

ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

DATE	6/28/2013
PREPARED BY	Dr. Diane Cowdrey
OFFICE NAME	<u>Center for Judiciary Education and Research</u>
JUDICIAL COUNCIL DIRECTIVE NUMBER	84
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate and consider reducing the positions assigned to develop training for AOC Staff in the Curriculum and Course Development Unit, especially if training requirements are relaxed
SEC RECOMMENDATION	The Curriculum and Course Development unit includes several positions assigned to develop training for AOC staff. This activity should be evaluated and reduced, especially if training requirements are relaxed.
RESPONSE (check applicable boxes)	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; display: flex; align-items: center;"> File Attachment </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; display: flex; align-items: center;"> File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; display: flex; align-items: center;"> File Attachment </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>On May 31, 2011, a total of 104 individuals worked in the Education Division/CJER (regular, 909, and Apple One temporary employees). At the end of April 2013, a total of 70 individuals work in CJER. The reduction is due to (a) natural attrition, (b) the Voluntary Separation Incentive Program, (c) layoffs, and (d) employees moving to other parts of the AOC, as a result of restructuring. Of the total number of reductions, two were in the Administrative Branch Education department in the Curriculum and Course Development Unit. A third position in the Curriculum and Course Development Unit also became vacant and the court related responsibilities of this position were picked up by other staff in the Administrative Branch Education department, thereby further reducing resources devoted to AOC education. Some staff in CJER work on AOC education on a part-time basis, along with other programmatic responsibilities. The current org chart for CJER is attached.</p> </div>	

The overall cost savings (comprised of salary and benefits) realized by the AOC for two of the positions which have been eliminated is \$193,548. CJER is realizing cost savings of \$195,557 in salary and benefits for the third position which is currently vacant. The cost savings realized were all to the General Fund. Outside of staffing, the budget for AOC education is less than \$15,000.

Based on the reductions in staffing and reductions in funding to support AOC education, CJER has made significant changes to the Administrative Branch Education Department. Additionally, as noted below, the Strategic Evaluation Committee recommended that AOC staff should be provided more education that increases their understanding of the courts. As a result of these two factors, CJER restructured its staffing and workflow to leverage court staff education resources for AOC staff. In other words, current resources that had been originally developed and produced for court personnel were made available to AOC staff. Moving forward, CJER can devote the majority of its staffing resources in the Administrative Branch Education Department to developing education for the trial and appellate courts, and then leverage that for AOC employees. It allows CJER to be more cost effective by doing "double duty" in its program and resource development.

Additionally, CJER conducted a comprehensive review of AOC education and made extensive revisions in an effort to streamline this education by reducing classes that were not well attended, and increasing the education which is court focused. This was done to implement Judicial Council directive #88 and was completed. Directive #88 states that: E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report to the council on a review of the content of training courses offered to AOC managers, supervisors, and employees, the number and location of courses offered, and the means by which courses and training are delivered. Training opportunities should include greater orientation and development of understanding of court functions.

As a result of this evaluation, analysis, and restructuring, the following changes were made to AOC education:

1. Elimination of several courses determined not to be core to the mission of the AOC
2. An increase in online classes related to safety (116% increase)
3. Reduction of live computer training (46% reduction), while opening up some classes to both AOC and court staff, achieving efficiencies
4. An increase in the number of courses related to court operations (162% increase)
5. An increase in training for AOC managers and supervisors

Regarding the last bullet, this past year, the Executive Office requested that CJER develop and provide a series of management training programs, and the Administrative Director of the Courts made these mandatory for all AOC supervisors and managers. This series has six different courses, and some of the content was drawn from the Core 40 program, a management training program for court staff. Again, while this does represent additional work for CJER, it demonstrates efficiencies and the advantages of having court staff and AOC staff development integrated in one department. It was also a proactive approach by the Executive Office to ensure greater compliance by management to AOC human resources policies, and will include the new performance management process, when completed.

At this time, Judicial Council directive #79 is being examined and evaluated by a subcommittee in RUPRO. This directive directs 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.

The RUPRO subcommittee recommended and RUPRO adopted a modification of the rule that governs education for AOC staff (CRC 10.491) which will allow the Administrative Director of the Courts to extend the time frame for completing education requirements by one year and allow the discretion in determining how much of that education needs to be live face to face or distance. This recommendation will be before the Judicial Council at its June meeting. With the reductions already made in AOC education, as noted above, it is anticipated that no additional staffing reductions can be made regardless of whether an extension is approved.



CJER Org Chart 06-10-2013.pdf
 Adobe Acrobat Document
 74.2 KB



Judicial Council Report EP Rec 88.docx
 Microsoft Office Word Document
 33.6 KB

TIMELINE AND RESOURCES FOR IMPLEMENTATION

IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE

RESOURCES REQUIRED FOR IMPLEMENTATION

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)

PROCEDURES/ POLICIES UPDATED OR DEVELOPED



File Attachment

TRAINING UPDATED OR DEVELOPED

Under direction from the Executive Office, the AOC has developed a series of AOC management training courses, as a collaborative project between CJER, the Office of Legal Services, and the Human Resources Services Office. These courses provide a framework for AOC management teams, especially in developing consistent practices across the organization, supporting supervisors and managers in dealing with conflict and performance issues, and providing tools to support our staff during these challenging times. The curriculum has been adapted from existing programs on court leadership which CJER has offered to the trial courts for many years.



AOC Mgt Series 2013 Calendar.docx
 Microsoft Office Word Document
 29.2 KB

SAVINGS



File Attachment

<input type="checkbox"/> COST	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
<input checked="" type="checkbox"/> EFFICIENCIES	<p>The interplay of Directives 79, 88, and 84 have resulted in a much more court focused curricula for AOC staff which will result in an increase in the level and quality of service the AOC provides to the trial and appellate courts.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
<input checked="" type="checkbox"/> SERVICE LEVEL IMPACT	<p>The recent revisions to AOC education will result in providing AOC staff with more court focused education which will enhance the level of service AOC staff provide to the courts.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
<input type="checkbox"/> OTHER	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment </div>
ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL	
ADOC REVIEW	Administrative Director of the Courts Review Date: <input type="text" value="6/13/2013"/>
EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
E&P REVIEW	Executive and Planning Review Date: <input type="text" value="6/17/2013"/>



ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH

DIVISION DIRECTOR
Diane E. Cowdrey

Suzette LaCivita
Exec. Secretary

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

Illistine Banks
Sr. Fiscal Coordinator

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

**Education Design and
Development**
Maggie Cimino
Manager

**Faculty and
Conference Services**
Sue Olikier
Manager

Distance Education
Ralph McMullan
Supervisor

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

Judicial Education
Karene Alvarado
Managing Attorney

**Administrative Branch
Education**
Kathryn Brooks
Manager

Judicial Publications
Vacancy
Managing Attorney

Linda McCulloh
Sr. Attorney
Eddie Davis
Sr. Ed. Specialist
Tim Hallahan (50%)
Attorney
Vacancy
Sr. Editor
Vacancy
Sr. Editor

**Course & Faculty
Services**
Lisa Graves
Supervisor

**Conference &
Registration Services**
Alla Urisman
Supervisor

Dexter Craig
Sr. Med. Prod. Spec.
David Knight
Sr. Med. Prod. Spec.
Mandy Covey
Med. Prod. Spec.
Christopher Noice
Med. Prod. Spec.
Mary Durbin
Staff Analyst II
Catherine Lam (80%)*
Sr. AV/Video Tech.

Cyrus Ip
Sr. AV/Video Tech.
John Moynihan**
Sr. AV/Video Tech.
Mark Scardello
Sr. AV/Video Tech.
Ralph Brooks**
AV/Video Tech. II
Dorothy Wang**
AV/Video Tech. II
Mandy Brown (80%)*
AV/Video Tech. I

Roderic Cathcart
Sr. Attorney
Rhoda Chang
Attorney
Eugene Kim
Attorney
Andrea McCann+
Attorney
Nanette Zavala
Attorney
Robert Lussier
Admin. Secretary

Claudia Fernandes
Sr. Ed. Specialist
Rhonda Sharbono
Sr. Ed. Specialist
Mike Walsh
Sr. Ed. Specialist
Walter Brown
Ed. Specialist II
Russell Mathieson
Ed. Specialist II
Mary Nelson
Ed. Specialist II
Carole Simmons
Ed. Specialist II

Barry Harding
Sr. Attorney
Jeffrey Shea
Sr. Attorney
Kimberly DaSilva
Attorney

Susan Carroll
Sr. Adm. Coordinator
Suzanne Renner
Sr. Adm. Coordinator
Jane Doherty
Adm. Coordinator II
Stephanie Hampton
Adm. Coordinator II
Lina Kravetskiy
Adm. Coordinator II
Gricelda Luna
Adm. Coordinator II
Lynn Muscat (90%)
Adm. Coordinator II
Vacancy
Adm. Coordinator II
Vacancy
Adm. Coordinator I
Kelly Cameron
Secretary II
Diane Parks
Secretary II

Evelyn Gonzalez
Adm. Coordinator II
Susan Paul
Adm. Coordinator II
Brandie Pilapil
Adm. Coordinator II
Christopher Rey
Adm. Coordinator II
Brenda Chiles
Admin. Secretary

**Conference Center
Support**
David Glass
Supervisor

Joe Glavin
Adm. Coordinator II
Benjamin Talavera
Adm. Coordinator II
Irene Vozaites
Receptionist II
Paul Bibo**
Office Technician I

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

Mike Safer@
Sr. AV/Video Sys. Tech. Analyst
Rodrigo Zamudio
AV/Video Sys. Tech. Analyst
James Hill
Sr. AV/Video Tech.

Vacancy
Manager

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

Report for Judicial Council Recommendation #88

Judicial Council Recommendation 88

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

Summary

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

Review of the Content of Current Training Offered to AOC Employees

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

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

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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 Office of Education/CJER to focus more of its resources on developing education for the courts.

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

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

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

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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 classes for AOC employees increased by 162% in 2012.*

Training Offered to AOC Managers and Supervisors

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

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

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

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

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

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

The Means by Which Training is Delivered

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

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

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

Training Related to Increased Understanding of Court Functions

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

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

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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.

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

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

**Burbank participation will be by video conference*

LEADERSHIP, CHANGE, AND GROUP DYNAMICS

Day and Date	Time	Office	Room
Thursday, Jan. 24, 2013	8:30 a.m. - 12:00 p.m.	1-San Francisco	Redwood A/B
Thursday, Jan. 24, 2013	12:30 p.m. - 4:00 p.m.	2-San Francisco	Redwood A/B
Tuesday, Jan. 29, 2013	12:30 p.m. - 4:00 p.m.	1-Sacramento	Veranda A
Wednesday, Jan. 30, 2013	8:30 a.m. - 12:00 p.m.	2-Sacramento	Veranda A
Wednesday, Feb. 6, 2013	8:30 a.m. - 12:00 p.m.	3-San Francisco	Catalina A/B
Thursday, Feb. 7, 2013	12:30 p.m. - 4:00 p.m.	4-San Francisco Burbank*	Catalina A/B Sunset Blvd
Wednesday, Feb. 20, 2013	12:30 p.m. - 4:00 p.m.	5-San Francisco	Catalina A/B
Thursday, Feb. 21, 2013	8:30 a.m. - 12:00 p.m.	6-San Francisco Burbank*	Catalina A/B Sunset Blvd

MANAGING CONFLICT

Day and Date	Time	Office	Room
Monday, March 4, 2013	12:30 p.m. - 4:00 p.m.	1-San Francisco	Catalina A/B
Thursday, March 7, 2013	8:30 a.m. - 12:00 p.m.	2-San Francisco	Catalina A/B
Tuesday, March 19, 2013	8:30 a.m. - 12:00 p.m.	Sacramento	Veranda A
Wednesday, March 27, 2013	12:30 p.m. - 4:00 p.m.	3-San Francisco	Catalina A/B
Wednesday, April 3, 2013	8:30 a.m. - 12:00 p.m.	4-San Francisco Burbank*	Catalina A/B Sunset Blvd
Wednesday, April 17, 2013	12:30 p.m. - 4:00 p.m.	5-San Francisco Burbank*	Catalina A/B Sunset Blvd
Thursday, April 18, 2013	8:30 a.m. - 12:00 p.m.	6-San Francisco	Catalina A/B
Wednesday, April 24, 2013	12:30 p.m. - 4:00 p.m.	2-Sacramento	Veranda A

**Burbank participation will be by video conference*

THE AT WILL ENVIRONMENT AND OTHER LEGAL ISSUES

Day and Date	Time	Office	Room
Wednesday, May 1, 2013	8:30 a.m. - 12:00 p.m.	1-San Francisco Burbank*	Catalina A/B Sunset Blvd
Tuesday, May 14, 2013	8:30 a.m. - 12:00 p.m.	1-Sacramento	Veranda A
Thursday, May 16, 2013	12:30 p.m. - 4:00 p.m.	2-San Francisco Burbank*	Catalina A/B Sunset Blvd
Wednesday, May 22, 2013	12:30 p.m. - 4:00 p.m.	3-San Francisco	Catalina A/B
Thursday, May 30, 2013	8:30 a.m. - 12:00 p.m.	4-San Francisco	Catalina A/B
Wednesday, June 5, 2013	8:30 a.m. - 12:00 p.m.	5-San Francisco	Catalina A/B
Thursday, June 13, 2013	12:30 p.m. - 4:00 p.m.	2-Sacramento	Veranda A
Thursday, June 20, 2013	12:30 p.m. - 4:00 p.m.	6-San Francisco	Catalina A/B

SETTING EXPECTATIONS AND DOCUMENTING PERFORMANCE

Day and Date	Time	Office	Room
Wednesday, July 10, 2013	8:30 a.m. - 12:00 p.m.	1-San Francisco	Catalina A/B
Wednesday, July 17, 2013	12:30 p.m. - 4:00 p.m.	2-San Francisco Burbank*	Catalina A/B Sunset Blvd
Tuesday, July 23, 2013	8:30 a.m. - 12:00 p.m.	1-Sacramento	Veranda A
Wednesday, July 24, 2013	8:30 a.m. - 12:00 p.m.	3-San Francisco	Catalina A/B
Tuesday, Aug. 6, 2013	12:30 p.m. - 4:00 p.m.	2-Sacramento	Veranda A
Thursday, Aug. 8, 2013	12:30 p.m. - 4:00 p.m.	4-San Francisco	Catalina A/B
Thursday, Aug. 15, 2013	8:30 a.m. - 12:00 p.m.	5-San Francisco Burbank*	Catalina A/B Sunset Blvd
Thursday, Aug. 29, 2013	12:30 p.m. - 4:00 p.m.	6-San Francisco	Catalina A/B

**Burbank participation will be by video conference*

PERFORMANCE MANAGEMENT : IDENTIFYING AND ADDRESSING PERFORMANCE GAPS

Day and Date	Time	Office	Room
Thursday, Sept. 5, 2013	8:30 a.m. – 12:00 p.m.	1-San Francisco	Catalina A/B
Thursday, Sept. 12, 2013	12:30 p.m. – 4:00 p.m.	2-San Francisco Burbank*	Catalina A/B Sunset Blvd
Tuesday, Sept. 17, 2013	8:30 a.m. - 12:00 p.m.	1-Sacramento	Veranda A
Wednesday, Sept. 25, 2013	8:30 a.m. – 12:00 p.m.	3-San Francisco	Catalina A/B
Wednesday, Oct. 2, 2013	12:30 p.m. – 4:00 p.m.	4-San Francisco	Catalina A/B
Thursday, Oct. 3, 2013	12:30 p.m. - 4:00 p.m.	2-Sacramento	Veranda A
Wednesday, Oct. 16, 2013	8:30 a.m. - 12:00 p.m.	5-San Francisco Burbank*	Catalina A/B Sunset Blvd
Wednesday, Oct. 23, 2013	12:30 p.m. - 4:00 p.m.	6-San Francisco	Catalina A/B

AOC PERFORMANCE EVALUATION PROCESS

Day and Date	Time	Office	Room
Wednesday, Nov. 6, 2013	8:30 a.m. - 12:00 p.m.	1-San Francisco	Catalina A/B
Wednesday, Nov. 13, 2013	12:30 p.m. – 4:00 p.m.	2-San Francisco Burbank*	Catalina A/B Sunset Blvd
Thursday, Nov. 14, 2013	8:30 a.m. – 12:00 p.m.	3-San Francisco	Catalina A/B
Tuesday, Nov. 19, 2013	8:30 a.m. – 12:00 p.m.	1-Sacramento	Veranda A
Tuesday, Dec. 3, 2013	12:30 p.m. – 4:00 p.m.	2-Sacramento	Veranda A
Thursday, Dec. 5, 2013	12:30 p.m. – 4:00 p.m.	4-San Francisco	Catalina A/B
Wednesday, Dec. 11, 2013	8:30 a.m. – 12:00 p.m.	5-San Francisco Burbank*	Catalina A/B Sunset Blvd
Thursday, Dec. 19, 2013	12:30 p.m. – 4:00 p.m.	6-San Francisco	Catalina A/B