial Council, and AOC vis-à-vis Court Interpreters

The provision of qualified court interpreters to enhance the public's access to the courts is ultimately the responsibility of the superior courts, the Judicial Council, and the AOC. The roles of each of these entities are discussed below.

The Superior Courts

The superior courts are responsible for overseeing all aspects of the use of interpreters in the courts, including the selection, hiring, assignment, evaluation, compensation, and, if necessary, discipline and firing of court interpreters. Labor matters are handled uniquely by the courts in the four established bargaining regions for court interpreters; the AOC's Labor and Employee Relations group in the AOC's Human Resources Services Office may provide assistance, but negotiations and handling of grievances are the responsibility of each court.

The Judicial Council

The role of the Judicial Council in ensuring that the California courts have access to qualified interpreters was codified in January 1993 when the Legislature required the council to certify and register court interpreters and adopt standards and requirements for interpreter education. (Sen. Bill 1304; Stats. 1992, ch. 770.) Among other things, the statute requires the council to:

- Designate the languages for which certification programs shall be established;
- Approve entities to certify Spanish-language interpreters and interpreters for as many other languages as the council designates;
- Adopt standards and requirements for interpreter proficiency, continuing education, certification renewal, and discipline;
- Adopt standards of professional conduct for court interpreters;
- Adopt programs for interpreter recruiting, training, and continuing education and evaluation to ensure that an adequate number of interpreters are available and that they interpret competently; and
- Conduct a study of language and interpreter use and need in court proceedings, and report to the Governor and the Legislature every five years.

(Gov. Code, § 68562.)

The Judicial Council created the Court Interpreters Advisory Panel (CIAP) in 1993 to assist the council in implementing this legislation. The panel's membership is established by Government Code section 68560 et seq. and represents a diversity of languages, courts, geographic regions, and interests. Members must include a majority of court interpreters and may also include judges, court administrators, members of the bar, and other interested parties.

The AOC's Court Interpreters Program

The AOC's Court Interpreters Program (CIP), which is a unit within the Court Operations Special Services Office, staffs CIAP and assists in providing the courts with access to qualified certified and registered interpreters. CIP is not directly responsible for the provision of interpreter services to the courts or the public; its principal responsibility is to build a pipeline of qualified court interpreters for the courts by facilitating the recruitment of interpreters and managing the interpreter certification examination processes.

In support of these efforts, CIP staff are involved in the following activities, under the direction of CIAP:

- Court interpreter outreach and recruitment efforts (e.g., ongoing presentations at professional conferences, development of orientation programs, and production of informational materials)
- Test administration, development, and maintenance
- Organization of interpreter candidate test preparation workshops
- Development of language-specific workshops when a language is newly designated for certification
- Development of an online course curriculum for bilingual specialists
- Management of the American Sign Language (ASL) Video Remote Interpreting pilot, provision of direct support to courts and internal stakeholders regarding ASL issues, and analysis of local courts' use of ASL to assist with identification of pilot participants
- Creation of a curriculum on Deaf Intermediary Interpreting issues
- Organization of the annual meeting for statewide court interpreter education providers
- Organization of regional ethics and orientation workshops
- Coordination, with the trial courts, of the collection of court interpreter data for each statutorily mandated five-year language use and interpreter need study

In our view, CIP has provided and continues to provide these interpreter-related services to the courts with a high degree of quality and efficiency.

Efforts to Enhance Efficiencies Within the CIP

In accordance with the intent behind directive 70, CIP staff have been working for the past few years to identify internal efficiencies—through, for example, the integration of technology and the identification of best practices—that will benefit both the courts and the public. These efficiencies include:

- Moving from the use of AOC-specific tests and the reliance on a state test administrator to adoption of the National Center for State Courts' national language exams. This change to a national entity not only has increased the number of interpreters through reciprocity with those who meet California's high standards, but also has eliminated the need to expend funds on test development and maintenance.
- Implementing a market-rate cost system whereby the test candidate covers the entire cost of taking the exams; these costs were previously paid by the judicial branch.

- Piloting and replicating the use of remote video technology with American Sign Language (ASL) interpreting sessions, which has resulted in cost savings for participating courts and the provision of enhanced access to the limited pool (35 for the entire state) of available ASL interpreters.
- Making available online mandatory orientation videos for newly registered and certified interpreters, which reduces training costs as well as travel expenses for the interpreters.

Notably, CIP has been performing its work with a staff that has been reduced significantly since the time the Strategic Evaluation Committee began its evaluation process. Additionally, CIP has begun serving as the AOC's central communications and coordination hub for all agencywide interpreter-related matters, as illustrated on the attached functional organizational chart for the CIP. This role is critical, because issues pertaining to court interpreters span multiple offices, including, among others, the Fiscal Services Office (administration of Program 45.45¹ and reimbursement of courts for interpreter-related expenses); the Center for Families, Children & the Courts (administration of grant funds to provide court interpreters in certain cases involving domestic violence); and the Human Resources Services Office (labor negotiation services on behalf of courts).

In its role as the AOC's communications clearinghouse for interpreter issues, CIP will be copied on most communications and present at meetings involving interpreter issues.² CIP will also be responsible for reviewing and analyzing those issues to ensure that all affected offices are included as appropriate in their resolution. In effect, CIP will serve as the "project manager" for interpreter issues, which will ensure that all concerned staff and managers are kept apprised of matters that affect their respective areas of responsibility.

This model has already been put into place, and has demonstrated its potential for improving efficiencies within the AOC. Specifically, the CIP is currently serving as the project lead on an AOC-wide effort to improve the administration of Program 45.45 funds and provide enhanced guidance to the superior courts as to what interpreter expenses will be reimbursed. As a first step, CIP staff convened a meeting of staff from multiple offices to develop a consistent and agreed-upon scope of the project. Once all affected offices agreed on the issues to be resolved, CIP developed a project plan for arriving at the ultimate goal, i.e., clearer, more consistent guidelines for courts vis-à-vis what expenses are reimbursable and the reimbursement process. CIP then set in motion the first phase of the project plan, which was working with the Legal Services Office to secure a legal opinion on permissible court expenditures on interpreter expenses. Once the legal parameters have been established, CIP will work with the Fiscal Services Office on a

¹ The annual California Budget Act contains an appropriation for the judicial branch. Within that appropriation, a specific appropriation commonly referred to by the shorthand Program 45.45 exists for court interpreter expenses.

² CIP will not necessarily be included, however, in all interpreter-related issues. For example, it is not anticipated that CIP would be included in discussions about employment actions involving individual interpreters or other privileged and/or confidential matters.

financial analysis of what interpreter services can be reimbursed within those parameters, in light of the projected Program 45.45 budget. CIP will then lead the effort to inform branch leadership of both the legal and the fiscal analyses so that leadership can make a policy decision as to which expenses should be reimbursed. Finally, CIP will communicate the policy decision to the superior courts in a clear, user-friendly manner and will work with Fiscal Services on improvements to the reimbursement process itself.

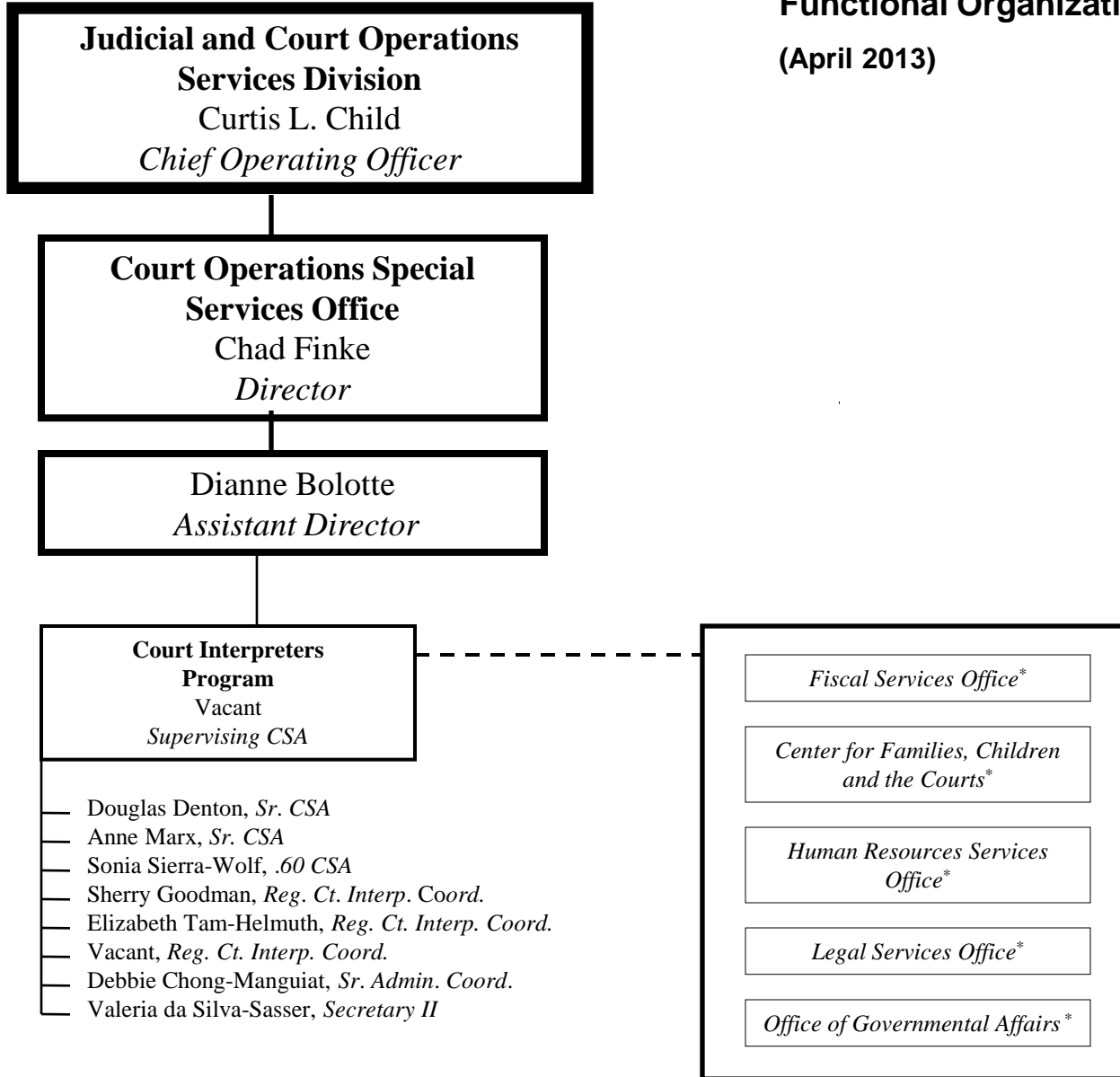
The above is only the first example of the types of projects that CIP will coordinate in its new role. With the increasing focus on court interpreters as part of the broader language access issue, it is expected that there will be many other such issues projects in the near future.

CLC/CF/sh
Attachment

Court Interpreters Program Page 3 of 3

Functional Organizational Chart

(April 2013)





*Each of the offices identified has some responsibility for interpreter-related issues. The Court Interpreter Program serves as the central point of communication and coordination for these issues.

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	72
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	<p>COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.</p> <p>COSSO should have a management structure that includes a Unit Manager, but the Assistant Division Director position should be eliminated.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study."</p> </div>	

<input type="button" value="File Attachment"/>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<input type="text"/>	



E&P REVIEW

Executive and Planning Review Date:

ACTIVITY REPORTING AND PROPOSAL FORM


JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Chad Finke
OFFICE NAME	<u>Court Operations Special Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	72.1
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	<p>COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.</p> <p>The research functions and units of COSSO should be reviewed for possible consolidation with other research programs in the Judicial and Court Operations Services Division, presenting opportunities for efficiencies and position reductions.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <p>Since the end of FY 10-11, the number of AOC employees in formal research classifications has declined by approximately 45%. To improve the efficiency and effectiveness of research in support of the Judicial Council and the courts, and consistent with Judicial Council Directives 53 and 72.1, all research analysts currently at the AOC have been consolidated into offices within the Judicial and Court Services Operations Division. Managers overseeing research in those offices began discussions in October and are preparing recommendations for a formal protocol to manage the</p>	

workforce reduction and address staffing current and future research projects.








It is requested that the Judicial Council amend the timeline to read as follows:
 ADOC to present a report of available options regarding the study's implementation to the Judicial Council for their consideration at the June 2013 Judicial Council meeting.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> SAVINGS	<input type="text"/>  File Attachment
<input type="checkbox"/> COST	<input type="text"/>  File Attachment
<input type="checkbox"/> EFFICIENCIES	<input type="text"/>  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/>  File Attachment
<input type="checkbox"/> OTHER	<input type="text"/>  File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL




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ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013 <input type="text"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013 <input type="text"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/27/2013
PREPARED BY	Chad Finke
OFFICE NAME	<u>Court Operations Special Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	74
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that activities related to the education and training of Appellate Court Justices in the COSSO should be consolidated with the Education Division/CJER.
SEC RECOMMENDATION	Some COSSO staff are engaged in activities relating to the education and training of Appellate Court Justices. These functions should be consolidated with the Education Division/CJER.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> As detailed in the attached memorandum, the Administrative Presiding Justices of the Courts of Appeal request that the Judicial Council reconsider and rescind directive 74. </div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  <p>Memo from APJs to JC re directive 74 (appellate education consolidation) - FINAL.docx Microsoft Office Word Document 93.3 KB</p> </div>	
<input type="checkbox"/> Other: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	Because the option proposed by the Administrative Presiding Justices proposes maintaining the status quo, it could be implemented at any time. As discussed in the attached memorandum, implementing the directive as written would require time to (a) move appellate court educational funds from the Court Operations Special Services Office (COSSO) to CJER, and (b) train CJER staff in the appropriate administration of those funds.
RESOURCES REQUIRED FOR IMPLEMENTATION	Fiscal Services Office staff time would be required to move the affected appellate court funds into the CJER budget. In addition, staff time for COSSO, the Courts of Appeal and Supreme Court, and CJER would be required in order to ensure that CJER staff understand the administration of those funds and to develop a fund administration coordination protocol as between COSSO and CJER.
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input checked="" type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	The option proposed by the Administrative Presiding Justices would not require the development or updating of any procedures or policies. <input type="text" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="text" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="text" value="File Attachment"/>
<input checked="" type="checkbox"/> COST	The option proposed by the Administrative Presiding Justices would not entail any additional costs, either in money or in staff resources. <input type="text" value="File Attachment"/>
<input checked="" type="checkbox"/> EFFICIENCIES	As detailed in the attached memorandum, the Administrative Presiding Justices believe that the option proposed in the attached memorandum is significantly more efficient than would be implementing directive 74 as currently written. <input type="text" value="File Attachment"/>
<input checked="" type="checkbox"/> SERVICE LEVEL IMPACT	The option proposed by the Administrative Presiding Justices would not impact service levels to either the appellate or the trial courts. <input type="text" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="text" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>

EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW

E&P REVIEW	Executive and Planning Review Date: 4/17/2013 <input type="text"/>
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Judicial Council of California
ADMINISTRATIVE OFFICE OF THE COURTS

455 Golden Gate Avenue • San Francisco, California 94102-3688
Telephone 415-865-4200 • Fax 415-865-4205 • TDD 415-865-4272

MEMORANDUM

Date	Action Requested
March 18, 2013	Modify Directive 74 from August 31, 2012
To	Deadline
Members of the Judicial Council	At your convenience
From	Contact
Administrative Presiding Justices of the California Courts of Appeal	Chad Finke, Director Court Operations Special Services Office 415-865-8925 phone chad.finke@jud.ca.gov
Subject	
Judicial Council Directive Re Possible Consolidation of AOC Services Pertaining to Appellate Court Continuing Education	

The purpose of this memorandum is to request that the Judicial Council reconsider and rescind its directive 74 regarding restructuring of the Administrative Office of the Courts (AOC), which was presented by the Executive and Planning Committee (E&P) and approved by the council at its meeting of August 31, 2012. Directive 74 concerns the AOC's provision of continuing education services to the appellate courts, and reads:

E&P recommends that the Judicial Council direct the Administrative Director of the Courts that activities related to the education and training of Appellate Court Justices should be consolidated with the Education Division/CJER.

Directive 74 arises from an earlier recommendation, number 7-15, of the Strategic Evaluation Committee (SEC), which reads:

Some COSSO [Court Operations Special Services Office] staff are engaged in activities relating to the education and training of Appellate Court Justices. These functions should be consolidated with the Education Division/CJER.

While the Administrative Presiding Justices of the California Courts of Appeal understand and support the goal of consolidating functions within the AOC where doing so will lead to greater efficiencies, the recommended consolidation regarding appellate court continuing education will not do so. As described below, the current division of functions between the Office of Appellate Court Services (OACS)¹ and the Center for Judiciary Education and Research (CJER) ensures that funds dedicated to various operational needs of the appellate courts (including continuing education) are managed by a single office, OACS. Rather than improving efficiency, moving the administration of appellate court funds dedicated to continuing education expenses out of OACS is likely instead to lead to inefficiencies in the overall management of the appellate courts' budgets and inconsistencies in how appellate court funds are spent. The Administrative Presiding Justices believe that once the council has been fully briefed on the current status quo and its historic development, it will understand that the current bifurcation of duties as between OACS and CJER is both logical and efficient.

Current status of AOC services re appellate court continuing education

Currently, both CJER and OACS play a role in ensuring that appellate court justices and staff receive the continuing education required under the California Rules of Court.

CJER. CJER staff, working with the CJER Governing Committee's Appellate Practice Curriculum Committee and its Trial and Appellate Court Operations Curriculum Committee, develops general curricula for appellate justices, appellate research attorneys, and appellate court staff. These two curriculum committees are responsible for making recommendations to the CJER Governing Committee about programs and education products for appellate justices, attorneys, and staff during a two year period. These recommendations are reviewed and approved by the Governing Committee. Once approved, CJER recruits faculty and delivers that education through many different venues, such as statewide programs, videoconferences, and webinars for appellate justices and research attorneys, as well as videoconferences and broadcasts for appellate court staff.² CJER develops and delivers this education in much the same manner as it does for CJER's many trial court audiences. Unlike those other audiences, however, CJER does not directly pay for the costs associated with these programs and products. Instead, OACS pays using funds specially set aside in its budget for that purpose, as discussed below.

OACS. OACS's role in appellate court continuing education is primarily fiscal in nature. Specifically, OACS manages approximately \$200,000 in funds which specifically set aside for use not only to fund statewide conferences for justices, appellate attorneys, and court staff in

¹ Please note that at the time the council issued Directive 74, the Court Operations Special Services Office (COSSO) contained an Appellate Court Services Unit (ACS), which was responsible for the functions now handled by OACS.

² As discussed below, CJER currently is not responsible for the curricula for statewide conferences for appellate court managers and staff, in years when those conferences are held.

years in which they occur, but also to reimburse appellate court justices and staff for attendance at other educational programs, i.e., programs not sponsored by the AOC. In addition to its overall fiscal administration role, OACS also develops curricula for, and provides staff support to, statewide conferences for appellate court managers, administrators, and staff, in years in which those programs are approved by the Administrative Presiding Justices. Development of those curricula used to be performed by CJER staff, similar to how the conferences for appellate justices and attorneys are currently handled. Due to staff limitations, however, CJER was unable to continue developing the curricula for the appellate managers and staff conferences; OACS's predecessor division took over those responsibilities in approximately 2005.

Historical development of the respective roles of CJER and OACS with respect to appellate court education³

Before trial court funding, one of the AOC's original primary functions was to serve as administrative support for the California Supreme Court and Courts of Appeal. This included providing core infrastructural support in the areas of human resources, finance, and information technology, for example. At that time, education and training for the appellate courts were also provided through the AOC's Human Resources and Information Services divisions. With trial court funding and the expansion in the AOC's role in supporting the superior courts, new funding sources were created for trial court support, including funding for trial court judicial and administrative education. The funding structure for appellate education was not merged into these other funding sources, however. Rather, appellate education continued to be funded with AOC General Fund monies or monies obtained either through approved Budget Change Proposals and/or re-direction of funds from the Courts of Appeal. Indeed, OACS or its predecessors have been responsible for managing redirected appellate court funds (and other funding) for those purposes for at least twenty years, i.e., since at least the early 1990s.⁴

Fortunately, as the AOC's education-related staffing increased, CJER was able to absorb the responsibility for developing and delivering more and enhanced education to appellate justices and attorneys, provided that these educational efforts continued to be funded from the existing funding sources managed by OACS and its predecessors. What has developed over time as a result is a collaborative relationship in which CJER has been primarily responsible for content development and delivery, while OACS remains responsible primarily for funding and budget management.

³ For ease of reading we have referred to each group by its current name. However, for purposes of historical discussion, both "CJER" and "OACS" should also be read as referring to the various predecessor offices/divisions/units of those two offices.

⁴ Readily available records go back only to 1993, at which time it was already established that OACS's predecessor was responsible for administering funds to cover the cost of appellate court continuing education.

The current status quo is efficient and preferable to the Courts of Appeal and Supreme Court

The SEC recommendation on which E&P's later recommendation and the council's ultimate directive were premised appears to presuppose that the current status quo is somehow inefficient, and that moving the fiscal management aspect of appellate court continuing education to CJER will improve efficiencies. The Administrative Presiding Justices of the Courts of Appeal do not agree.

Since the early 1990s, OACS and its predecessors have been responsible for monitoring and administering a significant amount of funds earmarked not only for appellate court continuing education, but for numerous appellate court-related services. Examples include both in- and out-of-state travel for appellate justices and staff; meetings of both the Administrative Presiding Justices Advisory Committee and the California Appellate Court Clerks Association; meetings and expenses of the Appellate Indigent Defense Oversight Advisory Committee (AIDOAC); and others. Further, in addition to the annual amount that OACS currently manages on behalf of the appellate courts for education- and travel-related expenses, the office also manages a substantial amount of appellate court funds—again, for the direct benefit of the appellate courts—that are earmarked for annual technology-related expenses. These include network server refreshes, maintenance renewals, and hosting the Appellate Court Case Management System (ACCMS). Staff in OACS are very familiar with the operations and, more importantly, the budgets of the six Courts of Appeal and the Supreme Court. Further, each fiscal year staff in OACS work directly with the courts and the AOC's Fiscal Services Office to identify possible year-end usages for any surplus in the court funds managed by OACS.

On the other hand, CJER staff have no current responsibility for managing appellate court funds, nor do they have staff with the requisite knowledge about the appellate courts' budgets that would allow for such management. Changing the status quo would, therefore, represent a significant change, in that it would require a new group of AOC staff members to learn the nuances of the appellate courts' budgets. These staff would also have to coordinate carefully with OACS staff to ensure accurate fiscal reporting to appellate court leadership. And mechanically, staff from the Fiscal Services Office would be required in advance to separate out an appropriate level of funds from the monies currently managed by OACS to allow CJER to pay for appellate educational events. In the event that all such funds were not utilized in a particular fiscal year—or if additional funds were needed—a mechanism and process would need to be developed for transferring those funds between CJER and OACS. All of the above would, in the view of the Administrative Presiding Justices, increase inefficiency and lead to greater uncertainty as to appellate court budgeting, which is contrary to the spirit of the SEC recommendation and the Judicial Council directive that followed.

Conclusion




The recent creation of OACS has, in and of itself, greatly improved the efficiency of interactions between that office and CJER. In connection with OACS's formation, CJER has identified two staff members to serve as the principal points of contact and OACS liaisons on appellate education-related issues. This will ensure that both offices—that is, the content-delivery team and the fiscal management team—are both well apprised as to what the other is working on vis-à-vis appellate education. The fact that OACS is also responsible for providing lead staff duties to the Administrative Presiding Justices and Clerk/Administrators will also ensure that education-related decisions from appellate court leadership and internal issues of concern to appellate court leadership are communicated back and forth in a timely and efficient manner.

Based on the above, the Administrative Presiding Justices of the six districts of the California Court of Appeal respectfully request that the Judicial Council reconsider and rescind directive 74.

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING






DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	78
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-19 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	The Education Division should be an office within the Judicial and Court Operations Services Division, under the direction of the Chief Operating Officer, rather than a stand-alone division. The Education Division/CJER manager position should be compensated at its current level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study." </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION	

DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
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<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/3/2013
PREPARED BY	Diane Cowdrey
OFFICE NAME	<u>Center for Judiciary Education and Research</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	80
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the efficiencies identified by the working group reviewing all education for new judges to ensure that education is provided in the most effective and efficient way possible.
SEC RECOMMENDATION	The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken: (a) A workgroup has been formed to review all education for new judges to ensure that it is being provided in the most effective and efficient way possible. The efficiencies identified by this working group may present opportunities for reductions.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other:	

The CJER Governing Committee will submit recommendations to the Judicial Council at their June 2013 meeting on new judge education, based upon the assessment of the New Judge Education Workgroup. The Workgroup was created by the Governing Committee to study all education provided to new judges.

The workgroup was charged by the CJER Governing Committee with evaluating the following four inquiries and to return at the end of calendar year 2012 with recommendations:

1. Is the current approach to education for new judges meeting the educational needs of this audience in the most effective and efficient manner possible?
2. Given the wide variety of methods for delivering education, would you support the use of alternative approaches for the delivery of new judge education which could reduce the length of time new judges are currently required to spend away from their courts while continuing to meet their education needs?
3. Should specific content areas be added to or deleted from the B. E. Witkin Judicial College (College), New Judge Orientation (NJO) or the Primary Assignment Orientations (PAOs), and if so, what content and what delivery method is the most appropriate?
4. How best can the issue of having deliberately overlapping content in these programs, knowing that it is intended to repeat certain content areas that are critical for new judges, be addressed?

This assessment of new judge education was included in the Governing Committee's 2012 Annual Agenda. During the time of the SEC evaluation, the New Judge Education Workgroup was conducting its assessment and their work was included in the SEC Report, recommendation 7–20(a), noted above. The work of the New Judge Education Workgroup was initiated prior to the SEC recommendation, which focuses on identifying any efficiencies that can be made in providing education for new judges with the overall goal of effectiveness and efficiency.

Recommendations were submitted by the New Judge Education Workgroup to the CJER Governing Committee in October 2012 and the Governing Committee discussed those recommendations and voted on them at their February 2013 meeting. The recommendations are:

Recommendation #1: The Workgroup recommended that New Judge Orientation (NJO), the Judicial College (as recently modified in 2011 and 2012 reflecting reductions in both length and content), and the Primary Assignment Orientations (PAOs), remain as currently designed and delivered. The Workgroup found that the current content and method of delivery were the most effective and efficient way to provide this education.

[Note: in 2011, the College was reduced by 1.5 days and several introductory courses were removed from the curriculum. In 2012, one half day was restored and one of the introductory courses, family law, was restored.]

Recommendation #2: The Workgroup recommended that CJER, the Judicial College Steering Committee, and the PAO faculty teams continue evaluating and refining the New Judge Education programs through the work of the curriculum committees and workgroups to eliminate unnecessary overlap among NJO, the Judicial College and the PAOs.

Recommendation #3: The Workgroup recommended that the B.E. Witkin Judicial College Steering Committee explore the use of WebEx as a way to connect seminar groups after the College had concluded, to answer questions, and to see how the College has impacted their work back at the court. This would also be a way to gain feedback from the participants on the College after they have had a month or two to digest the learning and apply it.

Recommendation #4: The Workgroup recommended that PAO faculty teams and education attorneys continue to explore ways to increase the efficiency of delivering PAO education. First, the Working Group recommended that the faculty teams and education attorneys examine the possibility of moving some content to blended learning options without reducing the quality of the learning experience. Second, the Workgroup recommended that PAO faculty teams explore the possibility of designing separate orientation courses for experienced judges returning to an assignment. The goal would be shorter PAOs for that audience and at less cost for the courts. The Workgroup did recognize that a separate orientation course already exists for experienced civil law judges returning

to that assignment. The Workgroup also recognized that both these possibilities could result in increased costs and resource demands for CJER.


[Note: The Governing Committee recommends that in addition to designing shorter PAOs for experienced judges, the Curriculum Committees should also consider a recommendation that the subject matter Institute, where appropriate, would also fulfill the education requirement for the experienced judges returning to an assignment after two years.]

Recommendation #5: The Workgroup recommended that CJER explore the possibility of moving a PAO to southern California.

After review and discussion, the Governing Committee supported all of the above recommendations. As a policy matter, these should now be brought to the Council for their review and approval.

Also, the Governing Committee has recommended to the Executive and Planning Committee that the Dean of the Judicial College be appointed as an advisory member. This appointment will ensure that the Governing Committee is more fully connected and engaged in the development and delivery of this critical judicial education program.

The CJER Governing Committee will present their recommendations to the Judicial Council at the Council's June 2013 meeting. Additionally, these recommendations were presented to the Trial Court Presiding Judge Advisory Committee's Executive Committee on March 21, 2013. There were no concerns noted with the recommendations at that meeting.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> SAVINGS	<input type="text"/>  File Attachment
<input type="checkbox"/> COST	<input type="text"/>  File Attachment

<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input style="width: 100px;" type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input style="width: 100px;" type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES


AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	81
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-20(b), taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	<p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) There are in excess of a dozen attorney positions in the Education Division in units such as Design and Consulting, and Publications and Resources, in addition to the Judicial Education unit. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to non-attorney classifications. In particular, education specialist positions are staffed by attorneys, a staffing practice that appears unnecessary.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	
<input checked="" type="checkbox"/> Other: <p>Before implementation of Directive 81 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting:</p>	

(1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.







Final report timeline is currently unknown, pending the Council's decision at the June 2013 session. In the interim, the AOC will conduct a review on the use of attorney positions in private and public sector organizations. Ultimately, data from both studies will guide the AOC in determining the appropriate use and number of attorneys within the organization.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

<input type="checkbox"/> OTHER	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

DATE	3/28/2013
PREPARED BY	Diane Cowdrey
OFFICE NAME	<u>Center for Judiciary Education and Research</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	83
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the impacts of a reduction in the size of the Production, Delivery, and Educational Technologies (PDET) Unit and the reduction in services that would result, and provide the findings and recommendations to the Judicial Council.
SEC RECOMMENDATION	7-20(d) The Production, Delivery and Educational Technologies unit has grown to more than 25 positions plus several temporary staff. The number of staff in this unit should be reduced in light of the difficult fiscal environment.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>Since May 2011, the workforce of Center for Judiciary Education and Research (CJER) has been reduced by 34 people, a reduction of more than 30%. Of this number, six were in the PDET unit as it was formerly structured. These included 2 Administrative Coordinators, 1 Administrative Secretary, and three temporary intermittent AV/Video Technicians. The attached list shows the total number of positions eliminated, with those positions within PDET highlighted. The current org chart for CJER is also attached. PDET's current staff totals 44 (33 regular staff, 3 vacancies, 3 temporary (909) staff, 4 temporary intermittent staff (work on an as-needed basis), and 1 Apple temp staff).</p> <p>The overall cost savings due to the reduction of those six staff is \$200,398. The cost savings realized were all to the General Fund.</p> <p>The restructure of the AOC has impacted CJER, and specifically the PDET unit. CJER was restructured and reduced when the Administrative Services Unit (ASU) was eliminated and some staff were moved to a new office. The new AOC organizational structure approved by the Council reduced the AOC Executive Team to four positions and realigned existing divisions into offices housed under one of three newly created divisions (Judicial Council and Court Leadership Services Division, Judicial and Court Operations Services Division, and Judicial and Court Administrative Services Division). The approved organizational structure became effective on October 1, 2012. As noted in the implementation report describing this restructuring, the new AOC structure realizes efficiencies through consistent oversight, improved communication, streamlined decision-making, and clear designation of authority, responsibility, and accountability.</p> <p>CJER is now an office in the Judicial and Court Operations Services Division. Restructuring within CJER was necessitated as a result of the fact that the Records, Mail and Copy Department, a part of ASU, was relocated to a new Office of Administrative Services within the newly formed Judicial and Court Administrative Services Division. The remaining ASU Conference Services departments were merged with PDET's Faculty and Course Services department to streamline business processes</p>	

associated with the delivery of live education programs. With these changes, the separate ASU unit was eliminated. The new PDET configuration ensures efficiency by eliminating silos, supporting the logistics of all educational delivery methods, reducing duplication of effort between departments, enabling more consistent business process, and encouraging cross-training of staff. This new unit has retained the PDET name.



Data on staff reductions
(11-2012) no names-83
attach.docx
Microsoft Office Word
Document
13.5 KB



CJER Org Chart
Prepared 2-26-2013.pdf
Adobe Acrobat Document
69.2 KB

This directive is forwarded to the Judicial Council with options for consideration:



File Attachment

Other:



File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

**IMPLEMENTATION
DATE OR
PROJECTED
IMPLEMENTATION
DATE**

Already implemented.

**RESOURCES
REQUIRED FOR
IMPLEMENTATION**

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)


**PROCEDURES/
POLICIES UPDATED
OR DEVELOPED**



File Attachment

**TRAINING
UPDATED OR**

DEVELOPED	<input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> SAVINGS	<p>\$200,398 out of \$1,371,190 total cost in General Funds. The relatively low amount of savings achieved with the elimination of six positions in the PDET unit is due to the fact that three of the positions were temporary intermittent staff who do not have budgeted positions, but who work and are paid on an as-needed basis only. For illustrative purposes, during FY 2010 and 2011, these staff were paid an average of \$53,538 per year (combined).</p> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> SERVICE LEVEL IMPACT	<p>The Production, Delivery and Education Technology (PDET) unit is responsible for managing all of the operations and logistics required to effectively deliver education programs and products to the trial and appellate courts. The unit is also responsible for managing CJER's budget, delivering programs to AOC staff, and supporting judicial branch and public communications and outreach.</p> <p>In general, the staff reductions in PDET negatively impacted the following:</p> <ul style="list-style-type: none"> - the capacity of CJER to offer live face-to-face education; - the ability to provide AV technical support for faculty for education and programs and meetings delivered by both CJER and other AOC Divisions and Offices; - the timelines for release of some types of video production projects; and - the administrative support work for AOC Education and New Judge Education programs. <p>Specifically, the staffing reductions noted above in the PDET unit created the following reductions in service levels to support education programs and products for the trial and appellate courts:</p> <ol style="list-style-type: none"> 1. Eliminated the ability to provide support for a statewide programs on leadership or the proposed Statewide Security Conference 2. CJER is unable to provide support to judicial institutes held more than once every two years 3. CJER is unable to support two weeks of the Court Clerks Training Institute 4. CJER is unable to support a live ADA Coordinators Conference 5. CJER eliminated advanced faculty development programs, and reduced the number of the Core 40 and Leadership and training Skills programs 6. CJER reduced the number of regional judicial education programs 7. Timelines for production of judicial education video lectures have increased 8. CJER eliminated two video lectures and one complex video production 9. Some work performed in support of live broadcasts, studio video lectures and some other types of video production has been distributed from staff who were let go to a number of other staff <p>Because CJER is organized by functional area and its units are not silos, there was not a specific one-to-one correlation between a single PDET staff member and a project. Rather, the reduction in staff reduced the capacity of</p>

	<p>the unit to perform certain work functions and this reduction in capacity impacted specific programs.</p> <p>The AV staff reductions have impacted the ability of PDET to support concurrent programs, meetings or activities. The Education Coordinator reductions impacted CJER's flexibility when scheduling programs due to the higher workload on existing staff. Some administrative tasks to support AOC Education and New Judge Education programs were reassigned to other staff and efficiencies were realized without a reduction in service level. In general, due to increased workload, PDET staff reductions have limited the ability of CJER to reassign staff when needed to adapt to changing needs.</p>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; width: 100%; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 20px; display: flex; align-items: center; justify-content: center;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input style="width: 100px;" type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input style="width: 100px;" type="text" value="4/17/2013"/>

Office of Education/CJER: Positions Eliminated Since May 2011
November 6, 2012

	Position	Unit	Reason for Elimination
1	Asst. Director	D & C	Attrition
2	Retired Annuitant	D & C	Layoff
3	Senior Ed. Specialist	D & C	Layoff
4	Senior Ed. Specialist	D & C	Layoff
5	Admin. Coordinator II	D & C	VSIP
6	Secretary	D & C	Layoff
7	Manager	CCD	Attrition
8	Sr. Attorney	CCD	VSIP
9	Ed. Specialist II	CCD	VSIP
10	Ed. Specialist II	CCD	Layoff
11	Retired Annuitant	CCD/Pubs	Layoff
12	Secretary	CCD/Pubs	VSIP
13	AV/Video Tech II	PDET	Layoff
14	AV/Video Tech II	PDET	Layoff
15	AV/Video Tech II	PDET	Attrition
16	Admin. Coordinator II	PDET	VSIP
17	Admin. Coordinator II	PDET	Attrition
18	Admin Secretary	PDET	VSIP
19	Sr. Admin. Coordinator	ASU	Attrition
20	Admin. Coordinator II	ASU	VSIP
21	Admin. Services Asst. I	ASU	Layoff
22	Secretary I	ASU	Layoff
23	Receptionist I	ASU	Layoff
24	Office Tech I	ASU	Layoff
25	Supervisor	ASU	AOC Restructure
26	Receptionist II	ASU	AOC Restructure
27	Receptionist II	ASU	AOC Restructure
28	Admin. Services Asst II	ASU	AOC Restructure
29	Admin. Services Asst II	ASU	AOC Restructure
30	Admin. Services Asst II	ASU	AOC Restructure
31	Admin. Services Asst II	ASU	AOC Restructure
32	Admin. Services Asst II	ASU	AOC Restructure
33	Admin. Services Asst II	ASU	AOC Restructure
34	Admin. Coordinator II	ASU	AOC Restructure



ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH

DIRECTOR
Diane E. Cowdrey

Suzette LaCivita
Exec. Secretary

Production, Delivery, and Educational Technologies
Gavin Lane
Senior Manager

Illistine Banks
Sr. Fiscal Coordinator

Course Content and Publications
Bob Lowney
Senior Manager

Education Design and Development
Maggie Cimino
Manager

Faculty and Conference Services
Sue Olikier
Manager

Distance Education
Ralph McMullan
Supervisor

AV/Video Technical Support
Peter Shervanick
Supervisor

Judicial Education
Karene Alvarado
Managing Attorney

Administrative Branch Education
Kathryn Brooks
Manager

Judicial Publications
Robert Schindewolf
Managing Attorney

Linda McCulloh
Sr. Attorney

Eddie Davis
Sr. Ed. Specialist

Tim Hallahan (50%)
Attorney

Iris Okura
Sr. Editor

Mary Trew
Sr. Editor

Course & Faculty Services
Lisa Graves
Supervisor

Conference & Registration Services
Alla Urisman
Supervisor

Dexter Craig
Sr. Med. Prod. Spec.

David Knight
Sr. Med. Prod. Spec.

Mandy Covey
Med. Prod. Spec.

Christopher Noice
Med. Prod. Spec.

Mary Durbin
Staff Analyst II

Catherine Lam (80%)*
Sr. AV/Video Tech.

Cyrus Ip
Sr. AV/Video Tech.

John Moynihan**
Sr. AV/Video Tech.

Mark Scardello
Sr. AV/Video Tech.

Ralph Brooks**
AV/Video Tech. II

Dorothy Wang**
AV/Video Tech. II

Mandy Brown (80%)*
AV/Video Tech. I

Roderic Cathcart
Sr. Attorney

Rhoda Chang
Attorney

Eugene Kim
Attorney

Andrea McCann+
Attorney

Nanette Zavala
Attorney

Robert Lussier
Admin. Secretary

Claudia Fernandes
Sr. Ed. Specialist

Rhonda Sharbono
Sr. Ed. Specialist

Mike Walsh
Sr. Ed. Specialist

Walter Brown
Ed. Specialist II

Russell Mathieson
Ed. Specialist II

Mary Nelson
Ed. Specialist II

Carole Simmons
Ed. Specialist II

Barry Harding
Sr. Attorney

Jeffrey Shea
Sr. Attorney

Kimberly DaSilva
Attorney

Vacant
Manager

AV/Video Systems Development & Integration
Jennifer Willard
Supervisor

Mike Safer@
Sr. AV/Video Sys. Tech. Analyst

Rodrigo Zamudio
AV/Video Sys. Tech. Analyst

James Hill
Sr. AV/Video Tech.

Conference Center Support
David Glass
Supervisor

Joe Glavin*
Adm. Coordinator II

Vacant
Adm. Coordinator II

Irene Vozaites
Receptionist II

Paul Bibo**
Office Technician I

Susan Carroll
Sr. Adm. Coordinator

Suzanne Renner (85%)
Sr. Adm. Coordinator

Vacant
Adm. Coordinator II

Jane Doherty
Adm. Coordinator II

Stephanie Hampton
Adm. Coordinator II

Lina Kravetskiy
Adm. Coordinator II

Gricelda Luna
Adm. Coordinator II

Lynn Muscat (90%)
Adm. Coordinator II

Vacancy
Adm. Coordinator I

Kelly Cameron
Secretary II



Diane Parks
Secretary II






* Temporary employee (909)
** Temporary intermittent employee (909)
@ Apple One Temporary Agency Employee
+ Located at regional office




ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/28/2013
PREPARED BY	Dr. Diane Cowdrey
OFFICE NAME	<u>Center for Judiciary Education and Research</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	84
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate and consider reducing the positions assigned to develop training for AOC Staff in the Curriculum and Course Development Unit, especially if training requirements are relaxed
SEC RECOMMENDATION	The Curriculum and Course Development unit includes several positions assigned to develop training for AOC staff. This activity should be evaluated and reduced, especially if training requirements are relaxed.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>This directive is pending completion after action on Judicial Council directive #79 has been taken. Directive #79 was referred to RUPRO for action, and states: E&P recommends that the Judicial Council direct the Rules and Projects Committee to evaluate relaxation of mandatory education requirements to allow the Administrative Director of the Courts and Court Executive Officers greater discretion and flexibility in utilizing their workforces during times of budget constraints.</p> <p>At its meeting in March, RUPRO reviewed and discussed a letter from Judge Jahr (attached) in which he provided recommendations for relaxation of the education rules to provide him with greater discretion and flexibility in utilizing AOC staff during this time of budget constraint. RUPRO recommended that a subcommittee of RUPRO be appointed to evaluate the relaxation of education rules for AOC and court staff.</p> </div>	

<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">  <p>Jahr to Hull re relaxation - AOC rules 3.19.2013.pdf Adobe Acrobat Document 89.0 KB</p> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input style="width: 100%; height: 20px;" type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input style="width: 100%; height: 20px;" type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input style="width: 100%; height: 20px;" type="text"/> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>
<input checked="" type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<p>CJER recently conducted a comprehensive review of AOC education it provides and made extensive revisions in an effort to streamline this education by reducing classes that were not well attended, as well as increasing the education which is court focused. This was done to implement Judicial Council directive #88 and has been completed. Directive #88 states that: E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report to the council on a review of the content of training courses offered to AOC managers, supervisors, and employees, the number and location of courses offered, and the means by which courses and training are delivered. Training opportunities should include greater orientation and development of understanding of court functions.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;">  <p>Judicial Council Report EP Rec 88 (2).docx Microsoft Office Word Document 33.6 KB</p> </div>
<input type="checkbox"/> SAVINGS	<input style="width: 100%; height: 20px;" type="text"/> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> COST	<input style="width: 100%; height: 20px;" type="text"/> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>

<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">  File Attachment </div>
<input checked="" type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; padding: 5px;"> <p>The recent revisions to AOC education will result in providing AOC staff with more court focused education which will enhance the level of service AOC staff provide to the courts.</p> </div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input style="width: 100px;" type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input style="width: 100px;" type="text" value="4/17/2013"/>



Judicial Council of California
ADMINISTRATIVE OFFICE OF THE COURTS

455 Golden Gate Avenue • San Francisco, California 94102-3688
Telephone 415-865-4200 • Fax 415-865-4205 • TDD 415-865-4272

TANI G. CANTIL-SAKAUYE
Chief Justice of California
Chair of the Judicial Council

STEVEN JAHR
Administrative Director of the Courts

March 19, 2013

Hon. Harry E. Hull, Jr.
Chair, Rules and Projects Committee (RUPRO)
Associate Justice of the
Court of Appeal
Third Appellate District
621 Capitol Mall, 10th Floor
Sacramento, California 95814-4719

Dear Justice Hull:

Judicial Council directive #79 states that “E&P recommends that the Judicial Council direct the Rules and Projects Committee to evaluate relaxation of mandatory education requirements to allow the Administrative Director of the Courts and Court Executive Officers greater discretion and flexibility in utilizing their workforces during times of budget constraints.” As we are undoubtedly in a time of budget constraints, I have considered ways in which the current education requirements for Administrative Office of the Courts (AOC) staff might be modified to provide greater flexibility to me and our Executive Team.

Rule 10.491 of the California Rules of Court addresses education requirements for AOC executives, managers, supervisors, and other employees, and has both a content-based and an hours-based component. The content-based component includes an orientation for all staff and an additional orientation course for managers and supervisors. (Cal. Rules of Court, rule 10.491(b)(1), (2).) And, as Administrative Director of the Courts, I may require that staff attend other specific training such as *Preventing Workplace Violence* and *Fostering a Drug-Free Workplace*. (Cal. Rules of Court, rule 10.491(b)(3).) AOC employees are also required to take courses that are based on statutory and regulatory requirements, such as *Ethics/Conflict of*

Hon. Harry E. Hull, Jr
March 19, 2013
Page 2

Interest and Preventing and Responding to Sexual Harassment. These courses have specific timeframes in which they must be completed, and so any modifications to the education rules cannot supersede these requirements or their mandated timeframes.

I am supportive of a system of education rules that emphasizes the importance of orientation and ongoing professional development of AOC staff, and that encourages high standards of professionalism, ethics, and performance. I am also supportive of Judicial Council directive # 88, which provides in part that training opportunities for AOC staff “should include greater orientation and development of understanding of court functions.” This type of training would increase AOC staff’s knowledge about the courts and the judicial system, and could help foster confidence in the AOC by our trial and appellate court customers.

My initial thoughts follow on how to modify the current education rules to provide me with greater discretion and flexibility during this difficult fiscal time. I recommend that RUPRO consider two changes. First, in order to provide more flexibility, while recognizing the importance of maintaining the content-based requirements and emphasizing the need for ongoing education—particularly in the area of court functions and operations—I recommend that the time period for AOC staff to complete their education hours be extended by 12 months for this education period. Second, I recommend a suspension of the current requirement that one half of the education hours be achieved via live, face-to-face education for this education period.

These two modifications for the current education cycle would help in providing more flexibility for AOC staff to achieve their education requirements in the present environment. The current education cycle for AOC staff extends from 2012 through 2013 (two years). An extension of 12 months for this current period would extend it until December 2014.

I would welcome the opportunity to discuss this proposal with you.

Very truly yours,



Steven Jahr
Administrative Director of the Courts

SJ/sl
Enclosure

Judicial Council Recommendation 88

E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report to the council on a review of the content of training courses offered to AOC managers, supervisors, and employees, the number and location of courses offered, and the means by which courses and training are delivered. Training opportunities should include greater orientation and development of understanding of court functions.

Summary

In 2012, the Office of Education/Center for Judicial Education and Research (CJER) re-evaluated existing AOC Education courses and reduced them in order to match reduced resources and changed priorities. The review resulted in the elimination of courses that are not core to the mission of the Administrative Office of the Courts. In tandem, CJER increased the amount of education offerings for AOC staff that are more court focused, with the vision that this will increase the AOC's overall effectiveness in providing service to the courts. Court-related class offerings in 2012 were *increased by 162%*. CJER has accomplished this, in part, by making available to AOC staff broadcast programs and online classes originally developed and produced for court personnel. This leveraging of court related education enables CJER to devote the majority of its resources to developing education for the trial and appellate courts while still providing relevant education to AOC employees. In addition, some AOC Education courses are offered jointly to both AOC and trial and appellate court personnel.

Review of the Content of Current Training Offered to AOC Employees

At the end of 2011, CJER led a review of the current compliance requirements for AOC employees. As part of this review, CJER held meetings with representatives from the Human Resources Services Office, Legal Services Office, Risk Management Unit, Office of Emergency Response and Security, and the Injury and Illness Prevention Plan (IIPP) Working Group. The IIPP Working Group is responsible for identifying specific training for each job classification category of AOC staff, based upon a safety assessment conducted for each employee. The resultant changes primarily affected safety-related requirements. In 2012, the number of non-safety compliance classes offered was *reduced by 12%* in response to a decreased need for new employee education.

Safety Training. As part of the AOC compliance requirement changes, job specific safety-training is now identified as part of the IIPP, the majority of which is provided via online education. As a result of these changes, the number of *live safety-related class offerings was reduced by 69%*. Seven new safety-related online courses provided by the AOC online vendor Syntrio were added in January 2012; this represents a *116% increase in the number of online safety-related*

training options. The Office of Education/CJER will continue to provide compliance classes and to partner with the IIPP Working Group to provide safety-related education.

Computer Training. In addition to changes in compliance education, CJER also *reduced computer class offerings by 46%* from 2011. At the end of this calendar year, CJER will review computer class attendance to determine the number of computer classes to be offered to AOC employees next year. Of those classes that were offered in 2012, seven sessions were offered to a combined audience of AOC and trial and appellate court employees. Combined audience classes offer a meaningful way for AOC and court employees to interact together. Further, offering classes to a combined audience allows the Office of Education/CJER to focus more of its resources on developing education for the courts.

Court-Related Education: ICM Classes. Utilizing curriculum provided by the Institute for Court Management (ICM), CJER is able to efficiently develop education for AOC employees which focuses on the work of the courts. This national curriculum is owned by CJER, which enables CJER to create multiple separate courses, using the curriculum from each of the 2.5 day classes. These separate courses are developed with AOC staff in mind as the intended audience. Another advantage of these courses is that for some classes, court staff serves as faculty. The use of the ICM curriculum for this purpose began in 2010 and resulted in several classes for AOC employees. This effort has been accelerated this year. Courses now available for AOC staff and managers include the following:

- Court Community Communications: Purpose and Communication Fundamentals (new)
- Court Community Communications: Understandable Courts (new)
- Court Community Communications: The Media and Media Relations (new)
- Leadership: Be Credible in Action (new)
- Leadership: Create Focus through Vision (new)
- Leadership: Purposeful Planning; and Manage Interdependencies - Work Beyond Boundaries (new)
- Courts-Introduction to CourTools
- Courts-Purposes and Responsibilities
- Introduction to Project Management
- Visioning and Strategic Planning: Strategic Thinking
- Visioning and Strategic Planning: Organizational Foundations
- Visioning and Strategic Planning: Change & Alignment

Court-Related Education: Online Course. In addition, working with subject matter experts from the AOC and the courts, CJER developed an online course for AOC employees called “The Work

of the Courts.” This class provides a general overview of court work and processes and is currently under final review by trial court employee subject matter experts. *Court-related classes for AOC employees increased by 162% in 2012.*

Training Offered to AOC Managers and Supervisors

CJER continues to leverage existing resources to support and develop manager and supervisor education at the AOC. In addition to the training and resources already available to managers and supervisors at the Administrative Office of the Courts, there were several new initiatives during the past year.

Management Training: Achieve Global Courses. During the 2012 – 2013 education period, CJER will provide courses for managers and supervisors using curriculum purchased from Achieve Global (a world-renowned international provider of leadership training programs) in 2004. AOC Office of Education/CJER employee, Rhonda Sharbono, completed the Achieve Global faculty training and certified to enable the AOC to utilize this previously purchased curriculum. Utilizing the Achieve Global courses will allow the AOC to provide education for up to 80 managers and supervisors with no additional financial investment, in four areas:

- Successful Delegation
- Strategies to Help You Build a Unified Team
- Tools to Lead Your Team through Change
- The Principles and Qualities of Genuine Leadership

Management Training: Leveraging Court Programs. A key area of focus for AOC management training is the development of courses that address knowledge, skills, and abilities to effectively manage staff performance through increased communication, clear performance expectations, and achievement of goals. CJER, Legal Services Office, and Human Resources Services Office began the process of identifying broad objectives and desired results for AOC management training. This involved leveraging content and objectives already developed as part of CORE 40 Supervisor Training for trial and appellate court supervisors and managers. Additionally, content from other programs including court management programs will be reviewed for inclusion in the overall course offerings. Multiple separate courses will be provided starting in January 2013 with subsequent courses being offered every other month. The initial proposal is to offer these courses in a live, face-to-face environment, with videoconference capabilities for AOC staff in regional offices.

Management Training: Online Training. An online orientation series for new supervisors, highlighting essential AOC policies, is being discussed as part of the training described in the previous section. Workgroups comprising AOC subject matter experts will begin the design and

development of the new courses under the combined direction of CJER, HR, and the Legal Services Office, with some subject matter experts also serving as faculty.

The Means by Which Training is Delivered

CJER strives to hold AOC Education classes in the most cost-effective way. For some classes, such as “Preventing and Responding to Sexual Harassment” for supervisors and managers, the AOC has subject matter experts in San Francisco, Sacramento and Burbank who are able to serve as faculty which minimizes travel. Videoconference technology is utilized at both the Sacramento and Burbank locations, with an emphasis on the Burbank location. This allows the relatively small number of AOC employees in Burbank to participate in classes without traveling; this also allows CJER to maximize the number of class attendees while efficiently utilizing faculty time.

Computer classes are currently offered only in San Francisco and Sacramento; however, this year CJER piloted computer training via WebEx to the trial courts. On July 23, a webinar was provided for trial court employees in Contra Costa on the topic of “Word Report Features.” Employees in Alpine County have also requested computer training, and a pilot webinar training for “Microsoft Excel” is currently being planned for early 2013.

Online education is also a significant resource for AOC employees. CJER provides online education for AOC employees through a variety of sources, including utilization of an online course vendor (Syntrio), development of online classes specifically for AOC employees (“The Work of the Courts”), and utilizing online classes developed by CJER for trial and appellate court employees.

Training Related to Increased Understanding of Court Functions

In addition to increased classes available to AOC staff resulting from the use of the ICM curriculum as previously described in this report, CJER began other ways to implement the recommendation that AOC staff receive greater orientation and development of understanding of court functions. Without the advantage of increased staff or resources, AOC Education staff was best able to accomplish this by leveraging existing education developed for court staff.

Court-Related Education: Leveraging Court Staff Education. In addition to live classes, this year CJER began to provide select broadcasts and online classes designed for the trial and appellate courts to AOC employees. These broadcasts and classes provide AOC employees with additional orientation to the courts. By utilizing existing education designed for court employees, CJER can devote the majority of its resources to developing education for the trial and appellate courts while still providing relevant education to AOC employees. The following broadcasts and online

classes are available to AOC employees via the AOC's Human Resources Employee Management System (HREMS):

- Appeals 101
- Appellate Court Records and Files
- Domestic Violence
- Everyday Court Practices: Exhibits
- Everyday Court Practices: Felony Minute Orders
- Everyday Court Practices: File Stamping
- Exploring the Code of Ethics
- Family Adoption of Minors
- How is a California Rule of Court Created?
- ICWA 101: Fundamentals of the Indian Child Welfare Act
- Juvenile Procedures: Confidentiality and Sealed Records
- A Practical Look at Probate Court Investigator Responsibilities
- New Court Investigator Responsibilities for Conservatorships
- Probate, Conservatorship, and Guardianship Video—A Look at Elder Abuse from the Perspective of Law Enforcement
- Probate Fundamentals
- Protective Orders: The Basics
- Traffic Counter Fundamentals
- Unlawful Detainers—the Basics

In addition to broadcast programs, several online courses designed for trial court employees are also available to AOC employees:

- The Courtroom Clerk in the Felony Courtroom (2 hrs)
- Handling Fee Waiver Applications (1.5 hrs)
- Introduction to Family Procedure (4 hrs)
- Requests for Domestic Violence Restraining Orders (2.5 hrs)

This cost-effective approach allows the Education Division to significantly increase the amount of court-related education provided to AOC employees while continuing to focus resources on developing and delivering education for the trial and appellate courts.

Over the past few years, partly due to staffing reductions and department reorganizations, responsibility for AOC Education is dispersed among several staff who now have a portion of their work assigned to AOC Education but with an emphasis on education that is more court focused. This model enables CJER to more easily shift resources to education areas as needed.

For example, the request to increase AOC management training can be met by engaging staff who are already working on court manager education. That is, the overlap in content for these two audiences can be leveraged. In making these changes, CJER has shifted how staff is used for AOC Education. With the added focus on developing and teaching management training classes for AOC managers and supervisors, some staff members are spending additional time on AOC Education, while others have moved their focus and time to court staff education, as it now has the added benefit of being used for both court staff and AOC Education.

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

DATE	3/28/2013
PREPARED BY	Diane Cowdrey
OFFICE NAME	<u>Center for Judiciary Education and Research</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	85
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the impacts of a reduction in the size of the Administrative Services Unit and the reduction in services that would result, and provide the findings and recommendations to the Judicial Council.
SEC RECOMMENDATION	7-20(f) The Administrative Services Unit contains more than 20 staff engaged in support activities such as records management, printing and copying, scheduling and planning training delivery, and coordinating logistics for all AOC events. The number of staff in this unit should be evaluated and reduced commensurate with the reduction in the number of live programs and events, and reflecting a reduction in the number of employees AOC-wide.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>Since May 2011, the workforce of CJER has been reduced by 34 people, a reduction of more than 30%. Of this number, six were Administrative Services Unit (ASU) staff. These included 1 Senior Administrative Coordinator, 1 Administrative Coordinator, 1 Administrative Services Assistant, 1 Secretary, 1 Receptionist and 1 Office Technician. The overall cost reduction due to the reduction of those six staff is \$358,120. The cost savings realized were all to the General Fund.</p> <p>Additionally, there have been some reductions resulting from restructuring. On August 31, 2012, the Judicial Council approved a new organizational structure for the Administrative Office of the Courts proposed by the interim Administrative Director of the Courts and incoming Administrative Director of the Courts. The new organizational structure reduced the AOC Executive Team to four positions and realigned and renamed existing divisions under one of three newly created divisions (Judicial Council and Court Leadership Services Division, Judicial and Court Operations Services Division, and Judicial and Court Administrative Services Division). The approved organizational structure became effective on October 1, 2012. As noted in the implementation report describing this restructuring, the new AOC structure realizes efficiencies through consistent oversight, improved communication, streamlined decision-making, and clear designation of authority, responsibility, and accountability.</p> <p>CJER is now an office in the Judicial and Court Operations Services Division. Some reorganization within CJER was necessitated as a result of moving the Records, Mail and Copy Department, a part of ASU, to the newly formed Office of Administrative Services in order to provide organization-wide services under the direction of the Chief Administrative Officer. Seven staff moved from CJER to the new office; subsequent to the reorganization, one additional staff member was transferred from CJER to the Executive Office. The remaining ASU Conference Services departments were merged with the Faculty and Course Services department within the Production, Delivery and Education Technology Unit (PDET) to streamline business processes associated with the delivery of live education programs. The existing ASU unit was eliminated with this restructuring.</p>	



Data on staff reductions
(11-2012) no names-85
attach.docx
Microsoft Office Word
Document
13.5 KB



CJER Org Chart
Prepared 2-26-2013.pdf
Adobe Acrobat Document
69.2 KB

This directive is forwarded to the Judicial Council with options for consideration:

File Attachment

Other:

File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

**IMPLEMENTATION
DATE OR
PROJECTED
IMPLEMENTATION
DATE**

Already Implemented

**RESOURCES
REQUIRED FOR
IMPLEMENTATION**

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

**PROCEDURES/
POLICIES UPDATED
OR DEVELOPED**




File Attachment



**TRAINING
UPDATED OR
DEVELOPED**

File Attachment

SAVINGS

\$358,120 out of \$1,371,190 total cost in General Funds

	<div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>
<input checked="" type="checkbox"/> SERVICE LEVEL IMPACT	<p>The reduction in within the former ASU staff had both general and specific impacts and occurred concurrently with reductions to other staff throughout the AOC. In general, the reduction in staff reduced the capacity of the various ASU departments (now located in two divisions) to perform certain work functions.</p> <p>In general, the reductions in ASU impacted:</p> <ul style="list-style-type: none"> - the capacity to provide timely, printing, mail, records management and general administrative support services - the capacity of the AOC to deliver live face-to-face education programs or live administrative meetings held elsewhere than the AOC - reception services and customer service for visitors to the AOC - the ability to react to short notice changes, including printing work <p>Specifically, the staffing reductions noted above in ASU created the following reductions in the levels of services and support to AOC Divisions and Offices:</p> <ol style="list-style-type: none"> 1. Reduction in timeliness of regular mail delivery within the AOC 2. Elimination of receptionist on two floors, with the associated reduction in security, customer service and administrative functions (management of conference call lines, daily posting of conference room usage schedules; distribution of keys to visitors) 3. Elimination of tabulation and summarization of CJER program evaluations 4. Elimination of support by Office Technicians at off-site education conferences 5. Delays in print orders and reduced ability to accommodate time sensitive orders 6. Delays in the updating of the AOC Contact and Positions System (CAPS) database, used by all AOC units to generate mailing addresses and the like 7. Less frequent delivery of printer and copier paper to the AOC Divisions 8. Elimination of proofreading assistance to the Legal Services Office in support of local rules submissions 9. Reduction in the availability of document scanning, now limited to only critical needs and with timeframes of months or years for other documents awaiting scanning 10. Delays in database recording and physical relocation of items for the purpose of records management 11. Reduced support to Business Services for maintenance of AOC fleet vehicles 12. Reduced support for meeting planning and contracting for offsite meetings and conferences 13. Reduced support for participant registration for offsite meetings and conferences <p>The reduction in staff within the former ASU had both general and specific impacts and occurred concurrently with reductions to other AOC staff. ASU supports the work of other Divisions and Offices. Due to the overall reductions in AOC staff and activities (e.g. fewer off-site meetings, reduced</p>

	<p>demand for printing), the reductions in ASU support services have been appropriate.</p> <p> File Attachment</p>
<input type="checkbox"/> OTHER	<p> File Attachment</p>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

Office of Education/CJER: Positions Eliminated Since May 2011
November 6, 2012

	Position	Unit	Reason for Elimination
1	Asst. Director	D & C	Attrition
2	Retired Annuitant	D & C	Layoff
3	Senior Ed. Specialist	D & C	Layoff
4	Senior Ed. Specialist	D & C	Layoff
5	Admin. Coordinator II	D & C	VSIP
6	Secretary	D & C	Layoff
7	Manager	CCD	Attrition
8	Sr. Attorney	CCD	VSIP
9	Ed. Specialist II	CCD	VSIP
10	Ed. Specialist II	CCD	Layoff
11	Retired Annuitant	CCD/Pubs	Layoff
12	Secretary	CCD/Pubs	VSIP
13	AV/Video Tech II	PDET	Layoff
14	AV/Video Tech II	PDET	Layoff
15	AV/Video Tech II	PDET	Attrition
16	Admin. Coordinator II	PDET	VSIP
17	Admin. Coordinator II	PDET	Attrition
18	Admin Secretary	PDET	VSIP
19	Sr. Admin. Coordinator	ASU	Attrition
20	Admin. Coordinator II	ASU	VSIP
21	Admin. Services Asst. I	ASU	Layoff
22	Secretary I	ASU	Layoff
23	Receptionist I	ASU	Layoff
24	Office Tech I	ASU	Layoff
25	Supervisor	ASU	AOC Restructure
26	Receptionist II	ASU	AOC Restructure
27	Receptionist II	ASU	AOC Restructure
28	Admin. Services Asst II	ASU	AOC Restructure
29	Admin. Services Asst II	ASU	AOC Restructure
30	Admin. Services Asst II	ASU	AOC Restructure
31	Admin. Services Asst II	ASU	AOC Restructure
32	Admin. Services Asst II	ASU	AOC Restructure
33	Admin. Services Asst II	ASU	AOC Restructure
34	Admin. Coordinator II	ASU	AOC Restructure



**ADMINISTRATIVE OFFICE
OF THE COURTS**

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH

DIRECTOR
Diane E. Cowdrey

Suzette LaCivita
Exec. Secretary

**Production, Delivery, and
Educational Technologies**
Gavin Lane
Senior Manager

Illistine Banks
Sr. Fiscal Coordinator

**Course Content and
Publications**
Bob Lowney
Senior Manager

**Education Design and
Development**
Maggie Cimino
Manager

**Faculty and
Conference Services**
Sue Olikier
Manager

Distance Education
Ralph McMullan
Supervisor

**AV/Video Technical
Support**
Peter Shervanick
Supervisor

Judicial Education
Karene Alvarado
Managing Attorney

**Administrative Branch
Education**
Kathryn Brooks
Manager

Judicial Publications
Robert Schindewolf
Managing Attorney

Linda McCulloh
Sr. Attorney

Eddie Davis
Sr. Ed. Specialist

Tim Hallahan (50%)
Attorney

Iris Okura
Sr. Editor

Mary Trew
Sr. Editor

**Course & Faculty
Services**
Lisa Graves
Supervisor

**Conference &
Registration Services**
Alla Urisman
Supervisor

Dexter Craig
Sr. Med. Prod. Spec.

David Knight
Sr. Med. Prod. Spec.

Mandy Covey
Med. Prod. Spec.

Christopher Noice
Med. Prod. Spec.

Mary Durbin
Staff Analyst II

Catherine Lam (80%)*
Sr. AV/Video Tech.

Cyrus Ip
Sr. AV/Video Tech.

John Moynihan**
Sr. AV/Video Tech.

Mark Scardello
Sr. AV/Video Tech.

Ralph Brooks**
AV/Video Tech. II

Dorothy Wang**
AV/Video Tech. II

Mandy Brown (80%)*
AV/Video Tech. I

Roderic Cathcart
Sr. Attorney

Rhoda Chang
Attorney

Eugene Kim
Attorney

Andrea McCann+
Attorney

Nanette Zavala
Attorney

Robert Lussier
Admin. Secretary

Claudia Fernandes
Sr. Ed. Specialist

Rhonda Sharbono
Sr. Ed. Specialist

Mike Walsh
Sr. Ed. Specialist

Walter Brown
Ed. Specialist II

Russell Mathieson
Ed. Specialist II

Mary Nelson
Ed. Specialist II

Carole Simmons
Ed. Specialist II

Barry Harding
Sr. Attorney

Jeffrey Shea
Sr. Attorney

Kimberly DaSilva
Attorney

Vacant
Manager

**AV/Video Systems
Development & Integration**
Jennifer Willard
Supervisor

Mike Safer@
Sr. AV/Video Sys. Tech. Analyst

Rodrigo Zamudio
AV/Video Sys. Tech. Analyst

James Hill
Sr. AV/Video Tech.

**Conference Center
Support**
David Glass
Supervisor

Joe Glavin*
Adm. Coordinator II

Vacant
Adm. Coordinator II

Irene Vozaites
Receptionist II

Paul Bibo**
Office Technician I

Susan Carroll
Sr. Adm. Coordinator

Suzanne Renner (85%)
Sr. Adm. Coordinator

Vacant
Adm. Coordinator II

Jane Doherty
Adm. Coordinator II

Stephanie Hampton
Adm. Coordinator II

Lina Kravetskiy
Adm. Coordinator II

Gricelda Luna
Adm. Coordinator II

Lynn Muscat (90%)
Adm. Coordinator II

Vacancy
Adm. Coordinator I

Kelly Cameron
Secretary II

Diane Parks
Secretary II

* Temporary employee (909)
** Temporary intermittent employee (909)
@ Apple One Temporary Agency Employee
+ Located at regional office

ACTIVITY REPORTING AND PROPOSAL FORM


JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

DATE	3/25/2013
PREPARED BY	Diane Cowdrey
OFFICE NAME	<u>Center for Judiciary Education and Research</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	86
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Education Division should conduct true cost benefit analyses in determining the types of training and education it provides for new judicial officers and others, and to report to the council on the results. Analyses should include types, lengths, locations of programs, delivery methods, and the costs to courts.
SEC RECOMMENDATION	The Education Division should conduct true cost-benefit analyses—and not rely only on its own preferences—in determining the types of training and education it provides, including types, lengths, and locations of programs, delivery methods, and the costs to courts. This type of analysis should apply to training and education programs for new judicial officers.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>The Judicial Council requested that CJER submit recommendations on the cost-benefit process, and this was submitted at the January 17, 2013 Council meeting. Based upon the Council's approval of CJER's approach to the directive, this final report is submitted to the Council at its April 2013 meeting. This directive, if approved by the Council, will be implemented in the remainder of this calendar year. In order to implement the directive, CJER's recommendations are to 1) increase oversight by the Governing Committee of CJER management with respect to determining the appropriate expenditures for developing education, 2) ensure validation by Governing Committee of the analyses and recommendations of curriculum committees, and 3) provide Advisory Committee-level oversight of cost effectiveness in the manner in which education is delivered while maintaining educational effectiveness.</p> <p>In order to comply with Judicial Council directive #86, CJER has strengthened the "cost" side of the equation by making the following changes to current process:</p> <ol style="list-style-type: none"> 1. Prior to the development a two-year Education Plan, CJER staff will provide the Governing Committee with budget information on the programs and products that have the highest cost. The Governing Committee will review these to determine if (a) there are ways to reduce costs, and (b) whether the benefits of those programs and products justify the cost of their inclusion in the next Education Plan. 2. CJER staff will provide additional information on costs of each delivery method to the curriculum committees so they can analyze the relative delivery costs against the effectiveness of a particular delivery method for achieving stated educational goals and objectives. See attached two Job Aids: one on delivery methods, and one on relative costs of delivery methods. 3. The Governing Committee and curriculum committees should examine costs in their selection of the types of delivery methods. It should include variables such as the lengths and locations of live 	


programs, direct and indirect development costs and estimated costs to courts.

4. Staff should facilitate discussion among committee members about the effectiveness and costs of various delivery methods and should ensure that the benefits of more expensive methods are clearly documented for review by the CJER Governing Committee should the curriculum committee determine that a more costly delivery method is necessary to effectively achieve educational goals. See attached updated process.

After the curriculum committees have conducted the cost-benefit analysis and made their prioritized recommendations to the Governing Committee, CJER staff will continue with the established practice of resourcing the prioritized committee recommendations to ensure the efficient delivery of as many of the committee recommendations as possible, with the available budget and staff resources.




Delivery methods.docx
Microsoft Office Word Document
16.8 KB





Relative cost document
EP 86 version 6 (2).docx
Microsoft Office Word Document
36.9 KB

This directive is forwarded to the Judicial Council with options for consideration:

 File Attachment

Other:









 File Attachment

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	Will be implemented for the next Education Plan (2014-16). Curriculum Committees will begin meeting in Fall 2013 to begin this work.
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input checked="" type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<p>Attached is a new form for Curriculum Committees to use in making cost/benefit decisions about education and making recommendations to the CJER Governing Committee.</p> <div data-bbox="500 327 818 527">  <p>Cost Benefit Analysis Form.docx Microsoft Office Word Document 14.0 KB</p> </div> <div data-bbox="500 554 818 617">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div data-bbox="500 688 818 751">  File Attachment </div>
<input checked="" type="checkbox"/> SAVINGS	<p>Implementing a more rigorous cost effectiveness analysis and workflow process may enable CJER and the committees it serves to develop and deliver more education to the judiciary and the courts with reduced resources, while maintaining a focus on the effectiveness of the education provided. As part of this new process, the Governing Committee will review the higher cost education programs and products and may determine that costs should be reduced. When provided with financial data on the costs of providing education in the various delivery methods, curriculum committees may determine that a less costly method is the most effective one to use.</p> <div data-bbox="500 1037 818 1100">  File Attachment </div>
<input checked="" type="checkbox"/> COST	<p>The overriding purpose of this recommendation is to ensure that information on costs is being effectively provided to the appropriate decision-makers, and that each education program and product is effective in imparting the knowledge, skills, and abilities necessary. When provided with financial data on the costs of providing education in the various delivery methods, the Governing Committee and curriculum committees may determine that a more costly method is the most effective one to use.</p> <div data-bbox="500 1331 818 1394">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div data-bbox="500 1465 818 1528">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div data-bbox="500 1602 818 1665">  File Attachment </div>
<input type="checkbox"/> OTHER	<div data-bbox="500 1738 818 1801">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
<hr/>	

ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013 <input type="text"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013 <input type="text"/>

EDUCATION DELIVERY OPTIONS

<p>FACE TO FACE EDUCATION—Courses are designed and delivered to encourage participants to interact with the content, and share experiences, expertise, challenges, concerns, and successes. This format is especially effective when interaction and immediate feedback are important.</p> <p><i>Statewide:</i> Opportunity to work with participants from across the state and learn from their varied experience. This delivery option is the most costly form of education per participant.</p> <p><i>Regional:</i> Focused on a tighter geographical area/content that can be covered in a 1-day format.</p> <p><i>Local:</i> Content delivered by courts internally in partnership with CJER.</p>
<p>ONLINE VIDEO—Video for content that can be developed in short segments designed for focused and/or “just-in-time” learning. (24/7)</p> <p><i>Lecture Series</i>—Discrete topics delivered in primarily lecture format by one or more subject matter experts that last 30 minutes to 1 hour.</p> <p><i>10-Minute Mentor</i>—This series consists of short topic videos presented by judicial officers who are experts in the areas they discuss.</p> <p><i>Video Simulation Series</i>—A series of short videos demonstrating techniques that participants can use to increase efficiency and effectiveness.</p>
<p>BROADCAST—Scheduled courses developed for delivery through the statewide satellite broadcast system and focused on specific audiences.</p> <p><i>Live Broadcast</i>—Content selected may be either lecture-/information-based (short format) or skills-based (1–2 hour format).</p> <p><i>Individual & Facilitated Locally</i>—Courses are repurposed for online desktop viewing and/or viewed by a group in a face to face course facilitated locally from DVD.</p>
<p>SELF-PACED ONLINE—Education that is designed for online delivery. These courses represent a range of complexity and interactivity. Content is generally stable, with limited updating requirements. Additionally, online courses provide judicial branch audiences with a convenient reference for related statutes, rules, and forms. (24/7)</p>
<p>PUBLICATIONS—Benchguides, Bench Handbooks, Benchbooks, and Job Aids are resources written and updated by staff with review by workgroups. These are available in hard and/or soft copy online. (24/7)</p>
<p>VIDEOCONFERENCE TRAINING—Videoconferencing is linking two or more locations (up to 8) by two-way video, allowing participants to communicate with each other and faculty during the course. Best designed for small numbers in multiple locations and short formats (1–2 hours). Currently only available at the Appellate Courts and the AOC Regional Offices.</p>
<p>WEBINARS—Short for Web-based seminar. These are courses transmitted over the Internet, consisting of a shared group environment online that includes live audio and video communication with an audience that is in a remote location from the faculty. Webinars may include video, PPT, chat capability with faculty, faculty feedback, and polling for audience participation. (<i>i.e.</i>, WebEx)</p>

Each of these delivery options can be part of a blended learning plan. For example, a face to face course might require participants to complete an online course before attending the course, or a Webinar might follow a studio video as a way to expand the learning.

JOB AID: Relative Costs of Education Delivery Methods

According to “Developing the Judicial Branch Education Plan: Objectives, Roles and Responsibilities,” approved by the CJER Governing Committee in November 2009, the primary role and responsibility of the Curriculum Committee is to develop a two-year education plan for its respective curriculum area, in partnership with CJER staff, for approval by the Governing Committee. Curriculum Committees determine what content should be addressed in a two-year plan, prioritize that content, and also make recommendations about the appropriate way to deliver the content. Curriculum Committee members have knowledge about the variety of delivery methods available to CJER. This job aid provides information about the relative cost of the various delivery methods so that committee members can weigh the costs and benefits of particular delivery methods and make informed decisions about which delivery method is the most effective, cost-effective and appropriate to use. Committee members should carefully consider the cost and benefit of choosing a high cost delivery method (items 1-5 on the attached summary), and work with CJER staff to document their rationale for doing so for review by the CJER Governing Committee.

Below are summaries of the primary methods of providing education, a chart of relative costs, and a set of individual charts that provide greater detail about the costs associated with each of the delivery methods.

Live, face-to-face education programs can involve the highest number of cost elements to the courts and the AOC, and some forms of this delivery method incur the highest aggregate costs among the various options available. They range in format from half-day local courses to multi-day programs held at a conference or hotel venue.

Distance Education (Satellite Broadcast) typically entails very little direct cost beyond faculty travel and meals unless video production is required (for development of vignettes or interviews of subject matter experts shown during the broadcast). In that case, standard direct costs such as staff and faculty travel and lodging are incurred and indirect staff time costs are significantly increased. The other standard cost is satellite broadcast transmission, which costs approximately \$1,000 per hour. There are also annual costs associated with maintenance and repair and occasional installation charges for downlinks in new facilities.

Distance Education (Online Video) costs vary depending on the complexity of production. Only the *video simulations*, which entail the creation of vignettes, require a great deal of faculty and staff time and various direct costs. *Video lectures* from live programs incur direct costs for staff travel to record at a program and staff time to edit the videos, but they leverage faculty in a cost effective fashion. *Videos* created in the studio typically incur only costs for faculty travel and staff time.

Distance Education (Videoconference) typically entails very little direct cost beyond faculty travel and meals. There may be some indirect costs for faculty and staff preparation depending upon the complexity of the faculty and participant materials that must be developed and the technical challenges incorporating multiple sites. Because the signal is transmitted over the AOC and Appellate Court computer network, it is reliable and does not entail any transmission costs. There are some annual costs associated with equipment maintenance and repair.

Distance Education (Webinars) typically entails very little direct cost beyond faculty travel and meals. There are some indirect costs for faculty and staff preparation depending upon the complexity of the faculty and participant materials that must be developed. There are some annual costs associated with the software and some associated telecommunication charges.

Distance Education (Online Courses) involves preparation from staff writers and faculty reviewers similar to CJER publications. They require a greater level of instructional design than publications and the added element of media production staff to create the web pages and their various elements. They vary significantly in length and complexity and the indirect cost of CJER staff time varies proportionately.

Publications currently provided by CJER are available in print or online. The bench books and handbooks are the only publications remaining solely in print form, and most of the costs for printing are funded by legal publisher partners. The primary costs are indirect, and are associated with the staff that write and edit the publications and the faculty time to review that work. The largest publication product, the Civil Bench Book series, is written by contractors and funded almost entirely from grant money. CJER's bench guides are provided only online. As with online course development, publications vary in length and complexity and the staff time required varies proportionately.

Direct cost factors and how they are funded:

- Faculty Lodging and Meals (Trial Court Improvement and Modernization Fund or IMF)
- Faculty Travel (IMF)
- Contract faculty and contract publications writers (IMF, other Special Fund money or Grant Funding)
- Participant Lodging and Meals (IMF)
- Meeting room rental costs (IMF)
- Satellite broadcast transmission time (IMF)
- Participant Travel (Individual Court)

CJER Staff Lodging, Meals, and travel (AOC General Funds)

Relative Cost Summary Chart: Education Delivery Methods

	Delivery type	Delivery Method Category	Direct Cost	Indirect Cost	Cost relative to other delivery methods
1	<ul style="list-style-type: none"> Statewide events Two or more days Hotel meeting facility 	Live, face to face education	Very High	High	Very High
2	<ul style="list-style-type: none"> Bench Books (new and updates) 	Publications and resources	High	High	High
3	<ul style="list-style-type: none"> Statewide events Two or more days AOC Meeting Facility 	Live, face to face education	High	High	High
4	<ul style="list-style-type: none"> Unique online courses on complex subjects 	Online courses	Low	High	Medium
5	<ul style="list-style-type: none"> Bench Guides (new and updates) 	Publications and resources	Low	High	Medium
6	<ul style="list-style-type: none"> Complex broadcast program 	Satellite broadcast	Medium	Medium	Medium
7	<ul style="list-style-type: none"> Regional events One day or less AOC or court meeting facility Offered in more than one region 	Live, face to face education	Medium	Medium	Medium
8	<ul style="list-style-type: none"> Video simulations online 	Online video	Medium	Medium	Medium
9	<ul style="list-style-type: none"> Video lectures from live programs online 	Online video	Medium	Medium	Medium
10	<ul style="list-style-type: none"> 10-minute Mentor 	Online video	Low	Medium	Low
11	<ul style="list-style-type: none"> Simple broadcast 	Satellite broadcast	Low	Medium	Low
12	<ul style="list-style-type: none"> Bench Tool and staff job aids 	Publications and resources	Low	Medium	Low
13	<ul style="list-style-type: none"> Online judicial articles 	Online courses	Low	Medium	Low
14	<ul style="list-style-type: none"> Encore broadcasts (reruns) 	Satellite broadcast	Low	Low	Low
15	<ul style="list-style-type: none"> Video lectures (Produced in the AOC studio) 	Online video	Low	Low	Low
16	<ul style="list-style-type: none"> Local court location One day or less Court meeting facility 	Live, face to face education	Low	Low	Low
17	<ul style="list-style-type: none"> Videoconferences (1-3 hours) 	Videoconferences	Very Low	Low	Very Low
18	<ul style="list-style-type: none"> Webinars (1-2 hours) 	Webinars	Very Low	Low	Very Low

Definitions of Relative Cost Categories

	Direct Costs	Indirect Costs
Very High	<p>High participant food and beverage costs at off-site venues, and high staff travel costs at programs such as the Judicial College (\$100,000-330,000) and Judicial Institutes (\$45,000-\$75,000).</p> <p>Ranges from \$45K – 400K per event or product</p>	<ul style="list-style-type: none"> • Multiple days of faculty time in preparation and teaching • Multiple days of participant time away from court • Large number of staff required • Large amount of staff time required (including site contracts)
High	<p>Reduced costs of participant food and beverage, and staff travel costs, due to holding a program at an AOC or court location; for example, the Winter Primary Assignment Orientations, which typically includes 5-6 different courses (\$75,000). Also, the Civil Law Bench Book (\$100,000/year).</p> <p>Ranges from \$45K – \$100K per event or product</p>	<ul style="list-style-type: none"> • Multiple days of faculty time in preparation and teaching • Multiple days of participant time away from court • Large number of staff required • Moderate amount of staff time required (including site contracts)
Medium	<p>Few direct costs, usually faculty travel and lodging, and/or CJER staff travel; for example, regional courses, complex video products.</p> <p>Less than \$5,000 per event or product</p>	<ul style="list-style-type: none"> • Two days or less of faculty time away from court • Two days or less of participant time away from court • Some appreciable staff time for content development, production and delivery logistics
Low	<p>Few direct costs, usually faculty travel and lodging; for example, local courses at courts, or distance education such as bench tools and simple broadcasts.</p> <p>Less than \$2,500 per event or product</p>	<ul style="list-style-type: none"> • One day or less of faculty time away from court • One day or less of participant time away from court • Small amount of staff time content development • Small amount of staff time for production or delivery logistics
Very Low	<p>Very few or no direct costs; for example, webinars or videoconferences.</p> <p>Less than \$1,000 per event or product</p>	<ul style="list-style-type: none"> • No staff time for content development, production, or delivery logistics

Live, Face-to-Face Education

Primary forms of live, face-to-face education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Statewide multi-day program with multiple courses held at a hotel conference facility	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (H) • Faculty travel (H) • Participant lodging (H) • Participant meals (H) • Participant travel (H) • CJER staff lodging & meals (H) • CJER staff travel (H) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty & Participant time away from court (H) • CJER staff time* (H) 	<i>Juvenile Law Institute</i>	Very High
Statewide multi-day program with multiple courses held at an AOC meeting facility	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (H) • Faculty travel (H) • Participant lodging (H) • Participant meals (L) • Participant travel (H) • CJER staff lodging & meals (H) • CJER staff travel (H) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty & Participant time away from court (H) • CJER staff time* (H) 	<p><i>Primary Assignment Orientation Program</i></p> <p><i>Civil & Criminal Evidence Course</i></p>	High
Regional program of one day or less held at an AOC or court facility	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (H) • Faculty travel (H) 	<p><i>Parole revocation hearings</i></p> <p><i>Hot topics in Decedents</i></p>	Medium

and offered in more than one region	<ul style="list-style-type: none"> • Participant lodging (L) • Participant meals (L) • Participant travel (L) • CJER staff lodging & meals (H) • CJER staff travel (H) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (H) 	<i>Estates & Trusts</i>	
Local program of one-day or less held in a court facility	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (H) • Faculty travel (H) • Participant lodging (None) • Participant meals (L) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (L) 	<i>Local training catalog courses</i>	Low

* CJER staff typically involved in the development of live face-to-face education may include the following classifications: Attorney or education specialist, education coordinator(s), meeting planner (RFPs & contracts), registration coordinator, secretary, 1–3 AV technicians, copy editor, and other staff performing minor support functions. Depending on the complexity, length and size of the event, staff on site typically include: Attorney or education specialist responsible for the content area, education coordinator, hotel meeting planner, (one day), registration coordinator (one day), AV Technicians 1–7 days.

Distance Education: Satellite Broadcasts

Primary forms of broadcasts	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
<p>Complex Broadcast: Complex subject Matter and/or using video vignettes or other pre-broadcast video production combined with lecture and panel discussion</p>	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (M) • Faculty travel (M) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (L) • CJER staff travel (L) • Broadcast transmission time <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (H) 	<p><i>Continuing the Dialog broadcast: Implicit Bias</i></p>	<p>Medium</p>
<p>Simple broadcast: Single subject and/or Live Panel Discussion</p>	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (L) • Faculty travel (L) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) • Broadcast transmission time <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (L) 	<p><i>Small Claims Processing for court staff</i></p>	<p>Low</p>

Encore broadcasts (reruns)	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) • Broadcast transmission time <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (None) • Participant time away from court (L) • CJER staff time* (L) 	<i>Court staff broadcasts: Customer Services</i>	Low
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* CJER staff typically involved in the development of broadcast education may include the following classifications: Attorney or education specialist, media production specialist, copy editor, education coordinator, web developer, 1–5 AV/Video technicians, and other staff performing minor support functions.

Distance Education: Online Videos

Primary forms of online video education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Video simulations	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (M) • Faculty travel (M) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (L) • CJER staff travel (M) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (H) 	<i>Continuing the Dialog broadcast: Implicit Bias</i>	Medium
Video lectures from live programs	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None additional) • Faculty travel (None additional) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (M) • CJER staff travel (H) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (None additional) • Participant time away from court (L) • CJER staff time* (M) 	<i>Appellate Judicial Attorneys Institute Lectures</i>	Medium

10-minute mentor	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (L) • Faculty travel (L) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (H) 	<i>Expedited Jury Trials</i>	Low
Video Lectures (Produced in the AOC Studio)	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (L) • Faculty travel (L) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (L) 	<i>Hearing DV Cases: Avoiding Pitfalls</i>	Low

* CJER staff typically involved in the development of online videos may include the following classifications: Attorney or education specialist, media production specialist, copy editor, web developer/analyst, education coordinator, registration coordinator, secretary, 1–3 AV technicians, video editor, and other staff performing minor support functions.

Distance Education: Online Courses

Primary forms of Online education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Unique Online Courses on complex subjects that take from 1- 6 hours to complete	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (reviewing and writing) (M-L) • Participant time away from court while taking the course (L) • CJER staff time *(H) 	<p><i>Juvenile Dependency Hearings;</i></p> <p><i>Preliminary Hearings Primer</i></p>	Medium

* CJER staff typically involved in the development of self-paced online courses may include the following classifications: Attorney or education specialist, copy editor, media production specialist, web developer/analyst, education coordinator, AV/Video Technicians and other staff performing minor support functions.

Education Publications & Resources

Primary forms of education publications	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
Bench Books and Handbooks (new writing and ongoing updates)	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M-L) • Participant time away from court (L) • CJER staff time)* (H) 	<p><i>Civil Proceedings Bench Book</i></p> <p><i>Mandatory Jury Instructions</i></p> <p><i>Small Claims</i></p>	High
Bench Guides & Bench Handbooks, new practice and job aids (new writing and ongoing updates)	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M-L) • Participant time away from court (L) • CJER staff time)* (H) 	<p><i>Right to Counsel Issues</i></p> <p><i>DUI Proceedings</i></p>	Medium

<ul style="list-style-type: none"> • Bench Tools • Job aid resources available online • Development and updating 	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (L) • Participant time away from court (None) • CJER staff time* (L) 	<p><i>Case initiation in Probate;</i></p> <p><i>Confidentiality and sealing records</i></p>	<p>Low</p>
<ul style="list-style-type: none"> • Online Judicial Articles 	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (None) • Faculty travel (None) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (None) • Participant time away from court (None) • CJER staff time* (L) 	<p><i>Introduction to California Land Use Law</i></p>	<p>Low</p>

* CJER staff typically involved in the development of education publications and resources may include the following classifications: Attorney or education specialist, copy editor, other staff performing minor support functions. When writing is performed by grant-funded consultants (Civil Proceedings Bench Book), those costs are considered direct costs.

Distance Education: Videoconferences

Primary form of videoconferencing education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
1-3 hour program held at 2-4 AOC or appellate court sites and occasionally including a trial court site	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (M) • Faculty travel (M) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (L) • CJER staff travel (L) <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (M) 	<p><i>Appellate Court Staff</i></p> <p><i>Appellate Justices Qualifying Ethics</i></p>	Very Low

* CJER staff typically involved in the development of educational videoconferences may include the following classifications: Attorney or education specialist, education coordinator, registration coordinator, secretary, AV Systems Technical Analyst, 1–2 AV technicians, and other staff performing minor support functions

Distance Education: Webinars

Primary form of webinar education	Primary cost factors, designated as High (H), Medium (M) or Low (L) Cost	Example	Cost relative to other delivery methods
1-2 hours Webinars	<p><i>Direct Costs</i></p> <ul style="list-style-type: none"> • Faculty lodging & meals (L) • Faculty travel (L) • Participant lodging (None) • Participant meals (None) • Participant travel (None) • CJER staff lodging & meals (None) • CJER staff travel (None) • Broadcast transmission time <p><i>Indirect Costs</i></p> <ul style="list-style-type: none"> • Faculty time away from court (M) • Participant time away from court (L) • CJER staff time* (M) 	<i>Current Issues in Criminal Law</i>	Very Low

* CJER staff typically involved in the development of educational webinars may include the following classifications: Attorney or education specialist, education coordinator, administrative secretary, AV technician, and other staff performing minor support functions.




Education Committee Delivery Method Selection: Cost Benefit Analysis Form

Curriculum Committees determine what content should be addressed in a two-year plan, prioritize that content, and also make recommendations about the appropriate way to deliver the content. Curriculum Committee members have knowledge about the variety of delivery methods available to CJER. Committee members should carefully consider the cost and benefit of choosing a high cost delivery method (items 1-5 on the Relative Cost Summary Chart) and work with CJER staff, using this form, to document their rationale for doing so for review by the CJER Governing Committee.

Note: Use this form only when proposing use of delivery methods that have a high cost element (Items 1-5 on the Relative Cost Summary Chart: Education Delivery Methods)

CONTENT AREA	DELIVERY METHOD SELECTED	CURRICULUM COMMITTEE COST BENEFIT RATIONALE	STAFF NOTES	GOVERNING COMMITTEE NOTES



ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING

DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	89
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-25 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	The functions performed by the Finance Division should be placed in the Judicial and Court Administrative Services Division. The Finance Division should be renamed the Fiscal Services Office, reporting to the Chief Administrative Officer. The Fiscal Services Office Manager position should be at the Senior Manager level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study." </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	90
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-26 and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	The number of managers and supervisors should be reduced.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Before implementation of Directive 90 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.</p> <p>The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.</p> <p>Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.</p> </div>	

<input type="button" value="File Attachment"/>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<input type="text"/>	




E&P REVIEW

Executive and Planning Review Date:

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING



DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	91
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure through the budget and fiscal management measures implemented by the AOC that the AOC's Finance Division is involved in all phases of fiscal planning and budgeting, especially with regard to large-scale or branch-wide projects or initiatives.
SEC RECOMMENDATION	The AOC must improve its fiscal decision making processes. The AOC must make a commitment to involve the Fiscal Services Office in all phase of fiscal planning and budgeting, especially with regard to large-scale or branch-wide projects or initiatives.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date. With regard to directive 91, the Administrative Director provided an update to the council at its February 2013 meeting. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	June 2013 (note: this directive has been combined with various other directives tied to the development of a cost-benefit analysis proposal, which will be completed at a later time)
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	92
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the budget and fiscal management measures implemented by the AOC to ensure that the AOC's fiscal and budget processes are more transparent.
SEC RECOMMENDATION	The budgeting process must become more transparent. Budget information must be readily available to the public, including online. Budget documents must provide understandable explanations and detail concerning revenue sources, fund transfers, and expenditures.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, AOC staff are currently working to re-engineer the budget process, to include the display of fiscal information, to ensure that the information is clearly understandable. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION	June 2013








DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING




DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	93
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the budget and fiscal management measures implemented by the AOC enable the Finance Division to improve the timeliness of processing contracts to better serve courts, contractors, vendors, and others.
SEC RECOMMENDATION	This division must make a commitment to processing contracts in more timely fashion, with an eye toward better serving courts, contractors, vendors, and others.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, this directive is being addressed through the AOC's ongoing contract process improvement efforts. Some examples of improvement efforts include procurement automation, periodic meetings with clients, and a dedicated, multidisciplinary contract advisory team focused on process improvement efforts. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION	








DATE OR PROJECTED IMPLEMENTATION DATE	June 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	94
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Finance Division must assess its workload needs especially in light of legislation on court security and auditing functions being assumed by the State Controller's Office, so that necessary adjustments in staffing positions can be made.
SEC RECOMMENDATION	The Finance Division must assess its workload needs, especially in light of legislation on court security and auditing functions being assumed by the State Controller's Office, so that any necessary adjustments in staffing positions can be made.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, staffing assessments are ongoing. Some staffing adjustments have already occurred in the budget unit of the Fiscal Services Office to better align resources with workload.</p> <p>Future reports on audit staffing will be submitted by the AOC's Judicial Council and Court Leadership Services Division</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	June 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	  File Attachment
<input type="checkbox"/> SAVINGS	  File Attachment
<input type="checkbox"/> COST	  File Attachment
<input type="checkbox"/> EFFICIENCIES	  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	  File Attachment
<input type="checkbox"/> OTHER	  File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING



DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	100
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-43 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	The committee recommends that the functions of this division be placed under a unit titled Information and Technology Services Office, combined with any remaining functions of CCMS. The office should report to the Chief Administrative Officer of the Judicial and Court Administrative Services Division. The IS Manager position should be compensated at its current level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px;"> <p>Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study."</p> </div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-top: 5px;"></div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM


JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/12/2013
PREPARED BY	Mark Dusman
OFFICE NAME	<u>Information & Technology Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	101
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council support SEC Recommendation 7 -44 and direct the council's Technology Committee to reexamine technology policies in the judicial branch to formulate any new branch-wide technology policies or standards, based on the input, needs, and experiences of the courts and court users, and including cost-benefit analysis.
SEC RECOMMENDATION	The Technology Committee continues work to develop a unified, long-term plan to achieve funding stability for court technology. Following the October 23-24, 2012 Judicial Branch Technology Summit, the Chief Justice authorized the creation of a task force on judicial branch technology governance and strategy, to report to the Technology Committee. The Technology Planning Task Force will be comprised of Judicial Officers, Court Executive Officers, Court Information Technology Officers, and other stakeholders representing the trial and appellate courts, the State Bar, and the public. The charge of the task force is to 1) define judicial branch technology governance, 2) develop a strategic plan for technology at the Trial Court, Appellate Court, and Supreme Court level, and 3) develop recommendations for funding judicial branch technology. Work is also underway to streamline technology governance.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> The Technology Committee continues work to develop a unified, long-term plan to achieve funding stability for court technology. Following the October 23-24, 2012 Judicial Branch Technology </div>	

Summit, the Chief Justice authorized the creation of a task force on judicial branch technology governance and strategy, to report to the Technology Committee. The Technology Planning Task Force was formed on February 1, 2013 with the term to be through February 1, 2014 (in alignment with Judicial Council direction for committees to have a specific purpose and timeline). Membership includes Judicial Officers, Court Executive Officers, Court Information Technology Officers, and other stakeholders representing the trial and appellate courts, the State Bar, and the public. The charge of the task force is to 1) define judicial branch technology governance, 2) develop a strategic plan for technology at the Supreme Court, Appellate Court, Trial Court, and Judicial Council levels, and 3) develop recommendations for funding judicial branch technology, including the development of budget change proposals for submission to the Department of Finance and the Legislature.






The task force held its first meeting on February 20, a face to face kick-off on February 27, and a follow-up meeting on March 18, 2013. Three tracks are being formed to focus on governance, strategic plan, and funding. The tracks include broad representation from the judicial branch and stakeholders. The task force charge and roster is available on the public website and can be found at <http://www.courts.ca.gov/3046.htm>.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	6/30/2014
RESOURCES REQUIRED FOR IMPLEMENTATION	

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)



<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/15/2013
PREPARED BY	Mark Dusman
OFFICE NAME	<u>Information & Technology Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	104
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct that the Administrative Director of the Courts should review and reduce accordingly the use of temporary employees, consultants, and contractors.
SEC RECOMMENDATION	Especially with CCMS not being fully deployed, staff reductions in this division are in order, including: (c) The use of temporary employees, consultants, and contractors should be reviewed and reductions made accordingly.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <p>For the month of January 2013, Information Technology Services Office (ITSO) has reduced 0 contractor staff. As of February 1, 2013, ITSO has 53.1 contractor staff, and continues to look for opportunities to reduce contractor staffing where possible.</p> <p>For the month of February 2013, ITSO has reduced 0 contractor staff. As of March 1, 2013, ITSO has 53.1 contractor staff and continues to look for opportunities to reduce contractor staffing where possible.</p> <p>Information Technology Services Office utilizes a number of contractors in hard to fill, critical support positions. At this time, (April 2013) ITSO is taking direct action to fill these critical support positions held by contractors with full time employees. Preparations are being finalized to post a number of critical FTE positions that are held by contractors. ITSO is using a phased approach, posting approximately 1/3 of the contractor positions at this time (final posting date for the first phase,</p>	

approximately 18 positions, is under discussion). Hiring permanent FTEs is expected to bring cost savings and longer term stability and support.

The high-level project plan for this program to hire FTEs into critical positions is attached.





041513 ITSO Hiring Critical
FTE Positions Project Plan,
104.docx
Microsoft Office Word
Document
13.4 KB

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
	<input type="text"/>

<input type="checkbox"/> OTHER	<div data-bbox="500 216 818 279" style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">  File Attachment </div> <div data-bbox="500 306 818 369" style="border: 1px solid black; padding: 2px;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input data-bbox="1084 449 1325 485" type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input data-bbox="938 602 1175 638" type="text" value="4/17/2013"/>

Project Plan: ITSO Hiring Critical FTE Positions

	Major Tasks	Owner	Timeline	Status
1	Identify Positions to post by Phase; Phase I includes 18 positions	ITSO Mgmt	Dec 2012	Completed
2	Coordinate with Finance (PCCs, PSN)	ITSO	Feb 2013	Phase I completed
3	Coordinate with HR (Job Announcements, Posting, Recruitment)	ITSO	TBD	In Process
4	Create and implement Communication Plan	ITSO	TBD	In Process
5	Post positions on California courts web site and external jobs sites; open recruitment process	HR	TBD	Not Started
6	Receive applications; Review and evaluate applicants; schedule interviews	ITSO Mgmt	TBD – until filled	Not Started
7	Hire staff	ITSO Mgmt	TBD	Not Started
8	Proceed to Phase II - second round of recruitment	ITSO Mgmt	TBD	Not Started

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/25/2013
PREPARED BY	Mark Dusman
OFFICE NAME	<u>Information & Technology Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	105
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council support SEC Recommendation 7 -46 and direct the Administrative Director of the Courts, as part of AOC long term planning, to conduct a review and audit of all technology currently used in the AOC, including an identification of efficiencies and cost savings from the use of a single platform, and return to the council with a progress report on the findings.
SEC RECOMMENDATION	Different divisions in AOC operate from different technology platforms, including SAP used for the Phoenix system, Oracle, and CCMS. As part of a long range plan for the use of technology in AOC operations, the AOC should conduct a review and audit of all technology currently used in the AOC. Efficiencies and cost savings could result from the use of a single platform.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <input type="checkbox"/> File Attachment	
<input checked="" type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: Request for modification of directives #105 and #133 These are 2 identical directives, and this request is that directive #105 and #133 be spilt into 2 areas of scope and responsibility. Going forward, directive #105 will focus on technology standards at the AOC, and directive #133 will focus on an examination of a single platform for administrative technology systems Branchwide. (Strategic direction for case management systems [referenced in the SEC recommendation as CCMS], is currently being reviewed by the Judicial Council Technology Committee.) The modified recommendation for E&P directive #105 would read: “E&P recommends that the Judicial Council support SEC Recommendation 7-46 and direct the Administrative Director of the Courts, as part of AOC long-term planning, to conduct a review and audit of all technology currently used at the AOC and to return to the Judicial Council with a progress report on the findings, including efficiencies and potential cost savings.”	

The modified recommendation for E&P directive #133 would read:


“E&P recommends that the Judicial Council support SEC Recommendations 7-46 and 7-50, and direct the Administrative Director of the Courts, as part of AOC long-term planning, to review the information technology systems currently implemented Branchwide to support enterprise resource planning: finance, human resources, and education functional areas; to identify costs, benefits, and potential long-term savings and the challenges of migrating support to a single IT platform; and to return to the council with a progress report on the findings.”

The project team assembled to address the directives is composed of staff from the Center for Judiciary Education and Research, Fiscal Services Office, Human Resources Services Office, Information Technology Services Office (ITSO), and Trial Court Administrative Services Office. ITSO will continue to report on both directives #105 and #133.


Review of activities since January 2013 report

The project team, assembled to review technology used in the AOC and evaluate the potential options for consolidation of administrative technology systems, completed an inventory of functions and processes that are implemented on the systems at the AOC and identified potential consolidation options. The team also documented the considerations and challenges around the functionality currently supported by the State Controller’s Office, State Treasury and State Treasurer’s Office. During this review process, the project team identified a need for clarification of the E&P recommendations, drafted suggested updates, and reviewed these with the project stakeholders.

The enterprise architecture team reviewed the standards compliance process with the technology teams during their monthly strategic roadmap meetings in February. The roadmap reviews support ongoing planning efforts and optimize utilization of technology resources for the standard enterprise technology programs.

 File Attachment

Other:








 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION




IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	ADOC interim report to the council by the December 2013 council meeting.
RESOURCES REQUIRED FOR IMPLEMENTATION	The team for directives #105 and #133 will continue to work on gathering the background information required for the review. Beginning in April 2013, pending approval by the ADOC and Judicial Council Executive and Planning Committee, the team will focus their efforts as defined by the proposed wording.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

PROCEDURES/ POLICIES UPDATED

OR DEVELOPED	 File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING



DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	106
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-71 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	The Office of General Counsel should be renamed Legal Services Office, consistent with its past designation, and should be a stand-alone office reporting to the Administrative Director of the Courts. The Legal Services Office manager position should be compensated at its current level. The Legal Services Office should not be at the same divisional level as the Judicial and Court Operations Services Division or the Judicial and Court Administrative Services Division. The Chief Counsel, manager of the Legal Services Office, should not be a member of the Executive Leadership Team.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; width: 100%; height: 20px;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; width: 100%; height: 20px;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px;"> <p>Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study."</p> </div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">  File Attachment </div>	

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	107
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(a) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	<p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(a) In addition to the General Counsel, there are nine management level attorney positions in the Legal Services Office, including the Assistant General Counsel, three Managing Attorneys, and five Supervising Attorneys. This is an excessive number of management positions, which should be reduced. The position of Assistant General Counsel position could be eliminated. One managing attorney could be assigned to manage each of the two major functional components of the division, house counsel, and Judicial Council services, with each managing attorney reporting directly to the Chief Counsel.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> Before implementation of Directive 107 can occur, the Judicial Council must determine, under </div>	

Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.

The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.







Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> COST	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <p> File Attachment</p>

<input type="checkbox"/> OTHER	<div data-bbox="500 254 820 321" style="border: 1px solid black; padding: 2px;"> File Attachment</div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

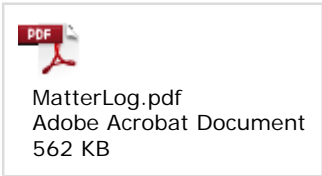
ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

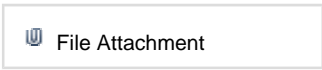
DATE	3/29/2013
PREPARED BY	Mary M. Roberts
OFFICE NAME	<u>Legal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	108
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council support SEC Recommendation 7 -72(b) and direct the Administrative Director of the Courts to direct implementation of fundamental management practices to address underperformance of staff members and provide better supervision and allocation of work.
SEC RECOMMENDATION	<p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) Despite the large number of management positions, management systems and processes are particularly lacking in the Legal Services Office. Implementing fundamental management practices to address the underperformance of staff members and provide better supervision and allocation of work should produce efficiencies that can result in reductions.</p>
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>The Legal Services Office (LSO) is improving upon past management practices and implementing new management practices for supervising staff and allocating work in light of this directive and the fact that the Legal Services Office staffing levels have been reduced over the past year from a total of 69 employees (including 50 attorneys) to a total of 50 employees (including 38 attorneys) through transfers, retirements (including a recent retirement of the Transactions and Business Operations Managing Attorney), resignations, and the Voluntary Separation Initiative Program. The number of employees referenced here excludes the 5 employees in the Secretariat Unit, who were part of the LSO in February 2012, but who have since formed a new office, Judicial Council Support Services.</p> <p>To address resource constraints office-wide and ensure appropriate supervision and allocation of work, the LSO developed a matter tracking system, which was implemented on February 1, for a 90-day trial and evaluation period. The matter tracking system tracks matters from assignment to completion date, assigns a level of complexity for each matter, and provides a uniform tickler system for review of open matters. As part of the system, attorneys log all legal services matters (e.g., requests for legal advice and contracts) and LSO management receives weekly updates about open and closed matters and may review the assignment log at any time.</p> <p>The matter tracking system has proven to be both an efficient and effective way to track legal services office-wide and to support appropriate allocation of incoming work and supervision of open matters. The LSO has made minor changes to the matter tracking form since February 1 to improve ease of use and effectiveness of the form (see attached Matter Log).</p>	

With respect to the direction that fundamental management practices be implemented to address underperformance of staff members and provide better supervision and allocation of work, LSO supervisors and managers are participating in the six-part management training program for AOC management and supervisors that was launched in January 2013. The six courses are intended to provide a framework for all AOC management teams to ensure consistent management practices across the organization on topics such as dealing with conflict and performance issues, providing tools to support staff, and performance management and evaluation.

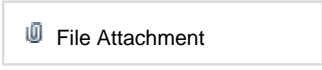
It is important to note that LSO does not consider the activities above to be one-time solutions as LSO will continue to monitor its management practices. The LSO is currently proactively working with its Judicial Council liaisons on several LSO related-activities (i.e., potential LSO restructuring, evaluation of outside counsel cost-effectiveness, and the role of the Chief Counsel), and LSO's focus on staff supervision and the allocation of work will be included as a component of these activities. The AOC will be happy to provide future updates to the council on LSO's ongoing commitment to this directive at the council's request.



This directive is forwarded to the Judicial Council with options for consideration:



Other:





TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/>

	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

MATTER LOG FOR:

[Redacted]

#: Assigned by database

Open date: [Redacted]

End date: [Redacted]

Requestor:

- Supreme Court
- 1 DCA (SF)
- 2 DCA (LA)
- 3 DCA (Sac)
- 4 DCA (SD)
- 5 DCA (Fresno)
- 6 DCA (SJ)

Superior Court of California, County of:

- | | | | | | | |
|------------------------------------|-----------------------------------|---------------------------------|---------------------------------------|-------------------------------------|--------------------------------|--|
| <input type="radio"/> Alameda | <input type="radio"/> Glenn | <input type="radio"/> Marin | <input type="radio"/> Placer | <input type="radio"/> San Mateo | <input type="radio"/> Sutter | <input type="radio"/> Judicial Council |
| <input type="radio"/> Alpine | <input type="radio"/> Humboldt | <input type="radio"/> Mariposa | <input type="radio"/> Plumas | <input type="radio"/> Santa Barbara | <input type="radio"/> Tehama | |
| <input type="radio"/> Amador | <input type="radio"/> Imperial | <input type="radio"/> Mendocino | <input type="radio"/> Riverside | <input type="radio"/> Santa Clara | <input type="radio"/> Trinity | |
| <input type="radio"/> Butte | <input type="radio"/> Inyo | <input type="radio"/> Merced | <input type="radio"/> Sacramento | <input type="radio"/> Santa Cruz | <input type="radio"/> Tulare | |
| <input type="radio"/> Calaveras | <input type="radio"/> Kern | <input type="radio"/> Modoc | <input type="radio"/> San Benito | <input type="radio"/> Shasta | <input type="radio"/> Tuolumne | |
| <input type="radio"/> Colusa | <input type="radio"/> Kings | <input type="radio"/> Mono | <input type="radio"/> San Bernardino | <input type="radio"/> Sierra | <input type="radio"/> Ventura | |
| <input type="radio"/> Contra Costa | <input type="radio"/> Lake | <input type="radio"/> Monterey | <input type="radio"/> San Diego | <input type="radio"/> Siskiyou | <input type="radio"/> Yolo | |
| <input type="radio"/> Del Norte | <input type="radio"/> Lassen | <input type="radio"/> Napa | <input type="radio"/> San Francisco | <input type="radio"/> Solano | <input type="radio"/> Yuba | |
| <input type="radio"/> El Dorado | <input type="radio"/> Los Angeles | <input type="radio"/> Nevada | <input type="radio"/> San Joaquin | <input type="radio"/> Sonoma | | |
| <input type="radio"/> Fresno | <input type="radio"/> Madera | <input type="radio"/> Orange | <input type="radio"/> San Luis Obispo | <input type="radio"/> Stanislaus | | |

- AOC: CFCC CJCS COSS EDUC EXEC FSO HCRC HR ITSO JCSS
 LSO OAS OC OGA OJBCP OREFM OS SPO TCAS TCLO

Other Public Entity: [Redacted]

Person making request (name): [Redacted]

- APJ
- ACA
- Attorney
- PJ/Asst. PJ
- CEO
- Public
- Judicial Officer
- Other court staff
- Other: [Redacted]

Request (brief description):

[Redacted]

Response and/or product (brief description): Type of advice: [Redacted] Reference #(LOU, LEU etc.)

[Redacted]

Level of effort:

- | | | | |
|---|---|---|---|
| <p>CLASS I:
Minimum effort; quickly addressed; initial response sufficient; no follow-up expected; up to 1 hr</p> | <p>CLASS II:
Medium effort; initial response and some research/follow-up; 1-8 hrs</p> | <p>CLASS III:
Substantial effort; major research/follow-up; complex; 8-40 hrs</p> | <p>CLASS IV:
Time intensive or long-term project; 40+ hrs</p> |
|---|---|---|---|

Any other AOC, including LSO, staff involved:

[Redacted]

Any other notes:

[Redacted]

Open matter




Close matter








Reset Form

ACTIVITY REPORTING AND PROPOSAL FORM



JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	110
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council support SEC Recommendation 7-72(d) and direct the Administrative Director of the Courts to report to the council on measures to streamline and improve the AOC's contracting processes and reduce contract-related work performed by this office.
SEC RECOMMENDATION	The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve this reduction, the following areas should be considered, and appropriate actions taken: (d) Implementation of the recommendations designed to streamline and improve the AOC's contracting processes should reduce contract-related work performed by the Legal Services Office.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px;"> <p>A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, this directive is being addressed through the AOC's ongoing contract process improvement efforts.</p> <p>Any updates regarding staffing in the Legal Services Office will be provided by the AOC Executive Team.</p> </div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>	

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	June 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM**JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING**

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	111
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72 (e) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken: (e) The Legal Services Office has promoted and contributed to the "lawyerizing" of numerous activities and functions in the AOC. There are opportunities for work currently performed by attorneys in the Rules and Projects, Transactions and Business Operations, Real Estate, and Labor and Employment units to be performed by non-attorneys, resulting in efficiencies and possible staff reductions.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: Before implementation of Directive 111 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.	

The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.







Final report timeline is currently unknown, pending the Council's decision at the June 2013 session. In the interim, the AOC will conduct a review on the use of attorney positions in private and public sector organizations. Ultimately, data from both studies will guide the AOC in determining the appropriate use and number of attorneys within the organization.


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)



<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>

<input type="checkbox"/> OTHER	<div style="border: 1px solid black; padding: 5px; width: fit-content;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	112
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(f) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
SEC RECOMMENDATION	The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken: (f) Development and use of paralegal classifications, as found elsewhere in legal services throughout both the public and private sectors, could lead to the reduction of attorney positions in the Legal Services Office.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <p>Before implementation of Directive 112 can occur, the Judicial Council must determine, under Directive 19, whether an outside entity will be used to conduct the organization-wide classification/compensation review.</p> <p>The Judicial Council deferred a decision on Directive 19 pending the results of the AOC's Request for Proposals (RFPs). The AOC will report back to the council on the cost estimates for conducting: (1) an organization-wide evaluation of the AOC's classification structure and compensation plan</p>	

through the use of an outside entity; and (2) an organization-wide evaluation of the AOC's classification structure and compensation plan using a hybrid approach.

The Administrative Director will provide an interim report on the outcome of the classification/compensation study Request for Proposal (RFP) at the June 2013 council meeting.








Final report timeline is currently unknown, pending the Council's decision at the June 2013 session.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	To be determined
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)


<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	114
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the costs and benefits of allocating staff attorneys and resources to various advisory committees, task forces, and working groups.
SEC RECOMMENDATION	As recommended elsewhere, the Judicial Council should assess the costs and benefits of allocating staff attorneys and resources to various advisory committees, task forces, and working groups.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>During this reporting period, a combined meeting of Executive and Planning (E&P) and Rules and Projects (RUPRO) Committees was convened on March 11, 2013, to continue the review of initial recommendations developed by E&P and RUPRO on potential consolidation/restructuring of Judicial Council committees and establishment of new committee oversight. Several recommendations regarding these activities will be presented to council for consideration at the April 2013 council meeting with additional recommendations to be presented at the June 2013 council meeting.</p> <p>At E&P's request, the AOC will be developing a tracking tool for use by those AOC staff that support committees to track time spent in support of Judicial Council committees, task forces, and working groups. This resource information will: 1) enable E&P to determine the level of effort that is required to support the various committees, task forces and working groups; and 2) be folded into the AOC Classification and Compensation Study to be used by the organization to identify appropriate resources and staffing for committees, task forces, and working groups.</p> </div>	








Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "Administrative Director of the Courts to make a proposal based on the Classification and Compensation Study. In the interim, the Administrative Office of the Courts will conduct a survey on the use of attorneys in private and public institutions."

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> SAVINGS	<input type="text"/>  File Attachment
<input type="checkbox"/> COST	<input type="text"/>  File Attachment
<input type="checkbox"/> EFFICIENCIES	<input type="text"/>  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/>  File Attachment
<input type="checkbox"/> OTHER	<input type="text"/>  File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW	Administrative Director of the Courts Review Date: <input data-bbox="1084 201 1328 233" type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input data-bbox="938 344 1182 375" type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/3/2013
PREPARED BY	Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	115
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, as part of the review of the AOC organizational structure, to review current responsibilities and clearly define the role of the Chief Counsel.
SEC RECOMMENDATION	The role of the Chief Counsel should be redefined to reflect the primary role of providing legal advice and services, as opposed to developing policy for the judicial branch.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>In light of resource constraints in Legal Services Office (LSO) due to Administrative Office of the Courts (AOC) restructuring and staffing reductions, the Chief of Staff and LSO have been proactively working with the LSO Judicial Council liaisons to review LSO's current services and organizational structure to ensure timely customer service to LSO customers. Additionally, the council liaisons are working with LSO to review its use of outside counsel in response to AOC Restructuring Directive 122 regarding the cost-effectiveness of utilizing outside counsel.</p> <p>The role of the Chief Counsel is integrally tied to recommendations and decisions made as a result of the council liaisons' review of LSO's organizational structure, services, and use of outside counsel. Therefore, it is necessary for the AOC to pend the response and implementation of this directive until these other reviews are complete. As such, the AOC respectfully requests that a response to this directive be deferred until the other LSO-related activities and reviews are complete (tentatively planned for September 2013).</p> </div>	

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TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
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<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	



E&P REVIEW

Executive and Planning Review Date:

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	117
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to adopt an operations model whereby attorneys generally are housed at one location with flexibility to adjust as necessary to meet court needs regionally, including regional demand for additional attorney support and smaller courts that have fewer staff for research and other legal services. The location where attorneys report to work should ensure proper supervision.
SEC RECOMMENDATION	This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows: (b) This office should adopt an operations model whereby its attorneys generally are housed at one location. This would eliminate non-supervision of some attorneys, promote better and more regular supervision of staff attorneys, and promote better utilization of available skills.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: The Administrative Director will provide an interim report at the July 2013 Judicial Council meeting, with the final report to be submitted at a later date. The interim report will include a "before and after" review of the attorneys within the Legal Services Office. As a point of reference, the AOC will review the number of attorneys prior to major staffing reduction initiatives (VSIP, layoffs) and compare it to the number of attorneys currently staffed to the office. The report will also contain an analysis of each attorney's physical place of work. The interim	

report will also reference the numerous organizational activities currently occurring within the Legal Services Office.








After the Administrative Director submits the interim report to the Council in July 2013, the Executive Office will direct the HRSO to develop policy governing AOC staff and multiple work locations - to be included in the final report to the Council at a later date.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	July 2013 - Interim Report, To be determined - Final Report
RESOURCES REQUIRED FOR IMPLEMENTATION	Depending on the Council's proposed implementation methodology, the AOC may utilize external vendors for completion of this directive.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
<input type="checkbox"/> SAVINGS	<input type="text"/>  File Attachment
<input type="checkbox"/> COST	<input type="text"/>  File Attachment
<input type="checkbox"/> EFFICIENCIES	<input type="text"/>  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/>  File Attachment
<input type="checkbox"/> OTHER	<input type="text"/>  File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL


ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING


DATE	3/29/2013
PREPARED BY	Mary M. Roberts
OFFICE NAME	<u>Legal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	119
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to place emphasis on reducing bottlenecks for advice, contracts, and other projects. More effective tickler and tracking systems for opinions, contracts, and other documents should be put in place.
SEC RECOMMENDATION	This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows: (d) Emphasis must be placed on reducing bottlenecks for advice, contracts, and other projects. More effective tickler and tracking systems for opinions, contracts, and other documents should be put in place.
RESPONSE (check applicable boxes)	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>To address resource constraints office-wide, ensure appropriate supervision and allocation of work, and provide a more effective tickler and tracking system for opinions, contracts, and other documents, the Legal Services Office (LSO) developed a matter tracking system that was implemented on February 1, for a 90-day trial and evaluation period. The matter tracking system tracks matters from assignment to completion date, assigns a level of complexity for each matter, and provides a uniform tickler system for review of open matters. As part of the system, attorneys log all legal services matters (e.g., requests for legal advice and contracts) and LSO management receives weekly updates about open and closed matters and may review the assignment log at any time.</p> <p>The LSO has made minor changes to the matter tracking form since February 1 to improve ease of use and effectiveness of the form (see attached Matter Log). LSO has found the matter tracking system to be an effective way to track the workload of all legal services units, including requests for opinions, contracts, and other documents.</p> <p>In addition to implementation of the matter tracking system, the LSO has taken other actions to reduce bottlenecks for advice, contracts, and other projects. Within the Legal Opinions Unit, to help address the impact of reduced attorney staff and meet client needs, attorneys in other units are regularly assigned advice matters, thereby expediting delivery of requested legal guidance. In addition, to speed review of opinions, a senior attorney now shares with the supervising attorney the responsibility to review draft opinions. With respect to contracts and other documents, LSO also is working closely with the Business Services Unit of the Fiscal Services Office (FSO), including meeting monthly with the FSO Assistant Director responsible for the Business Services Unit, in an effort to assist the Business Services Unit in timely delivery of completed contracts.</p> <p>It is important to note that LSO does not consider the activities above to be one-time solutions as LSO will continue to monitor the services provided on an ongoing basis. The LSO is currently proactively working with its Judicial Council liaisons on several LSO related-activities (i.e., potential</p>	

LSO restructuring, evaluation of outside counsel cost-effectiveness, and the role of the Chief Counsel), and LSO's focus on timely customer service will be included as a component of these activities. The AOC is targeting the June 2013 council meeting to report back on these efforts and will be happy to provide future updates to the council on LSO's ongoing commitment to customer service at the council's request.




MatterLog.pdf
Adobe Acrobat Document
562 KB

This directive is forwarded to the Judicial Council with options for consideration:



File Attachment

Other:







File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
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<input type="checkbox"/> COST	<input type="text"/>

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<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

MATTER LOG FOR:

[Redacted]

#: Assigned by database

Open date: [Redacted]

End date: [Redacted]

Requestor:

- Supreme Court
- 1 DCA (SF)
- 2 DCA (LA)
- 3 DCA (Sac)
- 4 DCA (SD)
- 5 DCA (Fresno)
- 6 DCA (SJ)

Superior Court of California, County of:

- | | | | | | | |
|------------------------------------|-----------------------------------|---------------------------------|---------------------------------------|-------------------------------------|--------------------------------|--|
| <input type="radio"/> Alameda | <input type="radio"/> Glenn | <input type="radio"/> Marin | <input type="radio"/> Placer | <input type="radio"/> San Mateo | <input type="radio"/> Sutter | <input type="radio"/> Judicial Council |
| <input type="radio"/> Alpine | <input type="radio"/> Humboldt | <input type="radio"/> Mariposa | <input type="radio"/> Plumas | <input type="radio"/> Santa Barbara | <input type="radio"/> Tehama | |
| <input type="radio"/> Amador | <input type="radio"/> Imperial | <input type="radio"/> Mendocino | <input type="radio"/> Riverside | <input type="radio"/> Santa Clara | <input type="radio"/> Trinity | |
| <input type="radio"/> Butte | <input type="radio"/> Inyo | <input type="radio"/> Merced | <input type="radio"/> Sacramento | <input type="radio"/> Santa Cruz | <input type="radio"/> Tulare | |
| <input type="radio"/> Calaveras | <input type="radio"/> Kern | <input type="radio"/> Modoc | <input type="radio"/> San Benito | <input type="radio"/> Shasta | <input type="radio"/> Tuolumne | |
| <input type="radio"/> Colusa | <input type="radio"/> Kings | <input type="radio"/> Mono | <input type="radio"/> San Bernardino | <input type="radio"/> Sierra | <input type="radio"/> Ventura | |
| <input type="radio"/> Contra Costa | <input type="radio"/> Lake | <input type="radio"/> Monterey | <input type="radio"/> San Diego | <input type="radio"/> Siskiyou | <input type="radio"/> Yolo | |
| <input type="radio"/> Del Norte | <input type="radio"/> Lassen | <input type="radio"/> Napa | <input type="radio"/> San Francisco | <input type="radio"/> Solano | <input type="radio"/> Yuba | |
| <input type="radio"/> El Dorado | <input type="radio"/> Los Angeles | <input type="radio"/> Nevada | <input type="radio"/> San Joaquin | <input type="radio"/> Sonoma | | |
| <input type="radio"/> Fresno | <input type="radio"/> Madera | <input type="radio"/> Orange | <input type="radio"/> San Luis Obispo | <input type="radio"/> Stanislaus | | |

- AOC: CFCC CJCS COSS EDUC EXEC FSO HCRC HR ITSO JCSS
 LSO OAS OC OGA OJBCP OREFM OS SPO TCAS TCLO

Other Public Entity: [Redacted]

Person making request (name): [Redacted]

- APJ
- ACA
- Attorney
- PJ/Asst. PJ
- CEO
- Public
- Judicial Officer
- Other court staff
- Other: [Redacted]

Request (brief description):

[Redacted]

Response and/or product (brief description): Type of advice: [Redacted] Reference #(LOU, LEU etc.)

[Redacted]

Level of effort:

- | | | | |
|--|---|---|---|
| <p>CLASS I:
Minimum effort; quickly addressed; initial response sufficient; no follow-up expected; up to 1 hr</p> <input checked="" type="radio"/> | <p>CLASS II:
Medium effort; initial response and some research/follow-up; 1-8 hrs</p> <input type="radio"/> | <p>CLASS III:
Substantial effort; major research/follow-up; complex; 8-40 hrs</p> <input type="radio"/> | <p>CLASS IV:
Time intensive or long-term project; 40+ hrs</p> <input type="radio"/> |
|--|---|---|---|

Any other AOC, including LSO, staff involved:

[Redacted]

Any other notes:

[Redacted]

Open matter




Close matter

Reset Form

ACTIVITY REPORTING AND PROPOSAL FORM



JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/22/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	120
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that court users of legal services should be surveyed periodically to determine if such services are performed in a timely and satisfactory manner.
SEC RECOMMENDATION	This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows: Court users of legal services should be surveyed periodically to determine if such services are performed in a timely and satisfactory manner.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px;"> <p>This directive is currently in progress. The Executive Office is in the early stages of developing a survey tool that will be sent to Administrative Presiding Justices, Presiding Judges, Court Executive Officers, and Appellate Court Administrators to gauge customer satisfaction with AOC services as a whole. Although this directive specifically relates to a customer service survey for LSO, the AOC Executive Team strongly recommends that as a result of significant restructuring including reductions in staffing it is critical for the organization to issue a customer service survey for the entire organization. This survey will provide valuable information on customer service satisfaction and needs for AOC services. A report on the status of the customer service survey project will be provided to the council at the June 2013 council meeting.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING

DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	122
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to order an independent review of the Office of General Counsel's use, selection, and management of outside legal counsel to determine whether outside counsel is being utilized in a cost effective manner. Before initiating the independent review, the Administrative Director of the Courts must provide a proposal with options for conducting the review, including the associated costs.
SEC RECOMMENDATION	The Judicial Council and/or Administrative Director should order an independent review of this office's use, selection, and management of outside legal counsel to determine whether outside counsel is being utilized in a cost-effective manner.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: At the February 26, 2013, Judicial Council meeting, the Administrative Director of the Courts provided three options for conducting a review of the use of outside legal counsel by the AOC Legal Services Office (LSO) to determine whether outside counsel is being utilized in a cost effective manner. The council voted to utilize the council's liaisons to the LSO (Justice Douglas P. Miller and Edith Matthai), to conduct a review of the LSO's use, selection, and management of outside legal counsel, with assistance from the council's Litigation Management Committee chair or members. Additionally, the council directed the AOC to obtain information about industry practices for utilizing outside counsel to share with the council liaisons for their review. Finally, the council directed the council liaisons to report back to the council for any potential future steps regarding the review including whether the council determines that the review should be expanded or conducted utilizing	

other resources (i.e., outside consultant, internal audit staff).








Initial information on LSO's use of outside counsel has been provided to Justice Miller and Ms. Matthai and LSO and the Chief of Staff will continue to support the council liaisons in providing whatever information the liaisons deem necessary for their review and report back to the council. This report is due to the council at the December 2013 council meeting.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)




<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/>  File Attachment
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<input type="checkbox"/> SAVINGS	<input type="text"/>  File Attachment
<input type="checkbox"/> COST	<input type="text"/>  File Attachment
<input type="checkbox"/> EFFICIENCIES	<input type="text"/>  File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/>  File Attachment
<input type="checkbox"/> OTHER	<input type="text"/>  File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	123
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-52 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	The Office of Communications should remain in the Executive Office and under the direction of a Chief of Staff. The Office of Communications manager position should be placed at the Senior Manager level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study." </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION	

DATE OR PROJECTED IMPLEMENTATION DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
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<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Malcolm Franklin
OFFICE NAME	<u>Office of Security</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	125
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to return to the Judicial Council with an analysis, defining the necessary emergency response and security functions for the branch and a recommendation on the organizational plan for council approval.
SEC RECOMMENDATION	<p>There is no need for a stand-alone Office of Emergency Response and Security. Most necessary functions performed by the office can be reassigned and absorbed by existing units in the Judicial and Court Operations Services Division.</p> <p>The functions of this office should be refocused and limited to those reasonably required by statute or by the Rules of Court, primarily including review of security plans for new and existing facilities; review of court security equipment, if requested by the courts; and review of emergency plans.</p> <p>Reductions in this office are feasible. The office cannot effectively provide branch-wide judicial security and online protection for all judicial officers. Positions allocated for such functions should be eliminated. The Administrative Director should evaluate whether some activities undertaken by this office are cost effective, such as judicial security and online protection functions.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <input type="text"/> <input type="text"/> <input type="text"/>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <input type="text"/> <input type="text"/> <input type="text"/>	
<input checked="" type="checkbox"/> Other: <input type="text"/>	

The Administrative Director of the Courts (ADOC) provided an organizational analysis of the Office of Security to the council at the December 14, 2012, council meeting and proposed the establishment of a Court Security Advisory Committee, which would then review the activities of the Office of Security.







The ADOC will provide an interim report to the council at the July 2013 council meeting to address the status of establishing the proposed Court Security Advisory Committee. It is planned that once the Court Security Advisory Committee is ultimately formed and has reviewed the Office of Security's activities, the ADOC will provide a report on this review to the council (tentatively planned for March 2014).


 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	July 2013 for interim report and March 2014 for final report.
RESOURCES REQUIRED FOR IMPLEMENTATION	(1) E&P to propose the council establish a Court Security Advisory Committee and make decisions on membership and charge; (2) AOC staff to assist with appointments, rosters, and meetings; (3) ADOC to provide reports to council.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)




<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment








<input type="checkbox"/> OTHER	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM


JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	130
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-47 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	TCAS should be made a unit under the Judicial and Court Administrative Services Division, reporting to the Chief Administrative Officer. The TCAS Manager position should be at the Senior Manager level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study." </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION	

DATE OR PROJECTED IMPLEMENTATION DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013

ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING

DATE	3/25/2013
PREPARED BY	Mark Dusman
OFFICE NAME	<u>Information & Technology Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	133
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council support SEC Recommendation 7-50 and direct the Administrative Director of the Courts, as part of AOC long term planning, to conduct a review and audit of all technology currently used in the AOC, including an identification of efficiencies and cost savings from the use of a single platform, and return to the council with a progress report on the findings.
SEC RECOMMENDATION	As with the Information Services Division, the AOC should determine whether to continue use of multiple or overlapping technologies for similar functions, as using a single technology could result in efficiencies and savings, both operationally and in personnel cost.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; padding: 5px;"> <p>Request for modification of directives #105 and #133</p> <p>These are 2 identical directives, and this request is that directive #105 and #133 be spilt into 2 areas of scope and responsibility.</p> <p>Going forward, directive #105 will focus on technology standards at the AOC, and directive #133 will focus on an examination of a single platform for administrative technology systems Branchwide. (Strategic direction for case management systems [referenced in the SEC recommendation as CCMS], is currently being reviewed by the Judicial Council Technology Committee.)</p> <p>The modified recommendation for E&P directive #105 would read:</p> <p>“E&P recommends that the Judicial Council support SEC Recommendation 7-46 and direct the Administrative Director of the Courts, as part of AOC long-term planning, to conduct a review and audit of all technology currently used at the AOC and to return to the Judicial Council with a progress report on the findings, including efficiencies and potential cost savings.”</p> </div>	

The modified recommendation for E&P directive #133 would read:


“E&P recommends that the Judicial Council support SEC Recommendations 7-46 and 7-50, and direct the Administrative Director of the Courts, as part of AOC long-term planning, to review the information technology systems currently implemented Branchwide to support enterprise resource planning: finance, human resources, and education functional areas; to identify costs, benefits, and potential long-term savings and the challenges of migrating support to a single IT platform; and to return to the council with a progress report on the findings.”

The project team assembled to address the directives is composed of staff from the Center for Judiciary Education and Research, Fiscal Services Office, Human Resources Services Office, Information Technology Services Office (ITSO), and Trial Court Administrative Services Office. ITSO will continue to report on both directives #105 and #133.


Review of activities since January 2013 report

The project team, assembled to review technology used in the AOC and evaluate the potential options for consolidation of administrative technology systems, completed an inventory of functions and processes that are implemented on the systems at the AOC and identified potential consolidation options. The team also documented the considerations and challenges around the functionality currently supported by the State Controller’s Office, State Treasury and State Treasurer’s Office. During this review process, the project team identified a need for clarification of the E&P recommendations, drafted suggested updates, and reviewed these with the project stakeholders.

The enterprise architecture team reviewed the standards compliance process with the technology teams during their monthly strategic roadmap meetings in February. The roadmap reviews support ongoing planning efforts and optimize utilization of technology resources for the standard enterprise technology programs.

 File Attachment

Other:

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	ADOC interim report to the council by the December 2013 council meeting.
RESOURCES REQUIRED FOR IMPLEMENTATION	The team for directives #105 and #133 will continue to work on gathering the background information required for the review. Beginning in April 2013, pending approval by the ADOC and Judicial Council Executive and Planning Committee, the team will focus their efforts as defined by the proposed wording.




ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	_____
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	<input type="text"/> <input type="text"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="text"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="text"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="text"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="text"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="text"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="text"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING




DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	135
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-64 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	The OCCM should be renamed Office of Court Construction and Facilities Management Services. The functions of this unit should be placed under the Judicial and Court Operations Services Division and reporting to the Chief Operating Officer. The manager of this unit should be compensated at the same level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study." </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	








IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text"/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
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<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM





JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Lee Willoughby
OFFICE NAME	Judicial Branch Capital Program Office
JUDICIAL COUNCIL DIRECTIVE NUMBER	136
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate and propose an approach to evaluate cost effectiveness for the entire scope of the Office of Court Construction and Management operations.
SEC RECOMMENDATION	A cost-benefit analysis of the entire scope of OCCM operations is needed.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Due to organizational changes and the bifurcation of the former Office of Court Construction and Management into two offices, this directive will focus only on the construction program managed by the Capital Program Office.</p> <p>An outline of a proposed approach to evaluate cost effectiveness for the entire scope of the construction program will be developed in April 2013. This approach will be developed independent of the final FY 2013-2014 Budget Act and the specific funding available to move the program forward. Funding for the program is in a state of flux due to the proposed funding reductions in the Governor's proposed FY 2013-2014 budget.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	


TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	Interim Report is due to the Judicial Council in June 2013.
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: 4/17/2013


ACTIVITY REPORTING AND PROPOSAL FORM
JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING


DATE	4/2/2013
PREPARED BY	Burt Hirschfeld
OFFICE NAME	<u>Office of Real Estate and Facilities Management</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	137
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-66 and, once organizational changes are made as approved by the Judicial Council, evaluate and make recommendations to the council on facilities maintenance program efficiencies, including broadening courts' responsibilities for maintenance of court facilities and for smaller scale projects.
SEC RECOMMENDATION	The current facilities maintenance program appears inefficient and unnecessarily costly. The consultant report is necessary and should be considered part of a necessary reevaluation of the program. Courts should be given the option to assume responsibility for maintenance of court facilities and for smaller-scale projects.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: Development of a pilot program, working group and intra-branch agreements for the Delegation of Responsibility for Trial Court Facilities Maintenance and Repair. Attached agreements implemented	

as of October 1, 2012.

The ADOC requests that the council approve the following proposed timeline: ADOC interim update to the council at the October 2013 council meeting and final report at the December 2013 meeting.

 Orange.pdf
Adobe Acrobat Document
2.13 MB





 SLO.pdf
Adobe Acrobat Document
546 KB

 Riverside.pdf
Adobe Acrobat Document
1.87 MB

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	6-month assessment: April 5, 2013; 12-month assessment: October, 2013.
RESOURCES REQUIRED FOR IMPLEMENTATION	Staff from: Superior Courts in Orange, Riverside, San Luis Obispo and Imperial; Office of Real Estate and Facilities Management; Judicial Branch Capital Program Office; Legal Services Office; Fiscal Services Office.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input checked="" type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div data-bbox="488 1329 1380 1367" style="border: 1px solid black; height: 18px; margin-bottom: 10px;"></div> <div data-bbox="488 1381 818 1444" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> File Attachment</div> <div data-bbox="488 1472 818 1535" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> File Attachment</div> <div data-bbox="488 1562 818 1625" style="border: 1px solid black; padding: 2px;"> File Attachment</div>
<input checked="" type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div data-bbox="488 1644 1380 1703" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Training in use of Computer-Aided Facilities Management application and facilities-related financial processes and documentation.</div> <div data-bbox="488 1724 818 1787" style="border: 1px solid black; padding: 2px;"> File Attachment</div>
<input type="checkbox"/> SAVINGS	

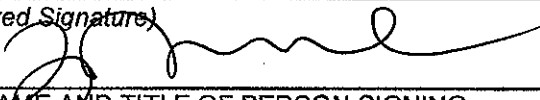

	<input type="text"/> <input type="text"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="text"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="text"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="text"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="text"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

JUDICIAL COUNCIL OF CALIFORNIA, ADMINISTRATIVE OFFICE OF THE COURTS
 INTRA-BRANCH AGREEMENT COVERSHEET (rev 1-27-09)

AGREEMENT NUMBER

1025535

1. In this intra-branch agreement (the "Agreement"), the term "Court" refers to the **Superior Court in and for the County of Orange**, and the term "AOC" refers to the **Judicial Council of California, Administrative Office of the Courts**.
2. This Agreement is effective **September 17, 2012** and expires on **June 30, 2015** as of
3. The title of this Agreement is **AOC-Trial Court Delegation Agreement for Facilities Maintenance (Full--All Maintenance and Repair Work Orders, Facilities Management and Maintenance Plans, and Facilities Modifications <\$50,000)**.
4. The amount awarded under this Agreement (the "Agreement Amount") for the period of October 1, 2012 – June 30, 2013 is **\$2,223,497.02** for Delegated Facility Maintenance Responsibilities and **\$52,000** for required plans. The Court may be awarded additional funds for facility modification work approved by the Trial Court Facility Modification Working Group in an amount as specified in the approval and not to exceed \$1,000,000 each fiscal year of the agreement.
5. Amounts awarded under this agreement for the two (2) subsequent fiscal years, July 1, 2013 through June 30, 2014 and July 1, 2014 through June 30, 2015 will be determined no later than April 1st of each year.
6. This Agreement incorporates the terms and conditions set forth on Exhibits A ("Delegated Maintenance and Repair Responsibilities"), B ("Facility Modification Work"), C ("Payment Provisions"), D ("General Provisions"), E ("List of Delegated Facilities"), and F ("Definitions")

AOC'S SIGNATURE	COURT'S SIGNATURE
Judicial Council of California, Administrative Office of the Courts	Superior Court of California in and for the County of Orange
BY (Authorized Signature) 	BY (Authorized Signature) 
PRINTED NAME AND TITLE OF PERSON SIGNING Zlatko R. Theodorovic, CFO	PRINTED NAME AND TITLE OF PERSON SIGNING Alan Carlson, Court Executive Officer
ADDRESS Attn: Business Services Unit 455 Golden Gate Avenue San Francisco, CA 94102	ADDRESS Superior Court of California, County of Orange 700 Civic Center Drive West Santa Ana, CA 92702

AOC Internal Use Only							
Fund Title	Program / Category	Item	Chapter	Statute	Fiscal Year	Object of Expenditure	Amount
Court Facilities Trust Fund	35 Judicial	0250-001 3066	21	2012	2012- 2013	3066-13061221- 0352-30-12	\$2,275,497.02

Branch Facility
Program

EXHIBIT A
DELEGATED MAINTENANCE AND REPAIR RESPONSIBILITIES

The California courts occupy space in facilities owned and managed by various parties, including by the AOC on behalf of the Judicial Council. The AOC is responsible for operation and maintenance of court facilities as mandated by Rule of Court 10.182. The AOC is permitted, when appropriate, by subsection (b)(3) of rule 10.182 to delegate its responsibility for operation and maintenance of court facilities to the courts themselves. The AOC and the Court, as the parties to this Agreement, acknowledge that it is to their mutual benefit under rule 10.182 to delegate the AOC's responsibility to the Court, and therefore agree as follows:

1. Delegation of Responsibility for Trial Court Facilities Maintenance and Repair.
 - A. Authority to Delegate. California Rules of Court, rule 10.182 ("Operation and maintenance of court facilities") allocates responsibility and decision making for the operation and maintenance of court facilities among the courts and the Administrative Office of the Courts. Subsection (b)(3) of the rule authorizes the AOC to delegate its responsibility, when appropriate, to some or all of the trial courts, as follows:

10.182(b)(3)

The Administrative Office of the Courts may, when appropriate, delegate its responsibilities for ongoing operation and management to the court for some or all of the existing court facilities used by that court. Any delegation of responsibility must ensure that:

 - (A) *The management of court facilities is consistent with the statewide goals and policies of the judicial branch;*
 - (B) *Access to all court facilities in California is promoted;*
 - (C) *Facilities decisions are made with consideration of operational costs and enhance economical, efficient, and effective court operations; and*
 - (D) *Courts have adequate and sufficient facilities and appropriate resources to undertake these delegated tasks.*
 - B. Delegation and Assumption of Responsibility. Subject to the Court's ability to meet the requirements of rule 10.182(b)(3), and to comply with the provisions set forth in this Agreement, the AOC delegates to the Court and the Court accepts delegation to assume responsibility for maintenance and repair of court facilities as set forth in this Agreement.
 - C. Facilities. The facilities for which the Court is assuming responsibility are set forth on Exhibit E.
2. Court's Delegated Duties. The general duties and responsibilities of the Court for court facilities maintenance and repair under this Agreement are:
 - A. To provide timely, responsive, high quality, cost efficient maintenance and repair services;
 - B. To provide all management, supervision, personnel, labor, materials, supplies, tools, vehicles, and equipment, and other items and services necessary to perform the delegated responsibilities;
 - C. To plan, schedule, coordinate and be responsible for the efficient, effective, economical, and satisfactory operation of the facilities, scheduled and unscheduled maintenance in the facilities, and repair of equipment and systems located in the facilities within the delegated responsibilities;

- D. To be responsible for regularly assessing the conditions of the buildings and their systems, as well as developing and implementing the building operations and preventive maintenance programs necessary to maintain, preserve, and keep the premises in good repair.
3. Scope of Delegated Work for Maintenance and Repair of Court Facilities. Except for exclusions from the delegation referenced in Section 4 below, the Court assumes responsibility for all maintenance and repair services for all individual Work Orders. By way of example, delegated responsibilities include, but are not limited to:
- A. Lighting related maintenance, repairs, and replacements;
 - B. All electrical work;
 - C. Interior and exterior low voltage (<48V) electrical work, including fire/life safety systems;
 - D. Plumbing;
 - E. Changes to the Building Automation Systems within the ranges approved by the AOC;
 - F. All locksmith services;
 - G. All security system maintenance and repair, including cameras, alarms, access control systems, and physical security items such as gates, barriers, and holding cells;
 - H. Repairs to existing interior finishes and cabinetry; nonstructural walls, partitions, doors, and non-exterior windows; and
 - I. Preventive maintenance actions based on an AOC schedule of services included as Exhibit G. Electronic copy of the schedule is available to the Court upon request.
4. Exclusions from Delegation. The following maintenance and repair services are **excluded** from delegation under this Agreement:
- A. Any work involving the disturbance or removal of asbestos, mold, or lead-based paint without the written pre-approval of the AOC;
 - B. Changes that would have an impact on ADA or other accessibility requirements without written approval by the AOC Facility ADA Coordinator who shall be contacted through the AOC Program Manager;
5. [Intentionally deleted]
6. Conditions of Delegation. In accepting responsibility for ongoing maintenance and repair services for court facilities, the Court agrees to:
- A. Separately monitor and account for all funds received from the AOC and expended by Court for delegated maintenance and repair services;
 - B. Use the funds received under this Agreement solely for delegated maintenance and repair services described herein;
 - C. Maintain records of all costs, activities, and expenses incurred by the Court in performing all delegated maintenance and repair services consistent with best financial and accounting practices and standards to provide full accountability for all costs, activities, and expenditures;
 - D. Provide access to the AOC to all records maintained by the Court under this delegation Agreement;
 - E. Comply with all applicable federal, state, and local laws and regulations, the California Rules of Court, the AOC and Court financial policies; the Judicial Branch Contracting Manual and the Court's local contracting manual; and building codes;

- F. Where the Court is not performing services with its own staff or using another local governmental entity to perform those services, use only qualified contractors possessing all applicable licenses and certifications, and who maintain general liability and workers' compensation insurance in amounts satisfactory to the AOC's Risk Manager;
 - G. Meet and maintain existing court security standards;
 - H. Include warranty provisions in all contracts for goods and services, and complete all necessary documentation to effectuate such warranties;
 - I. Maintain inventory and provide quarterly report for all tools and non-office supplies purchased with facility maintenance funding;
 - J. Create a process to document unsatisfactory performance by staff or contractors;
 - K. Establish change order procedures, complaint escalation procedures, and procedures applicable to contractors who fail to complete work;
 - L. Utilize the AOC's computerized work order management system (CAFM) to record labor and materials costs by Service Work Order with copies of scanned documents to be attached and PHOENIX financial system to record the cost for all materials acquired and work performed under this Agreement, as required by the AOC; and
 - M. Report to the AOC on a quarterly basis for services performed and actual costs paid under this Agreement in accordance with Exhibit C, Section 1.C.
7. Delegation for Development and Implementation of Facilities Management and Maintenance Plans. The Court assumes responsibility for developing and implementing all AOC required facilities management and maintenance plans including (1) Master Maintenance Plan, (2) Refrigerant Management Plan, and (3) Energy Management Action Plan. A onetime advance payment will be provided for the initial year of the agreement for the development of these plans. The court will be responsible to provide updates to the plans as needed thereafter.
8. Emergency Work. In an emergency where immediate action is required to prevent injury or damage to property, the Court is authorized to perform services as are necessary. If the anticipated cost of repair is reasonably anticipated to exceed the delegated responsibility limit of \$15,000 per work order, the Court shall immediately notify the AOC Program Manager to obtain written approval and determine what actions should be taken.
9. Means of Performing Services. In its discretion, the Court may perform delegated maintenance and repair services using Court employees, contracted local public entity staff, or qualified, licensed contractors. If Court employees are used, the Court will document hours worked and billed to maintenance and repairs services in CAFM by Service Work Order at a Fully Burdened Labor Rate. The total hours worked for the period should match the posting of labor costs in PHOENIX for applicable Court staff.

END OF EXHIBIT A

EXHIBIT B
FACILITY MODIFICATION WORK

1. Delegation of Facilities Modification Work. For any facility modification project, the Court must submit written proposals via CAFM to the AOC Program Manager and the Trial Court Facilities Modification Working Group (TCFMWG) in accordance with the *Trial Court Facility Modifications Policy* as adopted by the Judicial Council on July 27, 2012.
 - A. The Court will be responsible for managing those approved projects which are estimated at \$50,000 (Fifty Thousand Dollars) or less per project. The AOC Program Manager may delegate authority in writing to the Court to manage Facility Modifications over \$50,000 (Fifty Thousand Dollars) on a case by case basis.
 - B. The cumulative total of all Work Orders/Amendments issued in each fiscal year in the term of the Agreement cannot exceed \$1,000,000 (One Million Dollars).
 - C. The cost of approved facility modification projects shall not be paid out of funds provided for facility maintenance under this IBA. Funding for facility modification projects will be added as a written amendment to this agreement.
 - D. Invoicing for Facility Modification work will be separate from invoicing issued for the delegation of maintenance in accordance with Exhibit C, Section 2.B.
2. Means of Performing Services. In its discretion, the Court may perform delegated and approved facility modification projects using Court employees, contracted local public entity staff, or qualified, licensed contractors. If Court employees are used, the Court will document hours worked and billed to approved facility modification projects in CAFM by Service Work Order at a Fully Burdened Labor Rate. The total hours worked for the period should match the posting of labor costs in Phoenix for applicable Court staff.

END OF EXHIBIT B

AB367- Creation 2011

NOTE – Round off cents, do not enter as they will throw off the balance!!!!

1. L:\SHARED\Collections Monthly Report\2010
 - a. Pull Data from AB367 AOC Monthly
 - b. This year took ending numbers from last year's final report as beginning numbers. Use values from Vision, not the figures from the private vendors and FTB. Otherwise we have too many unaccountable adjustments.
 - c. Use 7/1/2010 month for beginning numbers
 - i. Lines 24 – 29 Columns H & I in AOC Rpt
 - ii. Line 26-OCV for line 26-Private Agency
 - iii. START REWORK

7/1/2010	Program	Cases	Balance
	24 - COURT	162,685	\$67,853,819.11
	25 - COUNTY	0	\$0.00
	26 - PRIVATE AGENCY (GCS)	0	\$0.00
	26 - PRIVATE AGENCY (OCV)	111,021	\$90,652,115.48
	27 - FTB COURT ORDERED DEBT	24,331	\$16,721,832.32
	28 - CONTRACT/HARD TO COLLECT	0	\$0.00
	29 - OTHER (FTB-TI)	0	\$0.00
	FW - FORTHWITH	72,729	\$47,959,910.93
	ND - NON DELINQUENT	365,903	\$106,760,314.67
		736,669	\$329,947,992.51

- d. Use 7/1/2011 month for ending numbers
 i. Lines 24 – 29 Columns K & L in AOC Rpt

7/1/2010	Program	Cases	Balance
	24 - COURT	165,182	\$69295753.09
	25 - COUNTY	0	\$0.00
	26 - PRIVATE AGENCY (GCS)	0	\$0.00
	26 - PRIVATE AGENCY (OCV)	125,023	\$105,492,888.11
	27 - FTB COURT ORDERED DEBT	22,595	\$15,751,598.06
	28 - CONTRACT/HARD TO COLLECT	0	\$0.00
	29 - OTHER (FTB-TI)	0	\$0.00
	FW - FORTHWITH	82,866	\$53,767,123.29
	ND - NON DELINQUENT	329,959	\$113,358,195.83
		725,625	\$357,665,558.38

- e. Copy AB367 AOC GR and ADJ
 i. Rework and sort and totalize until it looks like
 L:\SYSTEMS\Mcline\AB367_2010\AB367 AOC GR and ADJ
 Totals

Month	Program	GR	AJ
	24 - COURT Total	\$34,703,737.58	\$2,414,013.49
	25 - COUNTY Total	\$0.00	\$0.00
	26 - PRIVATE AGENCY (GCS) Total	\$0.00	\$0.00
	26 - PRIVATE AGENCY (OCV) Total	\$3,271,094.94	\$434,469.97
	27 - FTB COURT ORDERED DEBT Total	\$694,532.48	\$161,625.54
	28 - CONTRACT/HARD TO COLLECT Total	\$0.00	\$0.00
	29 - OTHER (FTB-TI) Total	\$0.00	\$0.00
	FW - FORTHWITH Total	\$31,605,901.00	\$5,268,532.83
	ND - NON DELINQUENT Total	\$85,334,374.12	\$9,039,643.45
	Program Total	\$0.00	\$0.00
	TOTAL Total	\$155,609,637.12	\$17,318,285.28

- ii. Transfer the GR column to Lines 3 – 9 column E
 iii. Add FW and ND for Box 3-E \$118,196,849

- iv. Use the AJ column for Lines 3 – 9 Column G
 1. Not yet, wait until total calculated in Step 7
 2. Enter positive, excel subtracts the amount
 3. END REWORK
2. Run these SQLs to get the cases established and their value
 - a. The results go to lines 3 – 9 columns B and C
 - b. Line 4 – Court Collection – Process changed in late October form starting with CUCON to starting with NTHCA
 - i. CUCON –first part of year
 1. 39,399 - \$23,888,836
 - ii. NTHCA – last part of the year
 1. 72,647 - \$32,233,144
 - iii. ADD = 112,046 - \$56,121,980
 - c. Line 6 – Private Agency
 - i. OCV – counts all transfers to any OCV
 1. 61,701 - \$52,657,006
 - ii. OCV_oct_by_date – remove 10/24 transfers from 1 OCV to another. Occurred only that one time in this fiscal year. Subtract these or they get counted twice.
 1. 33,985 - \$29,579,743
 - iii. MINUS = 28,216 - \$23,077,263
 - d. Line 7 – FTBCOD
 - i. 1976 - \$1,395,852
3. Debt Transfers (Col D) are complicated to calculate because there is only one column for transfers in and out. Cases are transferred OUT from the Court (Line 3) to Private Agencies (Line 6) and FTBCOD (Line 7). But cases are also removed from these agencies and transferred IN to the court.
4. The transfer out for line 4 – Court is the column C values for all other programs (Lines 6 & 7), Calculate as negative because they were removed from Court, total entered in Step 5
 - a. 6 – Private Agency = - \$23,077,263
 - b. 7 – FTBCOD = - \$1,395,852
 - c. Total - \$24,473,115 (don't enter yet)

5. Transfers out for lines 6-7 are calculated with SQLs, enter as negative
 - a. TO_OCV for Line 6 – Private Agency
 - i. - \$892,817
 - b. TO_FTBCOD for Line 7 – FTB COD
 - i. - \$730,017
6. The Transfer outs from Step 5 above become transfers IN for line 4 – Court as everything is transferred back to the court, so enter that total as a positive
 - a. Total from Step 5 = \$1,622,834
 - b. Add to negative value transferred OUT from Step 4.c (-\$24,473,115)
 - c. The total value to enter in Box 4-D is -\$22,850,281
7. After totaling the transfers and entering them in the chart any difference is entered to make the totals balance, Positive values go in column C as part of the value established. Negative values go in Column G as Adjustments. These negative values include all the waived and dismissed fines and fees not captured by Vision. The last information from the AOC was the adjustments should only include negative values, things that reduce the balance. All new fees and fines go in the original Value established. This is not what the instructions say which is one of the reasons this report is so wrong.
 - a. Line 4 – Court \$2, 873,973
 - i. Since this is a positive value it increases Col C. Also add the current value in Box 4-G (\$2,414,013) to offset the negative entry
 - ii. Change Box 4-C to \$61,409,966
 - b. Line 6 – Private - \$4,072,578 in G – Adjustments
 - i. Replace the current value in BOX 6-G, enter as positive, the system subtracts this number.
 - c. Line 7 - FTBCOD -\$941,537 in G – Adjustments
 - i. Replace the current value in BOX 6-G, enter as positive, the system subtracts this number.
8. The new adjustments for Column G are now
 - a. Enter positive, excel subtracts the amounts

- b. Line 4 – Court \$2,414,013
 - c. Line 6 – Private \$4,072,578
 - d. Line 7 – FTBCOD \$941,537
9. Everything should balance now. If it does not, go back and reenter the numbers, rounding off the decimal places.
10. For Column F – Cost of Collections, most numbers must be totaled from the receipts in Fiscal as these are not maintained in Vision. However it is possible to calculate the in house costs from the MFDR report.
- a. Run SQL COLCST giving \$5,002,947 for Box 3 - F

**EXHIBIT C
PAYMENT PROVISIONS**

1. Delegated Facility Maintenance Responsibilities

A. Facility Maintenance Agreement Amount

- i. The Agreement Amount will not exceed \$2,223,497.02 (Two Million Two Hundred Twenty Three Thousand Four Hundred Ninety Seven Dollars and Two Cents) for Delegated Facility Maintenance Responsibilities and \$52,000 (Fifty Two Thousand Dollars) for delegated facility management and maintenance plans paid by the Court for the first fiscal period of ~~October 1, 2012~~ *September 17* through June 30, 2013 of the Agreement. Funding for facility modification projects approved by the TCFMWG will be added as a written addendum to this agreement or in a separate agreement. *MAD*
- ii. Amounts awarded under this agreement for the two (2) subsequent fiscal years, July 1, 2013 through June 30, 2014 and July 1, 2014 through June 30, 2015 will be determined no later than April 1st of each year.
- iii. The Agreement amount is for facility maintenance and facility management and maintenance plans for all of the facilities listed in Exhibit E with no specific amount allocated to any individual building listed.
- iv. The Agreement Amount is to be used exclusively for the delegated maintenance and repair responsibilities and facility management and maintenance plans paid by the Court during the period, and will not become part of the Court's baseline budget.
- v. The AOC shall have no obligation to provide any further funding in excess of the Agreement Amount, in the applicable fiscal year. Actual costs incurred by the Court in excess of the agreement amount are the sole responsibility of the Court.
- vi. All disbursements of the Agreement Amount are contingent upon compliance with the terms of this Agreement. The AOC may withhold future disbursements for use of the Agreement Amount in payment for activities, services, or materials that do not conform to the requirements of this Agreement.
- vii. All disbursements of the Agreement Amount are contingent upon funding approval and adoption of a State budget. Should the AOC fail to pay any amounts due and owing under this Agreement as a result of the State of California's failure to timely approve and adopt a budget, the AOC shall promptly pay any previously due and unpaid amounts due and owing under the Agreement upon approval and adoption of the State budget.

B. Facility Maintenance Funding Requirements. The Court will comply with the following requirements:

- i. All amounts remitted by the AOC to the Court for Delegated Facility Maintenance Responsibilities and delegated facility management and maintenance plans shall be deposited and recorded by the Court in the Phoenix System using a unique Court Facilities Maintenance Fund. All expenditures by the Court for delegated facility maintenance and delegated facility management and maintenance plans shall be monitored using the unique Court Facilities Maintenance Fund and associated Cost Centers. Facility maintenance and facility plan costs will be monitored separately from facility modifications costs.
- ii. Funds must not be used:

- (a) To contract with an employee of any judicial branch entity on his or her own behalf, as prohibited by rule 10.103 of the California Rules of Court;
- (b) For the construction or rental of facilities;
- (c) For routine replacement of office equipment, furnishings, or technology;
- (d) For any work for which the Court is responsible and is allowable under California Rules of Court 10.810 (d) Function 10 *All Other Court Operations* (to include, but not limited to; janitorial services, vehicle use, acquisition and maintenance of equipment and furnishings including interior painting and replacement/maintenance of flooring, and maintenance of record storage space);
- (e) To pay for automated Court systems that are not recommended by the AOC Information Services Division; or
- (f) To purchase technology related to facility maintenance that will require significant maintenance costs without preapproval by the AOC Information Services Division and Office of Court Construction and Management.

C. Facility Maintenance Advance Installment Process

- i. The AOC's disbursement of payments by installment will be made to the Court, in advance, on a quarterly basis by fiscal year in accordance with Table B1.

Table B-1

Installment Date	Payment Schedule	Installment Amount
October 1, 2012	Quarterly Estimated Payment	\$741,165.67
October 1, 2012	One time Plans Payment	\$52,000.00
Total October 1, 2012 Installment Amount		\$793,165.67
January 1, 2013	Quarterly Estimated Payment	\$741,165.67
April 1, 2013	Quarterly Estimated Payment	\$741,165.67
Total Estimated Payments FY12/13		\$2,275,497.01

- ii. Within thirty (30) days after the end of each quarter, the Court will deliver to the AOC a quarterly invoice itemizing the actual costs the Court paid with respect to delegated maintenance responsibilities and facility plans for the quarterly period. If the Court has not submitted the required quarterly invoice within 60 days after the end of the quarter, the installment amount due to the Court at the next installment date and all successive installments will be withheld until such invoice is submitted.
- iii. The quarterly invoice should report and reconcile costs for facility management and maintenance plans separately from costs for Delegated Facility Maintenance Responsibilities.
- iv. The Court may charge an administrative fee based on the Court employee labor hours charged excluding overtime and shift differential. The Court may elect to charge a ten percent (10%) fee if calculating the fee based on the Court employee's hourly wage or a five percent (5%) fee if based on Court employee's Fully Burdened Labor Rate.

- v. The quarterly invoice, on Court letterhead, shall include, but not be limited to, the following information:
 - (a) Distinct and unique invoice number;
 - (b) Invoice date;
 - (c) IBA number / Identification;
 - (d) Quarterly period;
 - (e) Reconciliation of quarterly installment payment received and actual quarterly costs incurred between CAFM, the Court's payroll system and the Court's financial record;
 - (f) Positive Timesheets for all internal labor hours charged (may be submitted electronically); and
 - (g) CAFM report to include list of all work conducted during period:
 - (i) Service Work Order (SWO) number;
 - (ii) Priority;
 - (iii) Job status;
 - (iv) Work type;
 - (v) Request type;
 - (vi) Contact person;
 - (vii) Facility identification (Building ID);
 - (viii) Work location;
 - (ix) Location in building;
 - (x) Work description;
 - (xi) SWO open date;
 - (xii) SWO close date;
 - (xiii) Funding responsibility (AOC or shared);
 - (xiv) Total actual cost of service paid during invoice period.

- vi. The Court will include copies of invoices marked as "PAID" and the check number issued in payment noted on the document for any of the actual costs shown on the quarterly invoice that are not recorded in CAFM.

- vii. Any disputed charges on the quarterly invoice will be described in detail by the AOC and communicated to the Court in writing. The Court has ten (10) business days to respond to the dispute or provide a revised invoice for the quarterly period. The AOC Program Manager as identified in Exhibit D and the Court will work together to determine the appropriateness of the disputed charges the Court contends are allowable. If they are not able to arrive at a resolution, the matter will be presented to and final determination will be made by AOC Finance Director.

D. Facility Maintenance Advance Clearance Process

- i. Within thirty (30) days after the receipt and acceptance of the invoice for the final quarter of the fiscal year, the Court will return to the AOC any portion of the Agreement Amount that is not expended for the Delegated Facility Maintenance Responsibilities.

2. Facility Modification Work

- A. Facility Modification Funding Requirements. The Court will comply with the following requirements for Facility Modification work:

- i. All Facility Modification projects will be funded and approved in accordance with the *Trial Court Facilities Modifications Policy* as adopted by the Judicial Council on July 27, 2012. A Work Order / Amendment will be issued to add funding for each approved Facility Modification project.
- ii. The cumulative total of all Work Orders / Amendments issued in each fiscal year in the term of the Agreement cannot exceed \$1,000,000 (One Million Dollars).
- iii. Work Order / Amendment schedule with agreed upon date of completion will establish the effective dates of the encumbrance; anticipated completion date cannot be any later than April 30th of the second fiscal year after the encumbrance and invoiced by May 15 of the same year.
- iv. Authorized funding for Facility Modification work will be identified and encumbered in the fiscal year in which the work is started.
- v. Encumbrance of funding for Facility Modification work in the two (2) fiscal years of the term after the initial year is contingent upon funding approval and adoption of a State budget.

B. Facility Modification Invoice Process

- i. Within thirty (30) days after the end of each month that project expenditures are incurred, the Court will deliver to the AOC an invoice itemizing the actual costs the Court paid with respect to Facility Modification Work in the previous monthly period. With their invoice, the Court will include copies of invoices marked as "PAID" and the check number issued in payment noted on the document for any of the actual costs shown on the invoice. Supporting documentation for any costs paid for labor should include employee name, dates and hours worked, work performed, and hourly rate.
- ii. The monthly invoice shall include, but not be limited to, the following information:
 - (a) Distinct invoice number;
 - (b) Invoice date;
 - (c) Period of expenditure;
 - (d) Description of project (from TCFMWG application to include list of all work conducted during period);
 - (e) Facility identification (Building ID);
 - (f) Total actual cost of service paid during invoice period; and
 - (g) Total actual cost of service paid to date
- iii. The Court will record staff labor costs in accordance with Exhibit B.2. and may elect to record external labor, material and/or sub-contractor costs for Facility Modification work in CAFM by Service Work Order and submit a CAFM report to include list of all work conducted during period identified by:
 - (i) Service Work Order (SWO) number;
 - (ii) Facility identification (Building ID);
 - (iii) Work location;
 - (iv) Location in building;
 - (v) Work description;
 - (vi) SWO open date;
 - (vii) SWO close date; and
 - (viii) Total actual cost of service and/or materials paid during month

C. Facility Modification Disbursement Process

- i. AOC will endeavour to pay for all approved invoices from the Court for Facility Modification work within forty-five (45) days of receipt.
- ii. All disbursements of the encumbered funding for Facility Modification work are contingent upon compliance with the terms of this Agreement.

END OF EXHIBIT C

**EXHIBIT D
GENERAL PROVISIONS**

1. Agreement Communication and Administration

- A. The Court's Program Coordinator, who has primary responsibility as the liaison between Court and AOC, and for coordination of activities under this Agreement, is:

Mr. Anthony Palumbo
Court Facilities Manager
Superior Court of California, County of Orange
700 Civic Center Drive West
Santa Ana, CA 92702
(657) 622-7765
apalumbo@occourts.org

- B. The AOC Program Manager is the AOC contact person for all requests and communications about the Delegated Responsibilities.

Ken Kachold
2255 N. Ontario
Suite 200
Burbank, CA 91504-3188
(818) 558-3079
Ken.Kachold@jud.ca.gov

2. Integrated Agreement. This Agreement constitutes a single, integrated contract setting forth the entire Agreement between the AOC and the Court. Any changes to this Agreement resulting from a request by either the Court or the AOC must be preceded by a written description of the proposed changes and mutual agreement by the parties. Changes to this Agreement will be effected by a written amendment signed by the AOC's Business Services Manager and the Court.
3. Fiscal Records and Requirements. The Court will maintain an accounting system and supporting fiscal records in accordance with applicable federal and state requirements, the Judicial Branch Contract Law, and the Trial Court Financial Policies and Procedures Manual.
4. Retention of Records. The Court will maintain all financial records, supporting documents, and all other records relating to performance and billing under this Agreement for a period in accordance with state and federal law, but in no event less than three (3) years from the date of last payment by the AOC to the Court under this Agreement.
5. Right to Audit. The AOC or its designee may inspect or audit at any reasonable time any records relating to this Agreement.
6. Dispute Resolution Procedures. If a disagreement arises between the parties regarding this Agreement, the parties will attempt to resolve the disagreement at the operating level. If the disagreement remains unresolved, the parties will refer the matter to the Presiding Judge of the Court and the Chief Deputy Director of the AOC for resolution.
7. Signature Authority. The parties signing the Agreement certify that they have proper authorization to do so.

8. Term and Termination.

- A. The term of this Agreement shall be effective on September 17, 2012 and remain in effect through June 30, 2015. The Court shall have the option to renew this Agreement on an annual basis following the initial Term. The Court agrees to notify the AOC Program Manager ninety (90) days prior to the initial expiration date in order to exercise its option to renew the Agreement.
- B. Termination For Convenience: The parties may terminate this Agreement for convenience at any time upon mutual written agreement. Either party may unilaterally terminate this Agreement for convenience, upon a minimum of ninety (90) days' advance written notice to the other party.

END OF EXHIBIT D

**EXHIBIT E
LIST OF DELEGATED FACILITIES**

County	Bldg ID	Building Name	Managing Party	Building Gross (SF)	Responsible (SF)	Exclusive Court Space (SF)
Orange	30-A1	Central Justice Center	AOC	500,180	500,180	322,724
Orange	30-A2	Central Justice Center Annex	County	110,612	7,727	7,727
Orange	30-A3	Central Justice Center, Civil Complex Center	AOC	28,766	28,766	28,766
Orange	30-B1	Betty Lou Lamoreaux Justice Center	AOC	230,706	230,706	127,655
Orange	30-B2	Computer Systems Trailer	County	10,710	5,381	5,381
Orange	30-C1	North Justice Center	AOC	131,843	131,843	89,544
Orange	30-C2	North Justice Center Annex (Square footage included with 30-C1)	AOC	-	-	-
Orange	30-D1	West Justice Center	AOC	113,160	113,160	83,288
Orange	30-E1	Harbor Justice Center-Newport Beach Facility	AOC	110,855	110,855	73,166
Orange	30-G1	Harbor Justice Center-Laguna Hills Facility	Landlord	-	27,630	27,630
Totals:				1,236,832	1,156,248	765,881

Footnotes:

1) 30-H1 - Irvine Storage Facility is a court funded lease. This facility is not covered under this agreement.

2) 30-A5 - Flower Street Parking Lot is not included in this list as responsibility for O&M is delegated to the County.

END OF EXHIBIT E

**EXHIBIT F
DEFINITIONS**

"ADA" means the Americans with Disabilities Act.

"Agreement Amount" has the meaning set forth on the Intra-branch Agreement Cover Sheet, section 4.

"AOC" means the Judicial Council of California, Administrative Office of the Courts.

"AOC Program Manager" means the AOC contact person named on Exhibit D, for all requests and communications about the Delegated Responsibilities.

"Building Automation Systems" means one or more electronic or mechanical systems that control major building systems, such as HVAC, lighting, etc.

"Business Day" means any day that the Court is open and conducting Court business.

"CAFM or Computer Aided Facilities Management" means the AOC's computer aided facility management system.

"County" means the county in which Court is located; may also refer to that county's government.

"Court" means the California Superior or appellate court that is a party to this Agreement.

"Court's Program Coordinator" means the Court employee designated by Court who has primary responsibility as the liaison between Court and AOC, and for coordination of activities under this Agreement

"Delegated Facility Maintenance Responsibilities" means the maintenance and repair responsibilities delegated by the AOC to the Court pursuant to this Agreement and California Rule of Court 10.182(b)(3).

"Equipment" means any item of equipment affixed to the property, for which the AOC has no responsibility to maintain or repair.

"Emergency" means a condition that requires immediate action to return a facility to normal operations or a condition that will become immediately critical if not corrected expeditiously.

"Facility Modification(s)" means a physical modification to a facility or its components that restores or improves the designed level of function of a facility or facility components as defined in the *Trial Court Facility Modification Policy*.

"Fixtures" means any tangible object, furnishing or item of equipment affixed to the property, for which the AOC has no responsibility to maintain or repair.

"Fully Burdened Labor Rate" is the cost to the Court for salary paid along with other costs to carry the labor force to include payroll taxes, retirement/pension costs, health/life/AD&D insurances, Worker's Compensation costs, as well as short and long term disability insurances. Accrued vacation time can only be charged when earned and taken in the same fiscal year.

"HVAC" means heating, ventilation and air conditioning.

"Phoenix" means the California trial court accounting and financial services system, centralized treasury system, trust accounting services, and core business analysis and support that enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and regulations.

"Work" means delegated maintenance and repair activities and services performed pursuant to this Agreement.

"Work Order" or **"Work Orders"** refers to a written or electronic document that specifies a task or set of tasks and any special instructions applicable to the performance of those tasks.



END OF EXHIBIT F

JUDICIAL COUNCIL OF CALIFORNIA, ADMINISTRATIVE OFFICE OF THE COURTS
INTRA-BRANCH AGREEMENT COVERSHEET (rev 1-27-09)

AGREEMENT NUMBER

1025514

1. In this intra-branch agreement (the "Agreement"), the term "Court" refers to the **Superior Court in and for the County of San Luis Obispo**, and the term "AOC" refers to the **Judicial Council of California, Administrative Office of the Courts**.
2. This Agreement is effective **September 1, 2012** and expires on **June 30, 2015** as of
3. The title of this Agreement is **AOC-Trial Court Delegation Agreement for Facilities Maintenance (Moderate: All Maintenance and Repair Work Orders and Facilities Modifications <\$15,000)**.
4. The amount awarded under this Agreement (the "Agreement Amount") for the period of September 1, 2012 – June 30, 2013 is **\$94,606.04** for Delegated Facility Maintenance Responsibilities. The Court may be awarded additional funds for facility modification work approved by the Trial Court Facility Modification Working Group in an amount as specified in the approval and not to exceed \$100,000 each fiscal year of the agreement.
5. Amounts awarded under this agreement for the two (2) subsequent fiscal years, July 1, 2013 through June 30, 2014 and July 1, 2014 through June 30, 2015 will be determined no later than April 1st of each year.
6. This Agreement incorporates the terms and conditions set forth on Exhibits A ("Delegated Maintenance and Repair Responsibilities"), B ("Facility Modification Work"), C ("Payment Provisions"), D ("General Provisions"), E ("List of Delegated Facilities"), F ("Definitions") and G ("Preventative Maintenance Schedule").

AOC'S SIGNATURE	COURT'S SIGNATURE
Judicial Council of California, Administrative Office of the Courts	Superior Court of California in and for the County of San Luis Obispo
BY (Authorized Signature) 	BY (Authorized Signature) 
PRINTED NAME AND TITLE OF PERSON SIGNING Grant Walker, Senior Manager	PRINTED NAME AND TITLE OF PERSON SIGNING Susan Matherly, Court Executive Officer
ADDRESS Attn: Business Services Unit 455 Golden Gate Avenue San Francisco, CA 94102	ADDRESS 1035 Palm San Luis Obispo, CA 93408

AOC Internal Use Only							
Fund Title	Program/Category	Item	Chapter	Statute	Fiscal Year	Object of Expenditure	Amount
Court Facilities Trust Fund	35	0250-001 3066	21	2012	2012- 2013	3066-13061221- 0352-40-12	\$94,606.04
	Judicial Branch Facility Program						

EXHIBIT A
DELEGATED MAINTENANCE AND REPAIR RESPONSIBILITIES

The California courts occupy space in facilities owned and managed by various parties, including by the AOC on behalf of the Judicial Council. The AOC is responsible for operation and maintenance of court facilities as mandated by Rule of Court 10.182. The AOC is permitted, when appropriate, by subsection (b)(3) of rule 10.182 to delegate its responsibility for operation and maintenance of court facilities to the courts themselves. The AOC and the Court, as the parties to this Agreement, acknowledge that it is to their mutual benefit under rule 10.182 to delegate the AOC's responsibility to the Court, and therefore agree as follows:

1. Delegation of Responsibility for Trial Court Facilities Maintenance and Repair.

- A. Authority to Delegate. California Rules of Court, rule 10.182 ("Operation and maintenance of court facilities") allocates responsibility and decision making for the operation and maintenance of court facilities among the courts and the Administrative Office of the Courts. Subsection (b)(3) of the rule authorizes the AOC to delegate its responsibility, when appropriate, to some or all of the trial courts, as follows:

10.182(b)(3)

The Administrative Office of the Courts may, when appropriate, delegate its responsibilities for ongoing operation and management to the court for some or all of the existing court facilities used by that court. Any delegation of responsibility must ensure that:

- (A) The management of court facilities is consistent with the statewide goals and policies of the judicial branch;*
- (B) Access to all court facilities in California is promoted;*
- (C) Facilities decisions are made with consideration of operational costs and enhance economical, efficient, and effective court operations; and*
- (D) Courts have adequate and sufficient facilities and appropriate resources to undertake these delegated tasks.*

- B. Delegation and Assumption of Responsibility. Subject to the Court's ability to meet the requirements of rule 10.182(b)(3), and to comply with the provisions set forth in this Agreement, the AOC delegates to the Court and the Court accepts delegation to assume responsibility for maintenance and repair of court facilities as set forth in this Agreement.

- C. Facilities. The facilities for which the Court is assuming responsibility are set forth on Exhibit E.

2. Court's Delegated Duties. The general duties and responsibilities of the Court for court facilities maintenance and repair under this Agreement are:

- A. To provide timely, responsive, high quality, cost efficient maintenance and repair services;
- B. To provide all management, supervision, personnel, labor, materials, supplies, tools, vehicles, and equipment, and other items and services necessary to perform the delegated responsibilities;
- C. To plan, schedule, coordinate and be responsible for the efficient, effective, economical, and satisfactory operation of the facilities, scheduled and unscheduled maintenance in the facilities, and repair of equipment and systems located in the facilities within the delegated responsibilities;

- D. To be responsible for regularly assessing the conditions of the buildings and their systems, as well as developing and implementing the building operations and preventive maintenance programs necessary to maintain, preserve, and keep the premises in good repair.
3. Scope of Delegated Work for Maintenance and Repair of Court Facilities. Except for exclusions from the delegation referenced in Section 4 below, the Court assumes responsibility for all maintenance and repair services for all individual Work Orders. By way of example, delegated responsibilities include, but are not limited to:
- A. Lighting related maintenance, repairs, and replacements;
 - B. All electrical work;
 - C. Interior and exterior low voltage (<48V) electrical work, including fire/life safety systems;
 - D. Plumbing;
 - E. Changes to the Building Automation Systems within the ranges approved by the AOC;
 - F. All locksmith services;
 - G. All security system maintenance and repair, including cameras, alarms, access control systems, and physical security items such as gates, barriers, and holding cells;
 - H. Repairs to existing interior finishes and cabinetry; nonstructural walls, partitions, doors, and non-exterior windows; and
 - I. Preventive maintenance actions based on an AOC schedule of services included as Exhibit G.
4. Exclusions from Delegation. The following maintenance and repair services are **excluded** from delegation under this Agreement:
- A. Any work involving the disturbance or removal of asbestos, mold, or lead-based paint without the written pre-approval of the AOC;
 - B. Changes that would have an impact on ADA or other accessibility requirements without written approval by the AOC Facility ADA Coordinator who shall be contacted through the AOC Program Manager;
5. [Intentionally deleted]
6. Conditions of Delegation. In accepting responsibility for ongoing maintenance and repair services for court facilities, the Court agrees to:
- A. Separately monitor and account for all funds received from the AOC and expended by Court for delegated maintenance and repair services;
 - B. Use the funds received under this Agreement solely for delegated maintenance and repair services described herein;
 - C. Maintain records of all costs, activities, and expenses incurred by the Court in performing all delegated maintenance and repair services consistent with best financial and accounting practices and standards to provide full accountability for all costs, activities, and expenditures;
 - D. Provide access to the AOC to all records maintained by the Court under this delegation Agreement;
 - E. Comply with all applicable federal, state, and local laws and regulations, the California Rules of Court, the AOC and Court financial policies; the Judicial Branch Contracting Manual and the Court's local contracting manual; and building codes;

- F. Where the Court is not performing services with its own staff or using another local governmental entity to perform those services, use only qualified contractors possessing all applicable licenses and certifications, and who maintain general liability and workers' compensation insurance in amounts satisfactory to the AOC's Risk Manager;
 - G. Meet and maintain existing court security standards;
 - H. Include warranty provisions in all contracts for goods and services, and complete all necessary documentation to effectuate such warranties;
 - I. Maintain inventory and provide quarterly report for all tools and non-office supplies purchased with facility maintenance funding;
 - J. Create a process to document unsatisfactory performance by staff or contractors;
 - K. Establish change order procedures, complaint escalation procedures, and procedures applicable to contractors who fail to complete work;
 - L. Utilize the AOC's computerized work order management system (CAFM) to record labor and materials costs by Service Work Order with copies of scanned documents to be attached and PHOENIX financial system to record the cost for all materials acquired and work performed under this Agreement, as required by the AOC; and
 - M. Report to the AOC on a quarterly basis for services performed and actual costs paid under this Agreement in accordance with Exhibit C, Section 1.C.
7. Emergency Work. In an emergency where immediate action is required to prevent injury or damage to property, the Court is authorized to perform services as are necessary. If the anticipated cost of repair is reasonably anticipated to exceed the delegated responsibility limit of \$15,000 per work order, the Court shall immediately notify the AOC Program Manager to obtain written approval and determine what actions should be taken.
9. Means of Performing Services. In its discretion, the Court may perform delegated maintenance and repair services using Court employees, contracted local public entity staff, or qualified, licensed contractors. If Court employees are used, the Court will document hours worked and billed to maintenance and repairs services in CAFM by Service Work Order at a Fully Burdened Labor Rate. The total hours worked for the period should match the posting of labor costs in PHOENIX for applicable Court staff.

END OF EXHIBIT A

EXHIBIT B
FACILITY MODIFICATION WORK

1. Delegation of Facilities Modification Work. For any facility modification project, the Court must submit written proposals via CAFM to the AOC Program Manager and the Trial Court Facilities Modification Working Group (TCFMWG) in accordance with the *Trial Court Facility Modifications Policy* as adopted by the Judicial Council on July 27, 2012.
 - A. The Court will be responsible for managing those approved projects which are estimated at \$15,000 (Fifteen Thousand Dollars) or less per project. The AOC Program Manager may delegate authority in writing to the Court to manage Facility Modifications over \$15,000 (Fifteen Thousand Dollars) on a case by case basis.
 - B. The cumulative total of all Work Orders/Amendments issued in each fiscal year in the term of the Agreement cannot exceed \$100,000 (One Hundred Thousand Dollars).
 - C. The cost of approved facility modification projects shall not be paid out of funds provided for facility maintenance under this IBA. Funding for facility modification projects will be added as a written amendment to this agreement.
 - D. Invoicing for Facility Modification work will be separate from invoicing issued for the delegation of maintenance in accordance with Exhibit C, Section 2.B.
2. Means of Performing Services. In its discretion, the Court may perform delegated and approved facility modification projects using Court employees, contracted local public entity staff, or qualified, licensed contractors. If Court employees are used, the Court will document hours worked and billed to approved facility modification projects in CAFM by Service Work Order at a Fully Burdened Labor Rate. The total hours worked for the period should match the posting of labor costs in Phoenix for applicable Court staff.

END OF EXHIBIT B

**EXHIBIT C
PAYMENT PROVISIONS**

1. Delegated Facility Maintenance Responsibilities

A. Facility Maintenance Agreement Amount

- i. The Agreement Amount will not exceed \$94,606.04 (Ninety Four Thousand Six Hundred Six Dollars and Four Cents) for Delegated Facility Maintenance Responsibilities paid by the Court for the first fiscal period of September 1, 2012 through June 30, 2013 of the Agreement. Funding for facility modification projects approved by the TCFMWG will be added as a written addendum to this agreement or in a separate agreement.
- ii. Amounts awarded under this agreement for the two (2) subsequent fiscal years, July 1, 2013 through June 30, 2014 and July 1, 2014 through June 30, 2015 will be determined no later than April 1st of each year.
- iii. The Agreement amount is for facility maintenance for all of the facilities listed in Exhibit E, with no specific amount allocated to any individual building listed.
- iv. The Agreement Amount is to be used exclusively for the delegated maintenance and repair responsibilities paid by the Court during the period, and will not become part of the Court's baseline budget.
- v. The AOC shall have no obligation to provide any further funding in excess of the Agreement Amount, in the applicable fiscal year. Actual costs incurred by the Court in excess of the agreement amount are the sole responsibility of the Court.
- vi. All disbursements of the Agreement Amount are contingent upon compliance with the terms of this Agreement. The AOC may withhold future disbursements for use of the Agreement Amount in payment for activities, services, or materials that do not conform to the requirements of this Agreement.
- vii. All disbursements of the Agreement Amount are contingent upon funding approval and adoption of a State budget. Should the AOC fail to pay any amounts due and owing under this Agreement as a result of the State of California's failure to timely approve and adopt a budget, the AOC shall promptly pay any previously due and unpaid amounts due and owing under the Agreement upon approval and adoption of the State budget.

B. Facility Maintenance Funding Requirements. The Court will comply with the following requirements:

- i. All amounts remitted by the AOC to the Court for Delegated Facility Maintenance Responsibilities shall be deposited and recorded by the Court in the Phoenix System using a unique Court Facilities Maintenance Fund. All expenditures by the Court for delegated facility maintenance shall be monitored using the unique Court Facilities Maintenance Fund and associated Cost Centers. Facility operating costs will be monitored separately from facility modifications costs.
- ii. Funds must not be used:
 - (a) To contract with an employee of any judicial branch entity on his or her own behalf, as prohibited by rule 10.103 of the California Rules of Court;
 - (b) For the construction or rental of facilities;

- (c) For routine replacement of office equipment, furnishings, or technology;
- (d) For any work for which the Court is responsible and is allowable under California Rules of Court 10.810 (d) Function 10 *All Other Court Operations* (to include, but not limited to; janitorial services, vehicle use, acquisition and maintenance of equipment and furnishings including interior painting and replacement/maintenance of flooring, and maintenance of record storage space);
- (e) To pay for automated Court systems that are not recommended by the AOC Information Services Division; or
- (f) To purchase technology related to facility maintenance that will require significant maintenance costs without preapproval by the AOC Information Services Division and Office of Court Construction and Management.

C. Facility Maintenance Advance Installment Process

- i. The AOC's disbursement of equal payments by installment will be made to the Court, in advance, on a quarterly basis by fiscal year in accordance with Table B1.

Table B-1

Installment Date	Payment Schedule	Installment Amount
September 1, 2012	Quarterly Estimated Payment	\$17,201.51
October 1, 2012	Quarterly Estimated Payment	\$25,801.51
January 1, 2013	Quarterly Estimated Payment	\$25,801.51
April 1, 2013	Quarterly Estimated Payment	\$25,801.51
Total Estimated Payments FY12/13		\$94,606.04

- ii. Within thirty (30) days after the end of each quarter, the Court will deliver to the AOC a quarterly invoice itemizing the actual costs the Court paid with respect to delegated responsibilities for the quarterly period. If the Court has not submitted the required quarterly invoice within 60 days after the end of the quarter, the installment amount due to the Court at the next installment date and all successive installments will be withheld until such invoice is submitted.
- iii. The Court may charge an administrative fee based on the Court employee labor hours charged excluding overtime and shift differential. The Court may elect to charge a ten percent (10%) fee if calculating the fee based on the Court employee's hourly wage or a five percent (5%) fee if based on Court employee's Fully Burdened Labor Rate.
- iv. The quarterly invoice, on Court letterhead, shall include, but not be limited to, the following information:
 - (a) Distinct and unique invoice number;
 - (b) Invoice date;
 - (c) IBA number / Identification;
 - (d) Quarterly period;
 - (e) Reconciliation of quarterly installment payment received and actual quarterly costs incurred between CAFM, the Court's payroll system and the Court's financial record;
 - (f) Positive Timesheets for all internal labor hours charged; and

(g) CAFM report to include list of all work conducted during period:

- (i) Service Work Order (SWO) number;
- (ii) Priority;
- (iii) Job status;
- (iv) Work type;
- (v) Request type;
- (vi) Contact person;
- (vii) Facility identification (Building ID);
- (viii) Work location;
- (ix) Location in building;
- (x) Work description;
- (xi) SWO open date;
- (xii) SWO close date;
- (xiii) Funding responsibility (AOC or shared);
- (xiv) Total actual cost of service paid during invoice period.

v. The Court will include copies of invoices marked as "PAID" and the check number issued in payment noted on the document for any of the actual costs shown on the quarterly invoice that are not recorded in CAFM.

vi. Any disputed charges on the quarterly invoice will be described in detail by the AOC and communicated to the Court in writing. The Court has ten (10) business days to respond to the dispute or provide a revised invoice for the quarterly period. The AOC Program Manager as identified in Exhibit D and the Court will work together to determine the appropriateness of the disputed charges the Court contends are allowable. If they are not able to arrive at a resolution, the matter will be presented to and final determination will be made by AOC Finance Director.

D. Facility Maintenance Advance Clearance Process

i. Within thirty (30) days after the receipt and acceptance of the invoice for the final quarter of the fiscal year, the Court will return to the AOC any portion of the Agreement Amount that is not expended for the Delegated Facility Maintenance Responsibilities.

2. Facility Modification Work

A. Facility Modification Funding Requirements. The Court will comply with the following requirements for Facility Modification work:

- i. All Facility Modification projects will be funded and approved in accordance with the *Trial Court Facilities Modifications Policy* as adopted by the Judicial Council on July 27, 2012. A Work Order / Amendment will be issued to add funding for each approved Facility Modification project.
- ii. The cumulative total of all Work Orders / Amendments issued in each fiscal year in the term of the Agreement cannot exceed \$100,000 (One Hundred Thousand Dollars).
- iii. Work Order / Amendment schedule with agreed upon date of completion will establish the effective dates of the encumbrance; anticipated completion date cannot be any later than April 30th of the second fiscal year after the encumbrance and invoiced by May 15 of the same year.
- iv. Authorized funding for Facility Modification work will be identified and encumbered in the fiscal year in which the work is started.

- v. Encumbrance of funding for Facility Modification work in the two (2) fiscal years of the term after the initial year is contingent upon funding approval and adoption of a State budget.

B. Facility Modification Invoice Process

- i. Within thirty (30) days after the end of each month that project expenditures are incurred, the Court will deliver to the AOC an invoice itemizing the actual costs the Court paid with respect to Facility Modification Work in the previous monthly period. With their invoice, the Court will include copies of invoices marked as "PAID" and the check number issued in payment noted on the document for any of the actual costs shown on the invoice. Supporting documentation for any costs paid for labor should include employee name, dates and hours worked, work performed, and hourly rate.
- ii. The monthly invoice shall include, but not be limited to, the following information:
 - (a) Distinct invoice number;
 - (b) Invoice date;
 - (c) Period of expenditure;
 - (d) Description of project (from TCFMWG application to include list of all work conducted during period);
 - (e) Facility identification (Building ID);
 - (f) Total actual cost of service paid during invoice period; and
 - (g) Total actual cost of service paid to date
- iii. The Court will record staff labor costs in accordance with Exhibit B.2. and may elect to record external labor, material and/or sub-contractor costs for Facility Modification work in CAFM by Service Work Order and submit a CAFM report to include list of all work conducted during period identified by:
 - (i) Service Work Order (SWO) number;
 - (ii) Facility identification (Building ID);
 - (iii) Work location;
 - (iv) Location in building;
 - (v) Work description;
 - (vi) SWO open date;
 - (vii) SWO close date; and
 - (viii) Total actual cost of service and/or materials paid during month

C. Facility Modification Disbursement Process

- i. AOC will endeavour to pay for all approved invoices from the Court for Facility Modification work within forty-five (45) days of receipt.
- ii. All disbursements of the encumbered funding for Facility Modification work are contingent upon compliance with the terms of this Agreement.

END OF EXHIBIT C

**EXHIBIT D
GENERAL PROVISIONS**

1. Agreement Communication and Administration

- A. The Court's Program Coordinator, who has primary responsibility as the liaison between Court and AOC, and for coordination of activities under this Agreement, is:

Timothy Roberts
Superior Court of California, County of San Luis Obispo
1035 Palm
San Luis Obispo, CA 93408
Phone: 805-781-2109
Email: timothy.roberts@slo.courts.ca.gov

- B. The AOC Program Manager is the AOC contact person for all requests and communications about the Delegated Responsibilities.

Ken Kachold
2255 N. Ontario
Suite 200
Burbank, CA 91504-3188
(818) 558-3079
Ken.Kachold@jud.ca.gov

2. Integrated Agreement. This Agreement constitutes a single, integrated contract setting forth the entire Agreement between the AOC and the Court. Any changes to this Agreement resulting from a request by either the Court or the AOC must be preceded by a written description of the proposed changes and mutual agreement by the parties. Changes to this Agreement will be effected by a written amendment signed by the AOC's Business Services Manager and the Court.
3. Fiscal Records and Requirements. The Court will maintain an accounting system and supporting fiscal records in accordance with applicable federal and state requirements, the Judicial Branch Contract Law, and the Trial Court Financial Policies and Procedures Manual.
4. Retention of Records. The Court will maintain all financial records, supporting documents, and all other records relating to performance and billing under this Agreement for a period in accordance with state and federal law, but in no event less than three (3) years from the date of last payment by the AOC to the Court under this Agreement.
5. Right to Audit. The AOC or its designee may inspect or audit at any reasonable time any records relating to this Agreement.
6. Dispute Resolution Procedures. If a disagreement arises between the parties regarding this Agreement, the parties will attempt to resolve the disagreement at the operating level. If the disagreement remains unresolved, the parties will refer the matter to the Presiding Judge of the Court and the Chief Deputy Director of the AOC for resolution.
7. Signature Authority. The parties signing the Agreement certify that they have proper authorization to do so.

8. Term and Termination.

- A. The term of this Agreement shall be effective on September 1, 2012 and remain in effect through June 30, 2015. The Court shall have the option to renew this Agreement on an annual basis following the initial Term. The Court agrees to notify the AOC Program Manager ninety (90) days prior to the initial expiration date in order to exercise its option to renew the Agreement.
- B. Termination For Convenience: The parties may terminate this Agreement for convenience at any time upon mutual written agreement. Either party may unilaterally terminate this Agreement for convenience, upon a minimum of ninety (90) days' advance written notice to the other party.

END OF EXHIBIT D

**EXHIBIT E
LIST OF DELEGATED FACILITIES**

County	Bldg ID	Building Name	Managing Party	Building Gross (SF)	Responsible (SF)	Exclusive Court Space (SF)
San Luis Obispo	40-A1	Courthouse Annex	County	112,000	40,867	40,867
San Luis Obispo	40-E1	Grover Beach Branch	AOC	5,153	5,153	5,153
San Luis Obispo	40-F1	1120 Mill St.	Landlord		6,210	6,210
San Luis Obispo	40-H1	1070 Palm St.	AOC	2,528	2,528	2,528
San Luis Obispo	40-J1	Paso Robles Courthouse	AOC	22,300	22,300	22,300
Totals:				141,981	77,058	77,058

Footnotes:

1) 40-B1 - Veterans Memorial Building, 40-C1 - Juvenile Services Center, 40-G1 - Records Storage, and 40-I1 - Camp Storage transferred to the Judicial Council under limited-use agreements. Facility maintenance has been delegated back to the County. These facilities are not covered under this agreement.

END OF EXHIBIT E

**EXHIBIT F
DEFINITIONS**

"**ADA**" means the Americans with Disabilities Act.

"**Agreement Amount**" has the meaning set forth on the Intra-branch Agreement Cover Sheet, section 4.

"**AOC**" means the Judicial Council of California, Administrative Office of the Courts.

"**AOC Program Manager**" means the AOC contact person named on Exhibit D, for all requests and communications about the Delegated Responsibilities.

"**Building Automation Systems**" means one or more electronic or mechanical systems that control major building systems, such as HVAC, lighting, etc.

"**Business Day**" means any day that the Court is open and conducting Court business.

"**CAFM or Computer Aided Facilities Management**" means the AOC's computer aided facility management system.

"**County**" means the county in which Court is located; may also refer to that county's government.

"**Court**" means the California Superior or appellate court that is a party to this Agreement.

"**Court's Program Coordinator**" means the Court employee designated by Court who has primary responsibility as the liaison between Court and AOC, and for coordination of activities under this Agreement

"**Delegated Facility Maintenance Responsibilities**" means the maintenance and repair responsibilities delegated by the AOC to the Court pursuant to this Agreement and California Rule of Court 10.182(b)(3).

"**Equipment**" means any item of equipment affixed to the property, for which the AOC has no responsibility to maintain or repair.

"**Emergency**" means a condition that requires immediate action to return a facility to normal operations or a condition that will become immediately critical if not corrected expeditiously.

"**Facility Modification(s)**" means a physical modification to a facility or its components that restores or improves the designed level of function of a facility or facility components as defined in the *Trial Court Facility Modification Policy*.

"**Fixtures**" means any tangible object, furnishing or item of equipment affixed to the property, for which the AOC has no responsibility to maintain or repair.

"**Fully Burdened Labor Rate**" is the cost to the Court for salary paid along with other costs to carry the labor force to include payroll taxes, retirement/pension costs, health/life/AD&D insurances, Worker's Compensation costs, as well as short and long term disability insurances. Accrued vacation time can only be charged when earned and taken in the same fiscal year.

"**HVAC**" means heating, ventilation and air conditioning.

"**Phoenix**" means the California trial court accounting and financial services system, centralized treasury system, trust accounting services, and core business analysis and support that enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and regulations.

“Work” means delegated maintenance and repair activities and services performed pursuant to this Agreement.

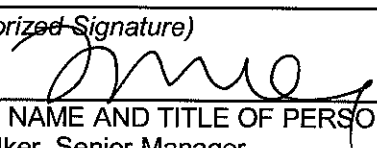
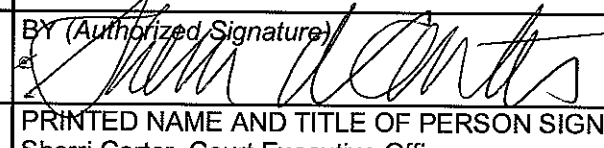
“Work Order” or **“Work Orders”** refers to a written or electronic document that specifies a task or set of tasks and any special instructions applicable to the performance of those tasks.

END OF EXHIBIT F

JUDICIAL COUNCIL OF CALIFORNIA, ADMINISTRATIVE OFFICE OF THE COURTS
INTRA-BRANCH AGREEMENT COVERSHEET (rev 1-27-09)

AGREEMENT NUMBER 1025515

- In this intra-branch agreement (the "Agreement"), the term "Court" refers to the **Superior Court in and for the County of Riverside**, and the term "AOC" refers to the **Judicial Council of California, Administrative Office of the Courts**.
- This Agreement is effective **October 1, 2012** and expires on **June 30, 2015** as of
- The title of this Agreement is **AOC-Trial Court Delegation Agreement for Facilities Maintenance (Moderate: All Maintenance and Repair Work Orders and Facilities Modifications <\$15,000)**.
- The amount awarded under this Agreement (the "Agreement Amount") for the period of October 1, 2012 – June 30, 2013 is **\$1,405,981.76** for Delegated Facility Maintenance Responsibilities. The Court may be awarded additional funds for facility modification work approved by the Trial Court Facility Modification Working Group in an amount as specified in the approval and not to exceed \$500,000 each fiscal year of the agreement.
- Amounts awarded under this agreement for the two (2) subsequent fiscal years, July 1, 2013 through June 30, 2014 and July 1, 2014 through June 30, 2015 will be determined no later than April 1st of each year.
- This Agreement incorporates the terms and conditions set forth on Exhibits A ("Delegated Maintenance and Repair Responsibilities"), B ("Facility Modification Work"), C ("Payment Provisions"), D ("General Provisions"), E ("List of Delegated Facilities"), and F ("Definitions")

AOC'S SIGNATURE	COURT'S SIGNATURE
Judicial Council of California, Administrative Office of the Courts	Superior Court of California in and for the County of Riverside
BY (Authorized Signature) 	BY (Authorized Signature) 
PRINTED NAME AND TITLE OF PERSON SIGNING Grant Walker, Senior Manager	PRINTED NAME AND TITLE OF PERSON SIGNING Sherri Carter, Court Executive Officer
ADDRESS Attn: Business Services Unit 455 Golden Gate Avenue San Francisco, CA 94102	ADDRESS Superior Court of California, County of Riverside PO Box 1547 Riverside, CA 92502

AOC Internal Use Only							
Fund Title	Program / Category	Item	Chapter	Statute	Fiscal Year	Object of Expenditure	Amount
Court Facilities Trust Fund	35 Judicial Branch Facility Program	0250-001-3066	21	2012	2012-2013	3066-13061221-0352-33-12	\$1,405,981.76

EXHIBIT A
DELEGATED MAINTENANCE AND REPAIR RESPONSIBILITIES

The California courts occupy space in facilities owned and managed by various parties, including by the AOC on behalf of the Judicial Council. The AOC is responsible for operation and maintenance of court facilities as mandated by Rule of Court 10.182. The AOC is permitted, when appropriate, by subsection (b)(3) of rule 10.182 to delegate its responsibility for operation and maintenance of court facilities to the courts themselves. The AOC and the Court, as the parties to this Agreement, acknowledge that it is to their mutual benefit under rule 10.182 to delegate the AOC's responsibility to the Court, and therefore agree as follows:

1. Delegation of Responsibility for Trial Court Facilities Maintenance and Repair.

- A. Authority to Delegate. California Rules of Court, rule 10.182 ("Operation and maintenance of court facilities") allocates responsibility and decision making for the operation and maintenance of court facilities among the courts and the Administrative Office of the Courts. Subsection (b)(3) of the rule authorizes the AOC to delegate its responsibility, when appropriate, to some or all of the trial courts, as follows:

10.182(b)(3)

The Administrative Office of the Courts may, when appropriate, delegate its responsibilities for ongoing operation and management to the court for some or all of the existing court facilities used by that court. Any delegation of responsibility must ensure that:

- (A) The management of court facilities is consistent with the statewide goals and policies of the judicial branch;*
- (B) Access to all court facilities in California is promoted;*
- (C) Facilities decisions are made with consideration of operational costs and enhance economical, efficient, and effective court operations; and*
- (D) Courts have adequate and sufficient facilities and appropriate resources to undertake these delegated tasks.*

- B. Delegation and Assumption of Responsibility. Subject to the Court's ability to meet the requirements of rule 10.182(b)(3), and to comply with the provisions set forth in this Agreement, the AOC delegates to the Court and the Court accepts delegation to assume responsibility for maintenance and repair of court facilities as set forth in this Agreement.

- C. Facilities. The facilities for which the Court is assuming responsibility are set forth on Exhibit E.

2. Court's Delegated Duties. The general duties and responsibilities of the Court for court facilities maintenance and repair under this Agreement are:

- A. To provide timely, responsive, high quality, cost efficient maintenance and repair services;
- B. To provide all management, supervision, personnel, labor, materials, supplies, tools, vehicles, and equipment, and other items and services necessary to perform the delegated responsibilities;
- C. To plan, schedule, coordinate and be responsible for the efficient, effective, economical, and satisfactory operation of the facilities, scheduled and unscheduled maintenance in the facilities, and repair of equipment and systems located in the facilities within the delegated responsibilities;

- D. To be responsible for regularly assessing the conditions of the buildings and their systems, as well as developing and implementing the building operations and preventive maintenance programs necessary to maintain, preserve, and keep the premises in good repair.
3. Scope of Delegated Work for Maintenance and Repair of Court Facilities. Except for exclusions from the delegation referenced in Section 4 below, the Court assumes responsibility for all maintenance and repair services for all individual Work Orders. By way of example, delegated responsibilities include, but are not limited to:
- A. Lighting related maintenance, repairs, and replacements;
 - B. All electrical work;
 - C. Interior and exterior low voltage (<48V) electrical work, including fire/life safety systems;
 - D. Plumbing;
 - E. Changes to the Building Automation Systems within the ranges approved by the AOC;
 - F. All locksmith services;
 - G. All security system maintenance and repair, including cameras, alarms, access control systems, and physical security items such as gates, barriers, and holding cells;
 - H. Repairs to existing interior finishes and cabinetry; nonstructural walls, partitions, doors, and non-exterior windows; and
 - I. Preventive maintenance actions based on an AOC schedule of services included as Exhibit G. Electronic copy of the schedule is available to the Court upon request.
4. Exclusions from Delegation. The following maintenance and repair services are **excluded** from delegation under this Agreement:
- A. Any work involving the disturbance or removal of asbestos, mold, or lead-based paint without the written pre-approval of the AOC;
 - B. Changes that would have an impact on ADA or other accessibility requirements without written approval by the AOC Facility ADA Coordinator who shall be contacted through the AOC Program Manager;
5. [Intentionally deleted]
6. Conditions of Delegation. In accepting responsibility for ongoing maintenance and repair services for court facilities, the Court agrees to:
- A. Separately monitor and account for all funds received from the AOC and expended by Court for delegated maintenance and repair services;
 - B. Use the funds received under this Agreement solely for delegated maintenance and repair services described herein;
 - C. Maintain records of all costs, activities, and expenses incurred by the Court in performing all delegated maintenance and repair services consistent with best financial and accounting practices and standards to provide full accountability for all costs, activities, and expenditures;
 - D. Provide access to the AOC to all records maintained by the Court under this delegation Agreement;
 - E. Comply with all applicable federal, state, and local laws and regulations, the California Rules of Court, the AOC and Court financial policies; the Judicial Branch Contracting Manual and the Court's local contracting manual; and building codes;

- F. Where the Court is not performing services with its own staff or using another local governmental entity to perform those services, use only qualified contractors possessing all applicable licenses and certifications, and who maintain general liability and workers' compensation insurance in amounts satisfactory to the AOC's Risk Manager;
 - G. Meet and maintain existing court security standards;
 - H. Include warranty provisions in all contracts for goods and services, and complete all necessary documentation to effectuate such warranties;
 - I. Maintain inventory and provide quarterly report for all tools and non-office supplies purchased with facility maintenance funding;
 - J. Create a process to document unsatisfactory performance by staff or contractors;
 - K. Establish change order procedures, complaint escalation procedures, and procedures applicable to contractors who fail to complete work;
 - L. Utilize the AOC's computerized work order management system (CAFM) to record labor and materials costs by Service Work Order with copies of scanned documents to be attached and PHOENIX financial system to record the cost for all materials acquired and work performed under this Agreement, as required by the AOC; and
 - M. Report to the AOC on a quarterly basis for services performed and actual costs paid under this Agreement in accordance with Exhibit C, Section 1.C.
7. Emergency Work. In an emergency where immediate action is required to prevent injury or damage to property, the Court is authorized to perform services as are necessary. If the anticipated cost of repair is reasonably anticipated to exceed the delegated responsibility limit of \$15,000 per work order, the Court shall immediately notify the AOC Program Manager to obtain written approval and determine what actions should be taken.
8. Means of Performing Services. In its discretion, the Court may perform delegated maintenance and repair services using Court employees, contracted local public entity staff, or qualified, licensed contractors. If Court employees are used, the Court will document hours worked and billed to maintenance and repairs services in CAFM by Service Work Order at a Fully Burdened Labor Rate. The total hours worked for the period should match the posting of labor costs in PHOENIX for applicable Court staff.

END OF EXHIBIT A

EXHIBIT B
FACILITY MODIFICATION WORK

1. Delegation of Facilities Modification Work. For any facility modification project, the Court must submit written proposals via CAFM to the AOC Program Manager and the Trial Court Facilities Modification Working Group (TCFMWG) in accordance with the *Trial Court Facility Modifications Policy* as adopted by the Judicial Council on July 27, 2012.
 - A. The Court will be responsible for managing those approved projects which are estimated at \$15,000 (Fifteen Thousand Dollars) or less per project. The AOC Program Manager may delegate authority in writing to the Court to manage Facility Modifications over \$15,000 (Fifteen Thousand Dollars) on a case by case basis.
 - B. The cumulative total of all Work Orders/Amendments issued in each fiscal year in the term of the Agreement cannot exceed \$500,000 (Five Hundred Thousand Dollars).
 - C. The cost of approved facility modification projects shall not be paid out of funds provided for facility maintenance under this IBA. Funding for facility modification projects will be added as a written amendment to this agreement.
 - D. Invoicing for Facility Modification work will be separate from invoicing issued for the delegation of maintenance in accordance with Exhibit C, Section 2.B.
2. Means of Performing Services. In its discretion, the Court may perform delegated and approved facility modification projects using Court employees, contracted local public entity staff, or qualified, licensed contractors. If Court employees are used, the Court will document hours worked and billed to approved facility modification projects in CAFM by Service Work Order at a Fully Burdened Labor Rate. The total hours worked for the period should match the posting of labor costs in Phoenix for applicable Court staff.

END OF EXHIBIT B

**EXHIBIT C
PAYMENT PROVISIONS**

1. Delegated Facility Maintenance Responsibilities

A. Facility Maintenance Agreement Amount

- i. The Agreement Amount will not exceed \$1,405,981.76 (One Million Four Hundred Five Thousand Nine Hundred Eighty One Dollars and Seventy Six Cents) for Delegated Facility Maintenance Responsibilities paid by the Court for the first fiscal period of October 1, 2012 through June 30, 2013 of the Agreement. Funding for facility modification projects approved by the TCFMWG will be added as a written addendum to this agreement or in a separate agreement.
- ii. Amounts awarded under this agreement for the two (2) subsequent fiscal years, July 1, 2013 through June 30, 2014 and July 1, 2014 through June 30, 2015 will be determined no later than April 1st of each year.
- iii. The Agreement amount is for facility maintenance for all of the facilities listed in Exhibit E with no specific amount allocated to any individual building listed.
- iv. The Agreement Amount is to be used exclusively for the delegated maintenance and repair responsibilities paid by the Court during the period, and will not become part of the Court's baseline budget.
- v. The AOC shall have no obligation to provide any further funding in excess of the Agreement Amount, in the applicable fiscal year. Actual costs incurred by the Court in excess of the agreement amount are the sole responsibility of the Court.
- vi. All disbursements of the Agreement Amount are contingent upon compliance with the terms of this Agreement. The AOC may withhold future disbursements for use of the Agreement Amount in payment for activities, services, or materials that do not conform to the requirements of this Agreement.
- vii. All disbursements of the Agreement Amount are contingent upon funding approval and adoption of a State budget. Should the AOC fail to pay any amounts due and owing under this Agreement as a result of the State of California's failure to timely approve and adopt a budget, the AOC shall promptly pay any previously due and unpaid amounts due and owing under the Agreement upon approval and adoption of the State budget.

B. Facility Maintenance Funding Requirements. The Court will comply with the following requirements:

- i. All amounts remitted by the AOC to the Court for Delegated Facility Maintenance Responsibilities shall be deposited and recorded by the Court in the Phoenix System using a unique Court Facilities Maintenance Fund. All expenditures by the Court for delegated facility maintenance shall be monitored using the unique Court Facilities Maintenance Fund and associated Cost Centers. Facility operating costs will be monitored separately from facility modifications costs.
- ii. Funds must not be used:
 - (a) To contract with an employee of any judicial branch entity on his or her own behalf, as prohibited by rule 10.103 of the California Rules of Court;

- (b) For the construction or rental of facilities;
- (c) For routine replacement of office equipment, furnishings, or technology;
- (d) For any work for which the Court is responsible and is allowable under California Rules of Court 10.810 (d) Function 10 *All Other Court Operations* (to include, but not limited to; janitorial services, vehicle use, acquisition and maintenance of equipment and furnishings including interior painting and replacement/maintenance of flooring, and maintenance of record storage space);
- (e) To pay for automated Court systems that are not recommended by the AOC Information Services Division; or
- (f) To purchase technology related to facility maintenance that will require significant maintenance costs without preapproval by the AOC Information Services Division and Office of Court Construction and Management.

C. Facility Maintenance Advance Installment Process

- i. The AOC's disbursement of payments by installment will be made to the Court, in advance, on a quarterly basis by fiscal year in accordance with Table B1.

Table B-1

Installment Date	Payment Schedule	Installment Amount
October 1, 2012	Quarterly Estimated Payment	\$562,392.70
January 1, 2013	Quarterly Estimated Payment	\$421,794.53
April 1, 2013	Quarterly Estimated Payment	\$421,794.53
Total Estimated Payments FY12/13		\$1,405,981.76

- ii. Within thirty (30) days after the end of each quarter, the Court will deliver to the AOC a quarterly invoice itemizing the actual costs the Court paid with respect to delegated responsibilities for the quarterly period. If the Court has not submitted the required quarterly invoice within 60 days after the end of the quarter, the installment amount due to the Court at the next installment date and all successive installments will be withheld until such invoice is submitted.
- iii. The Court may charge an administrative fee based on the Court employee labor hours charged excluding overtime and shift differential. The Court may elect to charge a ten percent (10%) fee if calculating the fee based on the Court employee's hourly wage or a five percent (5%) fee if based on Court employee's Fully Burdened Labor Rate.
- iv. The quarterly invoice, on Court letterhead, shall include, but not be limited to, the following information:
 - (a) Distinct and unique invoice number;
 - (b) Invoice date;
 - (c) IBA number / Identification;
 - (d) Quarterly period;
 - (e) Reconciliation of quarterly installment payment received and actual quarterly costs incurred between CAFM, the Court's payroll system and the Court's financial record;
 - (f) Positive Timesheets for all internal labor hours charged; and

(g) CAFM report to include list of all work conducted during period:

- (i) Service Work Order (SWO) number;
- (ii) Priority;
- (iii) Job status;
- (iv) Work type;
- (v) Request type;
- (vi) Contact person;
- (vii) Facility identification (Building ID);
- (viii) Work location;
- (ix) Location in building;
- (x) Work description;
- (xi) SWO open date;
- (xii) SWO close date;
- (xiii) Funding responsibility (AOC or shared);
- (xiv) Total actual cost of service paid during invoice period.

- v. The Court will include copies of invoices marked as "PAID" and the check number issued in payment noted on the document for any of the actual costs shown on the quarterly invoice that are not recorded in CAFM.
- vi. Any disputed charges on the quarterly invoice will be described in detail by the AOC and communicated to the Court in writing. The Court has ten (10) business days to respond to the dispute or provide a revised invoice for the quarterly period. The AOC Program Manager as identified in Exhibit D and the Court will work together to determine the appropriateness of the disputed charges the Court contends are allowable. If they are not able to arrive at a resolution, the matter will be presented to and final determination will be made by AOC Finance Director.

D. Facility Maintenance Advance Clearance Process

- i. Within thirty (30) days after the receipt and acceptance of the invoice for the final quarter of the fiscal year, the Court will return to the AOC any portion of the Agreement Amount that is not expended for the Delegated Facility Maintenance Responsibilities.

2. Facility Modification Work

A. Facility Modification Funding Requirements. The Court will comply with the following requirements for Facility Modification work:

- i. All Facility Modification projects will be funded and approved in accordance with the *Trial Court Facilities Modifications Policy* as adopted by the Judicial Council on July 27, 2012. A Work Order / Amendment will be issued to add funding for each approved Facility Modification project.
- ii. The cumulative total of all Work Orders / Amendments issued in each fiscal year in the term of the Agreement cannot exceed \$500,000 (Five Hundred Thousand Dollars).
- iii. Work Order / Amendment schedule with agreed upon date of completion will establish the effective dates of the encumbrance; anticipated completion date cannot be any later than April 30th of the second fiscal year after the encumbrance and invoiced by May 15 of the same year.
- iv. Authorized funding for Facility Modification work will be identified and encumbered in the fiscal year in which the work is started.

- v. Encumbrance of funding for Facility Modification work in the two (2) fiscal years of the term after the initial year is contingent upon funding approval and adoption of a State budget.

B. Facility Modification Invoice Process

- i. Within thirty (30) days after the end of each month that project expenditures are incurred, the Court will deliver to the AOC an invoice itemizing the actual costs the Court paid with respect to Facility Modification Work in the previous monthly period. With their invoice, the Court will include copies of invoices marked as "PAID" and the check number issued in payment noted on the document for any of the actual costs shown on the invoice. Supporting documentation for any costs paid for labor should include employee name, dates and hours worked, work performed, and hourly rate.
- ii. The monthly invoice shall include, but not be limited to, the following information:
 - (a) Distinct invoice number;
 - (b) Invoice date;
 - (c) Period of expenditure;
 - (d) Description of project (from TCFMWG application to include list of all work conducted during period);
 - (e) Facility identification (Building ID);
 - (f) Total actual cost of service paid during invoice period; and
 - (g) Total actual cost of service paid to date
- iii. The Court will record staff labor costs in accordance with Exhibit B.2. and may elect to record external labor, material and/or sub-contractor costs for Facility Modification work in CAFM by Service Work Order and submit a CAFM report to include list of all work conducted during period identified by:
 - (i) Service Work Order (SWO) number;
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 - (iii) Work location;
 - (iv) Location in building;
 - (v) Work description;
 - (vi) SWO open date;
 - (vii) SWO close date; and
 - (viii) Total actual cost of service and/or materials paid during month

C. Facility Modification Disbursement Process

- i. AOC will endeavour to pay for all approved invoices from the Court for Facility Modification work within forty-five (45) days of receipt.
- ii. All disbursements of the encumbered funding for Facility Modification work are contingent upon compliance with the terms of this Agreement.

END OF EXHIBIT C

**EXHIBIT D
GENERAL PROVISIONS**

1. Agreement Communication and Administration

- A. The Court's Program Coordinators, who have primary responsibility as the liaisons between Court and AOC, and for coordination of activities under this Agreement, is:

Chris Talbot
Superior Courts of California, County of Riverside
Deputy Facilities Development Officer
4050 Main Street
Riverside, CA 92501
Phone Office: (951) 777-3113
Phone Mobile: (951) 295-7010
Fax: (951)777-3164
chris.talbot@riverside.courts.ca.gov and

David Aldana
Superior Courts of California, County of Riverside
Facilities Manager
4050 Main Street
Riverside, CA 92501
Phone Office: (951) 777-3210
Phone Mobile: (951) 203-2259
David.aldana@riverside.courts.ca.gov

- B. The AOC Program Manager is the AOC contact person for all requests and communications about the Delegated Responsibilities.

Ken Kachold
2255 N. Ontario
Suite 200
Burbank, CA 91504-3188
(818) 558-3079
Ken.Kachold@jud.ca.gov

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7. Signature Authority. The parties signing the Agreement certify that they have proper authorization to do so.
8. Term and Termination.
 - A. The term of this Agreement shall be effective on October 1 2012 and remain in effect through June 30, 2015. The Court shall have the option to renew this Agreement on an annual basis following the initial Term. The Court agrees to notify the AOC Program Manager ninety (90) days prior to the initial expiration date in order to exercise its option to renew the Agreement.
 - B. Termination For Convenience: The parties may terminate this Agreement for convenience at any time upon mutual written agreement. Either party may unilaterally terminate this Agreement for convenience, upon a minimum of ninety (90) days' advance written notice to the other party.

END OF EXHIBIT D

**EXHIBIT E
LIST OF DELEGATED FACILITIES**

County	Bldg ID	Building Name	Managing Party	Building Gross (SF)	Responsible (SF)	Exclusive Court Space (SF)
Riverside	33-A1	Family Law Court	AOC	75,640	75,640	75,640
Riverside	33-A3	Hall of Justice	AOC	167,386	167,386	167,386
Riverside	33-C1	Larson Justice Center	AOC	152,990	152,990	123,635
Riverside	33-C2	Annex Justice Center (Indio)	County	40,715	23,252	23,252
Riverside	33-C3	Indio Juvenile Court	County	15,303	15,303	15,303
Riverside	33-C4	Indio County Administrative Center (Square footage included with 33-C2)	County	-	-	-
Riverside	33-D1	Blythe Courthouse - Superior Court	AOC	11,016	11,016	11,016
Riverside	33-E1	Palm Springs Courts	County	51,020	15,878	15,878
Riverside	33-F1	Hemet	AOC	26,511	26,511	26,511
Riverside	33-G1	Banning	AOC	34,176	34,176	16,328
Riverside	33-G2	Banning (FSB), (Square footage included with 33-G1)	AOC	-	-	-
Riverside	33-H1	Temecula	County	10,987	8,899	8,899
Riverside	33-I1	Moreno Valley	Landlord	-	16,872	16,872
Riverside	33-J1	Corona	County	47,068	20,517	20,517
Riverside	33-M1	Southwest Justice Center	AOC	191,032	191,032	129,614
Riverside	33-N1	Riverside Juvenile Court	AOC	38,309	38,309	14,400
Riverside	33-N2	Riverside Juvenile Justice Trailers (Square footage included with 33-N1)	AOC	-	-	-
Riverside	33-N3	Riverside Juvenile Justice Trailers (Square footage included with 33-N1)	AOC	-	-	-
Totals:				862,153	797,781	665,251

Footnotes:

- 1) 33-A11 - 3744 Tenth Street and 33-O1 - 3535 Tenth Street are court funded leases. These facilities are not covered under this agreement.
- 2) 33-A10 - Simons Building and 33-A5 - Bar Association transferred to the Judicial Council under limited-use agreements. Facility maintenance has been delegated back to the County. These facilities are not covered under this agreement.
- 3) 33-A2 - 1903/1933 Courthouse transferred as a Historic Facility. The County will continue to be responsible for maintaining this facility. This facility is not covered under this agreement.

END OF EXHIBIT E

EXHIBIT F DEFINITIONS

“**ADA**” means the Americans with Disabilities Act.

“**Agreement Amount**” has the meaning set forth on the Intra-branch Agreement Cover Sheet, section 4.

“**AOC**” means the Judicial Council of California, Administrative Office of the Courts.

“**AOC Program Manager**” means the AOC contact person named on Exhibit D, for all requests and communications about the Delegated Responsibilities.

“**Building Automation Systems**” means one or more electronic or mechanical systems that control major building systems, such as HVAC, lighting, etc.

“**Business Day**” means any day that the Court is open and conducting Court business.

“**CAFM or Computer Aided Facilities Management**” means the AOC’s computer aided facility management system.

“**County**” means the county in which Court is located; may also refer to that county’s government.

“**Court**” means the California Superior or appellate court that is a party to this Agreement.

“**Court’s Program Coordinator**” means the Court employee designated by Court who has primary responsibility as the liaison between Court and AOC, and for coordination of activities under this Agreement

“**Delegated Facility Maintenance Responsibilities**” means the maintenance and repair responsibilities delegated by the AOC to the Court pursuant to this Agreement and California Rule of Court 10.182(b)(3).

“**Equipment**” means any item of equipment affixed to the property, for which the AOC has no responsibility to maintain or repair.

“**Emergency**” means a condition that requires immediate action to return a facility to normal operations or a condition that will become immediately critical if not corrected expeditiously.

“**Facility Modification(s)**” means a physical modification to a facility or its components that restores or improves the designed level of function of a facility or facility components as defined in the *Trial Court Facility Modification Policy*.

“**Fixtures**” means any tangible object, furnishing or item of equipment affixed to the property, for which the AOC has no responsibility to maintain or repair.

“**Fully Burdened Labor Rate**” is the cost to the Court for salary paid along with other costs to carry the labor force to include payroll taxes, retirement/pension costs, health/life/AD&D insurances, Worker’s Compensation costs, as well as short and long term disability insurances. Accrued vacation time can only be charged when earned and taken in the same fiscal year.

“**HVAC**” means heating, ventilation and air conditioning.

“**Phoenix**” means the California trial court accounting and financial services system, centralized treasury system, trust accounting services, and core business analysis and support that enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and regulations.

“Work” means delegated maintenance and repair activities and services performed pursuant to this Agreement.




“Work Order” or **“Work Orders”** refers to a written or electronic document that specifies a task or set of tasks and any special instructions applicable to the performance of those tasks.

END OF EXHIBIT F

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Burt Hirschfeld
OFFICE NAME	<u>Office of Real Estate and Facilities Management</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	138
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-67 and, once organizational changes are made as approved by the Judicial Council, evaluate and make recommendations to the Judicial Council regarding fiscal planning for facilities maintenance for new and existing facilities and revenue streams to fund increased costs for maintenance of court facilities.
SEC RECOMMENDATION	Fiscal planning for facilities maintenance for new and existing facilities needs to become an immediate priority, and revenue streams to fund increased costs for maintenance of court facilities must be identified and obtained.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px; width: 100%;">  File Attachment </div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px; width: 100%;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px; width: 100%;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: Responses to this Directive have involved development and implementation of several initiatives and measures designed to address to support facilities maintenance needs through fiscal planning and sourcing potential revenue streams. In addition to those indicated above, these include: * Submission of a Budget Change Proposal (BCP) to increase the Trial Court Facilities Trust Fund (TCFTF) budget by \$1.6 million, starting in FY 2013-2014. This does not represent increased costs to operate and maintain the existing facilities portfolio since the end of transfers in 2009; it is intended to address the maintenance, utility and insurance expenses for space added by	

subsequently-constructed facilities.

* Submission of an internal audit report to identify potential efficiencies and recommendations on the administration of facility management services will be on the agenda of the April meeting of the Judicial Council.

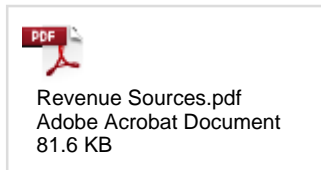
* Generation of revenues from leases and licenses from office space occupants, food service operators, telecommunications service providers and parking operations. Current annualized income is approximately \$6.3 million (see attachment).

* A proposed plan to implement the recommendations of the internal audit report which promote efficiencies in the administration of TCFTF funds (to be reviewed with the AOC Executive Office on April 10, 2013).

* Using the Computer Aided Facilities Management (CAFM) application to collect detailed cost data on firm-fixed price costs; undertaken to inform future contract bids by facilities service providers.

As of July 2012, the charge of the Facility Modification Advisory Committee was formally amended to clarify this committee specifically has the charge of approving both facility modification and operations and maintenance requests on behalf of the trial courts.

The ADOC requests that the council approve the following proposed timeline: ADOC interim update to the council at the October 2013 council meeting and final report at the December 2013 meeting.






TIMELINE AND RESOURCES FOR IMPLEMENTATION

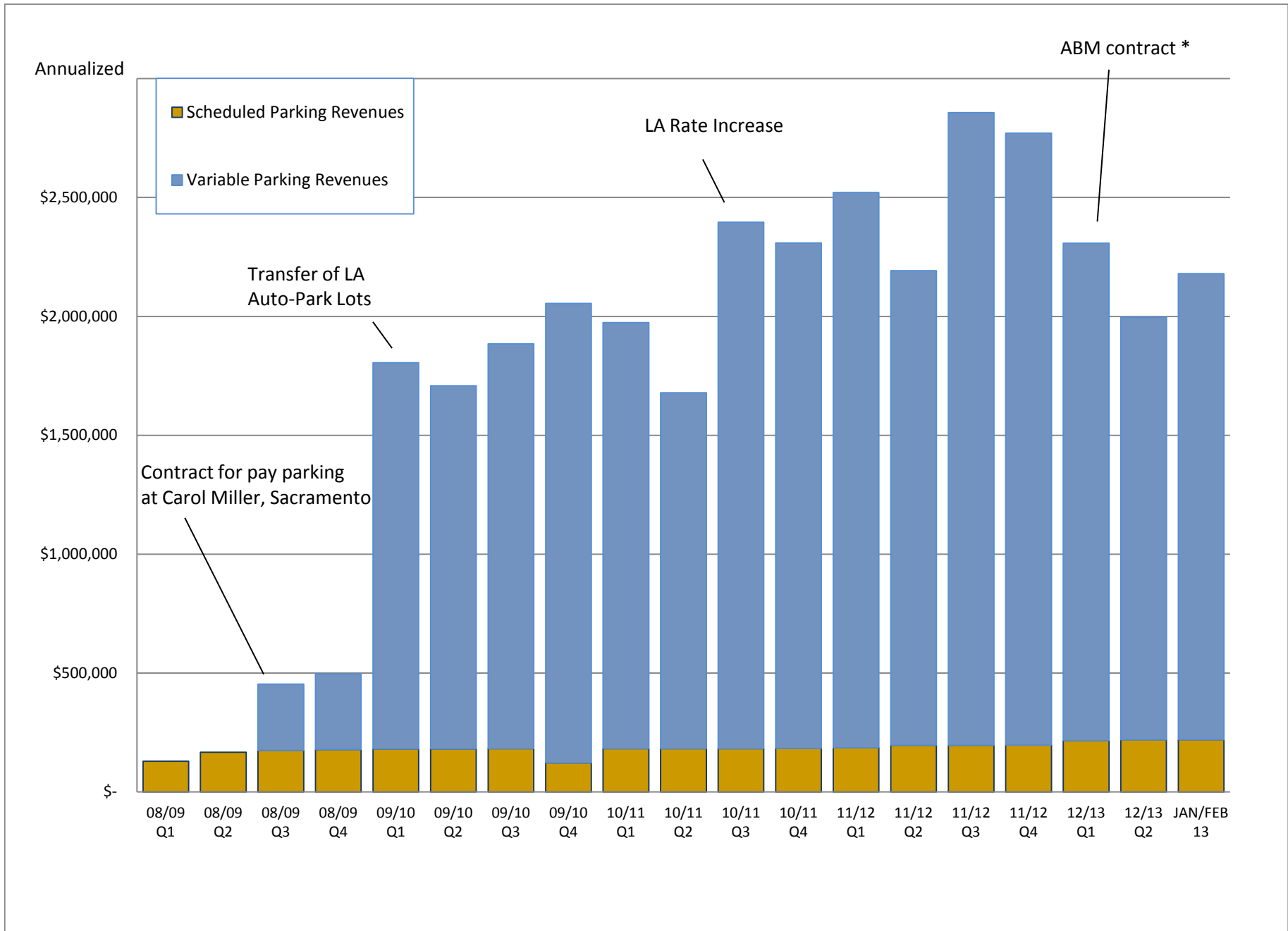
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	Multiple dates, the last of which may be based on decisions regarding implementation of the proposed audit plan.
RESOURCES REQUIRED FOR IMPLEMENTATION	Continued involvement by key staff from the following offices: Real Estate and Facilities Management; Judicial Branch Capital Programs; Fiscal Services.

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; margin-top: 5px;"> File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; margin-top: 5px;"> File Attachment </div>
<input checked="" type="checkbox"/> SAVINGS	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; margin-top: 5px;"> File Attachment </div>
	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div>

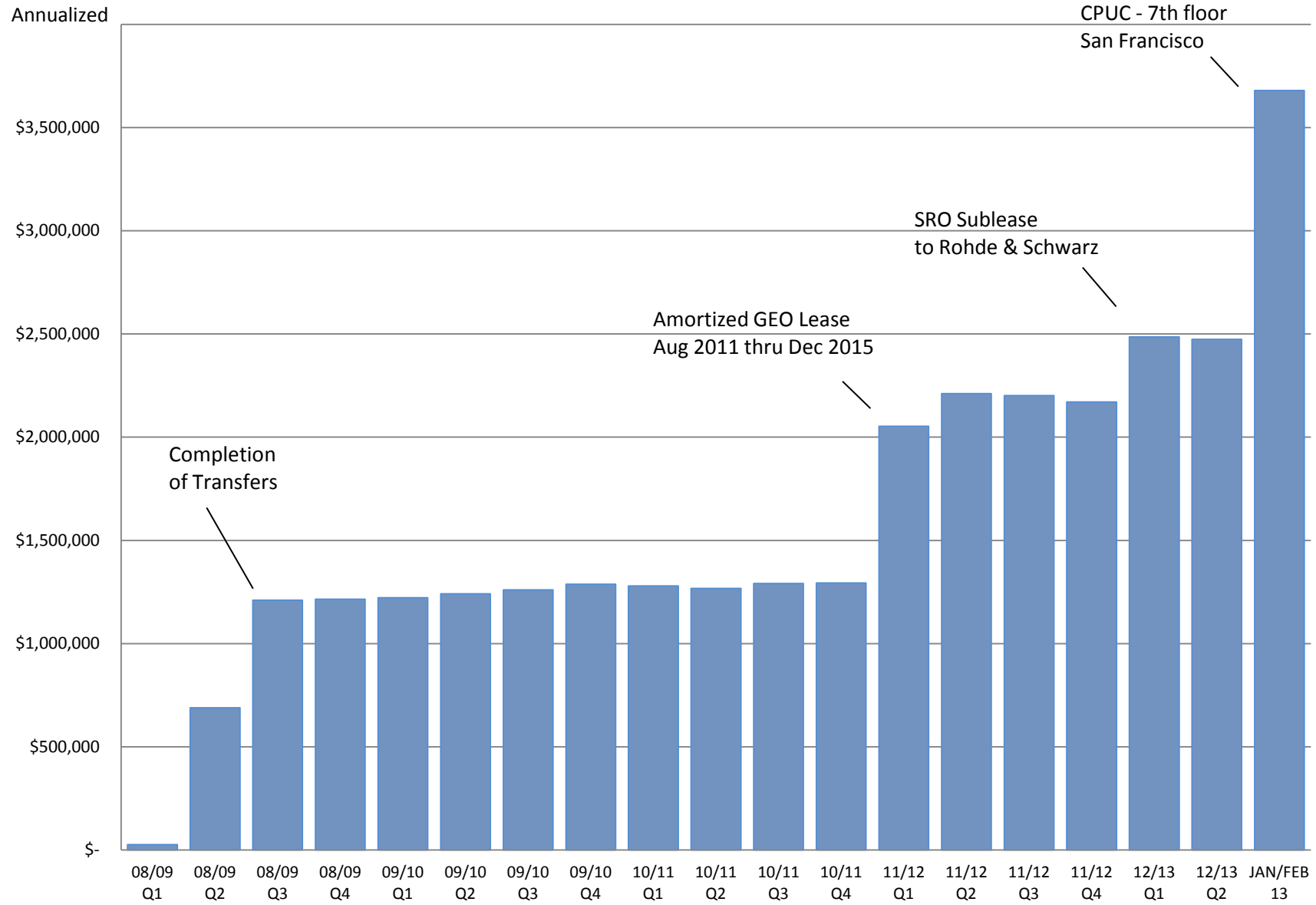
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

AOC Parking Revenues FY 2008/09 - Jan/Feb 2013 (Q3 FY 2012/13)



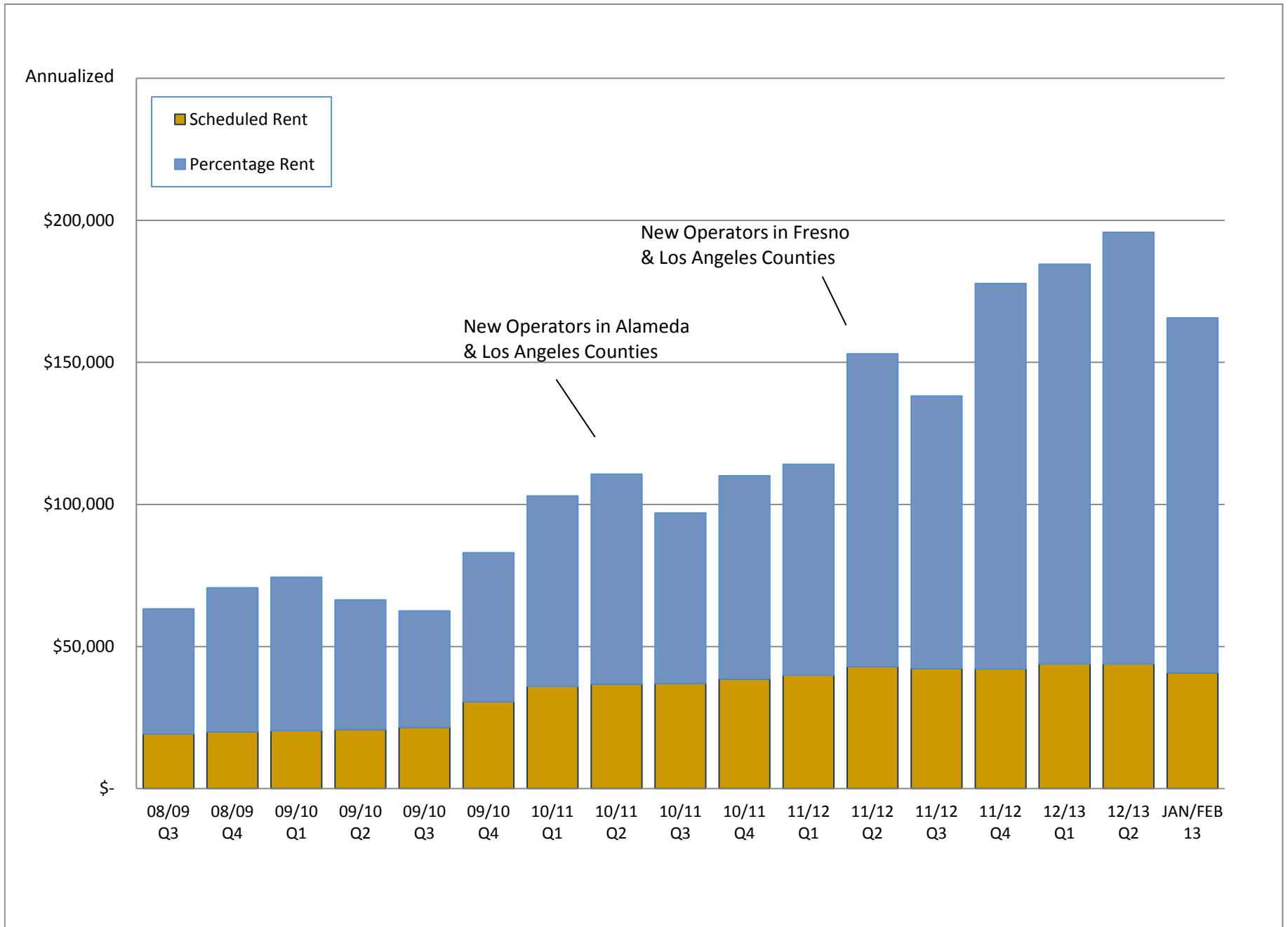
* includes one-time start-up costs

AOC Office Revenues FY 2008/09 - Jan/Feb 2013 (Q3 FY 2012/13)

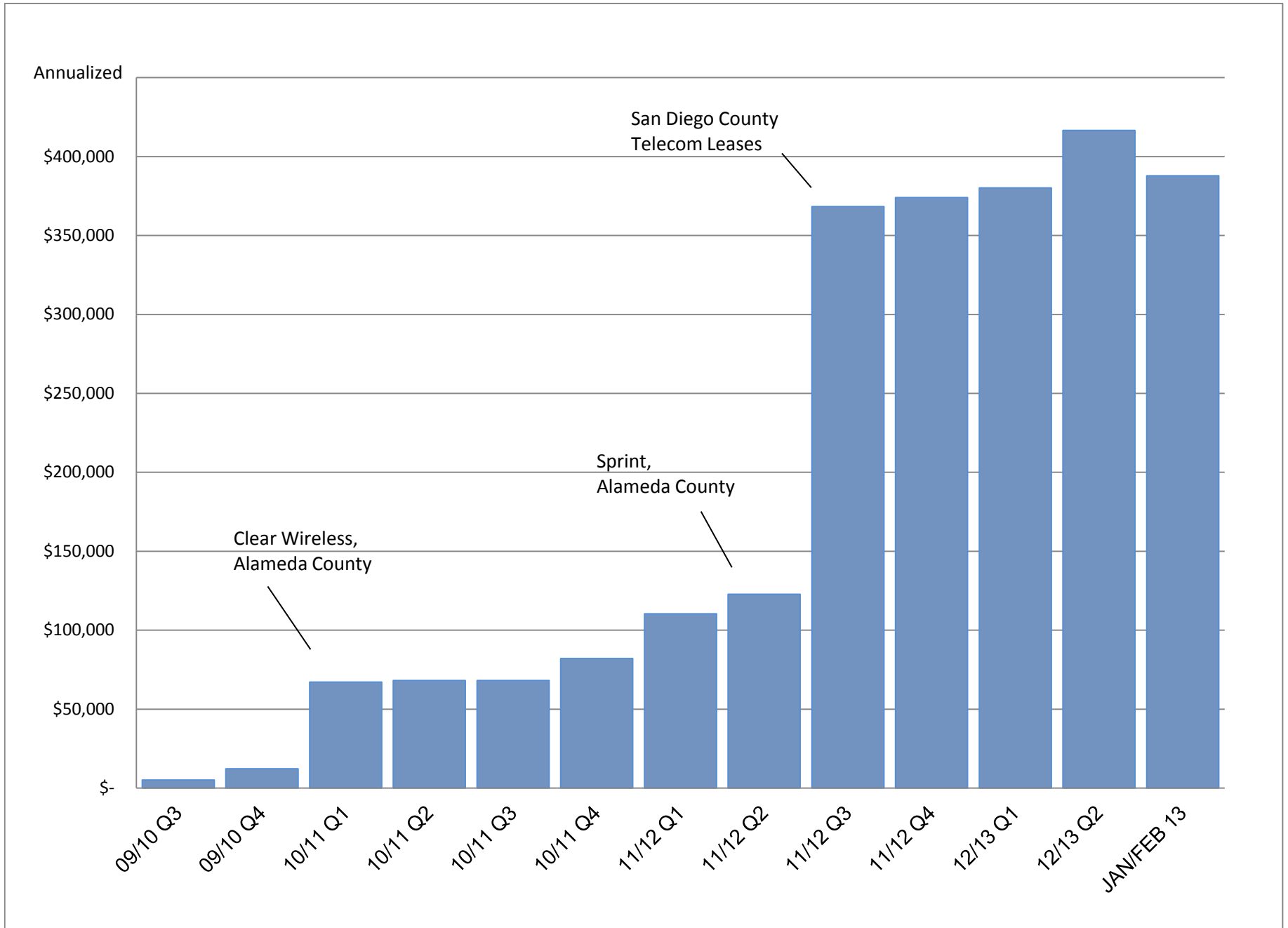


GEO Lease full term rent of \$4.8 million rec'd Aug 2011 and amortized through Dec 2015. Revenue to be booked as of Jul 2014.

AOC Food Service Revenues FY 2008/09 - Jan/Feb 2013 (Q3 FY 2012/13) ATTACHMENT 3



AOC Telecom Revenues FY 2009/10 - Jan/Feb 2013 (Q3 FY 2012/13)



ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Lee Willoughby
OFFICE NAME	Judicial Branch Capital Program Office
JUDICIAL COUNCIL DIRECTIVE NUMBER	139
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, once organizational changes are made as approved by the Judicial Council, to evaluate and make recommendations regarding staff reductions.
SEC RECOMMENDATION	Staff reductions appear feasible in light of the slowdown in new court construction and should be made accordingly. The Chief Operating Officer should be charged with implementing necessary reductions.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <input type="button" value="File Attachment"/>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <input type="button" value="File Attachment"/>	
<input checked="" type="checkbox"/> Other: <p>The construction program is in a state of flux due to the funding reductions proposed in the Governor's budget. In addition, senior management of the office is changing with the retirements of two assistant directors and the upcoming retirement of the director. While It is difficult to accurately assess staffing needs at this time without knowing what funding will be available in the enacted FY 2013-2014 budget, staff have begun to analyze staffing requirements under various scenarios. Proposed construction fund reductions include \$50 million on-going, proposed payment of the Long Beach service fee, and the \$200 million redirection proposed for FY 13/14. Efforts are in progress to restore some or all of the proposed \$200 million redirection and, if successful, will require adequate resources to implement. Staff resources are now managing the active projects, however additional construction inspectors and budget staff is required to effectively manage the current program, which will include 15 projects in construction totaling about \$2 billion during 2013. An early June 2013 meeting with Judicial Council Liaisons assigned to the Capital Program Office has been scheduled to review staffing requirements for successful project execution.</p>	

<input type="button" value="File Attachment"/>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<input type="text" value="Interim Report is due to the Judicial Council in August 2013."/>
RESOURCES REQUIRED FOR IMPLEMENTATION	<input type="text"/>
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<input type="text"/>	

E&P REVIEW

Executive and Planning Review Date:

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING

DATE	4/2/2013
PREPARED BY	Patrick Farrales
OFFICE NAME	<u>Human Resources Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	140
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the employment of temporary or other staff to circumvent a hiring freeze is not permitted. The Administrative Director must review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such as in the case of an emergency or to provide a critical skill set not available through the use of authorized employees.
SEC RECOMMENDATION	The use of temporary or other staff to circumvent the hiring freeze should cease.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>The AOC will review its agency temporary program and take steps to reduce the number of contractors and agency temporary staff. The AOC has also imposed an internal exemption process for all personnel transactions within the organization. The process requires approval by the Office Leadership, Division Chief, Human Resources Services Office, and the Fiscal Services Office.</p> <p>In June 2013, the AOC will prepare a report which contains recommendations for a revised Policy 3.3 (E) Other Temporary Workers. The amended policy will impose a six month limitation on all temporary employees and further outline the use and purpose of temporary staff. The AOC will propose that temporary employees should be utilized in limited circumstances - for six month, short-</p> </div>	








term work related to a specific critical project, or to backfill staff currently on a short-term leave of absence.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	October 2013
RESOURCES REQUIRED FOR IMPLEMENTATION	To reduce the need for manual tracking efforts, the AOC is exploring the possibility of implementing an electronic approval process through its Human Resources Education and Management System (HREMS).

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	 File Attachment
<input type="checkbox"/> SAVINGS	 File Attachment
<input type="checkbox"/> COST	 File Attachment
<input type="checkbox"/> EFFICIENCIES	 File Attachment
<input type="checkbox"/> SERVICE LEVEL IMPACT	 File Attachment
<input type="checkbox"/> OTHER	 File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW	Administrative Director of the Courts Review Date: 4/10/2013
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EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW

E&P REVIEW	Executive and Planning Review Date: 4/17/2013 <input type="text"/>
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ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES




AOC RESTRUCTURING








DATE	4/2/2013
PREPARED BY	Bob Fleshman
OFFICE NAME	<u>Fiscal Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	141
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to review, as part of the AOC-wide review of its contracting processes, the contracting process utilized by the Office of Court Construction and Management.
SEC RECOMMENDATION	The contracting process utilized by OCCM needs to be improved. This process should be reviewed as part of the AOC-wide review of its contracting processes.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> A complete report on this directive will be provided at the June 2013 Judicial Council meeting. In the meantime, this directive will be addressed as part of the AOC's ongoing contract process improvement efforts. </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION	

DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="File Attachment"/>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING


DATE	3/20/2013
PREPARED BY	Maureen Dumas for Jody Patel
OFFICE NAME	<u>Executive Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	142
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-80 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.
SEC RECOMMENDATION	The Office of Governmental Affairs should be placed in the Executive Office, under the direction of the Chief of Staff. The OGA Manager position should be at the Senior Manager level.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Given that the implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study, the Administrative Directive is requesting a modification to the timeline originally provided by the Judicial Council. It is requested that the Judicial Council amend the timeline to read as follows: "ADOC to provide an interim report on the outcome of the Classification and Compensation Request for Proposal at the June 2013 council meeting. A final report timeline is unknown and is pending council decisions on the classification and compensation study."</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>	
TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION	

DATE OR PROJECTED IMPLEMENTATION DATE	
RESOURCES REQUIRED FOR IMPLEMENTATION	
ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>


ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES

AOC RESTRUCTURING


DATE	3/27/2013
PREPARED BY	Chad Finke
OFFICE NAME	<u>Court Operations Special Services Office</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	145
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to propose to the council a process and policies for pursuing grants. The process should mandate a detailed impact analysis for every grant proposal, including consideration of all anticipated impacts on the workload and resources of the courts and the impacts to the AOC as a whole. Until a process of review and oversight is finalized, the Administrative Director of the Courts must approve the AOC's engagement in all grant proposals and agreements.
SEC RECOMMENDATION	<p>The Executive Leadership Team must develop and make public a description of the AOC's process for determining which grants to pursue. The process should mandate a detailed impact analysis for every grant proposal, including consideration of all anticipated impacts on the workload and resources of the courts and the impacts to the AOC as a whole. Only after such analysis should the Executive Leadership Team make a determination whether the AOC should pursue grant funding.</p> <p>The Judicial Council should exercise oversight to assure that grant-funded programs are undertaken only when consistent with predetermined, branch-wide policy and plans. The fiscal and operational impacts of grant-funded programs on the courts should be considered as part of the fiscal planning process.</p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following.</p> <p>Excerpt:</p> <p>(f) The Fund Development Group concerns itself with training to obtain grants, seeking grants, and grant reporting.</p>
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented:	
<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
<div style="border: 1px solid black; padding: 5px; display: inline-block;">  File Attachment </div>	

This directive is forwarded to the Judicial Council with options for consideration:







 File Attachment


Other:

Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC which will be provided at a later date.

 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	<div style="border: 1px solid black; height: 20px;"></div>
RESOURCES REQUIRED FOR IMPLEMENTATION	<div style="border: 1px solid black; height: 20px;"></div>

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
<input type="checkbox"/> PROCEDURES/ POLICIES UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px;"></div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<div style="border: 1px solid black; height: 20px;"></div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> SAVINGS	<div style="border: 1px solid black; height: 20px;"></div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px;"></div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> EFFICIENCIES	<div style="border: 1px solid black; height: 20px;"></div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<div style="border: 1px solid black; height: 20px;"></div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">  File Attachment </div>

<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="4/10/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="4/17/2013"/>

