



Judicial Branch Workload Formulas and On-Bench Time Reporting

September 23, 2014

Presented by: Brad Fowler, Planning and Organizational Development Officer



Workload Formulas



Appropriations Act of 2011

S.L. 2011-145

WORKLOAD FORMULA FOR SUPERIOR COURT JUDGES/MINUTES MAINTAINED BY THE CLERK OF SUPERIOR COURT TO RECORD CONVENING AND ADJOURNMENT OR RECESS OF COURT

SECTION 15.6.(a) The Administrative Office of the Courts shall use funds available to contract with the National Center for State Courts to develop a workload formula for superior court judges. The results of this formula shall be submitted to the House of Representatives and Senate Appropriations Subcommittees on Justice and Public Safety by December 1, 2011.



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 3

Judicial Branch Workload Formulas

Background

- Use of workload indicators as early as 1990s
- First collaborated with the National Center for State Courts in 2006 to convert workload indicators to workload formulas for clerks of superior court, magistrates, and district court judges
- Prior to workload formulas, staffing needs were addressed based upon subjective decision-making
- General Statutes set forth the numbers of judges, assistant district attorneys, and minimum number of magistrates
- Workload formulas provide an objective means for projecting staffing needs



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 4

Judicial Branch Workload Formulas

Overview

Staffing Resources Needs

- Based on empirical data
- Focuses on most common work performed
- Provides credibility (National Center for State Courts methodology)
- Requested by the General Assembly
- Provides tools for equitable analysis of local needs

Management of Resources

- Dynamic calculations are revised often and vacancies are taken into consideration
- Tools are extremely effective for relative resourcing comparisons



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 5

Judicial Branch Workload Formula Approach

Committee directed, approved by the constituent group

Case weight approach based on time studies used for:

- Clerks of superior court
- Magistrates
- District court judges
- Superior court judges
- Family court case coordinators
- Assistant district attorneys and victim witness/legal assistants
- Custody mediators



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 6

Effective Workload Formula Process

- Strong participation by all judicial official groups in time studies
- Determined preliminary case weights (*i.e.*, what is)
- Modest quality adjustments to preliminary case weights to determine final case weights (*i.e.*, what should be)
- Computed annually using most recent three years of filings (*i.e.*, workload formulas being updated now based on July 1, 2011 – June 30, 2014 filings)
- Components updated as necessary to reflect changes in law, procedures, responsibilities, or other factors



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 7

Final Case Weights

Superior Court Judges

946 minutes
homicide

131 minutes
sex offender list offense
(felony or misdemeanor)

91 minutes
habitual offender

117 minutes
felony assault/robbery with
dangerous weapon

40 minutes
felony controlled substance

40 minutes
other felony

32 minutes
misdemeanor/other

86 minutes
contracts

27 minutes
collect on accounts

104 minutes
negligence

183 minutes
real property

31 minutes
administrative appeal/other



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 8

Staffing Needs Calculations

$$\frac{\text{Number of filings (defendants) x case weight}}{\text{Case-related staff year value}}$$

Workload formulas acknowledge that not every hour of every work day is spent on case related activities. There is time included for non-case related activities (e.g., administrative responsibilities, travel, and training).

Not all case-related work occurs in a courtroom. There is a variety of case preparation activities and post-hearing case-related work that occurs outside of the courtroom.



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 9

On-Bench Time Reporting



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 10

Appropriations Act of 2011

S.L. 2011-145

SECTION 15.6.(b) G.S. 7A-109 is amended by adding a new section to read:

"(a1) The minutes maintained by the clerk pursuant to this subsection shall record the date and time of each convening of court, as well as the date and time of each recess or adjournment of court with no further business before the court."

SECTION 15.6.(c) The Administrative Office of the Courts shall provide on a monthly basis the records of the dates and times of convening, recess, and adjournment of court collected by each clerk of superior court pursuant to G.S. 7A-109, as enacted by subsection (b) of this section, to the National Center for State Courts, the Fiscal Research Division, and the Study Committee on Consolidation of Judicial and Prosecutorial Districts created in Section 15.11 of this act.



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 11

Implementation of On-Bench Time Reporting

Effective July 1, 2011 in Superior Court

- July 2011 – June 2013
 - Used simple survey tool to collect data
 - Two-week development and implementation window
 - Data exported to Excel
 - Labor-intensive manual sorting of data (1,100 rows of data per month)
 - Staff time of approximately 10-12 hours per month
 - No system edits to minimize errors or conflicting data



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 12

Expansion to District Court Appropriations Act of 2013 (S. L. 2013-360)

MINUTES MAINTAINED BY THE CLERK OF SUPERIOR COURT TO RECORD CONVENING AND ADJOURNMENT OR RECESS OF BOTH DISTRICT AND SUPERIOR COURT

SECTION 18B.8.(a) G.S. 7A-109(a1) reads as rewritten:

"(a1) The minutes maintained by the clerk pursuant to this subsection shall record the date and time of each convening of district and superior court, as well as the date and time of each recess or adjournment of district and superior court with no further business before the court."

SECTION 18B.8.(b) The Administrative Office of the Courts shall provide on a monthly basis the records of the dates and times of convening, recess, and adjournment of district and superior court collected by each clerk of superior court pursuant to G.S. 7A-109, as amended by subsection (a) of this section, to the National Center for State Courts, the Fiscal Research Division, and the Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety.

SECTION 18B.8.(c) This section becomes effective January 1, 2014.



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 13

Implementing Expansion to District Court

Effective January 1, 2014

- Reporting process used for superior court (112 judges) was inadequate for district court (270 judges)
- Technology Services Division developed Court Time, a web-based application for data entry
 - Effective date of special provision allowed six months to design data collection system in 2013 – compared to two weeks in 2011
- Court Time uses drop-down options instead of free text which simplifies data aggregation
- Court Time provides system edit checks (e.g., each judge can only be in one session of court at a time) and system validation checks (e.g. reminders to counties who report no sessions in a month) which improves quality of data



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 14

Court Time Application

Overview

- Training manuals for various users
 - Courtroom clerks
 - Elected clerks
 - Judges
- Implemented for courtroom clerks on January 1, 2014
- Roles added for elected clerks and designees
 - Clerks can view all data for that county
- Roles added for judges
 - Judges can only view his/her own sessions



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 15

Court Time – Adding a Session

NORTH CAROLINA COURT INFORMATION SYSTEM 4:45 PM on Thursday, 26th June

Court Time Reporting Home > Court Time Reporting Sessions List > Court Session Add Help About Exit

Civil Courtroom Clerk 2

DISTRICT COURT SESSION ADD

* Court Type :

* Judge Name :

* Courtroom :

* Session Start Date : mm/dd/ccyy

* Session Start Time : :

Session End Time : :



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 16

Court Time – Session Add Sample Error

NORTH CAROLINA COURT INFORMATION SYSTEM 4:21 PM on Thursday, 26th Jun

[Court Time Reporting Home](#) > [Court Time Reporting Sessions List](#) > [Court Session Add](#) [Help](#) [About](#) [Exit](#)

Civil Courtroom Clerk 2

* ERROR: CTR00044: Douglas W. Albright has a conflicting court session entered by CIVIL COURTROOM CLERK 2 in WAKE county within the same time period that you have selected. You must either select another judge, or change the time period to resolve the conflict.

DISTRICT COURT SESSION ADD

* Court Type :

> * Judge Name :

* Courtroom :

* Session Start Date :

* Session Start Time : :

Session End Time : :



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 17

Court Time – Test/Example/Artificial Data Clerk View

NORTH CAROLINA COURT INFORMATION SYSTEM 3:55 PM on Thursday, 26th Jun

[Court Time Reporting Home](#) > [Court Time Reporting Sessions List](#) [Help](#) [About](#) [Exit](#)

Civil Courtroom Clerk 2

COURT SESSIONS IN ANSON COUNTY

Showing 1 - 8 of 8 [PREV](#) [NEXT](#)

* County: Courtroom:

* Start Date: End Date:

* Court: ☒ District ☐ Superior Court Type:

Session Start Date/Time	Session End Time	Bench Time	Judge Name	Judge Type	Courtroom	Court Type	Updated	Last
06/20/2014 08:45 am	04:00 pm	07:15	Neaves, Charles Mitchell Jr	R	CTR2	Civil	06/26/2014	SSAT08
06/19/2014 09:07 am	03:25 pm	06:18	Jones, Thomas L Jr	R	CTR3	Juv-Mixed	06/26/2014	SSAT08
06/17/2014 09:16 am	03:28 pm	06:12	Lawton, William C	E	CTR4	Mixed	06/26/2014	SSAT08
06/16/2014 09:18 am	04:21 pm	07:03	Yancey, Carolyn J	R	CTR1	Juv-Del/Und	06/26/2014	SSAT08
06/13/2014 09:00 am	03:00 pm	06:00	Black, K Dean	R	CTRD	Criminal	06/26/2014	SSAT08
06/11/2014 09:00 am	03:25 pm	06:25	Williams, Joseph J	R	CTR4	Juv-A/N/D+TPR+E	06/26/2014	SSAT08
06/06/2014 08:20 am	04:15 pm	07:55	Overby, Kathryn W	R	SPEC	Mixed	06/26/2014	SSAT08
06/02/2014 09:00 am	04:00 pm	07:00	Albright, Douglas W	R	CTRA	Civil	06/26/2014	SSAT08

Showing 1 - 8 of 8 [PREV](#) [NEXT](#)



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 18

Court Time – Test/Example/Artificial Data Clerk View

NORTH CAROLINA COURT INFORMATION SYSTEM 3:43 PM on Thursday, 26th Jun

Court Time Reporting Home > Court Time Reporting Sessions List Help About Exit

Civil Courtroom Clerk 2

* INFO: CTR00029: No further changes or additions can be made to the session data because this reporting period has been locked by the Administrator.

COURT SESSIONS IN ANSON COUNTY

Add Edit Delete Clear Cancel Showing 1 - 6 of 6 << PREV NEXT >>

* County: ANSON Courtroom: All
 * Start Date: 05/01/2014 mm/dd/ccyy End Date: 05/31/2014 mm/dd/ccyy
 * Court: ☒ District ☐ Superior Court Type: All Search

Session Start Date/Time	Session End Time	Bench Time	Judge Name	Judge Type	Courtroom	Court Type	Updated	Last
05/19/2014 09:00 am	04:12 pm	07:12	Aldridge, Thomas V Jr	E	CTR3	Juv-Mixed	06/26/2014	SSAT08
05/12/2014 08:00 am	04:00 pm	08:00	Bailey, Sarah P	E	CLRK	Criminal	06/26/2014	SSAT08
05/09/2014 09:00 am	04:00 pm	07:00	Alloway, Sherry Fowler	R	DSTR	Mixed	06/26/2014	SSAT08
05/07/2014 09:00 am	03:00 pm	06:00	Baddour, Allen R	R	CTR2	Juv-Del/Und	06/26/2014	SSAT08
05/05/2014 08:00 am	03:52 pm	07:52	Aldridge, Thomas V Jr	E	CTRB	Civil	06/26/2014	SSAT08
05/01/2014 08:30 am	03:45 pm	07:15	Alloway, Sherry Fowler	R	CTR1	Juv-A/N/D+TPR+E	06/26/2014	SSAT08

Add Edit Delete Clear Cancel Showing 1 - 6 of 6 << PREV NEXT >>



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 19

Court Time – Test/Example/Artificial Data Judge View

NORTH CAROLINA COURT INFORMATION SYSTEM 11:00 AM on Friday, 14th Mar

Court Time Reporting Home > Judge Court Time Sessions List About Help Exit

Kelly Doe

COURT TIME SESSIONS FOR DISTRICT COURT JUDGE KELLY DOE

To view instructions, click the Help link in the upper right corner of the screen

Cancel Showing 1-11 of 11 << PREV NEXT >>

Select Judge: Doe, Kelly Enter Start Date: 03/01/2014 mm/dd/ccyy
 Select County: All Enter End Date: 03/14/2014 mm/dd/ccyy Search

Session Information								Location		
Court Date	Start Time	End Time	Bench Time	Court Type	Designation	Entered By	Entered On	District	County	Room
03/14/2014	09:30 am	00:00 am	0hr 00m	Criminal	District	Lane, Jess	03/14/2014	2 (D)	Martin	0108
03/13/2014	09:00 am	03:45 pm	6hr 45m	Criminal	District	Lane, Jess	03/13/2014	2 (D)	Martin	010A
03/12/2014	05:30 pm	07:00 pm	1hr 30m	Mixed	Special	Lane, Jess	03/12/2014	2 (S)	Washington	010C
03/12/2014	08:35 am	04:30 pm	7hr 35m	Mixed	District	Lane, Jess	03/12/2014	2 (D)	Washington	010C
03/11/2014	09:05 am	05:25 pm	8hr 20m	Civil	District	Lane, Jess	03/11/2014	2 (D)	Washington	010D
03/10/2014	02:00 pm	03:40 pm	1hr 40m	Mixed	District	Lane, Jess	03/10/2014	2 (D)	Beaufort	010C
03/07/2014	02:00 pm	05:35 pm	3hr 35m	Criminal	Emergency	Lane, Jess	03/07/2014	3B (S)	Pamlico	010C
03/07/2014	09:00 am	12:35 pm	3hr 35m	Criminal	Emergency	Lane, Jess	03/07/2014	3B (D)	Pamlico	010C
03/05/2014	09:30 am	04:45 pm	7hr 15m	Criminal	Emergency	Lane, Jess	03/05/2014	3B (D)	Carteret	010A
03/04/2014	03:00 pm	05:15 pm	2hr 15m	Criminal	Special	Smith, Clara	03/04/2014	3B (S)	Craven	010C
03/04/2014	09:10 am	01:15 pm	4hr 05m	Mixed	Emergency	Smith, Clara	03/04/2014	3B (D)	Craven	010C

Cancel Showing 1-11 of 11 << PREV NEXT >>



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 20

Summary of Key Points

- Case weight workload formulas follow methodology utilized by the National Center for State Courts.
- Workload formulas acknowledge that not every hour of every work day is spent on case-related activities.
- On-bench time alone is not representative of the full range of activities in a judicial work day.
- Presenting on-bench time as a full measure of judicial work is misleading and incomplete.
- Workload formulas are valuable tools for comparing staffing needs among counties/districts/divisions.



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Judicial Branch Workload Formulas and On-Bench Time Reporting | September 23, 2014 | 21



NORTH CAROLINA
ADMINISTRATIVE OFFICE
of the COURTS

Prepared by:
Brad Fowler
Officer

Planning and Organizational Development

T 919-890-1223

Brad.D.Fowler@aoc.nccourts.org
www.nccourts.org

