

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	10/5/2012
<b>PREPARED BY</b>	Tina Carroll
<b>OFFICE NAME</b>	<u>Executive Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	45
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the total staff size of the AOC must be reduced significantly and must not exceed the total number of authorized positions. The consolidation of divisions, elimination of unnecessary and overlapping positions, and other organizational changes should reduce the number of positions. E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that staffing levels of the AOC be made more transparent and understandable. Information on staffing levels must be made readily available, including posting the information online. All categories of staffing — including, but not limited to, authorized positions, “909” staff, employment agency temporary employees and contract staff — must be accounted for in a manner understandable to the public.
<b>SEC RECOMMENDATION</b>	<p>The total staff size of the AOC should be reduced significantly.</p> <p>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>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 employees and contract staff—must be accounted for in a manner understandable to the public.</p>
<b>RESPONSE (check applicable boxes)</b>	
<p><input checked="" type="checkbox"/> This directive has been completed and implemented:</p> <p>The AOC is currently undertaking a review of its key programs and activities to identify appropriate staffing levels across the organization.</p>	



Staffing Reductions.pdf  
 Adobe Acrobat Document  
 127 KB



WEB 7312012 AOC  
 Staffing.pdf  
 Adobe Acrobat Document  
 371 KB



WEB 8312012 AOC  
 Staffing (2).pdf  
 Adobe Acrobat Document  
 371 KB



WEB 9302012 AOC  
 Staffing (2).pdf  
 Adobe Acrobat Document  
 371 KB

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>	October 5, 2012
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	Human Resources Services Office: Tracking of staffing metrics and monthly report production (2 hours each month for one staff member). Office of Communications: Posting staffing metrics online (2 hours for initial set up).

<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input checked="" type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	Staffing metrics will be produced and posted by Human Resources staff no later than the 7th day of each month.  <input type="text" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	  <input type="text" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	  <input type="text" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	  <input type="text" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>EFFICIENCIES</b>	Staffing metrics for all employment categories are readily available and updated on a regular basis, facilitating effective and efficient oversight and management of personnel resources as well as transparency and accountability.  <input type="text" value="File Attachment"/>
<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="10/5/2012"/>
<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="10/19/2012"/>

Administrative Office of the Courts  
Staffing Reductions and Reporting

SUMMARY

1. Staffing Reductions

Consistent with Judicial Council direction provided at its August 2012 business meeting, the AOC has made significant staffing reductions during the past 15 months. Table 1 below shows how these reductions have been achieved:

**Table 1**

**AOC Reductions 7/1/2011 - 9/30/2012**

Action	Workforce Reductions		
	FY 11-12	FY12-13	Total
VSIP I *	-28.50	0.0	
VSIP II *	-29.05	0.0	
Lay Off *	-35.63	-2.0	
Retirement*	-24.00	-5.5	
Other Separations*	-42.59	-10.0	
Agency Temporary Worker Orders ( <i>net</i> )	-80	-3	
Contractors ( <i>net</i> )	-55	-4	
<b>Total</b>	<b>-294.77</b>	<b>-24.5</b>	<b>-319.27</b>

\* Includes regular (full time equivalent), retired annuitants, and 909 temporary employees.

NOTE: Numbers may differ slightly from data provided on 7/1/2011 and 7/17/2012 due to retroactive transactions and/or corrections.

The reductions identified above were facilitated, in part, by organizational restructuring that occurred in the 2011–2012 fiscal year. This included the consolidation of three regional offices under a single regional administrative director; the consolidation of the Human Resources Division and the Trial Court Administrative Services Division as the Administrative Services Division; and the consolidation of the California Court Case Management System Project Management Office within the Information Services Division.

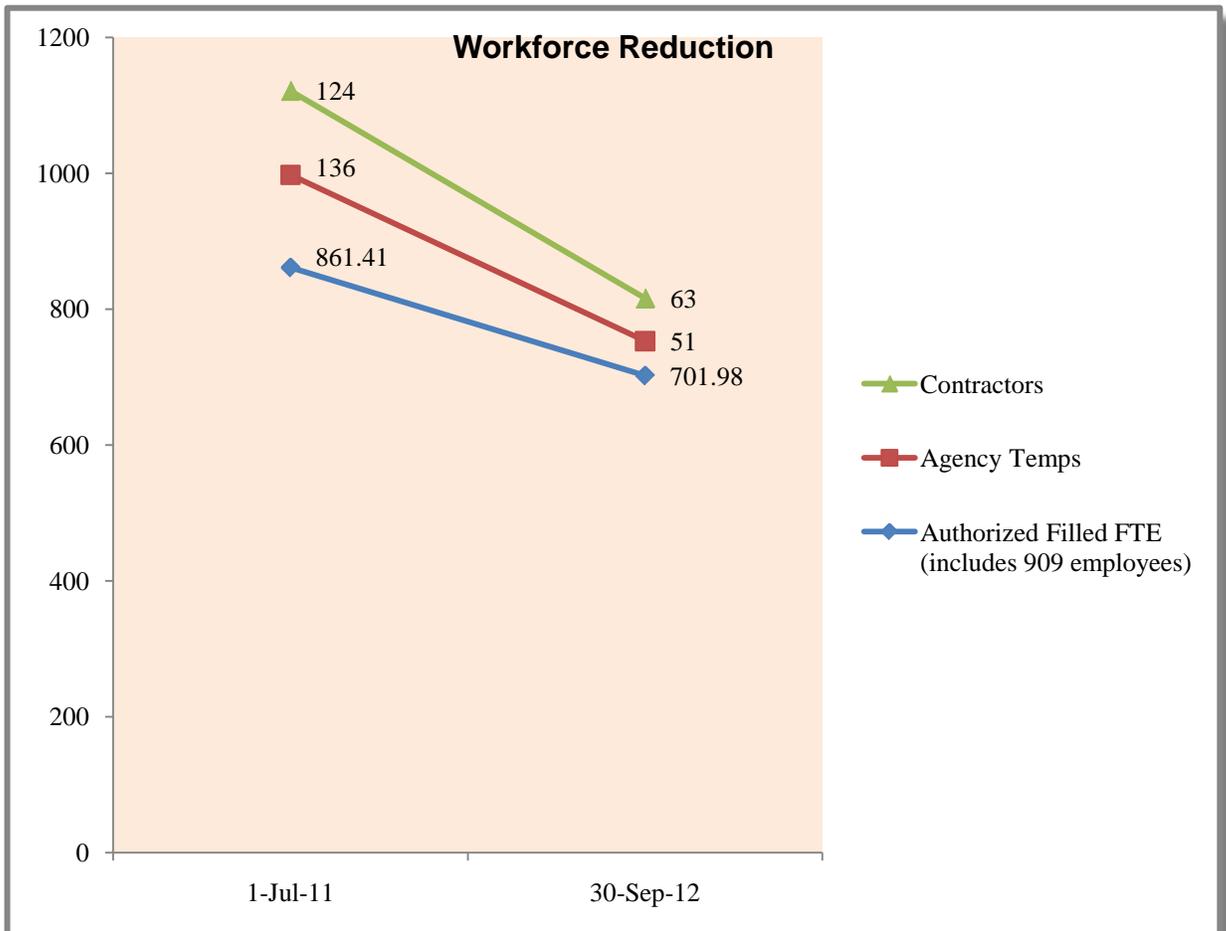
Tables 2 and 3 below show workforce totals and reductions for the AOC from July 1, 2011 through September 30, 2012.

**Table 2**

Month	Authorized Filled FTE <i>(includes 909 employees)</i>	Agency Temps	Contractors	TOTALS
1-Jul-11	861.41	136	124	1121.41
30-Sep-12	701.98	51	63	815.98
				-305.43

Reduction %            -18.51%                    -62.50%                    -49.19%                    -27.24%

**Table 3**



## 2. Information on Staffing Levels: Tracking and Reporting

In May 2012, the AOC initiated a master roster position control process for tracking employee metrics. For the first time, this roster captures staffing numbers, by offices, for all regular employees and temporary staff by any definition, including contractors effectively acting as employees. This master roster ensures that AOC staffing levels are more transparent, understandable, and readily available. The roster also facilitates more effective oversight with regard to hiring practices.

From October 2012, AOC staff metrics will be posted on the AOC page of the California Courts website on or around the seventh day of each month. Metrics for the first three months of the 2012–2013 fiscal year (July, August, and September) are posted online at [AOC web page](#). Copies of these reports are attached.

At its August 2012 business meeting, the Judicial Council directed the Administrative Director that the total staff size of the AOC “must not exceed the total number of authorized positions,” the current number for which is 815.10. As of the submission of this report on October 5, 2012, the total AOC workforce is reported as 815.18. However, it should be noted that in order to remain consistent with the description of “positions” as used by the Strategic Evaluation Committee, current metrics combine the “FTE” count for regular employees, with a “headcount” for 909 employees, agency temps, and contractors. This does not take into account that some agency temps or contractors are working a reduced schedule. Therefore, the AOC’s current workforce is actually *below* the total number of authorized positions.

To address this issue, as part of the next phase in the implementation process of the master roster for position control, the Human Resources Services Office will begin tracking agency temps in the full time equivalent (FTE) format. Using the FTE methodology will provide a truer, more transparent indication of the AOC workforce.

**AOC HR METRICS BY DIVISION**

**Data as of July 31, 2012**

STAFFING	ASD	CFCC	CPAS	EDU	EXEC	FIN	IS	OGA	OCCM	OGC	TCLO	AOC
Authorized Position (FTE)	141.00	84.00	67.70	81.50	32.63	100.00	147.90	13.00	126.00	74.00	12.00	<b>879.73</b>
Filled Authorized Position (FTE)	115.00	65.60	47.75	71.15	22.95	83.00	106.78	10.85	100.50	62.40	5.00	<b>690.98</b>
Vacancy (FTE)	26.00	18.40	19.95	10.35	9.68	17.00	41.13	2.15	25.50	11.60	7.00	<b>188.76</b>
Vacancy Rate (FTE)	18.4%	21.9%	29.5%	12.7%	29.7%	17.0%	27.8%	16.5%	20.2%	15.7%	58.3%	<b>21.5%</b>
AOC Temporary Employee (909)	1	1	3	11	3	1	0	0	1	1	0	<b>22.00</b>
*Employment Agency Temporary Worker	1	2.5	3	1	1.5	7	5	0	32	2	0	<b>55.00</b>
Contractors	1	0	0	0	0	0	56	0	12	0	0	<b>69.00</b>
<b>TOTAL WORKFORCE</b> <i>(based on FTE, 909s, Agency Temps &amp; Contractors)</i>	<b>118.00</b>	<b>69.10</b>	<b>53.75</b>	<b>83.15</b>	<b>27.45</b>	<b>91.00</b>	<b>167.78</b>	<b>10.85</b>	<b>145.50</b>	<b>65.40</b>	<b>5.00</b>	<b>836.98</b>

\*Updated as of 7/31/12: EXEC & CFCC are sharing a temp

**Definitions:**

**Authorized Position (FTE)** Authorized positions include all regular ongoing positions approved in the Budget Act for that year. The number is based on the position's approved full time equivalency.

**Filled Authorized Position (FTE)** Filled authorized positions are the number of authorized positions filled based on the employee's full time equivalency.

**Vacancy (FTE)** The number of vacancies is the number of authorized positions minus the number of filled authorized positions.

**Vacancy Rate (FTE)** Vacancy Rate is calculated by dividing the number of authorized positions by the number of vacant authorized positions. This number excludes AOC temporary employees ("909" funded employees). See definition of AOC temporary employees below.

**AOC Temporary Employees (909)** The "909 category is the State Controller code the AOC uses to reference a temporary position or a temporary employee.  
 909 Position - it is a position that may not be funded through the Budget Act and it is categorized by the Office of the State Controller as a temporary position used in the absence of an authorized position. 909 positions may be occupied by regular full-time employees due to the unavailability of an authorized vacant position. 909 Employee - An employee whose salary is not funded through the Budget Act. 909 employees may receive benefits if employed at least half-time and the term of employment is for more than six months. Types of "909" Temporary Employees include: Retired Annuitants: A retired annuitant is a retiree who is hired by his or her former employer or by another employer that participates in the same retirement system as the former employer. This includes a former participant in a state retirement system who has previously retired and who is currently receiving retirement benefits. Temporary: Employees employed by the AOC on a temporary basis - they do not receive full benefits (but do receive CalPERS retirement service credit).

**Employment Agency Temporary Worker** These are workers from an employment agency. They are employees of the employment agency, not the AOC, but provide short-term support for AOC workload.

## AOC HR METRICS BY DIVISION

Data as of July 31, 2012

<b>Contractor</b>	Individuals augmenting the work of the AOC and providing services for a limited period of time or on a specific project, where a particular skill set is required that is either (1) not within an existing AOC classification and/or job description or (2) where recruitment issues require the use of a contractor.
<b>Full Time Equivalency (FTE)</b>	Full Time Equivalency is the number of total maximum compensable hours designated in a year divided by actual hours worked in a year. For example, the work year for the AOC is defined as 2,080 hours; one employee occupying a paid full time job all year would consume one FTE. One employee working for 1,040 hours each would consume .5 FTE.
<b>Time Base</b>	<p>Full time: Employee is scheduled to work 40 hours per week. Receives full benefits.</p> <p>Part time: Employee is scheduled to work less than 40 hours per week. Employees that work more than 20 hours per week receive full benefits.</p> <p>Intermittent: Employees have no established work schedule and work on an as-needed basis that varies from one pay period to the next. Eligibility for certain benefits may be limited for these employees.</p>
<b>Regular Employee</b>	Commonly referred to as “permanent employees” – They receive full benefits.
<b>Limited Term</b>	Limited Term Position – It is a position that is funded through the Budget Act with a specific end date. The position is counted as an authorized position. Employee in limited term positions may be regular or temporary.

Acronym	Division Name	Notes
ASD	Administrative Services Division	<i>combined Trial Court Administrative Services and Human Resources Divisions</i>
CFCC	Center for Families, Children & the Courts	
CPAS	Court Programs and Services Division	
EDU	Education/CJER Division	
EXEC	Executive Office	<i>contains the Office of Communications &amp; Office of Emergency Response and Security</i>
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TCLO	Trial Court Liaison Office	<i>combined Regional Offices</i>

## AOC HR METRICS BY DIVISION

Data as of August 31, 2012

STAFFING	ASD	CFCC	CPAS	EDU	EXEC	FIN	IS	OGA	OCCM	OGC	TCLO	AOC
Authorized Position (FTE)	131.00	72.00	60.70	74.50	28.00	95.00	134.90	13.00	125.00	70.00	9.00	813.10
Filled Authorized Position (FTE)	115.00	65.60	46.75	70.15	21.95	83.00	105.78	10.85	99.50	61.40	5.00	684.98
Vacancy (FTE)	16.00	6.40	13.95	4.35	6.05	12.00	29.13	2.15	25.50	8.60	4.00	128.13
Vacancy Rate (FTE)	12.2%	8.9%	23.0%	5.8%	21.6%	12.6%	21.6%	16.5%	20.4%	12.3%	44.4%	15.8%
AOC Temporary Employee (909)	1	1	3	11	2	1	0	0	1	1	0	21.00
*Employment Agency Temporary Worker	1	2.5	3	1	1.5	7	5	0	31	2	0	54.00
Contractors	1	0	0	0	0	0	55	0	9	0	0	65.00
<b>TOTAL WORKFORCE</b> <i>(based on FTE, 909s, Agency Temps &amp; Contractors)</i>	<b>118.00</b>	<b>69.10</b>	<b>52.75</b>	<b>82.15</b>	<b>25.45</b>	<b>91.00</b>	<b>165.78</b>	<b>10.85</b>	<b>140.50</b>	<b>64.40</b>	<b>5.00</b>	<b>824.98</b>

\*Updated as of 8/31/12: EXEC & CFCC are sharing a temp

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## AOC HR METRICS BY DIVISION

Data as of August 31, 2012

- Contractor** Individuals augmenting the work of the AOC and providing services for a limited period of time or on a specific project, where a particular skill set is required that is either (1) not within an existing AOC classification and/or job description or (2) where recruitment issues require the use of a contractor.
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- Time Base**  
 Full time: Employee is scheduled to work 40 hours per week. Receives full benefits.  
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- Regular Employee** Commonly referred to as “permanent employees” – They receive full benefits.
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Vacancy (FTE)	17.00	6.40	14.95	4.35	6.05	12.00	32.13	2.15	25.50	8.60	4.00	<b>133.13</b>
Vacancy Rate (FTE)	13.0%	8.9%	24.6%	5.8%	21.6%	12.6%	23.5%	16.5%	20.4%	12.3%	44.4%	<b>16.3%</b>
AOC Temporary Employee (909)	1	1	2	11	2	1	0	0	1	1	0	<b>20.00</b>
*Employment Agency Temporary Worker	1	2.5	3	1	0.5	6	5	0	30	2	0	<b>51.00</b>
Contractors	1	0	0	0	0	0	53	0	9	0	0	<b>63.00</b>
<b>TOTAL WORKFORCE</b> <i>(based on FTE, 909s, Agency Temps &amp; Contractors)</i>	<b>117.00</b>	<b>69.10</b>	<b>50.75</b>	<b>82.15</b>	<b>24.45</b>	<b>90.00</b>	<b>162.78</b>	<b>10.85</b>	<b>139.50</b>	<b>64.40</b>	<b>5.00</b>	<b>815.98</b>

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