DIRECTIVE # 8-06
[Supersedes Directive #2-03]

To: **Assignment Judges**

From: **Philip S. Carchman**

Subj: **Changes in Staffing Models – Results of Quadrennial Review**

Date: **May 26, 2006**

Introduction

During the past several months we have gone through a quadrennial review of our staffing models, following the process as outlined in the 2002 Report on *The Use of Staffing Models in the New Jersey Trial Courts* and approved by the Judicial Council. On April 26, 2006 the Judicial Council reviewed and approved staffing model changes recommended by the Administrative Council as modified by both the Judiciary Management and Operations Committee and the Judiciary Budget and Planning Committee. This memo promulgates the resulting revised staffing models.

Restatement of Staffing Models Process

As stated in Directive #2-03, a **Staffing Model** is a stable formula used annually to calculate staff for each division. The principal use of staffing models is as a tool for allocating the total staff positions available to the Judiciary statewide among the various Vicinages. The staffing models – one for each of the nine Divisions -- use measures of work, called drivers, and multiplication formulas to estimate in a consistent way the relative staffing needs of each Division in each Vicinage. The aggregate of the Divisional staffing calculations determines each Vicinage's proportional staffing need as compared to the other Vicinages on an annual basis.

A **Divisional Staffing Table** is a chart showing the number of staff for each year as dictated by the model. Each spring, the Judiciary Budget and Planning Committee will ask each of the nine Divisions (specifically, the appropriate Assistant Director in conjunction with the Conference of Division Managers) to calculate a Divisional Staffing Table for the coming fiscal year. In preparing its table, a Division will identify a

numerical value for each applicable driver, e.g., the number of filings in that Division in each Vicinage averaged over the previous two years. The Division will then apply its staffing formula to the drivers to arrive at a total number of positions appropriate for the Division in each Vicinage. When the nine Divisional figures for a Vicinage are aggregated, they will provide a total staffing number for that Vicinage.

The Judiciary Budget and Planning Committee will review and approve each of the Divisional calculations and will use the aggregated Vicinage figures to allocate staff on a *pro rata* basis among the Vicinages depending upon that year's budget appropriation. This *pro rata* allocation is the **target staffing level** for each Vicinage.

The staffing models will be used to determine the distribution of available staff *among* the Vicinages; they do not control the actual allocation of staff among the Divisions *within* each Vicinage. As the 2002 Report approved by the Judicial Council made clear, the Assignment Judge and Trial Court Administrator will allocate staff to the Divisions as they determine to be appropriate based on their assessment of the respective needs of the Divisions within their Vicinage.

While the Divisional Staffing Tables (that is, the specific numbers) will be calculated annually, the underlying staffing models (the drivers and formulas) will generally be subject to revision only once every four years, when a comprehensive review of all models will be undertaken by the Administrative Council. These Administrative Council models will be subject to review by the Judiciary Management and Operations Committee and the approval of the Judicial Council.

The process of developing the nine Annual Divisional Staffing Tables will be coordinated by Deputy Administrative Director Theodore J. Fetter, who chairs the Administrative Council Committee on Staffing Models, and the annual totals will be submitted to the Judiciary Budget and Planning Committee for consideration and approval.

<u>Changes to Models Resulting from Quadrennial Review</u>

As noted above, we have just completed the extensive quadrennial review process. The attachments to this directive set out the new staffing models for nine trial court divisions and the TCA Office as approved by the Judicial Council in April. These formulas and drivers should be used in FY 2007 and succeeding fiscal years, until the next quadrennial review, with the following exceptions:

- Special Programs. The review and determination of special programs is an annual process, and it will continue that way. What is shown on these sheets is a statement of the special programs approved by the Judicial Council for FY2007.

- Emergent Revisions to the Models. The 2002 Report outlines a process to make emergent changes to the models, but those changes will not occur routinely. From 2003 to this year, there were no such emergent revisions.

- Assistant Division Manager Positions. One of the most difficult questions in the just-completed comprehensive review was whether to approve any additional Assistant Division Manager ("ADM") positions. The recommendations varied at each level of review. The decision by the Judicial Council was not to approve any additional ADMs at this time. Notwithstanding that the models are generally subject to revision only every four years, at the suggestion of the Budget and Planning Committee it was agreed that this question could be raised again sooner than quadrennially. The Administrative Council through its Staffing Models Committee will develop the process for the consideration of such proposals.

Conclusion

Finally, the Chief Justice and I want to congratulate and thank all those who worked on this quadrennial staffing model review. We continue to regard the staffing models as an effective tool in administering a unified and well-managed Judiciary.

P.S.C.

attachments
/sdb

cc: Chief Justice Deborah T. Poritz
Theodore J. Fetter, Deputy Admin. Dir.
AOC Directors and Assistant Directors
Trial Court Administrators
Administrative Council Staffing Models Committee
Division Managers (All Divisions)
Mark Davies, Quantitative Analysis
Francis W. Hoeber, Special Assistant
Steven D. Bonville, Special Assistant

CIVIL DIVISION STAFFING MODEL
FORMULAS AND DRIVERS
Spring 2006

1. Administration

A. One Division Manager per vicinage.
B. Assistant Division Manager (ADM)
    i. One per vicinage.
    ii. One per outlying county of multi-county vicinages.
    iii. One additional for counties with more than 40,000 filings per year.
C. One ADM, or one professional FTE, for counties with 30,000 to 40,000 filings per year.
D. 1.5 FTEs per vicinage for secretarial functions, plus one additional FTE per outlying county of multi-county vicinages.

2. Chambers Staff

A. One FTE per judge for secretarial functions; one additional FTE per Assignment Judge.
B. One FTE Law Clerk per judge.

3. Case Management

A. Two other FTEs per judge (representing the functions of the court clerk and court aide).
B. One FTE for every 300 Law Division cases∗.
C. One FTE for every 1,500 Landlord-Tenant cases.
D. One FTE for every 1,100 small claims or "DC" docket cases.
E. 1.5 additional FTEs per 1,000 filings in Presumptive Mediation case types.

4. Special Programs for FY 2007

A. Mass tort sites -- 37 FTEs (Atlantic 15, Bergen 10, Middlesex 12 – approved 1/17/06 by Judicial Council Budget and Planning).
B. JEFIS
    i. Year One
        a. 0.5 FTE minimum.
        b. If filings exceed 5,000, an additional 0.075 FTEs per 1,000 cases.
    ii. Year Two
        a. 0.25 FTE minimum.
        b. If filings exceed 5,000, an additional 0.0375 FTEs per 1,000 cases.

∗ Excludes Mass Tort cases.

Note: "Filings" and "Cases" will be counted by tabulating the average of the previous two calendar years.

CRIMINAL DIVISION STAFFING MODEL
FORMULAS AND DRIVERS
SPRING 2006

1. Administration

A. One Division Manager per vicinage.
B. Assistant Division Manager (ADM)
   i. One if county has more than 5 judges or more than 5,000 complaints or is an outlying county of a multi-county vicinage.
   ii. One if a county has in excess of 4,500 indictments.
   iii. Five total for Essex County.
C. Professional
   i. One FTE per vicinage, plus one additional FTE if no ADM.
   ii. One additional FTE if 2,000-3,999 indictments.
   Two additional FTEs if 4,000-5,999 indictments.
   Three additional FTEs if 6,000-7,999 indictments, etc.
D. Secretary
   i. One FTE per Division Manager.
   ii. One FTE for every additional 3 managers/professionals.

2. Chambers Staff

A. One FTE per judge* for secretarial functions.
B. One FTE Law Clerk per judge†.

3. Individual Judge Team Case Processing

A. One FTE per judge* to represent the team leader role, except in Essex County, where it is one FTE per judge minus 4.
B. One FTE per 99 indictments.
C. One additional FTE for every 4 judges.
D. One other FTE per judge for court clerk functions.

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* Number of judges includes Superior Court Trial Judges and Municipal Court Judges serving in Superior Court pre-indictment programs.

† Number of judges includes Superior Court Trial Judges only.

Note: "Complaints", "Indictments", and "Pre-Indictment Matters" will be counted by tabulating the average of the previous two calendar years.

CRIMINAL DIVISION STAFFING MODEL (cont.)

4. Centralized Case Processing

A. One FTE (representing the team leader role) per 8 FTEs, as calculated in B and C below.
B. One FTE per 425 pre-indictment matters‡ (intake staff).
C. One FTE per 575 indictments (records staff).

5. Special Programs for FY 2007

A. Remand Court – Essex. Three FTEs plus one additional for each 980 remand filings.
B. Sexual Violent Predators – Essex. Three FTEs.

‡ Pre-indictment matters = indictable complaints, post conviction relief, municipal appeals, and Megan's Law (Tier 2 and 3).

Note: "Complaints", "Indictments", and "Pre-Indictment Matters" will be counted by tabulating the average of the previous two calendar years.

FAMILY DIVISION STAFFING MODEL
DRIVERS AND FORMULAS
Spring 2006

1. Administration

A. One Division Manager per vicinage.
B. Assistant Division Manager (ADM)
   i. In single-county vicinages, two per vicinage.
   ii. In multi-county vicinages, one in each outlying county.
   iii. In the home county of multi-county vicinages, at least one ADM, but two if total vicinage filings exceed 20,000.
   iv. Four total for Essex County.
C. One FTE per Division Manager for secretarial functions, plus 0.5 FTE per ADM.
D. One professional FTE per 16,500 filings.

2. Chambers Staff

A. One FTE per judge for secretarial functions.
B. One FTE Law Clerk per judge.

3. Case Management Staff

A. One FTE per judge for court clerk functions.
B. One support FTE for each actual full time equivalent hearing officer (total of DVHO, CSHO, and Juvenile Referee).
C. FN -- one FTE per 81 filings.
D. FA -- one FTE per 1,450 filings.
E. FC -- one FTE per 76 filings.
F. FM -- one FTE per 220 filings.
G. FV -- one FTE per 265 filings.
H. FF -- one FTE per 230 filings.
I. FJ -- one FTE per 315 filings.
J. FD -- one FTE per 360 filings.
K. FG -- one FTE per 25 filings.
L. FO -- one FTE per 285 filings.

4. **Supervised Visitation --**Where visitation is not outsourced, one FTE per 12,000 FM, FD, and FV filings.

Note: "Filings" will be counted by tabulating the average of the previous two calendar years.

Note: Unlike other divisions with IV-D, in Family the IV-D component is subsumed in the total model and will be subtracted on an FTE basis.

5. Special Programs for FY 2007

A. Children in Court Mediation -- 4 counties -- Essex 2 FTEs, Ocean 1 FTE, Morris 0.25 FTE and Sussex 0.4 FTE.
B. Juvenile Drug Court -- Camden, Hudson and Passaic -- 1 FTE per 3,250 average FJ filings.
C. Evaluation/Diagnosis -- 5 counties -- Camden 1 FTE, Hudson 1 FTE, Monmouth 1 FTE, Union 1 FTE and Sussex 0.1 FTE.
D. CASA -- 1 county -- Ocean 0.5 FTE.
E. Child care -- 1 county -- Bergen 1 FTE.
F. Multi-Disciplinary Team -- 1 FTE per 11,000 average FJ filings.
G. Economic Mediation -- 0.5 FTE per vicinage.

Note: "Filings" will be counted by tabulating the average of the previous two calendar years.

Note: Unlike other divisions with IV-D, in Family the IV-D component is subsumed in the total model and will be subtracted on an FTE basis.

FINANCE DIVISION STAFFING MODEL
FORMULAS AND DRIVERS
Spring 2006

1. Administration

A. One Division Manager per vicinage.
B. One Assistant Division Manager per vicinage.
C. One FTE per vicinage, representing the Confidential Secretary role.
D. One FTE per county, representing the Administrative Supervisor 2 role.

2. Vicinage Finance Office

A. 4.5 FTEs per vicinage.
B. If prior year vicinage staffing model total was greater than 525, 0.5 FTE per every 250 above 525.
C. 2.5 additional FTEs per outlying county in multi-county vicinages.

3. Court-Held Funds

A. Bail -- One FTE per 1,400 bails*.
B. All other transactions (Civil filings, Special Civil filings, Dissolution filings and Probation payment transactions)
   i. One FTE per 4,750 transactions for the first 48,000 transactions.
   ii. One FTE per 5,850 transactions for the number of transactions above 48,000.
C. Court held funds staff is the greater of 3 FTEs per county collection site, or the Court Held Funds model calculated above.

4. Special Programs for FY 2007

A. Special Civil-Post Judgment – 4 vicinages
   i. 0.6 FTE per vicinage.
   ii. One additional FTE per 7,600 transactions.

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* "Bails" is defined as the number of bail recognizances posted to the Central Automated Bail System (CABS).

Note: "Bails", "transactions", and "filings" will be counted by tabulating the average of the previous two calendar years.

HUMAN RESOURCES DIVISION STAFFING MODEL
FORMULAS AND DRIVERS
Spring 2006

1. Administration / Management

A. One Division Manager per vicinage.
B. One FTE per vicinage, representing the supervisor role, plus one additional if HR FTEs to be supervised* exceeds 7.

2. Other Vicinage HR Functions.

A. One professional FTE for coordination of training.
B. 1.1 FTEs for every 100 full time equivalent positions allocated (all funding sources) to the vicinage in the prior year.

3. Multi-County Vicinage Adjustment

A. Additional 0.5 FTE for a multi-county vicinage.

* HR FTEs to be supervised is made up of items 2B and 3A, only.

INFORMATION TECHNOLOGY DIVISION STAFFING MODEL
FORMULAS AND DRIVERS
Spring 2006

1. Administration

A. One Division Manager per vicinage.

2. All Other Staff

A. One FTE per 125 location adjusted devices.
B. Limitation on devices: The maximum number of devices* prior to the location adjustment is 1.25 devices per vicinage staff member.†
C. Location adjustment:
   i. A device in the home building is counted at a ratio of 1:1.
   ii. A device in a building within a 10-20 minute walking distance is counted at a ratio of 1.2:1.
   iii. A device in a building requiring IT personnel to drive to it is counted at a ratio of 1.5:1.

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* A "device" is defined as a PC (personal computer) or an MTX terminal (a dumb terminal or network terminal connected to a mainframe data system). Printers and other peripherals are not counted separately.

† Vicinage staff includes total of full time equivalent positions allocated (all funding sources) to the vicinage in the prior year plus the number of Judges, as reported for staffing model calculations.

Note: "Devices" will be counted based on the most current inventory.

MUNICIPAL DIVISION STAFFING MODEL
FORMULAS AND DRIVERS
Spring 2006

1. Administration

A. One Division Manager per vicinage.
B. One other FTE, professional or supervisory, per vicinage.
C. One support FTE per vicinage.

2. Municipal Liaison Staff

A. One additional FTE if there are 21-60 courts in the vicinage.
B. Two additional FTEs if there are 60 or more courts in the vicinage.

OPERATIONS DIVISION STAFFING MODEL
FORMULAS AND DRIVERS
Spring 2006

1. Administration

A. One Division Manager per vicinage, except Essex.
B. One Assistant Trial Court Administrator (ATCA) per multi-county vicinage, plus two for Essex.
C. One Jury Manager per county.
D. One FTE for secretarial functions for each Division Manager or ATCA.
E. 0.5 FTE for secretarial functions per Jury Manager.

2. Functional Staff

A. Law Library
   i. One FTE (professional librarian), plus 0.5 additional FTE for every 15 judges over 15.
   ii. If vicinage has no library, 0.5 FTE for every 15 judges.
B. CDR Coordinator – 0.5 FTE per vicinage.
C. Volunteer Coordinator – 0.5 FTE for every 500 volunteers (minimum 0.5 FTE).
D. General Facilities Management – one FTE, plus one additional for every 200 staff over 200.
E. Mailroom and telephones.
   i. If Judiciary is responsible for mailroom, one FTE per 150,000 pieces of outgoing mail. If mailroom responsibility is shared with county, the number is multiplied by the percentage of Judiciary staff in the mailroom.
   ii. For judiciary-owned telephone systems, one FTE per 400 telephones.
F. Interpreting – one FTE (interpreter or support staff) for each 1,400 annual interpreted events.
G. Jury Management.
   i. Two FTEs for each jury management office.
   ii. One additional FTE for each 15,000 petit jury questionnaires in excess of 25,000. One additional FTE for each 2,000 grand jury matters over 1,000.
H. Records Management – one FTE per vicinage, plus one additional for each 100,000 filings over 100,000.
I. Transcript Processing – one FTE for every 700 transcript requests per year.

3. Special Programs for FY 2007

A. State Grand Jury – One FTE in Mercer.
B. Grand Jury
   i. Essex – Two FTEs.
   ii. Atlantic – One FTE.

Note: Drivers for staff, devices (telephones), and pieces of mail will be counted using prior year survey totals. All other drivers will be counted by tabulating the average of the previous two calendar years.

PROBATION DIVISION STAFFING MODEL
FORMULAS AND DRIVERS
Spring 2006

1. Administration

A. One Vicinage Chief Probation Officer per vicinage.
B. Vicinage Assistant Chief Probation Officer (VACPO)
   i. Basic formula is two – one for adult supervision and one for juvenile supervision – per vicinage
   ii. For Multi-county vicinages, the outlying counties receive one VACPO per county.
   iii. One additional VACPO if number of adult supervision teams exceeds seven; two additional VACPOs when number of teams exceeds 14.
C. Secretary
   i. One FTE per Vicinage Chief Probation Officer and 0.5 FTE per VACPO.
   ii. One FTE per VACPO in outlying county of multi-county vicinage.
D. Professional staff -- One FTE per vicinage.

2. Case Processing

A. Case Processing
   i. Adult supervision -- regular cases* -- One FTE per 85 cases.
   ii. Adult supervision -- specialized cases -- One FTE per 50 cases (specialized cases are DV, Sex Offender, and Intake).
   iii. Juvenile supervision -- regular cases -- One FTE per 60 cases.
   iv. Juvenile supervision -- specialized cases -- One FTE per 30 cases (specialized cases are Sex Offender and Intake).
   v. Transfer Out of State Cases -- One FTE per 350 cases.
   vi. Community Service and Collections (CSAC) -- community service cases -- One FTE per 300 cases.
   vii. CSAC -- collections-only cases -- One FTE per 500 cases.
B. Supervisory staff -- One FTE per 6 case processing staff for Adult Supervision.
C. Supervisory staff -- One FTE per 7 case processing staff for Juvenile Supervision and CSAC caseloads.
D. Clerical support -- One FTE per 5 case processing staff.

3. Special Programs for FY 2007

A. Camden PREP – 14 FTEs.
B. Mental Health Specialized Caseloads – Camden 2 FTEs, Gloucester 1 FTE, Passaic 1 FTE, Union 2 FTEs.

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* Does not include Mental Health cases covered by Special Program.

Note: "Cases" will be counted by tabulating the vicinage's pending caseload (rather than filings), taking the average of the number of cases of each type pending on December 31 of the preceding two years. Item 2A lists all case types counted toward Probation's active cases; Drug Court cases are not counted as part of the Probation Division's cases.

TRIAL COURT ADMINISTRATOR'S OFFICE
FORMULAS AND DRIVERS
Spring 2006

1. Administration

A. One Trial Court Administrator per vicinage.
B. One EEO/AA Officer per vicinage.
C. One Ombudsman per vicinage.

2. Secretary

A. One FTE for secretarial functions for the Trial Court Administrator.
B. 0.5 FTE for secretarial functions for the EEO/AA Officer.
C. 0.5 FTE for secretarial functions for the Ombudsman.

3. Special Programs for FY 2007

A. Ombudsman – Two FTEs in Essex.