



## Judicial Council of California · Administrative Office of the Courts

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

[www.courts.ca.gov](http://www.courts.ca.gov)

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# REPORT TO THE JUDICIAL COUNCIL

For business meeting on: December 14, 2012

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**Title**

Judicial Council: Implementation of Judicial Council Directives on AOC Restructuring

**Agenda Item Type**

Information Only

**Date of Report**

December 14, 2012

**Submitted by**

Executive and Planning Committee  
Hon. Douglas P. Miller, Chair

**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 council on August 31, 2012. The AOC Restructuring Directives specifically direct the Administrative Director of the Courts to report to E&P before each Judicial Council meeting on each of the directives. 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 October 23, 2012 Judicial Council meeting.

### Implementation Progress

AOC offices continue to make progress on implementation of the AOC restructuring directives in accordance with the timelines for implementation approved by the Judicial Council. As indicated in the attached *Status Report: Judicial Council Directives—AOC Restructuring*, for this

reporting period, the AOC is providing information on specific implementation efforts for four of the directives through the submission of *Activity Reporting and Proposal Forms* for these directives.

Items of interest in three of these *Activity Reporting and Proposal Forms* include the following:

- Directive 86: The Administrative Director of the Courts was directed to return to the Judicial Council with recommendations for a process of identifying cost/benefit of Center for Judicial Education and Research/Education (CJER) programs at this council meeting, with a final report to the Judicial Council in April 2013. As the *Activity Reporting and Proposal Form* for Directive 86 indicates, CJER staff is actively working on developing these recommendations and has indicated that it will be providing the recommendations to the Judicial Council at the January 2013 meeting.
- Directives 40 and 42: As relayed in my October report to the Judicial Council, the Administrative Director requested that the Judicial Council allow the AOC to modify its approach to implementation of Directives 40 and 42. Both of these directives deal with financial practices of the AOC. The AOC is requesting that it be allowed to modify its implementation of these directives for the following reasons:
  - Directive 40 directs that the Administrative Director of the Courts require that when requests for additional resources are presented to the Judicial Council at its August meeting, each request should identify the increased resources requested and be accompanied by clear statements of need, the use of the resources and impact on the AOC, and the impact on the judicial branch. In addition, cost-benefit analysis should be part of any request and there should be a system to prioritize requests.

AOC Fiscal Services Office supports this directive but indicates that a cost-benefit analysis may not be practical for every request for branch funding. The AOC indicates that it understands and appreciates that funding augmentation requests for new or expanded programs and services should require a cost-benefit analysis, especially for large-scale projects, but indicates that it may not be practical in all cases, especially where the funding requests are for costs associated with health and retirement expenses, rent increases, or legislatively mandated services.

Directive 40 will be part of a broader review and policy discussion along with directives 7–13, 21, 40, 91, and 145, relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date.

- Directive 42 indicates that except for budget changes that must be made to comply with time requirements in the state budget process, the AOC must not change the numbers in the budget statements it presents, and all figures provided by the AOC must tie back to the Governor’s budget or be explained in footnotes.

AOC Fiscal Services Office supports this directive and indicates that, generally, reported budget numbers will not change unless such changes are dictated by state fiscal reporting guidelines. AOC staff notes that the word “time” in both the Judicial Council and SEC recommendation, if removed, provides the same flexibility as those reporting provisions included in state fiscal reporting requirements. The recommendation reads, in part, as follows: “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.”

By omitting the word “time,” the AOC will be able to comply with state fiscal reporting requirements, which often stipulate the adjustment of reported numbers such as with budget change requests (when the estimated funding need increases/decreases) in the same manner that the Governor’s own budget changes from the January release to when the May Revision occurs.

In addition, the Administrative Director of the Courts will propose a briefing calendar to advise the Judicial Council of any adjustments to previously reported numbers submitted by the AOC as part of the state budget development/fiscal reporting process.

- Based on the information provided above, E&P recognizes that the intent of the directives above will not always be practical and, as such, approves the AOC’s response for a modified approach to implementing these directives.

Additionally, I would like to refer you to item U (*Judicial Administration: Retaining the AOC Office of Security*) on the council’s discussion agenda where the Administrative Director of the Courts is presenting a report on directive 125.

In regards to directive 26, which pertains to the AOC's telecommute policy, E&P is proposing an amendment to now enlarge the directive to include the question of whether a telecommute program should remain in force at the AOC. This issue will be returned to the council at the February 2013 meeting.

Finally, the Administrative Director of the Courts has indicated that restructuring implementation activities have reinforced the need for the organization to revisit its existing policy and procedure program and capture new policies and procedures that have been created because of this effort in a centralized and easily accessed location. As such, the Administrative Director has requested the council’s formal directive to review its existing policy and procedure program to ensure that AOC’s policies and procedures are uniform, current, and accessible in an AOC Policy and Procedure manual. To this end, E&P has provided this direction and given a proposed timeline of October 2013 for the Administrative Director of the Courts to report back on these activities.

## **Attachments**

1. Key to Judicial Council Reporting Tools
2. *Status Report: Judicial Council Directives—AOC Restructuring*
3. *Activity Reporting and Proposal Forms*

**Key to Judicial Council Reporting Tools for  
Judicial Council Directives  
Administrative Office of the Courts Restructuring**

Each month, the Administrative Office of the Courts, Administrative Director of the Courts will present two documents reporting on the status of implementation efforts for the Judicial Council Directives on AOC R^•d` &ç !â \* implementation activities. The following provides a key to these documents:

**STATUS REPORT**

- Prepared monthly
- Distributed to the Judicial Council Executive and Planning Committee and Judicial Council and posted online at the California Courts website [www.courts.ca.gov](http://www.courts.ca.gov)
- Includes the following content:

<b>Area 1</b>	#	Contains the Judicial Council Directive number proposed by the Judicial Council's Executive and Planning Committee and approved by the Judicial Council on August 31, 2012.
<b>Area 2a</b>	Directive	Contains the language as proposed by the Judicial Council's Executive and Planning Committee and approved by the Judicial Council on August 31, 2012.
<b>Area 2b</b>	SEC Recommendations	Contains the language provided in the related Strategic Evaluation Committee recommendation for each respective directive.
<b>Area 3</b>	Timeline	Contains the timeline as proposed by the Judicial Council's Executive and Planning Committee and approved by the Judicial Council on August 31, 2012.
<b>Area 4</b>	Status	Contains the status for each directive. Options include: <ul style="list-style-type: none"> <li>▪ Completed</li> <li>▪ In progress</li> <li>▪ Deferred</li> <li>▪ Not Started</li> <li>▪ Ongoing</li> </ul>
<b>Area 5</b>	Status Updates	Contains additional information provided by the Administrative Office of the Courts regarding the status reported.

**STATUS REPORT**  
**JUDICIAL COUNCIL DIRECTIVES**  
**AOC RESTRUCTURING**

October 26, 2012

(3)

(4)

(5)

(1) #	Directive *	Timeline	Status	Status Updates
1 (2a)	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.	For immediate implementation (Ongoing)	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
	<a href="#">SEC Recommendation</a>			
(2b)	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.			
2	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.	For immediate implementation (Ongoing)	Ongoing	
	<a href="#">SEC Recommendation</a>			
	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.			

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

## ACTIVITY REPORTING AND PROPOSAL FORM

- Accompanies the Status Report
- Prepared for those directives where the Administrative Director of the Courts is reporting to the Executive and Planning Committee and the Judicial Council on:
  - I. Completed directives;
  - II. Directives that require reporting to the Judicial Council as indicated in the directives approved by the Judicial Council; and
  - III. Directives that require proposals to submitted to the Judicial Council for consideration.
- Readers can identify which directives are accompanied by an Activity Reporting and Proposal Form by reviewing the information contained in the Status Report “Status Updates” column. Those directives that include an Activity Reporting and Proposal Form will contain the verbiage: “Activity Reporting and Proposal Form submitted to the Judicial Council for the (insert date), Judicial Council meeting.”
- Distributed to the Judicial Council Executive and Planning Committee and Judicial Council and posted online at the California Courts website [www.courts.ca.gov](http://www.courts.ca.gov).
- Includes the following content:

<b>Date</b>	The date the worksheet was completed.
<b>Prepared by</b>	The name of the individual completing the form.
<b>Office Name</b>	The name of the office of the individual completing the form.
<b>Judicial Council Directive Number</b>	The Judicial Council Directive number proposed by the Judicial Council’s Executive and Planning Committee and approved by the Judicial Council on August 31, 2012.
<b>Judicial Council Directive</b>	Language as proposed by the Judicial Council’s Executive and Planning Committee and approved by the Judicial Council on August 31, 2012.
<b>SEC Recommendation</b>	Language provided in the related Strategic Evaluation Committee recommendation for each respective directive.
<b>Response</b>	Includes implementation and reporting information for the directive. Options include: <ul style="list-style-type: none"> <li>▪ <i>The directive has been completed and implemented.</i> This response can also include attachments to provide further information regarding implementing the directive.</li> <li>▪ <i>The directive is forwarded to the Judicial Council with options for consideration.</i> This response will be utilized in those cases where the Administrative Director of the Courts has been required to report back to the Judicial Council with options and may also include attachments to provide further information.</li> <li>▪ <i>Other.</i> This response will be utilized in those cases where information regarding the directive needs to be brought to the Judicial Council per their direction or at the request of the Administrative Director of the Courts. As with the other options noted above, attachments may be included to further explain the information provided.</li> </ul>

**Timeline and Resources For Implementation**

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Includes information on the timeline for implementation of the respective directive and resource requirements for implementation.

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**Additional Implementation Information**

Information to provide readers with the impact or outcomes of implementing the directive. This information may include attachments to further explain and/or support the information presented. Information may be presented in one or more of the following areas:

- Procedures/policies update or developed
- Training updated or developed
- Savings
- Cost
- Efficiencies
- Service level impact
- Other

**Administrative Director of the Courts (ADOC) Review Date**

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**Executive and Planning Committee Review Date**

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The date Executive and Planning Committee reviewed the form.

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**SAMPLE  
ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**

DATE	<input type="text"/> 
PREPARED BY	<input type="text"/>
OFFICE NAME	Select... 
JUDICIAL COUNCIL DIRECTIVE NUMBER	<input type="text"/>
JUDICIAL COUNCIL DIRECTIVE	<input type="text"/>
SEC RECOMMENDATION	<input type="text"/>
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <input type="text"/> <input type="button" value="Click here to attach a file"/> <input checked="" type="checkbox"/> Insert item	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <input type="text"/> <input type="button" value="Click here to attach a file"/> <input checked="" type="checkbox"/> Insert item	
<input type="checkbox"/> Other: <input type="text"/> <input type="button" value="Click here to attach a file"/> <input checked="" type="checkbox"/> Insert item	

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="Click here to attach a file"/> <input type="button" value="Insert item"/>
<input type="checkbox"/> TRAINING UPDATED OR DEVELOPED	<input type="text"/> <input type="button" value="Click here to attach a file"/> <input type="button" value="Insert item"/>
<input type="checkbox"/> SAVINGS	<input type="text"/> <input type="button" value="Click here to attach a file"/> <input type="button" value="Insert item"/>
<input type="checkbox"/> COST	<input type="text"/> <input type="button" value="Click here to attach a file"/> <input type="button" value="Insert item"/>
<input type="checkbox"/> EFFICIENCIES	<input type="text"/> <input type="button" value="Click here to attach a file"/> <input type="button" value="Insert item"/>
<input type="checkbox"/> SERVICE LEVEL IMPACT	<input type="text"/> <input type="button" value="Click here to attach a file"/> <input type="button" value="Insert item"/>
<input type="checkbox"/> OTHER	<input type="text"/> <input type="button" value="Click here to attach a file"/> <input type="button" value="Insert item"/>

<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text"/> 
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text"/> 

**STATUS REPORT**  
**JUDICIAL COUNCIL DIRECTIVES**  
**AOC RESTRUCTURING**

December 14, 2012

#	Directive *	Timeline	Status	Status Updates
1	<p>The Administrative Director of the Courts operates subject to the oversight of the Judicial Council. E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to report to E&amp;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&amp;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&amp;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><a href="#">SEC Recommendation</a></p> <p>The primary role and orientation of the AOC must be as a service provider to the Judicial Council and the courts.</p>	<p>For immediate implementation (Ongoing)</p>	<p>Ongoing</p>	
4	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	<p>For immediate implementation (Ongoing)</p>	<p>Ongoing</p>	

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#	Directive *	Timeline	Status	Status Updates
5	<p>E&amp;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><a href="#">SEC Recommendation</a></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&amp;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><a href="#">SEC Recommendation</a></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	RUPRO has begun discussions on this directive and will continue to discuss further possible actions.

\* 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
7	<p>E&amp;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><a href="#">SEC Recommendation</a> 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>	In Progress	<p>Initial discussions are taking place in the AOC Executive Office on plans for satisfying this directive.</p>
8	<p>E&amp;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><a href="#">SEC Recommendation</a> 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>	In Progress	<p>Initial discussions are taking place in the AOC Executive Office on plans for satisfying this directive.</p>
9	<p>E&amp;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><a href="#">SEC Recommendation</a> 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>	Not Started	

\* 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
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.	Not Started	
	<a href="#">SEC Recommendation</a> 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	Initial discussions are taking place in the AOC Executive Office on plans for satisfying this directive.
	<a href="#">SEC Recommendation</a> 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.	Not Started	
	<a href="#">SEC Recommendation</a> The AOC must identify and secure sufficient funding and revenue streams necessary to support projects and programs, before undertaking them.			

\* 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
13	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.	ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.	Not Started	
	<p><a href="#">SEC Recommendation</a></p> <p>The AOC must accurately report and make available information on potential costs of projects and impacts on the courts.</p>			
14	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.	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	The AOC Human Resources Services Office has briefed the Executive Office on the draft, preliminary findings of the initial phase of the classification study.
	<p><a href="#">SEC Recommendation</a></p> <p>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>			

\* 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
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><a href="#">SEC Recommendation</a></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>The comprehensive compensation review will follow the classification phase of the study.</p>

\* 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
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><u><a href="#">SEC Recommendation</a></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>(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> <hr/>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	The classification and compensation study is currently in the first phase of implementation. Employees have been asked to complete a Position Description Questionnaire (PDQ). 39 classifications comprised of approximately 233 employees are being reviewed in this initial phase. HR is working with employees and their supervisors in gathering the data for inclusion and review in this phase of the study.

\* 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
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><a href="#">SEC Recommendation</a></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>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	<p>The classification and compensation study is currently in the first phase of implementation. Employees have been asked to complete a Position Description Questionnaire (PDQ). 39 classifications comprised of approximately 233 employees are being reviewed in this initial phase. HR is working with employees and their supervisors in gathering the data for inclusion and review in this phase of the study. Subsequent phases of the study will encompass the review of all classifications, which includes analyzing the appropriateness of the classifications for the current organization, and the job duties of employees and their fit within the classification and compensation system.</p>

\* 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
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><a href="#">SEC Recommendation</a></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.	Not Started	The comprehensive compensation review will follow the classification phase of the study. Recommendation 18 (c) will be addressed during the comprehensive compensation review.

\* 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
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><a href="#">SEC Recommendation</a></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	The AOC Human Resources Services Office has received preliminary information from potential vendors and is preparing a report for a February presentation to the Judicial Council.
20	<p>E&amp;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><a href="#">SEC Recommendation</a></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.	Not Started	Updates and results of the classification/compensation study will be provided to the Administrative Director of the Courts. A complete report will be submitted at the conclusion of the study.

\* 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
21	<p>E&amp;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><a href="#">SEC Recommendation</a></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> <p>.....</p>	Completion by December 2013.	In Progress	<p>Internal discussions continue as to how to most efficiently implement this and other directives addressing AOC program and project planning. This effort will involve multiple AOC offices/divisions to ensure that sound project management principles are applied to AOC programs and projects. At a minimum, this will include impact and workload analyses, as directed, as well as the development of performance metrics/deliverables to ensure that projects are being appropriately managed over time.</p>

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#	Directive *	Timeline	Status	Status Updates
22	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

\* 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
23	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.	ADOC report to E&P identifying legislative requirements by December 2013.	In Progress	On October 25, OGA presented to the PCLC, and the approved for recommendation to the Judicial Council at the December 14 council meeting the legislative priorities for 2013. The PCLC approved recommending that the council continue sponsorship of the 17 efficiencies proposals submitted by presiding judges and court executive officers previously approved for council sponsorship. OGA staff participated in 2 conference calls with the PJ/CEO Working Group on Court Efficiencies to reevaluate all of the initial efficiencies proposals and newly submitted proposals. OGA has set up 3 conference calls with the reestablished Ad Hoc Advisory Committee on Court Efficiencies, Cost Savings, and New Revenue to review the recommendations of the PJ/CEO Working Group (which were adopted by TCPJAC and CEAC at the November 8, statewide. The Ad Hoc Committee will meet November 28, December 4, and, if necessary, December 10 to finalize its recommendations. Recommendations of both committees will be brought to PCLC in January for recommendation for sponsorship of proposals in addition to the 17, and to the full council at the February meeting.

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.

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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&amp;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><a href="#">SEC Recommendation</a></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>E&amp;P is proposing an amendment to the AOC Telecommuting directive to now enlarge the directive to include the question of whether a telecommute program should remain in force. This issue will be returned to the Judicial Council at the February 2013 meeting. Performance review policies will be revisited at the conclusion of the classification/compensation study.</p>
26	<p>E&amp;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.</p> <p><a href="#">SEC Recommendation</a></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>ADOC report to the council by the 12/14/12 meeting.</p>	In Progress	<p>E&amp;P is proposing an amendment to the AOC Telecommuting directive to now enlarge the directive to include the question of whether a telecommute program should remain in force. This issue will be returned to the Judicial Council at the February 2013 meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
27	<p>E&amp;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><a href="#">SEC Recommendation</a></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.	Not Started	Not yet started.
28	<p>E&amp;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><a href="#">SEC Recommendation</a></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.	Not Started	Awaiting completion of the classification and compensation study and current job descriptions.

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#	Directive *	Timeline	Status	Status Updates
29	<p>E&amp;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><a href="#">SEC Recommendation</a></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.	Not Started	Not yet started
30	<p>E&amp;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><a href="#">SEC Recommendation</a></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	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
31	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.	Annual status report to be included in the ADOC's annual performance review.	In Progress	E&P is proposing an amendment to the AOC Telecommuting directive to now enlarge the directive to include the question of whether a telecommute program should remain in force. This issue will be returned to the Judicial Council at the February 2013 meeting. Performance review policies will be revisited at the conclusion of the classification/compensation study.
<u>SEC Recommendation</u>				
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.				
32	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.	Annual status report to be included in the ADOC's annual performance review.	In Progress	E&P is proposing an amendment to the AOC Telecommuting directive to now enlarge the directive to include the question of whether a telecommute program should remain in force. This issue will be returned to the Judicial Council at the February 2013 meeting. Performance review policies will be revisited at the conclusion of the classification/compensation study.
<u>SEC Recommendation</u>				
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.				

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#	Directive *	Timeline	Status	Status Updates
33	<p>E&amp;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><a href="#">SEC Recommendation</a></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>AOC staff are currently working to develop a calendar to highlight key fiscal decision points throughout the year and will provide a midyear report to the council following the release of the Governor's proposed budget in January.</p>

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#	Directive *	Timeline	Status	Status Updates
34	<p>E&amp;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.</p> <p><a href="#">SEC Recommendation</a> 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).</p>	<p>Immediate implementation with ADOC report to the council at the 10/26/2012, meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
35	<p>E&amp;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.</p> <p><a href="#">SEC Recommendation</a> 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.</p>	<p>ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 council meeting.</p>	In Progress	<p>Budget expenditure information is readily available via Oracle to managers/supervisors as well as division/office budget liaisons. AOC staff will work to develop more enhanced budget training for management level staff and budget liaisons.</p>
36	<p>E&amp;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.</p> <p><a href="#">SEC Recommendation</a> Information displays need to be streamlined and simplified so they are clearly understandable.</p>	<p>ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 council meeting.</p>	In Progress	<p>AOC staff are currently working to re-engineer the budget process, to include the display of fiscal information, to ensure the information is clearly understandable.</p>

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#	Directive *	Timeline	Status	Status Updates
37	<p>E&amp;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><a href="#">SEC Recommendation</a></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	
38	<p>E&amp;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><a href="#">SEC Recommendation</a></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	

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#	Directive *	Timeline	Status	Status Updates
39	<p>E&amp;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><a href="#">SEC Recommendation</a></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>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. Procedures for this directive will be provided at the February 2013 Judicial Council meeting.</p>
40	<p>E&amp;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><a href="#">SEC Recommendation</a></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>Completed</p>	<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
41	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	<p>In Progress</p>	<p>The AOC presented a midyear budget update to the Judicial Council at its January 2012 meeting and plans to present at the first business meeting following the release of the Governor's proposed budget in early 2013.</p>
42	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	<p>Completed</p>	<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.	Not Started	
	<p><u>SEC Recommendation</u></p> <p>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.</p>			
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	This directive is being addressed through ongoing AOC restructuring and realignment efforts.
	<p><u>SEC Recommendation</u></p> <p>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.</p>			

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#	Directive *	Timeline	Status	Status Updates
45	<p>E&amp;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&amp;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><a href="#">SEC Recommendation</a></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.  <a href="#">SEC Recommendation</a> 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.  <a href="#">SEC Recommendation</a> 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	The AOC has been addressing these types of issues as part of the continuing reorganization efforts. The AOC is currently reviewing critical vacant positions necessary to maintain essential, core functions undertaken.

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#	Directive *	Timeline	Status	Status Updates
48	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.	For long term consideration	In Progress	Negotiations in progress to relocate Burbank office to smaller, less expensive premises, or alternatively, contract in current premises. Sacramento North and Office of Governmental Affairs office leases renegotiated to reduce size of premises at lower rental rates. Relocation to comparably sized-facilities prior to lease expiration would entail greater expense for the branch. San Francisco space reduced through sub-assignment of 7th floor to California Public Utilities Commission. If other state government replacements occupants could be identified, relocation to less expensive space could benefit the judicial branch budget, but would not support the use of state-owned real estate by government entities as directed under the Governor's budget.
	<p><u>SEC Recommendation</u></p> <p>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>			
49	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.	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
	<p><u>SEC Recommendation</u></p> <p>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>			

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#	Directive *	Timeline	Status	Status Updates
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.	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	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
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.				
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.	ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.	In Progress	Meetings with the CFCC director and managers to discuss ways to organize CFCC to best function and also meet mandates have been productive and a draft proposal is being prepared for consideration by the Chief Operating Officer.
<u>SEC Recommendation</u>				
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:				
(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.				

\* 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
52	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	Not Started	<p>Subsequent phases of the classification/compensation study will provide for the analysis of all attorney classifications within the organization.</p>
52.1	<p>E&amp;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><a href="#">SEC Recommendation</a></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>Meetings with the CFCC director and managers to discuss ways to organize CFCC to best function and also meet mandates have been productive and a draft proposal is being prepared for consideration by the Chief Operating Officer.</p>

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#	Directive *	Timeline	Status	Status Updates
53	<p>E&amp;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><a href="#">SEC Recommendation</a></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>.....</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>Offices within the Judicial and Court Operations Services Division are building on existing practices supporting interdivisional collaboration to formalize procedures for ensuring the efficiency of cross-divisional research assignments. Managers overseeing research began discussions in October and are preparing recommendations.</p>

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#	Directive *	Timeline	Status	Status Updates
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.	To follow the classification and compensation study and E&Ps review of all council advisory bodies.	In Progress	During this reporting period, the Administrative Office of the Court's (AOC) Chief of Staff continued its work with the Chair and Vice-Chair of the Executive and Planning Committee (E&P) to compile information on the numerous Judicial Council committees, task forces, and working groups including the related staffing, hours spent and associated costs for AOC to support these groups. AOC Offices were solicited for hours and resources associated with staffing and supporting committees, working groups, and task forces. E&P will be utilizing this information in its current review of Judicial Council committees, task forces, and working groups to determine whether the respective committees, task forces, and working groups are still necessary, whether the groups are active, the appropriate membership level, and whether any of the groups can be consolidated. E&P's review should result in opportunities for efficiencies as well as a reduction in resource needs for AOC staff support to these committees.

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:

(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.

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#	Directive *	Timeline	Status	Status Updates
55	<p>E&amp;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><a href="#">SEC Recommendation</a></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>(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>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
56	<p>E&amp;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, &amp; the Courts.</p> <p><a href="#">SEC Recommendation</a></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>(g) CFCC staff members produce various publications. They should be considered for reduction or elimination</p>	ADOC to report to the council at the February 2013 council meeting.	In Progress	CFCC is drafting a protocol for planning and budgeting publication costs and determining which publications will be released online only.

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#	Directive *	Timeline	Status	Status Updates
57	<p>E&amp;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><a href="#">SEC Recommendation</a>            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>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
58	<p>E&amp;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><a href="#">SEC Recommendation</a>            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>	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
59	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to propose an organizational plan for the Center for Families, Children, &amp; the Courts that allows for reasonable servicing of the diverse programs mandated by statute and assigned to this division.</p> <p><a href="#">SEC Recommendation</a></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>Not Started</p>	

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#	Directive *	Timeline	Status	Status Updates
60	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.	ADOC to propose a plan for implementation to the council at the February 2013 meeting.	In Progress	Offices within the Judicial and Court Operations Services Division that work on self-help, Justicecorps, and Shriver projects meet regularly and work closely on specific issues such as straining and supervision of Justicecorps members, implementation and evaluation of the Shriver program, and working with courts to secure additional funding for these projects. They have met to assess strategies for increasing efficiencies and to review lines of responsibility. A draft coordination protocol is circulating for comment.
<u>SEC Recommendation</u>				
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.				
61	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.	Immediate implementation (Ongoing)	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
<u>SEC Recommendation</u>				
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.				

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#	Directive *	Timeline	Status	Status Updates
62	<p>E&amp;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><a href="#">SEC Recommendation</a>  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>CFCC will prepare a final report and recommendations.</p>
63	<p>With the exception of assigned judges, AOC staff must not investigate complaints from litigants about judicial officers.</p> <p><a href="#">SEC Recommendation</a>  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	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.	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
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.				
65	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.	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
<u>SEC Recommendation</u>				
The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings.				

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#	Directive *	Timeline	Status	Status Updates
65.1	<p>E&amp;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><a href="#">SEC Recommendation</a></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&amp;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><a href="#">SEC Recommendation</a></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>		In Progress	<p>At its October 17, 2012 meeting the Trial Court Budget Working Group recommended an allocation of \$277,000 in FY 2012-13 from State Trial Court Improvement and Modernization Fund (STCIMF) to maintain the JusticeCorps Program. This represents an \$800 reduction over the previous fiscal year. These funds are distributed in their entirety to designated trial courts to defray costs associated with running the program at the court level. The Judicial Council approved the STCIMF recommendation related to JusticeCorps at its October 26, 2012 Business Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
67	<p>E&amp;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><a href="#">SEC Recommendation</a></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&amp;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><a href="#">SEC Recommendation</a></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.	In Progress	The Chief Justice has indicated her intention that AOC staff support for civics education outreach efforts will continue in the wake of the February 2013 Summit. Accordingly, at this time our plan is to continue to dedicate necessary staff to those efforts even after the conclusion of the Summit.

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#	Directive *	Timeline	Status	Status Updates
69	<p>E&amp;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><a href="#">SEC Recommendation</a></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.	In Progress	Implementation is ongoing. The Court Operations Special Services Office continues to have one Senior Court Services Analyst devoted full-time to the Jury Improvement Program.

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#	Directive *	Timeline	Status	Status Updates
70	<p>E&amp;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><a href="#">SEC Recommendation</a></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.	In Progress	Implementation is ongoing. Because of the recent staff departures in the Court Interpreters Program—including the program’s former Supervising Analyst—most current efforts are focused on ensuring that legislatively mandated and otherwise “core” functions pertaining to the provision of interpreter services are completed as required.
71	<p>E&amp;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><a href="#">SEC Recommendation</a></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&amp;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><a href="#">SEC Recommendation</a></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>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	<p>Not Started</p>	

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#	Directive *	Timeline	Status	Status Updates
72.1	<p>E&amp;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><a href="#">SEC Recommendation</a></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>While no formal consolidation of research functions as between separate offices or divisions has occurred, staff in the Office of Court Research (OCR) continue to work collaboratively with research staff in other divisions/offices as necessary, including in connection with the newly formed Trial Court Funding Working Group.</p>

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#	Directive *	Timeline	Status	Status Updates
72.2	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	<p>Incoming ADOC's organizational proposal to be presented for council consideration at the 8/31/12, council meeting.**</p>	<p>In Progress</p>	<p>The former Administration and Planning Unit now comprises only the Assistant Director and a single Court Services Analyst (CSA). In addition to assisting with overall management of the office, the Assistant Director is also providing direct supervision over the Court Interpreters Program in the wake of the departure of the former Supervising Analyst of that group. The Assistant Director and the single CSA are also responsible for administering and coordinating responses to requests for judicial administrative records under rule 10.500 on behalf of the Judicial Council, the entire AOC, and the appellate courts.</p> <p>With respect to the specific planning function, while the Court Operations Special Services Office will have lead staff responsibilities with respect to the development of a judicial branch strategic plan, those efforts will be conducted in close partnership with staff from the Judicial Council and Court Leadership Services Division. Currently, staff are preparing a timeline that assumes that development of the new strategic plan will begin in earnest in April 2013.</p>

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#	Directive *	Timeline	Status	Status Updates
73	<p>E&amp;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><a href="#">SEC Recommendation</a> The Editing and Graphics Group, with half of its eight positions currently vacant, should be considered for elimination.</p>	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
74	<p>E&amp;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><a href="#">SEC Recommendation</a> 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	Because of the impact of implementation on the appellate courts, this issue has been referred to the Administrative Presiding Justices Advisory Committee for discussion and input at that group's November 27, 2012, meeting.
75	<p>E&amp;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><a href="#">SEC Recommendation</a> 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	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
76	<p>E&amp;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><a href="#">SEC Recommendation</a></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&amp;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><a href="#">SEC Recommendation</a></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	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<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	RUPRO is continuing its discussions on this directive and considering options.
<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&amp;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><a href="#">SEC Recommendation</a></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> <hr/>	In progress	In Progress	<p>Status Updates: Final report on new judge education was submitted to the CJER Governing Committee at its 11/6 meeting. The Governing Committee will discuss and vote on the report's recommendations at its next meeting in February, 2013.</p>

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#	Directive *	Timeline	Status	Status Updates
81	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	Not Started	<p>Subsequent phases of the classification/compensation study will provide for the analysis of all attorney classifications within the organization.</p>

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#	Directive *	Timeline	Status	Status Updates
82	<p>E&amp;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><a href="#">SEC Recommendation</a></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&amp;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><a href="#">SEC Recommendation</a></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.	In Progress	An assessment of the impacts of a reduction in size of the unit on the services provided by the unit will be conducted based on workload data and planned programming and will be undertaken and completed after the FY12-13 funding levels are finalized. This analysis is currently ongoing.

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#	Directive *	Timeline	Status	Status Updates
84	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	ADOC to report to council with recommendations following recommendations from RUPRO on training requirements.	In Progress	CJER staff is compiling the data regarding staff reductions and have made an initial assessment of the staff assigned to AOC Education. With a reduction in the number of AOC offerings we have been able to consolidate two separate areas of responsibility into a single person. At the same time, staff is working on additional training opportunities for AOC supervisors and managers. This analysis is currently ongoing.
	<u>SEC Recommendation</u>			
	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:			
	(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.			

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#	Directive *	Timeline	Status	Status Updates
85	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.	ADOC to report to council with recommendations at the June 2013 council meeting.	In Progress	CJER is compiling the data regarding staff reductions in this unit. Over the past few months since this recommendation was adopted, ASU has been divided and departments moved to the Office of Education/CJER and to the Administrative Services Office. Prior to that reorganization, staffing levels had been reduced due to voluntary separations and layoffs. This analysis is currently ongoing.
	<u>SEC Recommendation</u>			
	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:			
	(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.			

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#	Directive *	Timeline	Status	Status Updates
86	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	In Progress	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the December 14, 2012, Judicial Council Meeting.</p>
87	<p>E&amp;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><a href="#">SEC Recommendation</a></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&amp;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><u>SEC Recommendation</u></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&amp;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><u>SEC Recommendation</u></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>AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.</p>

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#	Directive *	Timeline	Status	Status Updates
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.	ADOC to make a proposal based on the classification and compensation study.	Not Started	Subsequent phases of the classification/compensation study will provide for the analysis of all manager and supervisor classifications within the organization. Results of the study will aid in determining the level of supervision necessary to provide oversight for offices, office units, program(s) and projects.
	<u>SEC Recommendation</u>			
	The number of managers and supervisors should be reduced.			
91	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.	ADOC interim report to the council at the February 2013 council meeting and final report at the meeting in June 2013.	Not Started	
	<u>SEC Recommendation</u>			
	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.			

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#	Directive *	Timeline	Status	Status Updates
92	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.	ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 meeting.	In Progress	
	<p><u>SEC Recommendation</u></p> <p>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>			
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.	<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 council meeting.</p>	In Progress	This directive is being addressed through the AOC's ongoing contract process improvement process.
	<p><u>SEC Recommendation</u></p> <p>This division must make a commitment to processing contracts in more timely fashion, with an eye toward better serving courts, contractors, vendors, and others.</p>			

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#	Directive *	Timeline	Status	Status Updates
94	<p>E&amp;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.</p> <p><a href="#">SEC Recommendation</a> 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.</p>	ADOC to report to the council at the June 2013 council meeting.	In Progress	Assessments ongoing. Some staffing adjustments have already occurred in the budget unit of the Fiscal Services Office to better align resources with workload.
95	<p>E&amp;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><a href="#">SEC Recommendation</a> 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.

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#	Directive *	Timeline	Status	Status Updates
96	<p>E&amp;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><a href="#">SEC Recommendation</a></p> <p>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>	<p>Interim and incoming ADOC to present organizational proposal the council at the 8/31/12, meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
97	<p>E&amp;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><a href="#">SEC Recommendation</a></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	<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
97.1	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
97.2	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	<p>Completed. This Division has 2 senior manager positions.</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
98	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
99	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-42 with no further action, as the issues have been resolved.</p> <p><a href="#">SEC Recommendation</a></p> <p>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.</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
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.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.

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.

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#	Directive *	Timeline	Status	Status Updates
101	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.	The Technology Committee to propose a timeline to return to the council to present its recommendations.	In Progress	The Technology Committee hosted a Technology Summit in Partnership with the courts on October 23, 2012. Participants included members of the Court Technology Advisory Committee (CTAC), the Judicial Branch Technology Initiatives Working Group, and other stakeholders. Participants agreed on the importance of technology to improve business practices, achieve cost savings, and to "keep the electronic courthouse doors open." Mary Winkley, Assistant Secretary, Program & Portfolio Management, California Technology Agency, facilitated a discussion on technology planning. Key points included the importance of governance; need for a business plan; local versus branch funding; and the need for a long-term, unified plan and approach to achieve funding stability. The Judicial Branch Technology Initiatives Working Group met on October 24, 2012. Four workstreams, including the Technology Roadmap, V2/V3 case management system maintenance and support, E-filing, and the Case Management System Request for Proposal, reported and made recommendations. The Appellate E-filing working group, Sustain User Group, and CTAC also provided updates. The Technology Committee met on October 24, 2012, to discuss policy issues, including eCitation, the California Courts Protective Order Registry, Judicial Council recommendations on the AOC realignment, and the technology budget. A small group was formed to provide a recommendation on how to align the structure of committees, subcommittees, working groups, and workstreams, between the Technology Committee and Court Technology Advisory Committee, to become most effective and most efficient. As a follow-up, a core group of the Technology Committee met on October 30 to discuss the next steps.

[SEC Recommendation](#)

A reexamination of technology policies in the judicial

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#	Directive *	Timeline	Status	Status Updates
	<p>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>			
102	<p>E&amp;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><a href="#">SEC Recommendation</a></p> <p>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>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
103	<p>E&amp;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><a href="#">SEC Recommendation</a></p> <p>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>	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
104	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.	ADOC to report to the council at the June 2013 council mtg.	In Progress	For the month of October 2012, Information & Technology Services has reduced 0 temporary staff and increased .5 contractor staff. The .5 contractor staff are grant-funded. As of November 1, 2012, Information Services & Technology Office has 5 temporary staff and 52.1 contractor staff, and continues to look for opportunities to reduce temporary and contractor staffing where possible.
	<p><u>SEC Recommendation</u> 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>			
105	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.	ADOC interim report to the council by the December 2013 council meeting.	In Progress	Established stakeholder group for the ERP systems evaluation and kicked off the analysis for SAP, Oracle Financials and PeopleSoft HR systems. The enterprise architecture team is assembling a catalog of standard enterprise applications and respective roadmaps, similar to the enterprise technology standards that were recently completed, to support ongoing planning efforts and optimize utilization of technology resources.
	<p><u>SEC Recommendation</u> 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>			

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#	Directive *	Timeline	Status	Status Updates
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.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
	<p><u><a href="#">SEC Recommendation</a></u></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> <p>.....</p>			

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#	Directive *	Timeline	Status	Status Updates
107	<p>E&amp;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><u><a href="#">SEC Recommendation</a></u></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> <hr/>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	<p>Not Started</p>	<p>Subsequent phases of the classification/compensation study will provide for the analysis of all manager and supervisor classifications within the organization. Results of the study will aid in determining the level of supervision necessary to provide oversight for offices, office units, program(s) and projects.</p>

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#	Directive *	Timeline	Status	Status Updates
108	<p>E&amp;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><a href="#">SEC Recommendation</a></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> <hr/>	<p>ADOC interim report to the council on the changes in progress by the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Chief Counsel is working with the Chief of Staff to review current management practices to ensure appropriate supervision and allocation of work.</p>

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#	Directive *	Timeline	Status	Status Updates
109	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.	Interim and incoming ADOC organizational proposal to be presented to the council at the 8/31/12, meeting.	In Progress	Since the movement of staff responsible for Judicial Council Support (former Secretariats Office) into the new Judicial Council Support Services Office, under the Judicial Council and Court Leadership Services Division led by the Chief of Staff, it was identified that given the increase in Judicial Council meetings and reporting, this office has in fact experienced a need for additional resources rather than a reduction in resources. To address this need, during this reporting period an internal recruitment was conducted to acquire additional resources from within the AOC to fully support activities associated with the Judicial Council. The AOC will continue to analyze existing staffing levels in this office in light of restructuring to determine whether additional staffing decisions are necessary.
	<p><u>SEC Recommendation</u></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>			

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#	Directive *	Timeline	Status	Status Updates
110	<p>E&amp;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><a href="#">SEC Recommendation</a></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> <hr/>	Final report to the council at June 2013 meeting.	In Progress	These efforts are part of the AOC's ongoing contract improvement process.

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#	Directive *	Timeline	Status	Status Updates
111	<p>E&amp;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><a href="#">SEC Recommendation</a></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.	Not Started	Subsequent phases of the classification/compensation study will provide for the analysis of all attorney classifications within the organization.

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#	Directive *	Timeline	Status	Status Updates
112	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	Not Started	<p>Subsequent phases of the classification/compensation study will provide for the analysis of all attorney classifications within the organization.</p>
113	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	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
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.	On completion of the classification and compensation study and E&P's review of all council advisory bodies.	In Progress	During this reporting period, the Administrative Office of the Court's (AOC) Chief of Staff continued its work with the Chair and Vice-Chair of the Executive and Planning Committee (E&P) to compile information on the numerous Judicial Council committees, task forces, and working groups including the related staffing, hours spent and associated costs for AOC to support these groups. AOC Offices were solicited for hours and resources associated with staffing and supporting committees, working groups, and task forces. E&P will be utilizing this information in its current review of Judicial Council committees, task forces, and working groups to determine whether the respective committees, task forces, and working groups are still necessary, whether the groups are active, the appropriate membership level, and whether any of the groups can be consolidated. E&P's review should result in opportunities for efficiencies as well as a reduction in resource needs for AOC staff support to these committees.

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.

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#	Directive *	Timeline	Status	Status Updates
115	<p>E&amp;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.</p> <p><a href="#">SEC Recommendation</a></p> <p>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.</p>	<p>ADOC to make recommendations to the council at the February 2013 council meeting.</p>	In Progress	<p>The Chief of Staff has initiated discussions with the Legal Services management team on restructuring that office. This effort will, in turn, link to defining the role of the Chief Counsel.</p>
116	<p>E&amp;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><a href="#">SEC Recommendation</a></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>ADOC to report back to the council at the February 2013 council meeting</p>	In Progress	<p>The Executive Office will work with the Legal Services Office (formerly the Office of General Counsel) to continue to employ and emphasize the importance of customer service, including the timely provision of legal advice and other services to clients.</p>

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#	Directive *	Timeline	Status	Status Updates
117	<p>E&amp;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><a href="#">SEC Recommendation</a></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> <p>.....</p>	<p>ADOC to report back to the council at the February 2013 council meeting.</p>	<p>Not Started</p>	<p>Not yet started.</p>

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#	Directive *	Timeline	Status	Status Updates
118	<p>E&amp;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><a href="#">SEC Recommendation</a></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>In Progress</p>	<p>The Administrative Director of the Courts and Chief of Staff will formulate a directive and ensure it is memorialized in the procedures of the Legal Services Office in the discharge of this directive.</p>

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#	Directive *	Timeline	Status	Status Updates
119	<p>E&amp;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><a href="#">SEC Recommendation</a>  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>	<p>In Progress</p>	<p>Chief of Staff and the Chief Counsel will review current workload tracking systems and any revisions to current practices and forward recommendations to the Administrative Director of the Courts to ensure the efficient and effective tracking and monitoring of workload for legal opinions, contracts, and other legal services.</p>
120	<p>E&amp;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><a href="#">SEC Recommendation</a>  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>	<p>In Progress</p>	<p>The Executive Office will conduct survey activities in discharge of this directive.</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.  <a href="#">SEC Recommendation</a> 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.  <a href="#">SEC Recommendation</a> 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	The Chief of Staff has begun discussions with the Legal Services Office management team regarding restructuring the office, which includes discussion of workload outsourcing to contract attorneys.

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#	Directive *	Timeline	Status	Status Updates
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.	Interim and incoming ADOC to present organizational proposal to the council at the 8/31/12, council mtg.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
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.				
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.	In Progress	On November 9th the AOC subject matter expert on local PIO issues retired. The Office of Communications, which was reduced from 14 to seven employees in the last year, will monitor its ability to provide informal PIO assistance to courts requesting it.
<u>SEC Recommendation</u>				
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.				

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#	Directive *	Timeline	Status	Status Updates
125	<p>E&amp;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><a href="#">SEC Recommendation</a></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>Judicial Council reported presented to the Judicial Council for consideration at the December 14, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
126	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	Completed. ADOC to report to the council on specific actions taken.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
127	<p>E&amp;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><a href="#">SEC Recommendation</a></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>	Completed. ADOC to update the council on the status of the leases at the 10/26/12, 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
128	<p>E&amp;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><a href="#">SEC Recommendation</a></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&amp;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><a href="#">SEC Recommendation</a></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	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.	ADOC to present organizational proposal to the council at the 8/31/12, council meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
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.				
.....				
131	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.	Ongoing	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
<u>SEC Recommendation</u>				
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.				
.....				

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#	Directive *	Timeline	Status	Status Updates
132	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.	Trial Court Budget Working Group to propose a timeline to return to the council to present its recommendations.	In Progress	In October 2012, the Trial Court Budget Working Group submitted a recommendation to the Judicial Council that would discontinue the process of charging courts for financial services provided by the Phoenix Program and, instead, fund that component of the program from available funds in the State Trial Court Improvement and Modernization Fund. This consideration of this recommendation was deferred until later in the fiscal year at the request of the state Department of Finance.
	<p><u>SEC Recommendation</u></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>			
133	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.	ADOC interim report to the council at the December 2013 council meeting.	In Progress	Established stakeholder group for the ERP systems evaluation and kicked off the analysis for SAP, Oracle Financials and PeopleSoft HR systems. The enterprise architecture team is assembling a catalog of standard enterprise applications and respective roadmaps, similar to the enterprise technology standards that were recently completed, to support ongoing planning efforts and optimize utilization of technology resources.
	<p><u>SEC Recommendation</u></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>			

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#	Directive *	Timeline	Status	Status Updates
134	<p>E&amp;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><a href="#">SEC Recommendation</a>            TCAS should continue to provide clear service-level agreements with respect to services provided to the courts.</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>
135	<p>E&amp;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><a href="#">SEC Recommendation</a>            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>	<p>Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**</p>	<p>In Progress</p>	<p>AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.</p>

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#	Directive *	Timeline	Status	Status Updates
136	<p>E&amp;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><a href="#">SEC Recommendation</a> A cost-benefit analysis of the entire scope of OCCM operations is needed.</p>	<p>ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.</p>	Not Started	
137	<p>E&amp;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><a href="#">SEC Recommendation</a> 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>Four participating courts are Orange, Imperial, Riverside, San Luis Obispo. San Luis Obispo originally selected the lowest level delegation, but has since opted to participate at the moderate delegation level.</p>

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#	Directive *	Timeline	Status	Status Updates
138	<p>E&amp;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><a href="#">SEC Recommendation</a>  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>Matter raised at October meeting of Court Facilities Modification Working Group. With support of Chief Administrative Officer, Office of Real Estate and Facilities Management will continue discussions with Court Facilities Modification Working Group.</p>
139	<p>E&amp;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><a href="#">SEC Recommendation</a>  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>	<p>ADOC interim report on restructuring at the February 2013 council meeting.</p>	In Progress	<p>With the increased oversight of the AOC by the Judicial Council and its Executive and Planning Committee, the AOC continues its analysis of existing staffing levels in light of restructuring to identify whether additional staffing reductions will be necessary.</p>

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#	Directive *	Timeline	Status	Status Updates
140	<p>E&amp;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><a href="#">SEC Recommendation</a> The use of temporary or other staff to circumvent the hiring freeze should cease.</p>	Completion by June 2013	In Progress	<p>The AOC has been addressing these types of issues as part of the continuing reorganization efforts. The AOC is currently reviewing critical vacant positions necessary to maintain essential, core functions undertaken.</p>
141	<p>E&amp;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.</p> <p><a href="#">SEC Recommendation</a> 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>	Completion by June 2013	Not Started	

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#	Directive *	Timeline	Status	Status Updates
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	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
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.				
.....				
143	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.	Ongoing	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
<u>SEC Recommendation</u>				
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.				
.....				

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#	Directive *	Timeline	Status	Status Updates
144	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.  <a href="#">SEC Recommendation</a> 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.	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.

\* 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
145	<p>E&amp;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><u><a href="#">SEC Recommendation</a></u></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</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>While formal work on a new grant policy/process has not begun, fund development staff in COSSO have been working to ensure that AOC staff do not engage in seeking or applying for grants without the approval of the ADOC, consistent with recommendation 145. In addition, staff continue to urge the use internally of the document entitled "AOC Grant Application Worksheet," which is available on AOC Intranet and which, among other things, provides for the consideration of potential impacts of seeking a particular grant.</p>

\* 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
	<p>training to obtain grants, seeking grants, and grant 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/>			

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



**ACTIVITY REPORTING AND PROPOSAL FORM**


**JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**

<b>DATE</b>	11/20/2012
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	40
<b>JUDICIAL COUNCIL DIRECTIVE</b>	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.
<b>SEC RECOMMENDATION</b>	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.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>The judicial branch participates in the state budget development process on the timeline established by the state Department of Finance (DOF). Given that budget change requests are due to the DOF by mid-September each year (for the following fiscal year's budget), any requests for additional baseline resources are vetted by the Judicial Council at its August meeting each year. Information presented to the council includes potential benefits and impacts to the courts and AOC.</p> <p>Requests for additional resources from existing branch funding generally occur in conjunction with funding requests associated with the state level funds, which are vetted and developed by the Trial Court Budget Working Group prior to being submitted to the Judicial Council (this item is set for the Oct. 26, 2012, council business meeting).</p> <p>A cost benefit analysis may not be practical for every request for branch funding. For example, requests to cover the costs associated with increased health and retirement expenses, rent increases, or legislatively mandated services would not normally require a cost benefit analysis given the nature of the requests. Funding augmentations requests for new or expanded programs and service, especially those for large scale projects (particularly those with a information technology focus), should require a cost benefit analysis.</p> <p>Beginning with FY 2014-15 funding requests presented to the council in August 2013, any such funding requests will be prioritized as appropriate.</p> <p>UPDATE (Nov. 20, 2012): This directive will be part of a broader review and policy discussion with directives 7, 8, 9, 10, 11, 12, 13, 21, 40, 91, and 145 all relating to the development of a cost benefit</p>	


analyses proposal for the AOC which will be provided at a later date.

 File Attachment

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

 File Attachment






Other:

 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	Ongoing
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	n/a

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

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

<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="11/30/2012"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="12/7/2012"/>

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

<b>DATE</b>	11/20/2012
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	42
<b>JUDICIAL COUNCIL DIRECTIVE</b>	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.
<b>SEC RECOMMENDATION</b>	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.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	
<p>The AOC adheres to state fiscal reporting guidelines, some of which require reported numbers to be adjusted after initial submission. As an example, encumbrances initially reported as expenditures may be less if the contract amount was not fully utilized. As a result, prior year expenditure numbers would need to be revised. As another example, the Governor's own budget has reported numbers that change three times in the course of several months (Governor's January budget, May Revision, enacted budget).</p> <p>For those instances where revisions are required, appropriate documentation will occur. Generally, though, reported numbers will not change unless such changes are dictated by state fiscal reporting guidelines.</p> <p>UPDATE (Nov. 20, 2012): AOC staff notes that the word "time" in the SEC recommendation, if removed, provides the same flexibility as those reporting provisions included in state fiscal reporting requirements. The recommendation reads in part, as follows: "...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."</p> <p>By omitting the word "time", the AOC will be able to comply with state fiscal reporting requirements, which often stipulate the adjustment of reported numbers such as with budget change requests</p>	

(when the estimated funding need increases/decreases) in the same manner the Governor's own budget changes from the January release to when the May Revision occurs.

In addition, the Administrative Director of the Courts will propose a briefing calendar to advise the Judicial Council of any adjustments to previously reported numbers submitted by the AOC as part of the state budget development/fiscal reporting process.

 File Attachment







Other:


 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**




<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	Ongoing
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

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

<input type="checkbox"/> <b>OTHER</b>	<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>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="11/30/2012"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="12/7/2012"/>

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

<b>DATE</b>	11/20/2012
<b>PREPARED BY</b>	Dr. Diane Cowdrey
<b>OFFICE NAME</b>	<u>Office of Education/CJER</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	86
<b>JUDICIAL COUNCIL DIRECTIVE</b>	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.
<b>SEC RECOMMENDATION</b>	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.
<b>RESPONSE (check applicable boxes)</b>	
<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;">           The Judicial Council has requested CJER to submit recommendations on the cost/benefit process at its December 14th meeting with a final report submitted to the Council at its April 2013 meeting. CJER is currently in the process of developing the recommendations but is not prepared to submit them for the December 14th meeting. These recommendations will be submitted for the January 17th 2013 Council meeting and the final report will be submitted to the Council at its April 2013 meeting as originally directed.         </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	

<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	April, 2013
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<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"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<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"/> <b>SAVINGS</b>	<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"/> <b>COST</b>	<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"/> <b>EFFICIENCIES</b>	<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"/> <b>SERVICE LEVEL IMPACT</b>	<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"/> <b>OTHER</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 11/30/2012
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: 12/7/2012



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

<b>DATE</b>	11/30/2012
<b>PREPARED BY</b>	Dr. Diane Cowdrey
<b>OFFICE NAME</b>	<u>Office of Education/CJER</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	88
<b>JUDICIAL COUNCIL DIRECTIVE</b>	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.
<b>SEC RECOMMENDATION</b>	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.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>Attached please find a report and chart detailing the review of the education and training course offerings to AOC management and staff. This report details how CJER re-evaluated its existing AOC trainings and revised them in order to match reduced resources and changed priorities. The changes can be summarized as follows:</p> <ul style="list-style-type: none"> <li>▶ The elimination of several live AOC Education courses determined not to be core to the mission of the AOC. This includes some of the following courses: <ul style="list-style-type: none"> <li>● AOC Brown Bag Lunch Series (e.g., "Tribal Nations," "Judicial Workload Assessment," "Internal Audit Service," and "What the Court is Doing to Respond to the Needs of Self-Represented Litigants in California's Courts")</li> <li>● AOC Forum Series (e.g., How the Courts Failed Germany and Women in Justice)</li> <li>● The Science of Communication</li> <li>● Several courses on "Green Office Practices" (e.g., "Go Green: Energy and Conservation," "Go Green: Kitchen and Workstation," and "Go Green: Paper, Paper, Paper")</li> <li>● Several courses on safety (e.g., "Preventing Workplace Violence," "Laugh Yourself Safe," "Planning for Unexpected Emergency," "Earthquake Preparedness," "Emergency Response" and "Crime Prevention")</li> </ul> </li> <li>▶ An increase of online safety related courses (through an outside vendor), representing a 116% increase in the number of online safety courses, including: <ul style="list-style-type: none"> <li>● Fall Protection</li> <li>● Hearing Conservation</li> <li>● Respiratory Protection</li> <li>● Ladder Safety</li> </ul> </li> </ul>	

- EHS @ Work
- Back Injury Prevention
- Slip, Trip, and Fall Prevention

▶ A reduction of live computer training courses for the AOC of approximately 46%. These courses are determined by staff need:

- Access courses (e.g., "Forms, Access Queries, Access Reports")
- Excel Formulations
- PowerPoint Basics and PowerPoint Quickstart
- Publisher Basics
- Windows 7 Basics
- Word Sections & Page Layout, Word Styles & Templates

▶ An increase in the number of combined AOC/Court audience computer classes:

- Americans with Disabilities Update
- Excel Charting (class was delivered multiple times)
- Excel Data Analysis
- Word Report Features (class was delivered multiple times)
- Word Tips & Tricks (class was delivered multiple times)







▶ Increasing the number of courses available to AOC employees related to court operations by approximately 162%. This was accomplished in two ways; the first is an online course that was developed specifically for AOC staff entitled "The Work of the Courts," and the second means to accomplish this was done by leveraging existing court (both trial and appellate) staff education and making these courses available to AOC staff. With minimal staff resources, the following broadcasts and online courses were made available to all AOC staff:

- Select online broadcasts (e.g., Everyday Court Practices – Exhibits, Domestic Violence, Probate fundamentals, Appeals 101, ICWA 101, Traffic Counter)
- Online courses (e.g., "Handling Fee Waiver Applications," "Intro to Family Law Procedure")

▶ Increasing the number of courses available to AOC managers and supervisors in the area of management and leadership development, and in providing greater orientation and development of understanding of court functions. This was accomplished by in several ways, detailed below:

- Certifying a CJER staff member to teach Achieve Global (an outside vendor) courses and use the class materials that had been purchased several years ago and been held in storage. These courses include "Successful Delegation," "Strategies to Help you Build a Unified Team," "Tools to Lead your Team through Change," and "The principles and Qualities of Genuine Leadership."
- Developing management training AOC supervisors and managers using existing court education courses (CORE 40 Court Supervisor Training). These courses will be rolled out to AOC staff beginning in January 2012.
- Developing court related education for AOC management using the curricula from the Institute for Court Management certification program, including courses in the following areas:
  - \* Court Community Communications (e.g., "Purpose and Communication"
  - \* Fundamentals," "Understandable Courts," and "The Media and Media Relations")
  - \* Leadership (e.g., "Be Credible in Action," "Create Focus through Vision," and "Manage Interdependencies")
  - \* Court Operations and Orientation (e.g., "Introduction to CourTools," and "Purposes and Responsibilities of Courts")
  - \* Introduction to Project Management
  - \* Visioning and Strategic Planning (e.g., "Strategic Thinking," "Organizational Foundations," and "Planning: Change & Alignment")

This restructuring to match reduced resources and changed priorities allows many more options for AOC staff to learn about the courts and increases the AOC's overall effectiveness in providing service to the courts. CJER was able to accomplish this, in part, by leveraging court education resources that had been originally developed and produced for court personnel. This 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.

<div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">  <p>Judicial Council Report EP Rec 88 (2).docx Microsoft Office Word Document 32.2 KB</p> </div> <div style="border: 1px solid gray; padding: 5px;">  <p>Updated Recommendation 88 chart (2) FINAL.docx Microsoft Office Word Document 36.0 KB</p> </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; margin-top: 5px; width: fit-content;">  File Attachment         </div>	
<input type="checkbox"/> Other:  <div style="border: 1px solid gray; padding: 2px; margin-bottom: 5px;">The report is being drafted.</div> <div style="border: 1px solid gray; padding: 2px; margin-bottom: 5px; width: fit-content;">  File Attachment         </div> <div style="border: 1px solid gray; padding: 2px; width: fit-content;">  File Attachment         </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<div style="border: 1px solid gray; padding: 2px;">The review of AOC education has been implemented and will be an ongoing review.</div>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid gray; height: 20px; width: 100%;"></div> <div style="border: 1px solid gray; padding: 2px; margin-top: 5px; width: fit-content;">  File Attachment         </div>
<input checked="" type="checkbox"/> <b>TRAINING UPDATED OR</b>	<div style="border: 1px solid gray; padding: 2px;">Please see attached report which details the current training and educational opportunities for AOC staff and management, and includes training that was updated and/or developed.</div>

<b>DEVELOPED</b>	<input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>SAVINGS</b>	<p>There has been a substantial reduction in the number of educational offerings to AOC staff which did not further the core mission of the AOC. The personnel cost savings were then redirected to education and training development for the courts as well as to creating and teaching additional management training for AOC staff. Education offerings developed for the courts have been leveraged for AOC staff with no extra expenditures. Costs have been neutral.</p> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>EFFICIENCIES</b>	<p>Leveraging existing education developed for court audiences for use by AOC staff is an increase in efficiency. Certifying a staff member to teach Achieve Global classes and use materials that were purchased several years ago is an increase in efficiency.</p> <input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<p>The more court focused education which is developed for AOC staff will increase the capability of AOC staff to better serve the courts.</p> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="11/30/2012"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="12/7/2012"/>

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## Report for Judicial Council Recommendation #88

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### 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, and believe 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

## Report for Judicial Council Recommendation #88

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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 Education Division 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

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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 class offerings 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 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 vision 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 course (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

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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 AOC 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



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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.

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### AOC Education: Overview of Current Courses

Course & Description	Intended Audience	Courses & Location of Courses in 2012	Means of Delivery
<b>ADA Update:</b> Addresses ADA law, interacting with court users and jurors with disabilities and appropriate terminology. Also includes a Q&A session.	All branch employees (combined audience)	2 sessions San Francisco	Live
<b>Basic WebEx Meetings:</b> an introduction to the tools and functionality of the WebEx tool.	AOC employees	2 sessions San Francisco Sacramento	Live Via WebEx
<b>Building Team Pride and Purpose:</b> An Achieve Global course addressing team development.	AOC Management	To be offered in 2013.	Live
<b>Delegating for Shared Success:</b> An Achieve Global course addressing effective delegation.	AOC Management	To be offered in 2013.	Live
<b>Developing Team Agility, Day-to-Day Tools:</b> An Achieve Global course addressing change management specific to teams.	AOC Management	To be offered in 2013.	Live
<b>Emergency Response Team Training:</b> safety training for division safety representatives.	AOC employees	2 sessions San Francisco Burbank	Live Live
<b>[ICM] Court Community Communications: Purpose and Communication Fundamentals</b> based on the Institute for Court Management Curriculum.	AOC employees	To be offered in 2013.	Live
<b>[ICM] Court Community Communications: Understandable Courts</b> based on the Institute for Court Management Curriculum.	AOC employees	To be offered in 2013.	Live
<b>[ICM] Court Community Communications: The Media and Media Relations</b> based on the Institute for Court Management Curriculum.	AOC employees	To be offered in 2013.	Live
<b>[ICM] Leadership: Be Credible in Action:</b> based on the Institute for Court Management Curriculum, addresses appropriate actions for effective leadership.	AOC Management	1 session San Francisco Sacramento	Live Videoconference
<b>[ICM] Leadership: Create Focus through Vision</b> based on the Institute for Court Management Curriculum.	AOC Management	To be offered in 2013.	Live
<b>[ICM] Leadership: Purposeful Planning; and Manage Interdependencies - Work Beyond Boundaries</b> based on the Institute for Court Management Curriculum.	AOC Management	To be offered in 2013.	Live
<b>[ICM] Courts-Introduction to CourTools</b> based on the Institute for Court Management Curriculum.	AOC employees	To be offered in 2013.	Live

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### AOC Education: Overview of Current Courses

<b>[ICM] Courts-Purposes and Responsibilities</b> based on the Institute for Court Management Curriculum.	AOC employees	To be offered in 2013.	Live
<b>[ICM] Visioning and Strategic Planning: Strategic Thinking</b> based on the Institute for Court Management Curriculum.	AOC Management	To be offered in 2013.	Live
<b>[ICM] Visioning and Strategic Planning: Organizational Foundations</b> based on the Institute for Court Management Curriculum.	AOC Management	To be offered in 2013.	Live
<b>[ICM] Visioning and Strategic Planning: Change &amp; Alignment</b> based on the Institute for Court Management Curriculum.	AOC Management	To be offered in 2013.	Live
<b>Integrated Disability Management:</b> a compliance class which addresses medical leaves, workplace injury and reasonable accommodation.	AOC Management	1 session San Francisco Sacramento Burbank	Live Videoconference Videoconference
<b>Introduction to Project Management:</b> a full-day class which includes AOC-relevant processes as well as established project management principles.	AOC employees	1 sessions San Francisco	Live
<b>Leadership, Change, and Group Dynamics:</b> AOC Management training in development.	AOC Management	To be offered in 2013.	Live
<b>Managing Conflict - including giving and receiving effective feedback:</b> AOC Management training in development.	AOC Management	To be offered in 2013.	Live
<b>New Employee Orientation:</b> for new AOC employees.	AOC employees	1 session San Francisco Burbank	Live Videoconference
<b>New Manager/Supervisor Orientation:</b> for new AOC management.	AOC Management	1 session San Francisco Burbank	Live Videoconference
<b>Preventing and Responding to Sexual Harassment:</b> two-hour course that meets the compliance requirements of California Government Code 12950.1.	AOC Management & Leads	Every 6 months in San Francisco Sacramento Burbank	Live Live Live
<b>Performance Evaluation Process:</b> AOC Management training in development.	AOC Management	To be offered in 2013.	Live
<b>Performance Management: Identifying and Addressing Performance Gaps:</b> AOC Management training in development.	AOC Management	To be offered in 2013.	Live

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### AOC Education: Overview of Current Courses

<b>Principles and Qualities of Genuine Leadership:</b> An Achieve Global course addressing leadership.	AOC Management	1 session scheduled in 2012	Live
<b>Setting Expectations and Documenting Performance:</b> AOC Management training in development.	AOC Management	To be offered in 2013.	Live
<b>Successful Email Communication:</b> addresses effective written communication using email.	AOC employees	1 session San Francisco	Live
<b>The At-Will Environment and Other Legal Issues:</b> AOC Management training in development.	AOC Management	To be offered in 2013.	Live
<b>The Work of the Judicial Council:</b> outlines the responsibilities and processes of the California Judicial Council.	AOC employees	1 session San Francisco Sacramento Burbank	Live Videoconference Videoconference
<b>Computer Skills Classes</b>			
<b>Access Basics:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Access Queries:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Access Quickstart:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Access Tables:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Acrobat Binder Building:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Enterprise Vault:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Excel Basics:</b> computer skills class.	AOC employees	2 sessions San Francisco Sacramento	Live Live
<b>Excel Charting:</b> computer skills class.	AOC employees	2 sessions San Francisco Sacramento	Live Live
<b>Excel Data Analysis:</b> computer skills class.	AOC employees	2 sessions	

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### AOC Education: Overview of Current Courses

		San Francisco Sacramento	Live Live
<b>Excel Formulations:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Getting the Best of Excel:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Getting the Best of Outlook:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Getting the Best of Word:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>OneNote in One Hour:</b> computer skills class.	AOC employees	3 sessions San Francisco (1) Sacramento (2)	Live Live
<b>Outlook Basics:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Outlook Meeting Planner:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Outlook Tips and Tricks:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Publisher Basics:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Visio Basics:</b> computer skills class.	AOC employees	3 sessions San Francisco (1) Sacramento (2)	Live Live
<b>Word Front and Back:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Word Report Features:</b> computer skills class.	AOC employees	2 sessions San Francisco Sacramento	Live Live
<b>Word Revision Features:</b> computer skills class.	AOC employees	2 sessions San Francisco Sacramento	Live Live

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### AOC Education: Overview of Current Courses

<b>Word Styles and Templates:</b> computer skills class.	AOC employees	1 session San Francisco	Live
<b>Word Tips and Tricks:</b> computer skills class.	AOC employees	1 session Sacramento	Live
<b>Additional computer skills classes will be offered in 2013 based on an assessment of the 2012 courses offered, attendance, and resources available.</b>	AOC employees	To be offered in 2013.	Live
<b>Online Education (including court programming offered to AOC employees)</b>			
<b>Appeals 101:</b> An introduction to the appeals process.	Trial/Appellate employees and offered to AOC employees	N/A	DVD broadcast
<b>Appellate Court Records &amp; Files:</b> introduction to appellate records.	Trial/Appellate employees and offered to AOC employees	N/A	DVD broadcast
<b>Domestic Violence:</b> providing customer service to victims of domestic violence.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Everyday Court Practices-Exhibits:</b> addresses the handling of trial court exhibits.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Everyday Court Practices-Felony Minute Orders:</b> details the minute order process in the felony courtroom.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Everyday Court Practices-File Stamping:</b> addresses file stamping.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Exploring the Code of Ethics:</b> discussed the Code of Ethics for California Court Employees.	Trial/Appellate employees and offered to AOC employees	N/A	DVD broadcast
<b>Family Adoptions of Minors:</b> outlines the adoptions process.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>How is a Rule of Court Created?:</b> explains the process of creating a California Rule of Court.	Trial/Appellate employees and offered to AOC employees	N/A	DVD broadcast
<b>ICWA 101-Fundamentals of ICWA:</b> an introduction to the Indian Child Welfare Act.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Investigator Responsibilities in Conservatorships:</b> an introduction to the	Trial court employees and	N/A	DVD broadcast

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### AOC Education: Overview of Current Courses

responsibilities of a probate court investigator working on a conservatorship.	offered to AOC employees		
<b>Juvenile Procedures-Confidentiality &amp; Sealed Records:</b> an introduction to the confidentiality of juvenile court records.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Probate Fundamentals:</b> an introduction to a trial court probate department.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Probate Investigator Responsibilities:</b> an introduction to the responsibilities of a probate court investigator.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Protective Orders-The Basics:</b> an overview of protective orders.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Traffic Counter Fundamentals:</b> an introduction to the responsibilities of clerks working at a trial court traffic counter.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>Unlawful Detainers-The Basics:</b> an introduction to unlawful detainers.	Trial court employees and offered to AOC employees	N/A	DVD broadcast
<b>AOC Ethics/Conflict of Interest:</b> satisfies the requirement for AOC employees in designated categories who are required to submit Form 700 or similar.	AOC employees	N/A	Online
<b>Are You Really Listening?:</b> addresses active listening skills.	AOC employees	N/A	Online (Syntrio)
<b>Back Injury Prevention:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>Basic Safety Training:</b> introduction to basic safety practices in the workplace.	All branch employees	N/A	Online
<b>Customer Service Success:</b> tips for effectively providing customer service.	AOC employees	N/A	Online (Syntrio)
<b>Defensive Driving:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>Delegating for Success:</b> effective delegation skills.	AOC employees	N/A	Online (Syntrio)
<b>Requests for Domestic Violence Restraining Orders:</b> roles and responsibilities of clerks in handling requests for restraining orders.	Trial court employees and offered to AOC employees	N/A	Online
<b>Effective &amp; Appropriate E-mail:</b> strategies for successful email communications.	AOC employees	N/A	Online (Syntrio)
<b>Environmental Health and Safety at Work:</b> safety training.	AOC employees	N/A	Online (Syntrio)

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### AOC Education: Overview of Current Courses

<b>Ergonet-A Personal Assessment:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>Ergonet-Training Guide:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>Excel Online-Fundamentals:</b> introductory class addressing Microsoft Excel.	All branch employees	N/A	Online
<b>Excel Online-Formulas &amp; Functions:</b> class addressing one aspect of Microsoft Excel.	All branch employees	N/A	Online
<b>Excel Online-Charts:</b> class addressing one aspect of Microsoft Excel.	All branch employees	N/A	Online
<b>Excel Online-Analysis of Data:</b> class addressing one aspect of Microsoft Excel.	All branch employees	N/A	Online
<b>Fall Protection:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>Foster Drug Free Workplace-Supervisors Edition:</b> compliance training.	AOC Management	N/A	Online (Syntrio)
<b>Fostering Drug-Free Workplace-Staff Edition:</b> compliance training.	AOC employees	N/A	Online (Syntrio)
<b>Goal Setting in the Workplace:</b> setting effective goals.	AOC employees	N/A	Online (Syntrio)
<b>Handling Conflict:</b> Employee Guide: dealing with conflict in the workplace.	AOC employees	N/A	Online (Syntrio)
<b>Handling Fee Waiver Applications:</b> roles and responsibilities for court clerks when processing fee waiver applications.	Trial court employees and offered to AOC employees	N/A	Online
<b>Hearing Conservation:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>High Impact Visual Aids:</b> creating effective visual aids for presentations.	AOC employees	N/A	Online (Syntrio)
<b>HREMS Tutorial:</b> explains how to use the AOC's Human Resources Employee Management System.	AOC employees	N/A	online
<b>Interpersonal Communication:</b> effective communication skills.	AOC employees	N/A	Online (Syntrio)



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<b>Introduction to Family Procedure:</b> explanation of procedures in family court.	Trial court employees and offered to AOC employees	N/A	Online
<b>It's About Time!:</b> time management skills.	AOC employees	N/A	Online (Syntrio)
<b>Ladder Safety:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>Lose The Meeting Blues:</b> effective meeting preparation and management.	AOC employees	N/A	Online (Syntrio)
<b>Managing Conflict-Collaboration:</b> effective collaboration in the workplace.	AOC employees	N/A	Online (Syntrio)
<b>Managing Information Overload:</b> effectively prioritizing in the workplace.	AOC employees	N/A	Online (Syntrio)
<b>Maximizing Employee Performance:</b> performance management skills.	AOC Management	N/A	Online (Syntrio)
<b>Negotiation-Road to Success:</b> introduction to successful negotiation skills.	AOC employees	N/A	Online (Syntrio)
<b>Participating in High Performing Team:</b> effective team work.	AOC employees	N/A	Online (Syntrio)
<b>Personal Leadership Power:</b> leadership skills for all employees.	AOC employees	N/A	Online (Syntrio)
<b>Personal Protective Equipment (PPE) General Overview:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>Power Speaking:</b> effective public speaking.	AOC employees	N/A	Online (Syntrio)
<b>PPE: Eye &amp; Face Protection:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>PPE: Foot Protection:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>PPE: Hand &amp; Arm Protection:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>PPE: Head Protection:</b> safety training.	AOC employees	N/A	Online (Syntrio)

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### AOC Education: Overview of Current Courses

<b>Preventing Employment Discrimination:</b> compliance training.	AOC Management	N/A	Online (Syntrio)
<b>Preventing Workplace Violence:</b> compliance training.	AOC employees	N/A	Online (Syntrio)
<b>Proaction: Change, Innovation &amp; Opportunity:</b> handling change in the workplace.	AOC employees	N/A	Online (Syntrio)
<b>Requests for Domestic Violence Restraining Orders:</b> roles and responsibilities of court clerks when responding to requests for restraining orders.	Trial court employees and offered to AOC employees	N/A	Online
<b>Respiratory Protection:</b> safety training.	AOC employees	N/A	Online (Syntrio)
<b>The Work of the Courts:</b> introduction to the trial and appellate courts and to court operations. Designed for any employee who is new to the Judicial Branch.	AOC employees and offered to Trial/Appellate employees	Will be launched in 2013	Online