

U. S. DEPARTMENT OF JUSTICE Office of Justice Assistance, Research, and Statistics		
CATEGORICAL GRANT PROGRESS REPORT		
<small>This recordkeeping requirement falls under the authority of P.L. 96-511, Sec. 3507. The information provided will be used by grant monitors to track grant progress. No further monies or other benefits may be paid out under this program unless this report is completed and filed as required by existing laws and regulations (OMB Circulars A-102 and A-110; Omnibus Crime Control and Safe Streets Act of 1968, as amended; Juvenile Justice and Delinquency Prevention Act of 1974, as amended; and the Justice System Improvement Act of 1979, as amended).</small>		
1. GRANTEE Division of Justice and Crime Prevention 8501 Mayland Drive Richmond, VA 23229	2. AGENCY GRANT NUMBER 80-CJ-AX-0060	3. REPORT NO. VI
4. IMPLEMENTING SUBGRANTEE Supreme Court of Virginia Office of the Executive Secretary 100 N. 9th St., Third Floor, Richmond, VA 23219	5. REPORTING PERIOD (Dates) FROM: 10/1/81 TO: 12/31/81	
6. SHORT TITLE OF PROJECT Virginia Court Reorganization & Improvement (Circuit Court Personnel Project)	7. GRANT AMOUNT \$157,194.00	8. TYPE OF REPORT <input type="checkbox"/> REGULAR <input checked="" type="checkbox"/> FINAL REPORT <input type="checkbox"/> SPECIAL REQUEST
9. NAME AND TITLE OF PROJECT DIRECTOR Catherine Wiedemer Director of Personnel	10. SIGNATURE OF PROJECT DIRECTOR <i>Catherine Wiedemer</i>	11. DATE OF REPORT 3/8/82
12. COMPLIANCE REPORT FEPE (Continue on plain paper) Circuit Court Personnel Project Activities accomplished for the October 1- December 31 quarter: See attached.		
13. CERTIFICATION OF RECEIPT BY GRANTEE CRIMINAL JUSTICE COUNCIL (Official signature)		14. DATE

8444/82

INSTRUCTIONS FOR COMPLETING OJARS CATEGORICAL GRANT PROGRESS REPORTS

Grantees are required to submit Progress Reports on project activities and accomplishments. It is expected that reports will include data appropriate to this stage of project development and in sufficient detail to provide a clear idea and summary of work and accomplishments to date. The following should be observed in preparation and submission of progress reports:

- a. Due Date. Reports are due 30 days after the close of each full calendar quarter. The final report is due 90 days following the close of the grant period or any extension thereof.
- b. Submission. Grantees shall submit to OJARS Office of the Comptroller an original and one copy of quarterly progress reports and an original and three copies of final progress reports.
- c. Form and Execution. Grantees should use OJARS Form 4597/1 (Rev. 4-81) as a face sheet. If continuation pages are needed, plain bond paper is to be used. It should be noted that the report is to be signed by the person designated as project director on the grant application or any duly designated successor.
- d. Reporting Requirements. The reporting requirements noted in this section are designed to provide the grantor agency with sufficient information to monitor grant implementation and goal achievement. To support effective monitoring progress reports must be keyed to the grant implementation plan provided in Part IV of the grant application. Specifically, the report should:
 1. Indicate the status of each goal which was due for completion during a previous report quarter but carried over due to implementation or other problems.
 2. State the status of each goal which was scheduled to be achieved during the report period.
 3. State the corrective action planned to resolve implementation problems and state the effect of these problems on the remaining schedule for achieving the project remaining goals.
 4. If appropriate, identify changes which are needed in the implementation plan specified in Parts III and IV of the grant application to overcome problems. Changes which alter plans and/or goals set forth in Part III or IV of the application require prior grantor agency approval and the issuance of a Grant Adjustment Notice.
 5. State what technical assistance the grantor agency might provide during the coming quarter to help resolve implementation problems. If technical assistance has been provided to resolve implementation problems, state the problems (or tasks) addressed and the results (or impact) of the assistance provided.
 6. Based on the performance measures set forth in the grant application (implementation plan), indicate in quantitative terms the results (of the project) achieved both during the reporting period and cumulative-to-date. Explanatory and qualifying statements will be helpful here, especially if project objectives have changed.
- e. Special Requirements. Special reporting requirements or instructions may be prescribed for categorical projects in certain program or experimental areas to better assess impact and comparative effectiveness of the overall categorical grant program. These will be communicated to affected grantees by the grantor agency.

EVALUATION

The evaluation of the Circuit Court Personnel System Study conducted by Ernest H. Short & Associates, Inc. will be conducted according to the stated objectives of the project.

I. Executive Summary (copy attached)

The Executive Summary is a concise overview of the consultant's recommendations. The objective was satisfactorily met.

II. Personnel Classification, Employment Qualifications, and Compensation Study.

Objective

1. Development of a classification system for all circuit court personnel (approximately 850 positions) including the clerks of the circuit courts and office employees.

The consultant firm's expertise was in this area and their product was most worthwhile. The classification system developed is complex, however, it recognizes the complexities of the circuit court clerk's office. To a very large extent, the classification process is objective, yet enough subjectivity is retained to provide the flexibility needed. The most significant aspect is that the classification development process relied heavily upon clerk's evaluation of the relative degrees of responsibility within their offices.

The minimum requirements for this objective were the following:

- a. Quantitative and qualitative criteria for evaluating responsibility levels.
- b. Job specifications which are clearly distinguished from one another and are specific in describing the areas of responsibility for each recommended class.

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c. Finalized classification of the approximately 3850 circuit court positions.

ACQUISITIONS

d. A plan to reconcile any inconsistencies between the District Court and Circuit Court Classification System.

Requirements "a" and "b" were met very well. All court positions were classified, however, this was only a preliminary classification and not a final one. Requirement "d" was not addressed.

Objective

2. Identification of employment qualifications and any specialized knowledge, skills, or abilities required.

As a part of each classification specification, there were recommended employment qualifications. These education and experience criteria were the consultant's judgement of appropriate backgrounds and were not validated for EEO purposes.

Objective

3. Analysis of fringe benefits of comparable employers and establishment of salary scales for the classifications developed through a salary survey.

The consultants relied primarily on research conducted during 1979 by the Office of the Executive Secretary staff, Virginia's Executive Branch Department of Personnel, and isolated comparisons with other state and local court systems. Although salary comparisons and fringe benefits analysis was detailed, a salary structure was developed which appeared to be competitive.

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III. Comprehensive Personnel Policy Manual, Staffing Decision Criteria, Personnel Management Standards.

Objective

1. Review and evaluation of a comprehensive personnel policy manual developed by the staff of the Office of the Executive Secretary for all levels of the court system within the Judicial Branch resulting in recommended modifications or additions where needed. The purpose of these actions is to insure compliance with all Federal and State legislative requirements, sound management approaches and uniformity in application to the various organizational units of the Judicial Branch.

Ernest H. Short & Associates reviewed and critiqued the existing Personnel Manual. Although not detailed, useful recommendations were made addressing both content and format.

Objective

2. Identification of criteria to be used in staffing decisions for the approximately 122 administrative offices of the circuit courts.

The consultants concluded that this objective is in itself a major study. They provided an evaluation of the benefits of using caseload, fees received, and other criteria, but suggested a detailed study.

Objective

3. Development of standards which will identify proper activities in managing clerical personnel as well as the procedures for confidential analyses of individual administrator's use of practices.

Ernest H. Short & Associates developed a very successful manual which has been distributed to all clerks. It would be of most value to new clerks or supervisors in providing options for approaching personnel management problems.

IV. Development of Standards for Circuit Administrators and Office Staff.

All of the following minimum requirements were met. The criticism again is that the product did not contain details and was fairly general in its approach.

1. Classification specification for the Circuit Administrator which is clearly distinguished from the Circuit Court Clerk and which is specific in terms of areas of responsibility.
2. Identification of support staff needed and classification specifications for those positions in the Circuit Administrator's Office.
3. Employment qualifications which meet all equal employment opportunity requirements.
4. Recruitment sources, techniques and evaluation criteria which meet all equal employment opportunity requirements.

V. Drafting of legislation to assume state control of Circuit Court personnel and eliminate Circuit Court Clerks as elected office.

A legislative package was presented, which described the concept in general terms and addressed some of the operating procedures. The major criticism is that it was not prepared according to traditional Virginia language and was more general than detailed.

VI. Development of Records Management System Specifications.

Following several days study of the Office of the Executive Secretary, Personnel Office, the consultants drafted the requested specifications. They met the requirements by developing a broad data base, recommended output reports, and workflow diagrams. They are being used in revisions to current personnel offices records management.

VII. Financial Analysis

The minimum requirement of this topic was the following:

Minimum Requirement

Cost-Benefit Analysis in both qualitative and quantitative terms of all recommendations as well as alternatives requested by the Office of the Executive Secretary.

The result was a projection of salary and fringe benefits cost as well as an analysis of cost vs. income based on prior years fees for each office. The analysis was not in sufficient detail to take to the General Assembly to support making the requested legislative changes.

VIII. Implementation Plan

The requirement was for the consultants to develop a proposed plan to implement all recommendations including the plan, timetables, resource commitments, and implementation strategies. The product was complete in addressing all of these.

General Comment

The most thorough portion of the study was the classification system. It was well-developed and analyzed. Objectives raised during conferences could be dealt with most satisfactorily. During the court visitation, the staff members exhibited a high degree of sensitivity to the clerks and the political environment. They visited approximately 80 of the 122 offices. The overall criticism of the majority of other chapters is the lack of detail and thoroughness. The approach was general, and it was felt that the product could not stand up to the analytical questions posed by members of the General Assembly, particularly in the Financial Analysis portion.

RECORDS MANAGEMENT SYSTEM SPECIFICATIONS

Developed for the Virginia Court System
by the
Virginia Circuit Court Personnel System Study

Submitted to:
The Office of the Executive Secretary
Submitted by:
Ernest H. Short and Associates, Inc.

March 1981

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RECORDS MANAGEMENT SYSTEM SPECIFICATIONS

A. Introduction

Should Virginia move toward more centralized personnel administration in its Circuit Court system, there necessarily will be an increase in the administrative responsibility and procedural role of the personnel office of the Executive Secretary's Office. Paperflow and records management associated with operational procedures are a constant management challenge. Planning for Circuit Court personnel system state office records management will minimize the difficulty and cost of implementing and administering the personnel system. This report section presents specifications for a state personnel office records system and is a planning tool for the final design and implementation of the Circuit Court personnel system.

The design herein set forth assumes some form of state funding of personnel expenditures. Furthermore, data processing capability for support of state level operations is also assumed. The system presented is an automated one and accounts for data elements and reports inherent in automated personnel records environment. To this end, data elements for personnel records, payroll system, and budgetary process interface are defined. Once the system database is established, personnel office administrative capability will encompass daily maintenance activities and position budgeting functions.

The following data elements are basic to personnel systems and generally are collected on a personnel or employee action form. They contain the data necessary to produce most basic personnel reports.

B. Personnel Data Elements

Social Security Number - 9 digits - this is the one data element which will not be changed during the history of the person's tenure with the system. All other elements in the file are subject to change, but this one element will maintain internal system continuity. In addition, it will form a permanent record for historicizing the employee's personnel file when he/she terminates.

Name - 30 digits (approximate) - usually recorded as last name, first name, middle initial, plus suffix (i.e. Jr., Sr., III, etc.)

Street Address - 30 digits (approximate) - should be adequate to enter employee's home address.

City - 20 digits - city of employee's residence.

State - 2 digits - state of employee's residence.

Zip Code - 5 or 9 digits - zip code of employee's residence. Code may be changed by the postal service from five to nine digits.

Date of Last Evaluation - 4 digits (month/year) - date upon which

employee was most recently evaluated. This element is updated each time an evaluation is performed.

Merit/Anniversary date - 4 digits (month/year) - date upon which employee is eligible for his/her next merit increase. The month usually coincides with the month the employee entered the system if the merit increases are to be on an annual basis.

F.T.E. - 4 digits - the percentage of a 40 hour week which an employee is scheduled to work or, full time equivalency. For instance, half time would be .500, three quarter time, .750, full time 1.000 etc.

Ethnic Code - 1 digit - Indicates the ethnicity of the employee by a single digit Alpha indicator.

c = caucasion

o = oriental

i = american indiancs

n = negro and blacks

s = spanish surnamed americans

Sex - 1 digit - indicates employee's sex.

f = female

m = male

Tax Code - 1 digit - indicates employee's marital status which is for tax purposes and should reflect the type of deduction the employee requests.

s = single, includes divorced and separated.

m = married

e = exempt - to be used for tax purposes only.

An employee who is claiming a set amount of tax withholding could have an E in the marital code unless the employee is claiming an additional amount over the amount deducted using the S or M code.

Birthdate - 6 digits - indicates the date of the employee's birth and is used as a basis for calculating the date the employee will retire and the amount the employee will receive upon retirement.

Service date - 6 digits - the first date an employee works for the system.

Location - 5 to 7 digits or whatever the needs are. Identifies the circuit, location or courthouse where the employee works through a numeric or Alpha-numeric identifier.

Budget - 5 to 7 digits or whatever the needs are. Identifies the primary spending source (general, cash, or grant(s) funds) which finances the employee's position.

Position Number - 5 to 7 digits - can be used to identify the circuit, or county, and the number of the position (3 digits) contained within the work unit.

Grade - 2 digits or whatever the needs are. Indicates the pay-grade the position's classification has been assigned.

Step - 1 digit - indicates the authorized step ingrade of the employee.

Payrate - 7 digits - should coincide with the authorized grade and step as multiplied by F.T.E. For instance, if grade/step were 12/5 and a full time salary was 1,000.00, then a .500 FTE would make $.500 \times \$1,000.00$ or, 500.00 per month. The rate will have to be in the unit of measure indicated in the Base section which follows.

Base - 1 digit - indicates how the employee's pay is calculated.

m = monthly

w = weekly

h = hourly

Overtime approval - 1 digit - indicates whether or not the employee is permitted to be paid overtime.

Overtime rate - 5 digits - note per hour at which the employee who has overtime approval will be paid.

Class - 4 digits or whatever is necessary for the class number to be indicated. This is the classification of the person filling the position, not necessarily the classification of the position itself.

Date of Class - 4 digits - month and year the position was classified at the indicated level.

Health Insurance - 1 digit - indicates the type of Health insurance plan selected by the employee.

State Health Insurance Amount - 5 digits - the amount per month the state contributes to the employees health insurance plan.

Employee Health Insurance Amount - 5 digits - the amount per month the employee contributes to his health insurance plan (note, the source information can be repeated in separate boxes for life insurance plans if they are available).

State Retirement % - 4 digits - the percentage amount of gross salary which is contributed by the state towards the employee's retirement account.

Employee Retirement % - 4 digits - the percentage amount of gross salary which is contributed by the employee towards his retirement account.

State FICA % - 4 digits - The percentage amount of gross salary which is contributed by the state towards the employee's social security account.

Employee FICA % - 4 digits - the percentage amount of gross salary which is contributed by the employee towards his retirement account.

Unemployment Insurance - 1 digit - indicates whether or not the employee is eligible for unemployment insurance.

Workman's Compensation Insurance - 1 digit - indicates whether or not the employee is eligible for workman's compensation (accident) insurance.

Status - 5 digits or whatever is needed to adequately express the status of the employee. The following chart is an example of some of the types of status which an employee may have. It is neither completely inclusive or exclusive.

<u>A</u>	<u>Ø</u>	<u>P</u>	<u>P</u>	<u>F</u>
Active Employee		Probationary Employee	Permanent Employee	Full Time Employee
		<u>C</u>	<u>T</u>	<u>P</u>
		Certified Employee	Temporary Employee	Part Time Employee
<u>T</u>		<u>P</u>	<u>P</u>	<u>F</u>
Termination Employee	1=Resign 2=Discharge 3=Retirement 4=Appointment Expires 5=Disability 6=Death	Probationary Employee	Permanent Employee	Full Time Employee
		<u>C</u>	<u>T</u>	<u>P</u>
		Certified Employee	Temporary Employee	Part Time Employee
		<u>O</u>	<u>O</u>	<u>O</u>
		Unclassified Employee	Unclassified Employee	Unclassified Employee
<u>L</u>		<u>P</u>	<u>P</u>	<u>F</u>
On Leave Employee	1=LWOP 2=Educational 3=Military 4=Maternity 5=Sick 6=Suspension	Probationary Employee	Permanent Employee	Full Time Employee
		<u>C</u>	<u>T</u>	<u>P</u>
		Certified Employee	Temporary Employee	Part Time Employee
		<u>O</u>	<u>O</u>	<u>O</u>
		Unclassified Employee	Unclassified Employee	Unclassified Employee

Status date - 4 or 6 digits - indicates the date the aforementioned status was granted.

The foregoing listing of data elements is basic to the functioning of any automated personnel management information system. As you would expect, all or most of the data elements contained have a direct relationship with personnel matters. However, there are two other systems which have a direct impact on, and in turn are impacted by the personnel system. These systems are payroll and budget. Consequently, if one is to develop data elements for a personnel system, then one would be advised to determine what other data elements would be necessary to "plug-in" the two remaining systems so that one entire personnel-payroll-budget system can be used efficiently.

The following listing of data elements are those which are necessary for a payroll system. Where there is duplication with the aforementioned personnel data elements the reader will be notified and referred to the personnel section for the data element definition and description.

C. Payroll Data Elements

Certain data elements from the personnel section should be repeated in the payroll section and on the payroll forms. This is necessary for the sake of efficiency in the rapid location of payroll information and for tying the two systems together. Typically, the information would only be updated by one form. In other words, if the incumbent's name changes then the person with the responsibility

for data entry would change the personnel form only. The computer program would pick up and identify the change causing the same change to be made to the payroll file.

The data elements which can and should be repeated in the payroll file are:

1. social security number
2. name
3. position number
4. budget
5. status
6. base
7. payrate
8. overtime approval
9. overtime rate
10. FTE
11. tax code
12. employee health insurance (or life insurance)

The following data elements are those which are unique to a payroll system.

Number of Exemptions - 2 digits - used for income tax purposes.

This number should match the most recent W-4 on file.

Fixed Federal Withholding Amount - 5 digits - this is used for those employees who are claiming a fixed amount for federal tax deduction. An E code should be used on the tax code for a fixed amount. An additional amount beyond the standard tax deduction may be withheld by using the S or M code.

Hours Sick Balance - 5 digits or whatever is needed to reflect the number of hours of sick leave an employee has available.

Hours Annual Leave Balance - 3 digits or whatever is needed to reflect the number of hours of annual leave an employee has available.

Scheduled Workdays - 4 digits - the number of days per month an employee who is not full time is scheduled to work per month.

Units Worked - 5 digits - the number of units an hourly or daily employee has worked during the preceding pay period.

Overtime amount - 5 digits - this is the amount of overtime an eligible employee has worked in the preceding pay period. This number should be multiplied times the overtime note authorized.

Sick hours¹ - 5 digits - the number of hours an employee has been on sick leave in the preceding pay period.

Annual hours¹ - 5 digits - the number of hours an employee has been on annual leave in the preceding pay period.

LWOP hours¹ - 5 digits - the number of hours an employee has been on leave without pay in the preceding pay period.

Hours Worked¹ - 5 digits - the number of hours an employee has been at work in the preceding pay period.

¹The total number of hours worked and "on-leave" should equal the total amount available.

Other pay - 7 digits - used to add salary to a pay check when other means available are not adequate. For example, an employee who gets underpaid for two or three pay periods could have a lump sum added to this section to make up for back pay. This could also be a signed (\pm) figure so that pay could be subtracted from the existing rate to compensate for overpayment.

Voluntary deductions - six digits- used to handle all voluntary deductions, instead of listing on the Payroll all of the types of deductions which can be made. Several blank six digit fields can be added to handle those voluntary deductions requested by the employee.

Examples of this type of deduction are; Credit Union, other insurance, union dues, association dues, etc. Any number of these may be added to accomodate the needs of the payroll system.

There are, of course, other parts which are required of a payroll system. However, they are not data elements.

D. Budget Data Elements

As was true of the relationship between personnel and payroll, the budget system also must have data elements which tie it into the other systems. However, the data elements which are unique to the budget system are not "people" related, they are position related. The one element which is common to all three systems is the position number. Consequently, this number

becomes the lowest common denominator or, tie in.

The following data elements are all of those which are unique to a personnel budget system.

Position class - 4 digits or whatever is necessary for the class number to be indicated. This is the classification of the position rather than the class of the incumbent. Most frequently they are the same, but can differ to allow administrators to "underfill" positions.

Grade - 2 digits or whatever is necessary to indicate the authorized grade of the position's classification.

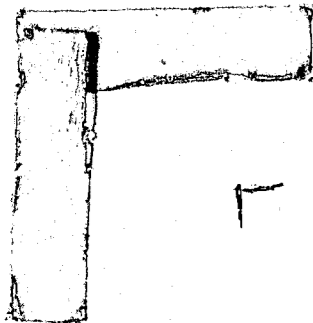
Step - 1 digit- indicates the budgeted step of the position.

Location - 5 digits or whatever is necessary. This element may differ from the one in the personnel section as it is the location where the position is budgeted and to where the costs incurred by the position will be charged.

FTE - 4 digits - indicates the amount of FTE the position is budgeted for.

Expiration date - 6 digits - indicates the expiration date, if any, of the position.

Start Date - 6 digits - indicates the earliest date which a position may have costs charged to it.



Budget - 4 digits - a numerical or alpha indicator of the funding source of the position. This is necessary due to the variety of funding sources used by the courts. Also, this adds flexibility to the system.

Activity - 4 digits - indicates the type of activity the position has been assigned. For example, case processing, administration and accounting are some examples of activities which occur in courts. This field is very valuable in modelling.

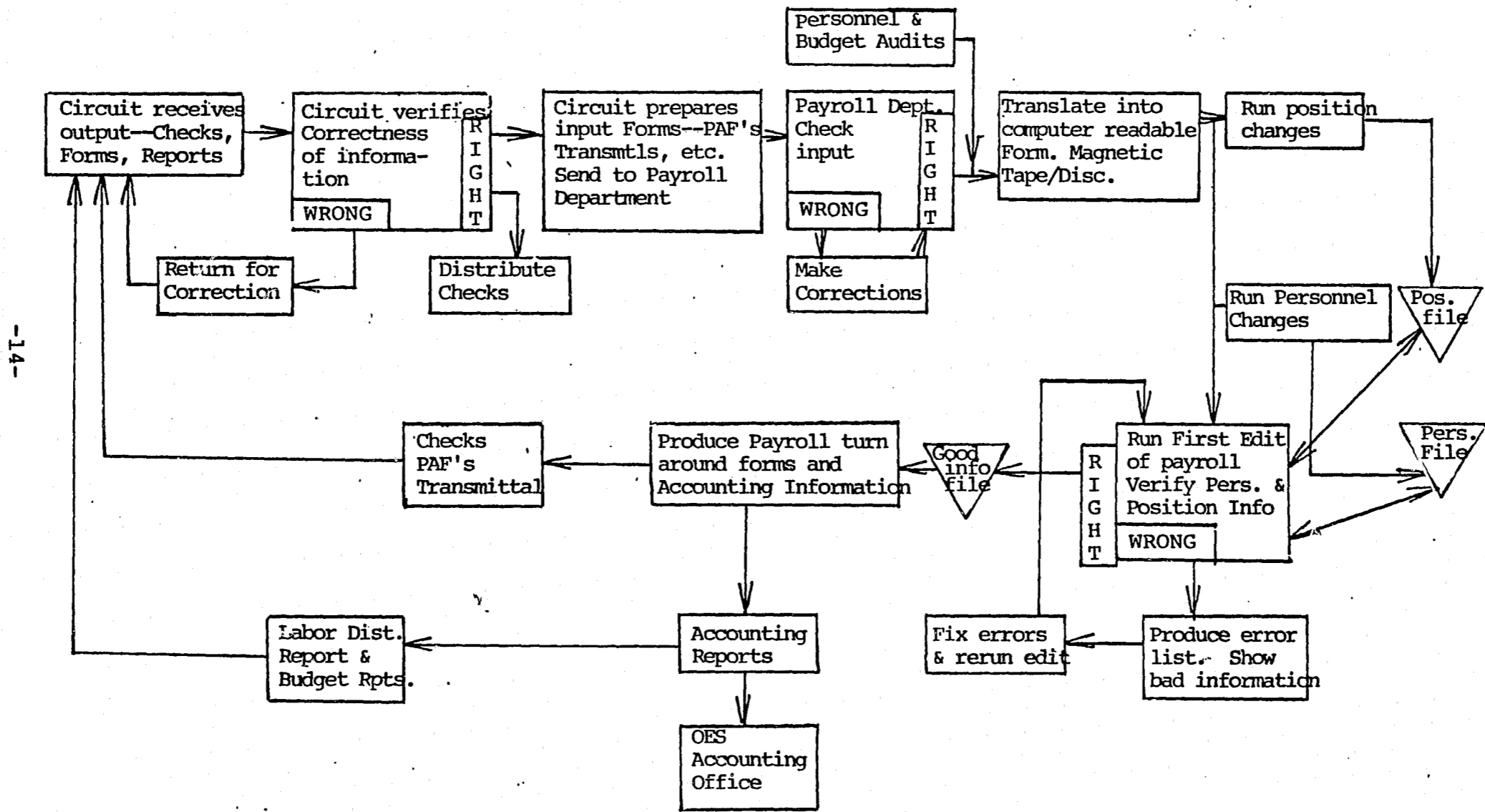
Percent - 4 digits - indicates the percentage of time a position is responsible for activities at a location. This allows a position to be distributed over a variety of activities and locations. Do not confuse percentage with F.T.E.

NOTE: The budget, location, activity and percent can be repeated as often as needed on forms describing positions so that a position may be distributed as much as is necessary.

The preceding portions of this report have described the basic data elements which are necessary for an automated personnel/payroll/budget system. Each grouping of data elements should be arrayed on a form. The result will be the three basic forms to run the system.

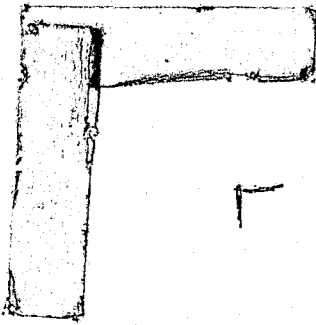
Of course, it will be necessary to establish the software package necessary to turn the data elements into a system which can be used efficiently. To help in this, the following flow chart will be helpful.

PERSONNEL/PAYROLL SYSTEM FLOW CHART



-14-

P.A.F.'s--Personnel/position action form



E. Reports (General Administrative)

Obviously, from the information reviewed in the preceding section concerning the data elements, there is more than enough information available to produce a payroll. The only purpose of the remaining data elements is to produce reports and to provide the basis for modelling.

The following are report descriptions (narrative) with an accompanying proposed format. It is important to note at this juncture that the reports listed are basic. There is no reason why the data cannot be manipulated to give basic information on any aspect of the system which is desired.

Filled Positions by Location

This report is produced once a month. It shows location number, class, class name, position number, FTE, grade step, salary range, social security number, incumbent, base of pay, rate, status, and status date of all filled positions. It shows all of the positions within a circuit which are filled during the payroll period. Its main value is that it shows personnel position/payroll information without resorting to the personnel files. (See format "A").

FORMAT "A"

FILLED POSITION REPORT BY LOCATION

LOCATION	XXXXX	XX-NAME-XX			BUDGET	SALARY			INCUMBENT				EXIST					
LOCN	CLASS	CLS/NAME	POSN#	FTE	EXPIRE	GR	S	RANGE	SOC.SEC.NO.	NAME	GR	S	ANV	B	RATE	STATUS	STAT	DATE
XXXX	XXXXX	XXXXXXXXXXXXXX	XXXX	XXXX	XXXXXX	XX-X		XX-XX	XXX-XX-XXXX	XX		XX-XX	XXXX	X	XXXXX	XXXXX	XX-XX-XX	

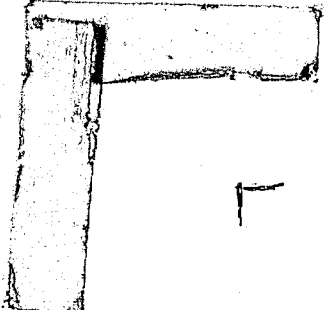
TOTAL XXXX

FORMAT "B"

VACANT POSITION REPORT BY LOCATION

LOCATION	XXXX	XX-NAME-XX			BUDGET	SALARY			INCUMBENT				EXIST					
LOCN	CLASS	CLS/NAME	POSN#	FTE	EXPIRE	GR	S	RANGE	SOC.SEC.NO.	NAME	GR	S	ANV	B	RATE	STATUS	VACT	DATE
XXXX	XXXX	XXX-XXX	XXXXX	XXXX	XX-XX-XX	XX-X		XX-XX	XXX-XX-XXXX	XX		XX-XX	XXXX	X	XXXXX	XXXXX	XXXXXX	

TOTAL-XXX



Vacant Positions by Locations

This is a monthly report which shows the same basic information as the filled positions by location, only it omits incumbent's information. Also, instead of status date, it shows the date upon which the position became vacant. The value from this report is in the fact that the location's vacant positions can be referred to rapidly. (See Format "B").

Sick and Annual Leave

A monthly report which shows the accumulated leave for eligible employees. Information, in alphabetical order by employee include class, position number, social security, service date, effective service date, sick days, sick rate, annual pay, annual rate, status, and status date. Circuits could maintain their own leave records. The local records and sick and annual leave report should be the same. This will aid in determining the amount of "leave indebtedness" of each location and the system as a whole (See Format "C").

Evaluations Due by Location

This report shows which evaluations will be due and should be used by the circuits to initiate performance evaluations. The information produced by the Evaluations Due Report include: class, position number, social security number, name, grade, step, date of class, status, status date, anniversary date, last evaluation, service date, next evaluation, and effective service date. (See format "D").

FORMAT "C"

SICK AND ANNUAL LEAVE BALANCES BY LOCATION

LOCATION XXXXX XX-NAME-XX

CLASS	POSN	SOC.SEC.NO.	N A M E	SVC DATE	YTD COMP HOURS	CURRN COMP HRS	SICK HOURS	SICK RATE	ANNUL HOURS	ANNUL RATE	STATUS	STATUS DATE
-------	------	-------------	---------	----------	----------------	----------------	------------	-----------	-------------	------------	--------	-------------

XXXX	XXXXX	XXX-XX-XXXX	XX _____XXXXXXXX	XX-XX-XX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXXXX
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TOTAL -XXX

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FORMAT "D"

EVALUATION DUE REPORT BY LOCATION

LOCATION XXXXX XX-NAME-XX

CLASS	POSN	SOC.SEC.NO.	N A M E	GR S	DTE	CLS	STATUS	STAT	DTE	ANNIV	LAST EVAL	NEXT EVAL	SVS	DTE
-------	------	-------------	---------	------	-----	-----	--------	------	-----	-------	-----------	-----------	-----	-----

XXXXX	XXXXX	XXX-XX-XXXX	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	XX-X	XX-XX	XXXXX	XXXX	XX	XX-XX	XX-XX	XX-XX	XX-XX	XXXXXX	
-------	-------	-------------	------------------------------	------	-------	-------	------	----	-------	-------	-------	-------	--------	--

TOTAL--XXXX

Hiring, Terminations and Reclassification by Location

This monthly report shows the changes for each circuit. For new employees it reports the location, position number, social security number, name status, status date, source document number, class, grade, step, leave rates, and effective date. Terminating employees have the same information including annual and sick leave payoffs, if any. Reclassifications include old class, grade, and step and the new class, grade, and step. This report should be used by the circuits to check turnover, maintain payoffs for vacancy savings, and to check reclassifications for accuracy. (See Format "E".)

Potential Retirements by Location

This monthly report shows which employees, based on their date of birth, are due to retire at a pre-determined date, i.e. age 70. The report shows location, class position number, social security number, name, service date, grade, step, status, status date and birthdate.

This programmed report can be used by administrators to forecast manpower needs. (See Format "F")

FORMAT "E"

HIRING, TERM., RECLASS REPORT BY LOCATION

LOCATION XXXXX LOCATION
XX-NAME-XX

LOCN	POSN	SOC.SEC.NO.	N A M E	STATUS	STAT DTE	RE-CLASS T E R M I N A T I O N						SVC			
						CLAS	GR S	RCLS	GR S	ANNUL	ANNL AMT		SICK	SICK AMT	
XXXXX	XXXXX	XXX-XX-XXXX	XXXXXXXXXXXXXXXX	XXXXX	XXXXX	XXXX	XX-X	XXX	XX-X	XXX	XX	XX	XXX-XX.	%X	XXXX

TOTAL--XXXX

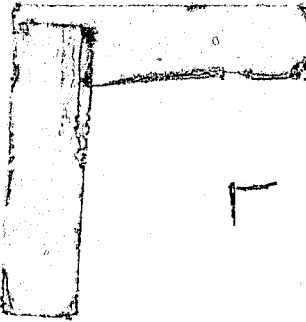
FORMAT "F"

POTENTIAL RETIREMENTS REPORT BY LOCATION

LOCATION XXXXX LOCATION
XX-NAME-XX

LOCN	CLASS	POSN	SOC.SEC.NO.	N A M E	SVC DTE	GR S	STATS	STAT DTE	SICK	ANNL	BIRTHDAY
XXXXX	XXXX	XXXXX	XXX-XX-XXXX	XXXXXXXXXXXXXXXX	XX-XX-XX	XX-X	XXXXX	XX-XX-XX	XXX	XXX	XX-XX-XX

TOTAL--XXXX

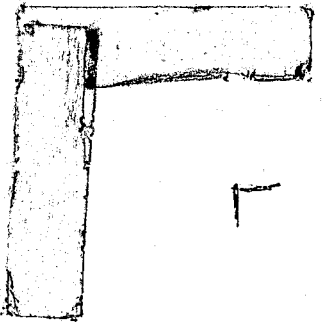


Ethnic Code Report by Location

This report will give, on a monthly basis, a "ready" reference to the ethnic/racial/sexual breakdown of employees in the Circuit Courts. The report shows location number and name and a count of employees by sex and ethnicity. (See format "G").

The foregoing seven reports are location reports. As such, they are of great use to both the state office and the circuit in question. They can, of course, be broken down from circuits into smaller "sub-units" such as counties. They give local administration a chance to see at a glance the manpower available and the areas where manpower is needed.

This is just a small, but necessary, sampling of the reports which can be made available to circuits. Please beware, however, of producing too many esoteric reports which will never be used or read. It is far better to start with a minimal level of report generation such as this rather than deluge the courts with reports which are useless.



Name Index

This report indicates, in alphabetical sequence, all of the personnel who work, or who have worked, in the judicial system. The data elements used in the report show the name, social security number, position number, location number, status, and status date. The report can be used to identify rapidly the status of any person who works, or has worked in the system. (See format "H").

Social Security Number Index

This report shows the same information used in the Name Index except the response is arrayed in social security number order. (See format "I").

Classification Discrepancies

This report, while by location, is used to show any differences between what the position is budgeted for and any discrepancy with the authorized, or budgeted, level. The report shows location, position and social security numbers, anniversary and grade dates, class, base rate, and authorized FTE, class grade/step and range along with status and status date of the incumbent. (See format "J").

FORMAT "H"

NAME INDEX LIST

N A M E	SOC. SEC. NO.	POSN	LOCN	STATUS	STATUS DATE
XXXXXXXXXXXXXX	XXX-XX-XXXX	XXXXX	XXXXX	XXXXX	XXXXXX

FORMAT "I"

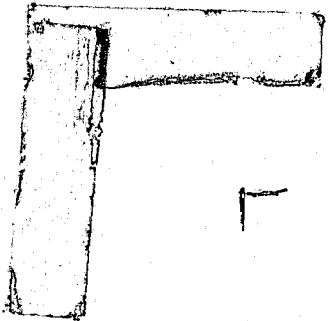
SOCIAL SECURITY NUMBER INDEX

SOC SEC NO	N A M E	POSN	LOCN	STATUS	STATUS DATE
XXX-XX-XXXX	XXXXXXXXXXXXXX	XXXXX	XXXXX	XXXXX	XX-XX-XX

FORMAT "J"

CLASSIFICATION DISCREPENCIES

LOCN NO.	POSN NO.	SOCIAL SEC. NUMBER	N A M E	ANNV DATE	DATE	GRADE	CLASS	A U T H O R I Z E D	B	RATE	FTE	CLASS	GR	S	B	RANGE	STATUS	STATUS DATE
XXXXX	XXXXX	XXX-XX-XXXX	XXXXXXXXXXXXXX	XX-XX	XX-XX	XXXX		X	XXXXX	XXXX	XXXX	XX-X	X	XXX-XXX	XXXXX	XX-XX-XX		



Vacant Position by Class

This report is produced monthly. It shows location, class, class name, position number, FTE, grade/step, range, last rate the position was paid and the date the position was vacated. This report is useful in determining what positions are available across the system for applicants who may have an interest in transferring or moving. (see format "K").

Filled Position by Class

This report contains the same type of information as the "vacant position by class" report except that it shows the numbers and locations of incumbent personnel. This report is useful in budgeting personnel expenditures and in conjunction with other reports, in determining turnover rate and manpower needs (See format "L").

Ethnic Code by Class

This report displays the same information as the "ethnic code report by location" except that the data is arrayed by class number and name. This report is useful in determining the effects of minority hirings through affirmative action efforts and how the classes break out through those efforts (see format "M").

FORMAT "K"

VACANT POSITION REPORT BY CLASS

CLASS XXXX XX-NAME-XX

LOCN	CLASS	CLS/NAME	POSN	FTE	EXPIRE	GR S	RANGE	RATE	VACT DATE
------	-------	----------	------	-----	--------	------	-------	------	-----------

XXXXX	XXXX	XXXXXXXXXXXXXX	XXX	XXXX	XX-XX-XX	XX-X	XX-XX	XXXX	XX-XX-XX
-------	------	----------------	-----	------	----------	------	-------	------	----------

TOTAL --XXXX

FORMAT "L"

FILLED POSITION REPORT BY CLASS/LOCATION

CLASS XXXX XXNAMEXX

LOCN	CLASS	CLS/NAME	POSN	FTE	EXPIRE	GR S	RANGE	SOC.SEC.NO.	INCUMBENT	GR S	ANNU B	RATE	STATUS	STAT DATE
------	-------	----------	------	-----	--------	------	-------	-------------	-----------	------	--------	------	--------	-----------

XXXXX	XXXXX	XXXXXXXXXXXXXX	XXXXX	XXXX	XX-XX-XX	XX-X	XX-XX	XXX-XX-XXXX	XXXXXXXXXXXX	XX-X	XXXX X	XXXXX	XXXXX	XX-XX-XX
-------	-------	----------------	-------	------	----------	------	-------	-------------	--------------	------	--------	-------	-------	----------

TOTAL-XXXX

FORMAT "M"

ETHNIC CODE REPORT BY CLASS

CLASS

CLASS NAME

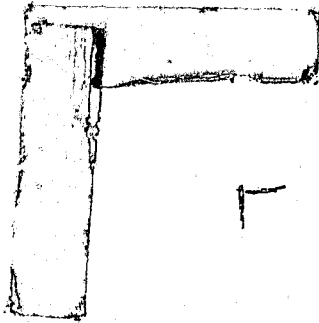
-----M A L E-----
C O I N S

-----F E M A L E-----
C O I N S

XXXX

XXXXXXXXXXXXXXXXXX

TOTAL--XXXX



The preceding six reports (Formats H-M) are designed primarily for use by a central personnel office. None of the information contained in these reports is exclusive or private. Rather, it is arrayed in a fashion which lends itself to use by a central office personnel staff.

E. EEO REPORTS

EEO and Affirmative Action are required of almost all governmental employees in one form or another. The following reporting forms are intended for use in the circuits and are designed for remote manual data collection. They can be "Batched" and submitted for automated data processing at the central office.

EEO requires that statistics of this nature be collected and maintained. Also, the act of filling out these forms aids in sensitizing and training administrative personnel who are in the field.

The following forms and descriptions are suggested as a starting place for collecting the necessary data.

This chart is a breakdown, by sex, race and national origin of the number of applicants at each stage of the selection process for a given job. The number of applicants tested is compared to the number of applicants passing each stage of the selection process. Items to be included are, for example, minimum entrance requirements, educational prerequisites, interviews, tests, etc.

EXAMINATION FOR _____
(Name of Job Opening)

Analysis of the Effect of Selection Procedures

From _____ to _____
(month/year)

Date submitted _____
(See back of form for example)

Steps in the Selection Process	MALES					FEMALES					TOTAL
	C	O	I	N	S	C	O	I	N	S	
Number of Applicants											
Number Taking _____											
Number Passing _____											
Number Taking _____											
Number Passing _____											
Number Taking _____											
Number Passing _____											
Number Taking _____											
Number Passing _____											
No. Eligible for Job											
No. Offered Employment											
No. Employed											

This chart is a breakdown, by sex, race and national origin, of the number of applicants, the number offered appointments and the number actually hired for the last funded year.

Appointments to Position

Classification of _____
(Name of Position)

From _____ to _____
(month/year)

Date Submitted _____

	MALES					FEMALES					TOTAL
	C	O	I	N	S	C	O	I	N	S	
Number of Applicants											
Number Offered Appointment											
Number Actually Hired											

This chart is a breakdown of the number of transfers requested and approved, out of the total workforce, by sex, race and national origin.

Agency Transfer Data

From _____ to _____
(month/year)

Date Submitted _____

	MALES					FEMALES					TOTAL
	C	O	I	N	S	C	O	I	N	S	
Basic Workforce Data											
No. of Transfers Requested											
No. of Requests Approved and Put Into Effect											

This Chart is a breakdown of the number of employees who are eligible for promotion, applied for promotion, and who were promoted, out of the total workforce, by sex, race and national origin.

Agency Promotion Data

Form _____ to _____
(Month/year)

Date Submitted _____

	MALES					FEMALES					TOTAL
	C	O	I	N	S	C	O	I	N	S	
In Agency Workforce											
Eligible for Promotion											
Who Applied for Promotion											
Promoted											

This chart is a breakdown of the number of employees eligible to apply for promotion, the number making an application, the number taking and passing each test for the promotion, the number eligible for promotion after passing the tests listed, and the number of employees actually promoted.

PROMOTIONAL EXAMINATION DATA

Examination for Position of _____

From _____ to _____
(month/year)

Date Submitted _____

	MALES					FEMALES					TOTAL
	C	O	I	N	S	C	O	I	N	S	
No. of Employees Eligible to Apply											
No. of Eligible Employees Making an Application											
No. Taking Test _____											
No. Passing Test _____											
No. Taking Test _____											
No. Passing Test _____											
No. Taking Test _____											
No. Passing Test _____											
No. Taking Test _____											
No. Passing Test _____											
No. Eligible for Promotion											
No. Promoted to Date											

This chart is a breakdown by sex, race and national origin of scores on promotional examinations with numerical ratings. This could involve performance ratings, seniority ratings, written test scores, oral interview ratings or other test elements.

Promotional Examination Factor Analysis
Factor Being Analyzed _____

From _____ to _____
(month/year)

Date Submitted _____
(See Back of Chart for Example)

SCORES	MALES					FEMALES					TOT.
	C	O	I	N	S	C	O	I	N	S	
AVERAGE SCORE											

This chart is a breakdown by sex, race and national origin of the type and number of disciplinary sanctions imposed for actions resulting in formal charges and for minor infractions.

Number and Type of Disciplinary Sanctions Imposed _____

Formal Charges Involving Investigation

From _____ to _____
(month/year)

Date Submitted _____

TYPE OF SANCTION	MALES					FEMALES					TOTALS
	C	O	I	N	S	C	O	I	N	S	
Written Reprimand											
Suspension: 1-5 Days											
6-15 days											
16 days or more											
Reduction in Job and/or Pay											
Termination											
Other _____											
Exonerated											
Total Cases											

SUMMARY PUNISHMENT FOR MINOR INFRACTIONS

TYPE OF SANCTION	MALES					FEMALES					TOTAL
	C	O	I	N	S	C	O	I	N	S	
Days Off w/o Pay: 1 day											
2 days											
Extra Work w/o Pay: 1 day											
2 days											
Other _____											

G. Other Reports

There are three other reports which deserve mention and, which will be of great help to the system as it matures. It must be noted that these reports are not "necessary" to the system as it emerges and forms itself into a viable administrative entity and that one of the reports will require the collection of additional data elements. These reports are: The Position History; The Personnel History; and The Employee Skills Bank.

The Position History

This is a report which is designed to portray, for personnel and budget specialists alike, what has happened to a position or, a group of positions since creation of the position, or, since data elements have been kept. It can be made to show the classification history of the position(s) in question as well as the changes in distributed activity which have occurred over time. This information is valuable in structuring both staffing patterns and models.

The Personnel History

This is a report which is designed to portray the history of personnel (employees) who work for the system and, what their progression has been. It is useful to the personnel and administrative specialists who want to check an employee's history and promotability. It can also be made to show the histories of

groups of employees and can consequently be used as a positive defense in EEO complaint proceedings.

The Employee Skills Bank

This report requires additional data elements concerning the skills, educational level, and additional training possessed by system employees. It is extremely helpful in locating specific persons within the system for possible promotion. It does, however, require a substantial amount of time investment in development at the front end of the system, but the rewards, in a large personnel system, are considerable.

The three foregoing reports should only be produced on an "as needed" basis as their routine production will be costly both in data processing time and in paper. Consequently, it is recommended that they be used in conjunction with a remote data processing C.R.T. terminal.

H. Conclusion

The foregoing information in this report defines a payroll/personnel records keeping system which adequately addresses the record keeping needs of the Virginia Circuit Court System. It is a system designed with simplicity in mind as evidenced by the fact that it uses only three turn-around data processing forms. The system can be updated with each payroll

period if it is used with a batch mode of data entry, or daily it if is used in a "real-time" or continuous mode.

As the data processing system of the Virginia Circuit Courts can not yet be updated by remote terminals in the courts, "real-time" or continuous mode input is out of the question at present.

Batch mode input is made more difficult by the fact that personnel are paid twice monthly. This creates the need for precise mail delivery and stringent time limits. To get around this problem it is suggested that a monthly payroll system be established. Failing that, it will be necessary to curtail the input activity during one of the twice monthly payroll periods to those activities which are absolutely necessary such as "new hires" and terminations. All of the other changes would be processed once a month. This change in payroll/personnel procedures is recommended regardless of whether or not the aforementioned system is developed and adapted.

Produced for the
Office of the
Executive Secretary

The Virginia Circuit Court
Personnel System Study

**Conceptual Design
For A System Of
Circuit Administrators**



Ernest H. Short
& Associates, Inc.

April 1981

THE VIRGINIA CIRCUIT COURT
PERSONNEL SYSTEM STUDY

NCJRS
MAY 24 1982
ACQUISITIONS

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CONCEPTUAL DESIGN FOR A SYSTEM OF
CIRCUIT ADMINISTRATORS IN VIRGINIA

A. Introduction

During the past few decades, we have witnessed active efforts to reform the administration of this nation's courts. One of the cornerstones of this reform movement has been the emergence of administrative positions at all levels of court. In many instances, the establishment of these positions has been a necessary response to an overwhelming increase in workload, requiring management support to relieve judges from ever expanding administrative tasks. Normally these "court administrator" positions were staffed by individuals possessing specialized management capabilities because of the uniqueness associated with many of the organizational characteristics and interactions of courts and because of the need to establish a management structure to insure the reality as well as the appearance of an independent, self-managed, third branch of government.

Court administrator positions or circuit administrators, as they shall be referred to in Virginia, were first created in large urban courts because the workload volume and large administrative systems of these courts easily justified executive officers whose duties covered a number of management areas. In most jurisdictions, court administrators have worked in concert with court clerks, performing complementary management duties usually associated with courtroom operations and the administrative needs of judges (e.g. scheduling, budgeting for these operations, jury management, and liaison with other governmental agencies). More recently, the court administrator concept has spread to some states with court systems operating in predominantly rural environments. Court administrators in these rural

states usually are organized on a "regional basis" with each administrator responsible for all courts in a geographic region. In at least one state (Maine), division of responsibility is by region and court level.¹

Virginia's court system is organized in circuits containing many rural, many medium size, and some relatively large (urban) environmental contexts. The number of judges in each of the 31 circuits ranges from two to nine, with the median number of judges per circuit being three. Within each circuit there are one or more locations with Circuit Courts, General District Courts, Juvenile and Domestic District Courts, and magistrates. Clearly, in this environment, a regional administrator concept organized by circuit is the most logical structure for an administrator system in Virginia should the State decide to create such a system. Numerous management functions for all levels of court could be performed by the circuit administrators. These positions could be a primary link to state court administrative personnel and would serve to unify the administration of Virginia's court system.

In its 1979 Court Organization Study, the National Center for State Courts recommended the creation of a circuit court administrator to be responsible to the chief circuit court judge. The proposed position would coordinate court support services in the circuit for all levels of courts. The Study's proposal, made in the context of a system wide reorganizational examination, was general in its scope, addressing briefly potential duties, selection procedures, and authoritative relationships associated with the position. Offered here is a greater level of specificity in a circuit administrator system; including position duties, office staffing levels, salary ranges, and recruitment procedures.

¹In Maine, three regional administrators are assigned to the Superior Courts and two are assigned to the District Courts.

The preferred method of creation of the circuit administrator system in Virginia would be through legislative enactment, although not specifically required. The authorization legislation would set forth the basic specifications of the system. As a means of introducing the conceptual design for a circuit administrator system here, immediately following is draft legislation statutorily establishing the system.

DRAFT LEGISLATIVE PROPOSAL

ESTABLISHMENT OF OFFICE: APPOINTMENT AND
COMPENSATION OF COURT ADMINISTRATOR

- (1) A majority of the members of any circuit judicial council may, in their discretion, request authority from the Virginia Judicial Council to establish the office of circuit administrator in such circuit. Such request shall be in writing and transmitted to the Executive Secretary of the Virginia Judicial Council.
- (2) The establishment of the office of circuit administrator shall be accomplished by a majority vote of the circuit judicial council members and the order of establishment must attest to such vote. In case of a tie, the Chief Judge of the circuit shall cast two votes.

COMMENTARY

Subsections one and two provide the method by which the circuit administrators' office may be established-- by the Virginia Judicial Council subsequent to a request by the local Judicial Council in the circuit to be served.

- (3) The position of circuit administrator shall be a classified position under the Virginia Circuit Court Personnel System, with all salaries and benefits being set by the Virginia Judicial Council, pursuant to Sections _____
(refer to Personnel System authorization legislation.)
The circuit administrator shall be provided office space in the same manner as such is afforded judges; he shall also be entitled to travel expenses as other state employees.

COMMENTARY

The court administrator will be covered by the Virginia Circuit Courts Personnel System. The localities will be required to furnish office space while the State will fund all travel.

- (4) The appointment of the circuit administrator shall be made by the executive committee of the circuit judicial council and he shall serve at their pleasure.

COMMENTARY

It is anticipated that the Executive Committee will handle interviews and hiring.

- (5) Nothing herein shall be construed to require the Virginia Judicial Council to fund the circuit administrators' office immediately upon notice by a circuit judicial council. Actual creation shall be dependent upon the budgetary limitations of the Virginia Circuit Court System as set by the General Assembly.

COMMENTARY

The above section allows the Virginia Judicial Council to determine when the circuit administrator's office would be established. Obviously, it must be viewed in light of the budgetary status of the personnel system at the time of notice. It can be anticipated that many, if not most, offices will begin implementation at the beginning of the next fiscal year after such notice by the circuit judicial council.

DUTIES OF CIRCUIT ADMINISTRATOR

It shall be the duty of the circuit administrator to:

- (a) perform non-judicial tasks of the circuit, district, and magistrate courts of said circuit as assigned by the circuit judicial council.

- (b) serve as liaison with the general public and members of the bar;
- (c) provide administrative support for all judges in the circuit;
- (d) serve as staff to the circuit judicial council;
- (e) perform such other duties as assigned by the chief judge and circuit judicial council.

B. Circuit Administrator Duties

The proposed system envisions the creation of one circuit administrator in each circuit in the state of Virginia, which would result in a total of 31 positions when totally implemented. The duties to be performed by the administrator are numerous, but the primary function of the office is to serve as "chief of staff" for the circuit judicial council, aiding in such areas as staffing levels, budget reviews, and implementation of the circuit council's decisions. While the administrator will be in a position to assist the court clerks in various areas, all duties of the office will be completely distinct from those exercised by the clerks.

One of the most important roles within the circuit administrator's responsibilities is that of providing expert budget advice to the local court offices. Under the proposed system, the local judicial council would review all budget requests from the courts within the circuit, prior to their submission to the Virginia Judicial Council. The circuit administrator, as staff to the local judicial council, would assist the clerks, etc. in the preparation of these budget requests. Additionally, he would provide expert budget advice to the circuit council during their review and assist in obtaining the necessary data and provide a more accessible source of information concerning the courts' operations.

As staff to the judicial council, the administrator will undoubtedly be required to gather and analyze statistical data concerning the operations of the courts in the circuit. Any administrative changes promulgated by the circuit judicial council can be closely monitored and evaluated by the circuit administrator, allowing for a much more efficient operation of all the courts in the circuit. This statistical monitoring function can also identify areas that need attention by the circuit judicial council, such as slow case processing time

and other problems that may be peculiar to the individual circuit. The availability of meaningful statistics will allow the court to operate more efficiently and provide invaluable timely information to the Virginia Judicial Council, Supreme Court, and the General Assembly.

The circuit administrator will be in a unique position to view the workings of the court on a daily basis with input from different perspectives. As such, he will be able to make recommendations for improvements and assist in any revisions that may result. The administrator will also provide a useful function in areas of budget maintenance, reviewing expenditure reports on a periodic basis and preventing budget deficits.

The administrator will provide continual assistance in the actual operation of the courts personnel system. He will constantly review job descriptions and duties thereby insuring a constant information flow to the state Judicial Council. This will maintain the accuracy of job descriptions and accurately reflect any changes that occur in relation to job functions, etc.

The circuit administrator will provide a source for communication and coordination within each circuit. For instance, liaison between the courts and local bar associations can be an invaluable administrative service. He can also serve a public liaison function--representing the various courts in the circuit at public functions such as speaking engagements, etc. Most entities that work closely with the court system (media, social workers, etc.) will find a new and accessible source of information about the court system.

Necessarily, the role of the circuit administrator will vary in relation to the environmental context in which he is functioning. In a completely "unified" system, the administrator works with concise lines of authority. In such a system, the administrator's duties are explicit and there is much less confusion in delineation of responsibilities among the administrator and elected officials. In states that are not "unified", the situation is far different. The administrator must work with other court officers who, in many cases, view him as a "new-comer" to the local management environment. This can result in resistance, despite the fact that the administrator is a trained professional, well versed in management principles, able to serve an "in-house" expert role.

In Virginia, there exists a combination of centralized and decentralized structures in court administration. The Circuit Administrator will have to be sensitive to the appropriate role dictated by this mixed environmental structure. Certain duties and objectives may be pursued diligently in carrying out the statutory mandates of the office, while other duties and activities, particularly those affecting court clerk operations, should be pursued with maximum sensitivity to existing constraints and political realities.

The circuit administrator should serve as a catalyst for court improvements. Because the improvement process can be challenging, the persons employed for these positions should possess the ability to interact harmoniously with diverse groups in a variety of situations. The success or failure of administrative offices depends upon the presence of this quality in the administrator. If the administrator is not successful in personal interactions, the circuit administrator system will likely be considered unsatisfactory to many.

The circuit administrator would be integrated into the state personnel system and would belong to a discrete job class. Proposed class specifications for the court administrator positions are presented in Appendix A.

C. Salary Range (\$26,436-\$35,553)

The most recent comprehensive national survey of trial court administrator salaries was done by the National Center for State Courts in 1978. There were 215 respondents from across the country in this salary survey. Approximately 50% of the respondents indicated that their salaries were above \$25,000 per annum. These figures have increased 15%-20% since the survey was completed in response to the cost of living increases, although some states surveyed still had rather low salary scales (e.g. Alabama \$15,000-\$28,000 and \$12,576-\$20,484 for the two clerk levels in that state). The recommended range for the Virginia circuit administrators (\$26,436-\$35,553) falls within the adjusted average range for court administrators nationwide and is adequate for all but the very largest of Virginia's circuits.²

The salary range recommended for Virginia's circuit administrators (\$26,436-\$35,553) seems an appropriate range in comparison with other states given the broad range of duties to be performed by these positions. This range is associated with 500 classification points on the proposed Circuit Court classification methodology.³ Steps within the range should be determined by qualifications, actual duties exercised, and to a certain extent, circuit size.

²The largest circuit court, Fairfax, employs an administrator already.

³Point total obtained by the following analysis: comprehensive duties/substantial education and substantial experience; creative task complexity/abstractly defined available solutions; substantial supervisory responsibility/maximal impact on operations.

It should be noted that many states surveyed by EHS&A employ two or more classes of court administrators, i.e. a court administrator class series. Within each class series, the qualifications requirements were identical except for subtle distinctions. The determining factor for choice of class level in a given jurisdiction appears to be workload and the population of the area. (Florida is in the process of eliminating the population criterion as being irrelevant and Alabama is also reevaluating its use of this criterion.) The proposed system contains one Circuit Administrator class with one associated set of class specifications. The various Circuit Administrator positions to be employed in Virginia will have essentially similar duties and responsibilities and should have associated qualification standards which are uniform throughout the state. The state should use the following factors in determining the assignment of steps to positions within the recommended salary range:

- 1) Population of circuit (this should not be over emphasized as a guiding factor;
- 2) geographical size (some circuits may present unique problems due to a smaller or larger than average area served by the administrator;
- 3) actual duties performed (the total functions of the administrator will vary somewhat, depending upon the activities of the circuit judicial council.);
- 4) education;
- 5) experience (the quality of the experience should be considered, i.e., experience in general management vs. experience in court management);
- 6) caseload of circuit (while the administrator will not be involved in actual caseload management, the size of the circuit caseload will, to a certain extent, indicate the general activity of the circuit judicial council.

D. Staffing Levels

The staffing levels required by the office of Circuit Administrator will vary from circuit to circuit within the State. A survey of approximately ten states indicates that the staff size of circuit administrator offices is more dependent upon the duties actually exercised than on the size of the jurisdiction. Beyond the "core" staff for these offices (e.g. secretary and administrative assistant) additional staffing requests are handled by personnel offices on a case-by-case basis; no state surveyed utilized any type of staffing formulas. The presence of the administrator position itself is not necessarily a uniform certainty. In those states having court administrator positions, the state of Florida, for example, has 20 trial court districts with 18 court administrators while Kentucky and Alabama employ court administrator offices only in their urban courts. In these states, staff sizes are small with the exception of those offices involved in special projects. Staffing for Virginia circuit administrators, beyond core staff of a legal secretary and a law clerk, should be handled on an "as needed" basis.

1. Secretarial Support

Each circuit administrator's office within the court system should be staffed with at least one secretary. The lack of secretarial support for judges that now exists indicates a need in this area. The secretary would perform work for all the judges in the circuit under the direction of the circuit administrator. Additionally this person will perform duties for the administrator and assist in the preparation of legal memoranda for the law clerk. The Chief Judge of the circuit will be responsible for hiring the secretary.

SALARY RANGE: (\$10,344-\$13,912). The secretary for the circuit administrator's office should be classified as a legal secretary/executive secretary (see proposed Circuit Court personnel system class specifications, reproduced Appendix B).

2. Law Clerks

Each circuit administrator's office should be provided with at least one law clerk to assist the judges within the circuit. The data collection effort by EHS&A during the Virginia Circuit Court Personnel System Study surfaced the need for such a position to be available to all judges of the various courts within the circuit. The administrator would have the responsibility of managing the law clerk's work and would coordinate the allocation of the law clerk's time among the judges.

It is recommended that one clerk be allotted for every four Circuit Court judges.⁴ The law clerk could also provide research services to the district judges and magistrates but would be primarily responsible to the Circuit Court. In those circuits containing less than four circuit judges, the law clerk could provide a greater amount of assistance to district judges and magistrates than in four judge circuits. The law clerk would be hired by the Chief Judge of the circuit and would serve as "floating" staff, being assigned projects for the various judges by the circuit administrator.

⁴The ratio of one clerk to four circuit judges is somewhat arbitrary, although Supreme Courts have much more appellate work and utilize one clerk for each judge. The one-four ratio should be viewed as a starting point, with the actual number depending on the needs as perceived by the circuit judicial council subsequent to implementation.

SALARY RANGE: (\$14,617-\$19,650). Most law clerks will be recent law school graduates possessing "substantial education and minimal experience" (see classification methodology in project final report) and having comprehensive duties. Their work will be "broadly defined" with consistently "intricate" job tasks, many of which are non-recurring. They will have no supervisory responsibilities. All work will be reviewed by the judges, thus allowing for a "substantial" impact on court operations. This assessment of the law clerk position class yields a classification point total of 340 points, which is associated with the recommended salary level. A proposed class specification is presented below.

It is anticipated (though not required) that all law clerks would serve for a period of one year. Their beginning salary generally should be at the bottom of the pay range; pay step assignment may also be dependent on factors such as bar membership, class standing, and work history.

Using the staffing formula mentioned above, (one law clerk per four Circuit Court judges) the number of law clerks required computes as follows:

Circuit Number	Number of Judges in Circuit	Number of Law Clerks	Circuit Number	Number of Judges in Circuit	Number of Law Clerks
1	2	1	2	7	1
3	3	1	4	9	2
5	3	1	6	2	1
7	3	1	8	2	1
9	3	1	10	4	1
11	2	1	12	2	1
13	8	2	14	4	1

CLASS SPECIFICATION

LAW CLERK

Class Dimensions

Positions in this class provide professional legal support to the Circuit Judges and judges of the lower courts in a particular circuit. The required legal research is of a highly responsible nature, requiring precise, analytical skills.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all of the duties that may be performed.)

- prepares pre-hearing memoranda involving independent research, analysis, and evaluation of arguments raised in pleadings, or appeals;
- analyzes cites authorities, laws and statutes for information pertinent to a particular case;
- assists in preparation of court opinions by drafting opinions for review with editing and approval of judge;
- assists in training of new law clerks.

Qualification Standards

Graduation from an accredited (ABA) law school. Successful completion of the Virginia Bar examination is desirable but not required. The law clerk should possess highly developed legal research and analytical skills and the ability to write clearly and concisely.

Circuit Number	Number of Judges in Circuit	Number of Law Clerks	Circuit Number	Number of Judges in Circuit	Number of Law Clerks
15	4	1	16	4	1
17	4	1	18	3	1
19	9	2	20	2	1
21	2	1	22	3	1
23	5	1	24	4	1
25	3	1	26	3	1
27	3	1	28	2	1
29	3	1	30	2	1
31	2	1			
TOTAL LAW CLERKS:					34

3. Summary

It should be emphasized that the above discussion presents recommended staffing levels. Because of the inevitable diversity in the duties actually exercised by the circuit administrator's office in the various circuits, exceptions necessarily will have to be made. Furthermore, it may not be possible to establish offices with circuit administrators, law clerks, and secretaries in all circuits at once. Some phasing-in of the system is likely to occur given constraints on available resources for new positions in the public sector. The Personnel Office should be prepared for diverse circumstances in administering the proposed system. Criteria for decision-making in this regard may have to be formulated covering, for example, duties assumed by the administrators, special projects for the state or locality, an extraordinary

case volume or trial volume, unusually large geographical areas, extremely long filing to disposition times, and other factors.

E. Recruitment

1. Procedure

Effective recruitment is a prerequisite to the acquisition of competent, qualified personnel for the circuit court administrator system. For purposes of the Virginia Circuit Court Personnel System, including circuit administrators, all public recruitment (job announcements, advertisements, etc.). This insures uniformity in hiring practices and will insure conformance to all federal hiring requirements.

As per the authorization legislation, all circuit administrators are to be hired by the Executive Committee of the Circuit Judicial Council with the concurrence of the entire Circuit Judicial Council. The state personnel office should keep an open listing of all eligible applicants for the position of circuit administrator. When a vacancy occurs, the Circuit Judicial Council should be furnished a list of such applicants.

The Circuit Judicial Council should be responsible for all interviews and correspondence with potential employees. While the local entity may hire from outside the list, they should be encouraged to utilize these services and hire from within the ranks of eligible applicants. If the local council decides on a local applicant not included in the state directory of potential appointees, the State Personnel office should be required to approve the applicant's qualifications prior to actual appointment. For

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this reason, all announcements, especially for circuit administrators, should state that "certification by the state personnel board of the Virginia Judicial Council is a prerequisite to actual appointment", thereby encouraging applicants to seek certification at the same time they apply. This procedure is much like the one used by the Federal Judiciary in filling vacancies for the position of Circuit Executive in the Courts of Appeals. It allows local autonomy in hiring while insuring uniformity in hiring practices. Again, care should be taken, to prevent any "friction" from occurring between the local hiring authorities and the staff of the Virginia Judicial Council. The employment of court administrators has always been a guarded prerogative of the judges who will work with and rely upon the administrator position. The various Chief Judges of the Circuits should be given as much latitude as possible in hiring decisions.

2. Recruitment Sources

There are numerous potential sources for recruitment of circuit administrators available to the State of Virginia. It is safe to assume, however, that most professionally trained and experienced circuit administrators will come from outside the state.

Advertisements for position vacancies should be placed in several national publications frequently read by members of this field. The National Center for State Courts publishes a monthly bulletin with wide circulation as does the American Judicature Society. Additionally, several universities and management training centers forward job announcements to their graduates. Prominent among these are the University of Denver Law Schools' Judicial Administration Department and the Institute of Court Management

(ICM), both located in Denver. The University of Denver offers an excellent masters program in judicial administration, as do the American University and the University of Southern California, while ICM provides training services to clerks and court administrators via a set of seminars. Extreme care with regard to timing should be taken when placing ads in all of the above publications. Because of the national distribution of these publications, the "lag time" between placing an ad and actual publication is sometimes four to eight weeks. Frequently, job announcement deadlines have already passed by the time distribution takes place. This problem does not exist as much with the training centers since they usually make announcements on a case-by-case basis.

Within the state of Virginia several options are available. Local newspapers provide a ready conduit for announcements. Transmittal of job announcements also should be made to all state universities offering degrees in public administration, business administration, and related fields. All announcements should also be sent to the Virginia Employment Commission and the applicable state civil service agency.

Caution should be taken to insure that minorities are represented fairly and reached in all recruitment efforts. Announcements in newspapers should include those papers with large minority subscribers. Universities contacted should also include those with large minority enrollments. All ads should clearly state that the Virginia Court System is an "Equal Opportunity Employer". Additionally, local judges and clerks should be encouraged by the personnel office to actively recruit minority persons. This encouragement should be in written form issued by the Chairman of the Judicial Council.

When announcing a job opening, the ad should give a brief job description or descriptive title, summary of duties, salary information, where the application is to be filed, deadline for application filing, and any type of examination that will be required.

F. Budget Narrative

1. Personnel

The Personnel costs for the proposed system have been estimated to reflect probable hiring practices. The court administrator salaries used are the mid-point salary within the recommended range, while the law clerk and secretarial salaries represent the end of these ranges. A flat rate of 14% has been used to compute fringe benefits, consistent with the state executive branch computation for estimating new position costs.

2. Travel

Circuit Administrators will be required to travel for their jobs. Travel occurs on those occasions when the administrator is required to visit localities within the circuit other than the one in which he or she resides. Travel costs have been estimated at 500 miles per year at 18½¢ per mile, six nights lodging costs, and 10 days meal costs. Obviously, those circuits which encompass only one city/county will have somewhat reduced costs and conversely, those circuits that are large geographically will require increased costs in this area. The amounts budgeted reflect an average of these extremes.

3. Contractuals

This category includes rent of basic office equipment, including copies, typewriter, and postage machine. It may be possible for the administrator to utilize some equipment already owned by the counties, which would diminish this cost item.

4. Equipment

The equipment category covers basic office furnishings: two desks, two chairs, one file cabinet, and any unforeseen needs up to \$200. This category would be reduced substantially after the first year of funding.

5. Other

Postage and telephone costs have been estimated at \$300 per month. These costs are necessary to allow the circuit administrator to maintain close contact with the attorneys and judges in the circuit. This category could increase after the first year. Again, the smaller circuits would require less funds for such purposes.

Budget

Personnel

(C. Adm.)	30,658 X 31 =	\$ 950,398	
(L. Clerk)	14,617 X 34 =	496,978	
(Sec.)	10,344 X 31 =	<u>320,664</u>	
		\$1,768,040 X .14*	
		<u>247,526</u>	
Total Personnel Costs -		\$2,012,291	\$2,012,291

* 14% has been used to compute fringe benefits.

Travel

Mileage - 500 miles a month X .18½¢ = 111.00 X 12 =	1,332.00
Lodging - 6 - 1 night stays @ 25.00 =	150.00
Meals - 10 days @ 24.00 =	240.00
	<u>1,722.00</u>

Contractuals

Rent on copier, typewriter, postage 600 @ month X 12 = \$7,200	\$ 7,200.00
-------------------------------------------------------------------	-------------

Office Space

To be provided by localities vis-a-vis enabling legislation	-0-
----------------------------------------------------------------	-----

Equipment

2 Desks @ 500.00 =	1,000
2 Chairs @ 150.00 =	300
1 File Cabinet @ 150.00 =	150
Misc. Equipment @ 200.00 =	200
Total Equipment	\$1,650
	\$ 1,650.00

Other

Postage - 150 @ month =	1,800
Phone - 150 @ month =	1,800
Total Postage & Phone	\$3,600
Misc. Supplies (paper, etc.)	1,000
Total Other	\$4,600
	\$ 4,600.00

TOTAL FIRST YEAR BUDGET	\$2,027,463.00
-------------------------	----------------

APPENDIX A

CLASS SPECIFICATION
Circuit Administrator

Class Dimensions

Positions in this class have responsibilities for administrative work in assisting the Chief Judge and the Circuit Judicial Council in conducting and supervising a variety of complex administrative functions. The Circuit Administrator performs diverse tasks and generally will be responsible for non-judicial administrative work providing executive direction in one or more divisions on behalf of the Chief Judge; performing special assignments and coordinating programs relative to the court system; formulating and making recommended changes for improvements in the judicial systems; assisting the Chief Judge in the assignment of judges and other court personnel for maximum utilization; preparing the court budget and making recommendations to the Judicial Council for staffing levels in the various courts.

Examples of Work Performed. (Any one position may not include all of the duties listed, nor do the examples cover all of the duties that may be performed.)

- assists the circuit judicial council and the Virginia Judicial Council in making decisions concerning staffing levels in the various courts;
- formulates and submits recommendations for continued improvements of the judicial system;
- provides assistance to all courts in the circuit in preparing budget requests and has final responsibility for submission of such budget requests to the Virginia Judicial Council;
- establishes and maintains a management information system effecting liaison and coordination among the courts and judges of the circuit;
- serves as staff to the circuit judicial councils;

- collects, compiles, and analyzes statistical data pertaining to the court and submits periodic reports to the Chief judge;
- supervises and assigns the circuit law clerk and secretary to judges;
- assists court personnel in the collection of all statistical data required by the state of Virginia;
- acts as liaison for the courts and magistrates and its relationship with all outside entities;
- prepares and submits to the Circuit Judicial Council an annual report on the work of the courts within the circuit and on the activities and the office of the administrator;
- maintains the state personnel system in the circuits and reviews job descriptions as needed;
- provides assistance to the clerks of the circuit in improving office techniques, jury management systems and other aspects of clerk operations;
- performs related work as required.

Qualification Standards*

Graduation from an accredited four-year college or university with major course work in public administration, business administration, or judicial administration and three (3) years experience in administrative management at the executive level in court administration. A masters degree in one of the above areas may be substituted for one year of the required experience and a law degree may be substituted for three years of required experience.

*The salary levels recommended are commensurate with mid-level government management employees, and should require professional education with some experience.

CLASS SPECIFICATIONS

LEGAL SECRETARY/EXECUTIVE SECRETARY

Class Dimensions

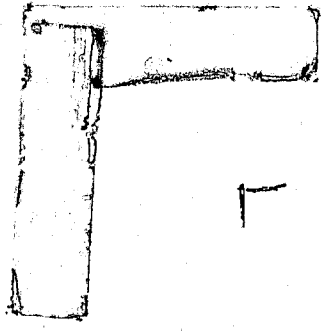
Positions in this class perform a broad scope of secretarial, clerical, and technical activities of a legal nature for judges, magistrates, law clerks, and/or Circuit Administrators. Positions in this class perform related secretarial duties of a variable degree of complexity with standardized solutions available. The Legal Secretary/Executive Secretary exercises minimal supervisory responsibility; job tasks have a moderate consequence of error.

Examples of Work Performed. (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- receives and reads incoming mail; retains and composes answers to procedural correspondence for supervisor's approval;
- takes and transcribes dictation pertaining to legal memoranda, rulings, orders, petitions, briefs, issues summaries, manuals, and policies;
- read and routes incoming mail, takes telephone calls and interviews callers; maintains office files and records;
- schedules appointments meetings and conferences;
- performs related work as directed by supervisor.

Qualification Standards

Graduation from high school and at least two years secretarial experience or any equivalent combination of education and experience which provides the following knowledge, abilities and skills:



CONTINUED

1 of 5

APPENDIX B

knowledge of legal terms and phraseology; legal forms and documents and their processing, knowledge of office practices, methods and appliances; knowledge of letter writing, correct punctuation, spelling, and grammatical usage, knowledge of court procedures; knowledge of sources for checking legal citations; ability to understand and follow written and oral instructions; ability to prepare legal reports and correspondence independently; ability to perform complex clerical work and accept responsibility; ability to analyze situations accurately and take effective action; ability to deal tactfully with public.

Produced for the
Office of the
Executive Secretary

The Virginia Circuit Court
Personnel System Study

Final Report:

**A Proposed Personnel
System for the
Virginia Circuit Courts**

8444/3/73

April 1981



Ernest H. Short
& Associates, Inc.

THE VIRGINIA CIRCUIT COURT
PERSONNEL SYSTEM STUDY

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ACQUISITIONS

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MAY 24 1982

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PREFACE

The Virginia Circuit Court Personnel System Study was initiated by the Supreme Court and the Office of the Executive Secretary to address a priority item on the agenda of Virginia court system organizational development. Supported by funds from the Law Enforcement Assistance Administration of the U.S. Department of Justice and conducted in conjunction with Ernest H. Short and Associates, Inc., the study's primary objective was to research numerous aspects of Circuit Court personnel administration and generate detailed recommendations for system improvement.

This report speaks to the major issues associated with the creation of a personnel system linking the Circuit Court Clerk's Offices directly to statewide administration of the Virginia judicial system. A classification system and associated compensation plan comprise the cornerstones of the personnel system proposed here. The implementation of these plans would complete the process of initiating a statewide administrative mechanism for all levels of the Virginia court system, the ultimate purpose of which is to enhance the delivery of judicial services to the people of Virginia.

The products of the Virginia Circuit Court Personnel System Study resulted from an intense field effort during which 80 Circuit Court Clerk's Offices were visited in person, with the remaining offices asked to participate by mail survey. Of the 80 offices visited, twelve were designated as "intensive site visits" in which interviews were conducted with representatives of all distinguishable position types in the office. The project operated under the guidance of a Circuit Court Clerk's Advisory Committee, which contributed directly to the criteria used in developing the proposed classification system. Project staff wish to thank the members of the Advisory Committee for their expert guidance; much credit goes also to the Office of the Executive Secretary for their role in the planning and implementation of the Study.

I. TOWARDS A PERSONNEL SYSTEM FOR VIRGINIA CIRCUIT COURTS

A. The Momentum Toward Change

As Virginia's only general jurisdiction trial court, the Circuit Courts are a central component in the State's judicial system. Despite nearly a decade of relatively rapid movement toward a more unified court structure in Virginia, the primary administrative support offices for the Circuit Courts, the Circuit Court Clerk's Offices, continue to be decentralized and autonomous entities. Circuit Court Clerks are locally elected, constitutionally authorized officers, whose offices are integral to both judicial and executive functions of local government. Because a primary function of the office is Circuit Court administrative support, it is becoming increasingly apparent that there are benefits to be realized by establishing closer administrative ties to the rest of the State's judicial system. A major step toward this end would be the creation of a statewide personnel system for Circuit Court Clerk's Office employees. Better recognition by funding sources of the critical and intricate nature of court support work with commensurate upgrading of resources to administer operations would result from the creation of a statewide personnel system.

When the Virginia Court System Study Commission (the I'Anson Commission) reported to the Governor and the General Assembly of Virginia in 1971¹, its recommendations did not encompass administrative change in Circuit Clerk's Offices. While focusing on numerous other aspects of court reform², it made recom-

¹"Report of the Court System Study Commission to the Governor and the General Assembly of Virginia", House Document No. 6, (hereinafter cited as I'Anson Report).

²These include establishment of an intermediate appellate court, a unified district court system, a magistrate system, revised grand jury procedures, and full time prosecutors.

mendations only marginally affecting the Clerk's Offices, such as a proposal to enhance judicial manpower by reducing the total number of circuits and requiring that workload be shared among judges. The I'Anson Commission set in motion a number of significant changes in the judicial system, but did not address in detail personnel administration issues commonly the subject of comprehensive reform studies--a fee system of compensation, appointed vs. elected clerks, a statewide classification and compensation plan, and the involvement of state staff (through technical assistance) in training personnel and modernizing office systems. The Commission's report did suggest that the Office of the Executive Secretary assume greater responsibility in personnel administration, but did not outline the specifics of increased involvement.

In 1979, the Virginia Judicial Council commissioned the National Center for State Courts to conduct a Court Organization Study to measure progress in the implementation of I'Anson Commission recommendations and otherwise develop a blueprint for continued change in judicial system structure and operation³. This report scrutinized the Circuit Court system in some depth as well as addressing the magistrate system, utilization of substitute judges, the intermediate appellate court concept, and the overall administration of the courts. In addition to espousing the virtues of an appointed clerk system, the National Center recommended the establishment of a statewide system for all Circuit Court personnel, with compensation by salary from General Assembly appropriation and elimination of the fee system. The Court Organization Study recommended that the new personnel system be combined with the District Court personnel system, which is centrally administered by the State.

³"Virginia Court Organization Study", National Center for State Courts, submitted to the Judicial Council of Virginia, March, 1979.

The themes and reasoning of the Virginia Court Organization Study echo those values commonly asserted in the court reform movement of the past decade. Courts are viewed as a state entity; they should be largely divorced from politics and administered professionally. Uniformity of procedure and practice is desirable, and the independence of the judiciary is paramount. The connection of revenues to expenditures (fees to salaries) is deplored and should give way to a system of appropriation based upon need alone. In the Study, the autonomy of the Circuit Courts is seen as denying the benefits of a unified system in which modern practices, planning, coordination, and budgetary advocacy (as well as other inter-governmental relations) may be implemented with solidarity of purpose.

A statewide Circuit Court personnel system is endorsed by the Court Organization Study as a high priority to improve the system. A state system would promote central policy and rule making and improve operational efficiency just as the District Courts have improved as a result of their experience with uniform administration.⁴ Interestingly, the study diverges from the conventional line of reform by recognizing the impracticality of splitting out the executive functions of the Clerk's Offices, leaving a purely judicial operation for inclusion in a statewide system. These recommendations are made in the context of the Study's observation that the Virginia Court system's principal weakness is the lack of active, coordinated local administration.

Taken together, the I'Anson Commission and Court Organization Study present a comprehensive agenda for change following the course purported by reformers throughout this century and implemented by many states to various degrees and in a multitude of forms. Centralized personnel administration is a charter aspect of the unified model being promoted. However, just as the path of

⁴The Court Organization Study also advocates a Circuit Administrator system, and addresses problems in court reporting and trials *de novo*.

change has been difficult for many states, so will it be for Virginia unless the elements of the proposed personnel system respond to need within the system. Proposals for change which blindly echo the strains of reform are doomed to failure. The challenge of the Virginia Circuit Court Personnel System Study is to design a system preserving what is good about the status quo, changing what is dysfunctional, and creating additional elements for the system which could be of benefit to all.

B. The Focus of Present Personnel System Proposals

This report presents a design for a classification and compensation plan for the Virginia Circuit Courts. Although ultimately the system design should encompass positions outside Circuit Clerk's Offices (such as court reporters) and positions now non-existent or extremely rare (such as data processing positions), the system herein presented focuses on Circuit Court Clerk's Office staff, which constitutes virtually all non-judicial personnel in the system. The primary purpose of the system is to offer the Circuit Courts a personnel administration tool to promote equitable, uniform management of the system's most valuable resource--people.

One premise common to reform efforts and endorsed here is that court systems ought to be self administering and independent from undue influence exercised by other branches of government. For this reason, it is recommended that a statewide classification and compensation plan be adopted for the Circuit Courts to link these courts with the rest of the system. This administrative link will bring the entire court system together for the first time in the State's history, creating an opportunity for unified advancement of judicial system goals. Compensation worthy of the complex and important tasks performed by clerk's office personnel may be realized by the proposed system. Once operational, the system would allow state level staff to play a more constructive

service role in personnel administration. Under the new system, localities would retain a high degree of decision-making control while participating in the advantages of a more cohesive statewide system.

Consistent with the premise of fostering an independent self-administering judicial branch in Virginia, it is the position of this report that significant personnel administration responsibilities not be held by agencies outside the judicial system. Therefore, it is recommended that state level personnel administration responsibilities for Virginia Circuit Court Clerk's Offices be removed from the Virginia Compensation Board and placed with the Judicial Council. The Board's authority is statutorily derived; the Virginia Code should be amended to transfer authority to the Judicial Council which would have the statutory authority to administer the system.

One of the major recommendations of the Virginia Court Organization Study pertaining to Circuit Courts is the elimination of the fee system of personnel compensation. This system, whereby Clerks and their staff are paid out of specified fees and commissions (with a statutory maximum for Clerks and a Virginia Compensation Board authorized maximum for staff--plus local supplements) is entirely foreign to modern precepts of public personnel administration. An inherent danger in this type of system is for funding sources--the VCB and the counties--to tie expenditures decision making to revenue levels, thereby simulating within the Circuit Courts a private profit making model of personnel administration. Were it not for the land records, traffic cases, and other fee-generating workload (not commonly handled by courts of general jurisdiction in other states) the Circuit Courts would generate only a fraction of their operating cost by fee revenues. As it is, the system in most counties "pays for itself", perpetuating this unhealthy connection between revenues and expenditures. A major attribute of the personnel system herein proposed is

the elimination of the fee system of compensation. Clerks and their staff should be paid by salary out of the State general fund. Appropriations for personnel expenditures should be based solely on the staffing needs of each office.

The system envisioned by this study represents an upgrading in the State's commitment to Circuit Court administrative support. When compared to the District Court compensation plan, to similar positions in other states, and to comparable positions in state and local government in Virginia, it is clear that Clerk's employees are underpaid. Whatever the reason for the all too common inadequacy of pay, the salary levels recommended in this report represent a significant increase for many Circuit Court Clerk's Office positions. The increases are seen as absolutely necessary to the successful recruitment and retention of qualified staff, as well as to the establishment of a salary plan conforming to the worth of duties performed by Circuit Court Clerk's Office personnel.

Given the foci outlined in this section, the remainder of this report presents the elements of the proposed classification and compensation system design. In Section II the existing personnel system is documented, with analysis as to present size, staffing patterns, personnel expenditures, and administrative practices. Key personnel administration issues are analyzed, elaborating upon those introduced in this section. In Section III, the specifics of the proposed system are set forth in detail--class specifications and salary plan--with a description of the results of applying the new system to the current personnel inventory. A key operating feature of the proposed system--staffing decision criteria--is discussed in Section IV; Section V is an analysis of financial implications of system implementation relative to anticipated benefits. Considerations for the successful implementation of the system are presented in Section VI including a schedule of immediate and long range activities. Section VII contains legislative proposals necessary to system implementation.

II. DOCUMENTATION AND ANALYSIS OF PRESENT CIRCUIT COURT PERSONNEL SYSTEM

A. Introduction

Other than contract court reporters, a limited number of secretaries, and other employees working directly for Circuit Court judges, the Circuit Court Clerk's Offices employ all administrative support staff for the Circuit Courts. There are 31 circuits in the system, each comprised of one or more counties or independent cities. There are 95 counties and 26 independent cities, (the city of Richmond has two divisions). Thus, there are 122 Circuit Court Clerks Offices serving the judges of the Circuit Court and the people of their jurisdiction.

Virginia's Circuit Courts have exclusive original jurisdiction in all criminal cases involving a possible state penitentiary sentence and in civil matters exceeding \$5,000. Concurrent jurisdiction is held with the District Courts when the claim is between \$1000 and \$5000, and all District Court traffic case judgments are filed with the Circuit Courts, as are unpaid traffic cases. Circuit Court jurisdiction also extends to proceedings by *quo warranto*; writs of mandamus, prohibition, and certiorari may be issued to all inferior tribunals. The Circuit Court handles appeals from any inferior court; appeals from the Circuit Court go to the Virginia Supreme Court.

While court related tasks consume a large portion of Clerk's Office personnel time, there are several other areas unrelated or only partially related to court matters for which these offices are responsible. A near complete listing follows:

- Circuit Court
 - Criminal Case Processing
 - Civil Case Processing
 - In-Court Duties
 - Probate/Estates
 - Adoptions
 - Traffic Records
 - District Court Records
 - Jury Management
 - Appeals
- Bookkeeping/Accounting
- Elections
- Fiduciaries
- Marriage Licenses
- Oaths of Office and Bonds
- Other Records and Reports
- Real Estate
- Miscellaneous Public Service

Clearly, Circuit Court Clerk's Office personnel attend to numerous functions typically associated with the executive branch of local government. In other states, these functions commonly are performed by a county recorder or county clerk. To the Circuit Court Clerks, these areas are no less important than the court work, particularly since fees in these other areas play a critical role in the financial support of the office. In fact, the time spent on court work is not proportionately represented in the office's fee base.

B. Personnel Inventory

Including the Clerks, Circuit Court Clerk's Offices employ 848 full-time and part-time employees. On the average, the part-time employees appear to be half-time employees, resulting in the equivalent of 11.5 full time employees. Additionally, the

Virginia Compensation Board in 1980 authorized \$357,980 for "extra help", distributed among 92 of the 122 offices. This dollar figure may be translated to the equivalent of 51 full time employees, although the use of extra help money is at the discretion of the Clerks and the number of persons employed in this category varies throughout any given year. Combining full-time, part-time, and extra help categories, the entire personnel inventory may be stated as 888 full time equivalents (FTE's).⁵

Using FTE's as a measure of office size, it is obvious that most offices are of small to medium size. As seen in Figure 1, 21 offices have two or less FTE's, 40 offices have three to four FTE's, 47 offices have five to eleven, eight offices have 18-23, three offices have 29-46, and one office (Fairfax County) has 81 FTE's. Thus, 108 of the 122 offices (89%) have eleven FTE's or less, with 76 of these in the two to five FTE range. Figure 1 displays the FTE distribution in comparison with the distribution of 1979 fees and commissions received by each office.

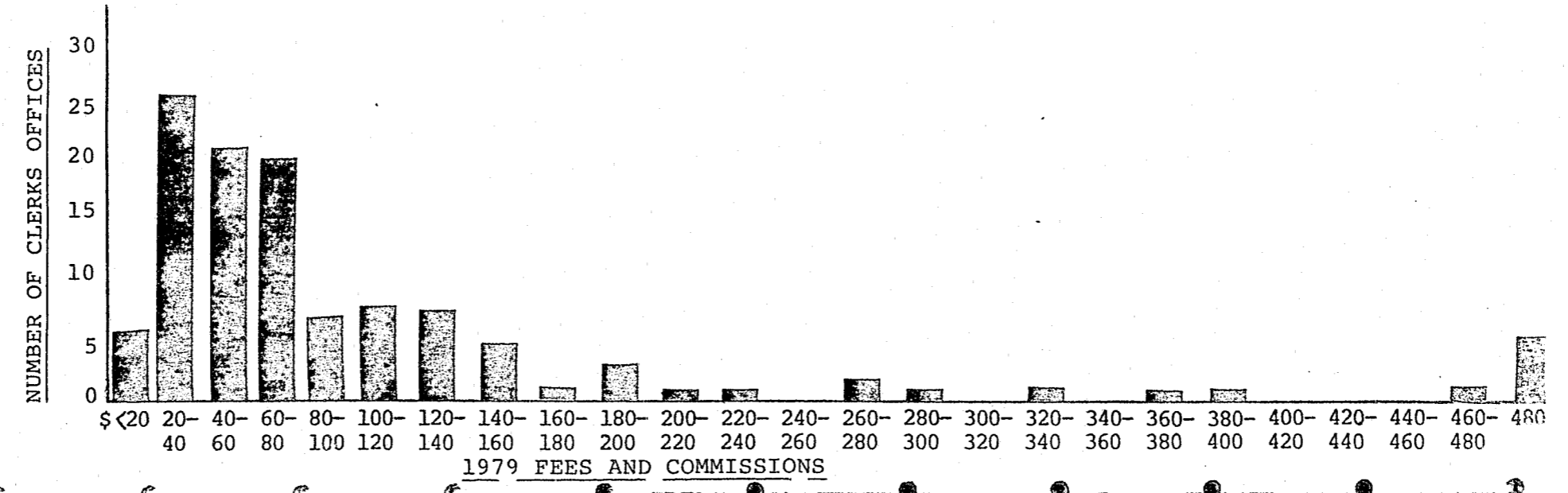
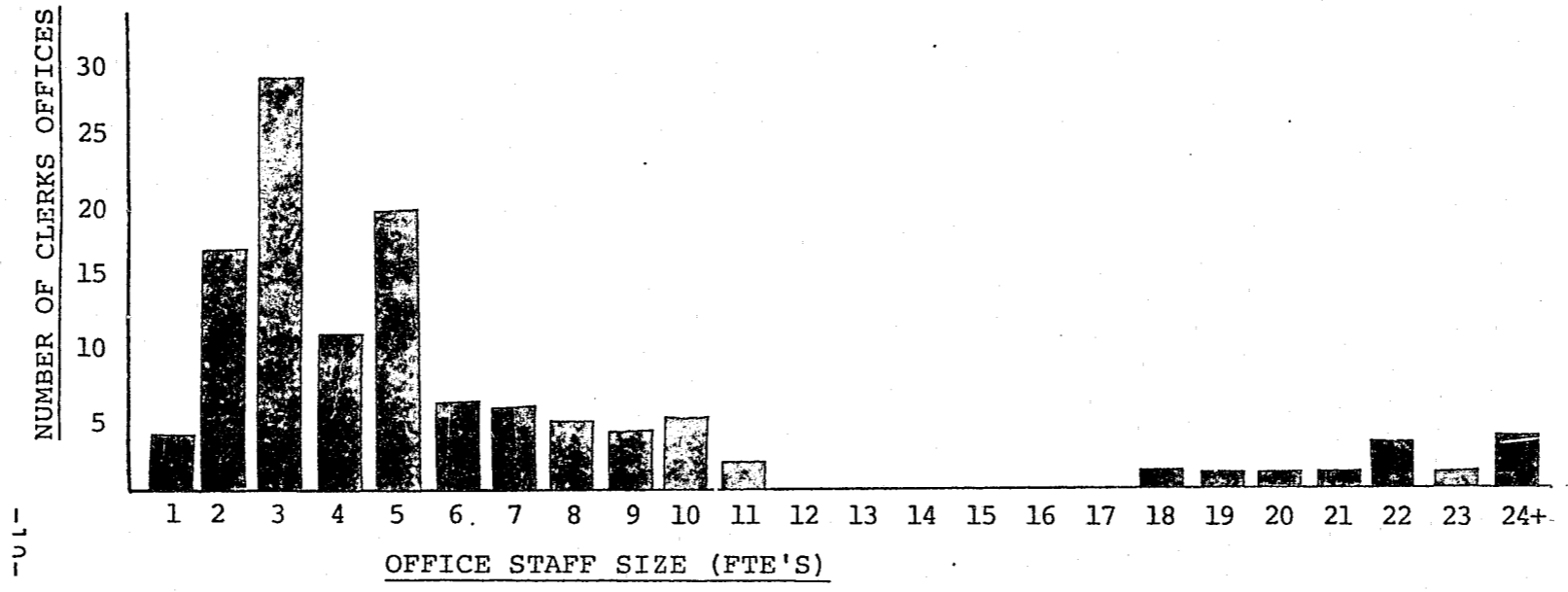
C. Staffing Patterns

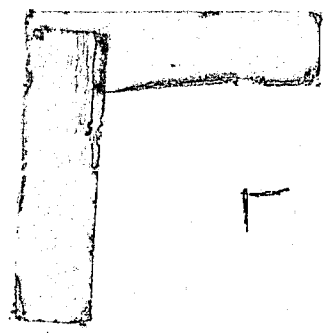
The majority of offices, those of small to medium size, display a commonality in the types of positions employed. Although larger offices naturally have a greater degree of position specialization, all offices rely upon deputy clerks who perform a multitude of substantive duties. Deputy clerks in the preponderance of offices perform a diverse range of clerks office functions in court and non-court related areas. Position organization in these relatively small offices usually follows the patterns shown in Figures 2A-2D. In larger offices, deputy

⁵Data obtained by project survey and review of Virginia Compensation Board 1980 authorization letters for office personnel and operating cost expenditures.

FIGURE 1

DISTRIBUTION OF CIRCUIT COURT CLERK'S OFFICES BY STAFF SIZE AND FEES/COMMISSIONS
 (Measured by Full Time Equivalentents)





Position Organization in Small
Circuit Court Clerk's Offices

Figure 2-A

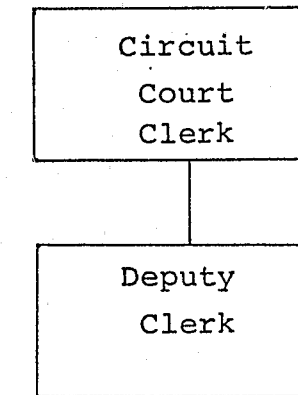


Figure 2-B

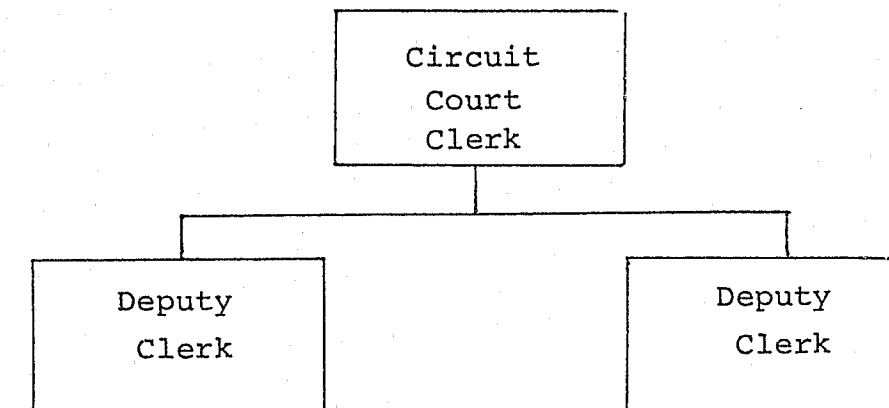


Figure 2-C

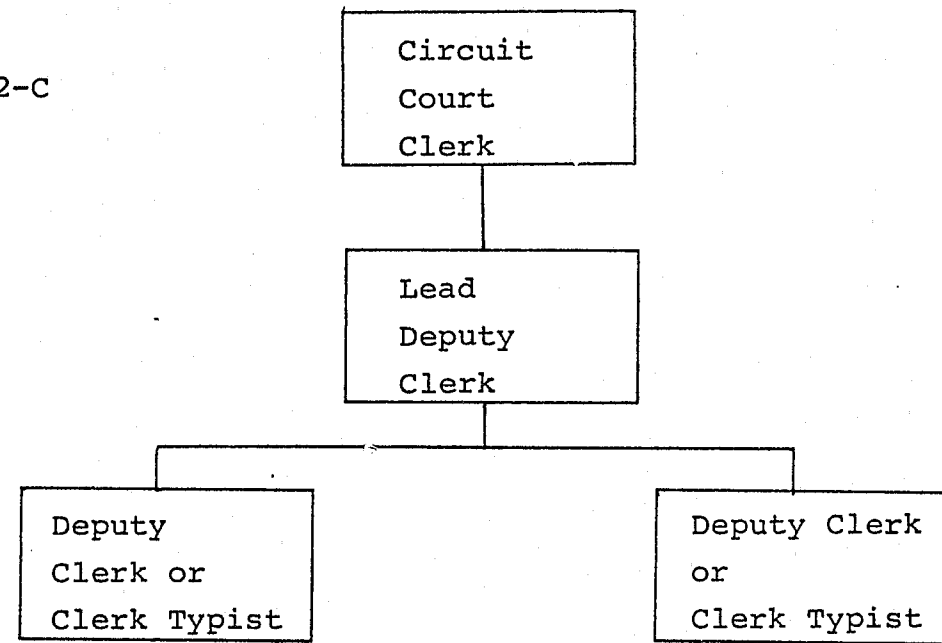
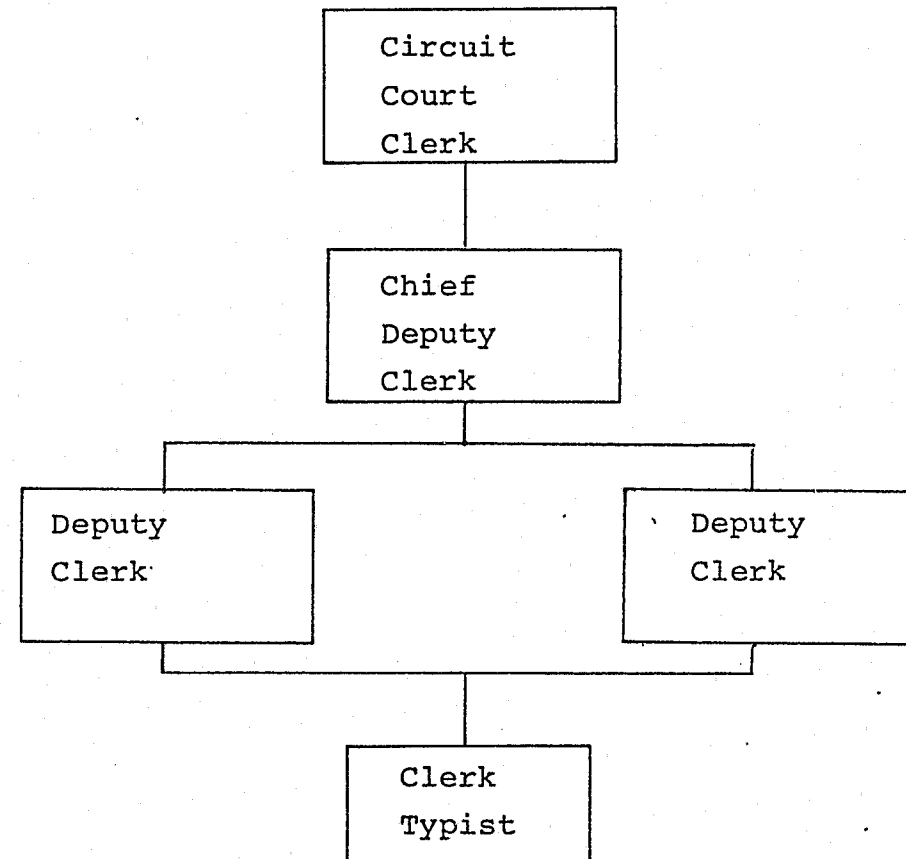


Figure 2-D



clerks tend to specialize in one area (court-related, land, fiduciaries) or part of an area (civil court work, criminal court work, in-court work). Examples of this may be seen in Figures 2E-2H, which reproduce organization charts from medium to large offices in the system.

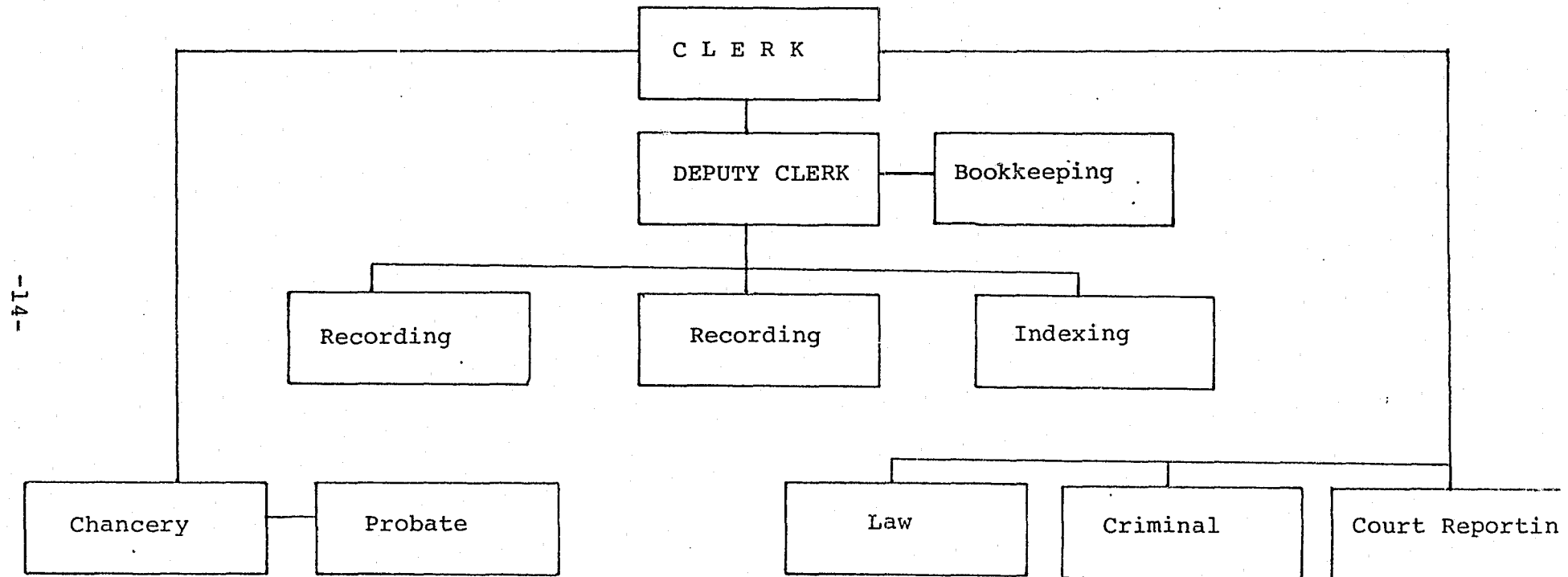
There are some functions in the office that only deputized clerks can perform. In most offices most deputy clerks are deputized; however, there are many offices in which non-deputized positions perform nearly all the duties of a deputized clerk and are just as critical to office operation. Reserved use of deputizing in these offices is viewed as a management control device in that certain functions are always performed or reviewed by a small number of experienced, deputized clerks.

In medium to large size offices, it is common to see one individual assuming a chief deputy role. In very large courts, there may be one chief deputy and a number of supervisory clerks, or assistant chief deputies. Examples of the role of supervisory deputy clerks are found in Figures 2E-2H.

Because of the great amount of money funneled through Clerk's Offices, there is a great need for bookkeeping and accounting talent among staff. In smaller offices, an experienced clerk or the Clerk himself (or herself) attend to these duties along with numerous other functions. In mid-size offices, an individual may spend half time as bookkeeper/accountant and half time as a deputy clerk. Only in the larger offices are full time accountants and bookkeepers found, although the smaller offices may employ an accountant or bookkeeper on a part-time basis.

POSITION ORGANIZATION IN MEDIUM SIZE
CIRCUIT COURT CLERK'S OFFICE*

Figure 2-E

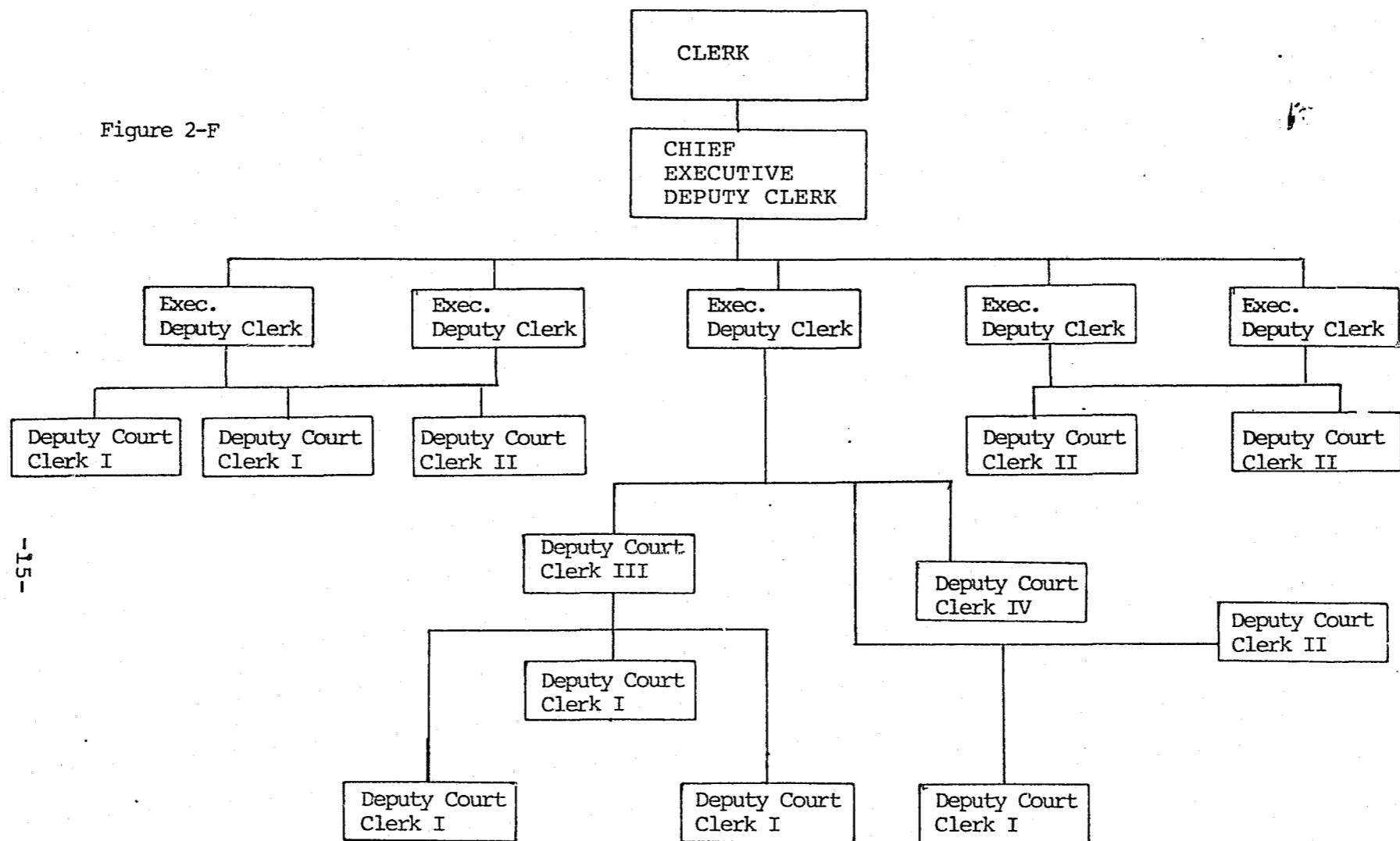


-14-

* Example from Roanoke County

POSITION ORGANIZATION IN LARGE CIRCUIT COURT CLERK'S OFFICE*

Figure 2-F



-15-

* Example from Newport News, VA

POSITION ORGANIZATION IN LARGE CIRCUIT COURT CLERK'S OFFICE

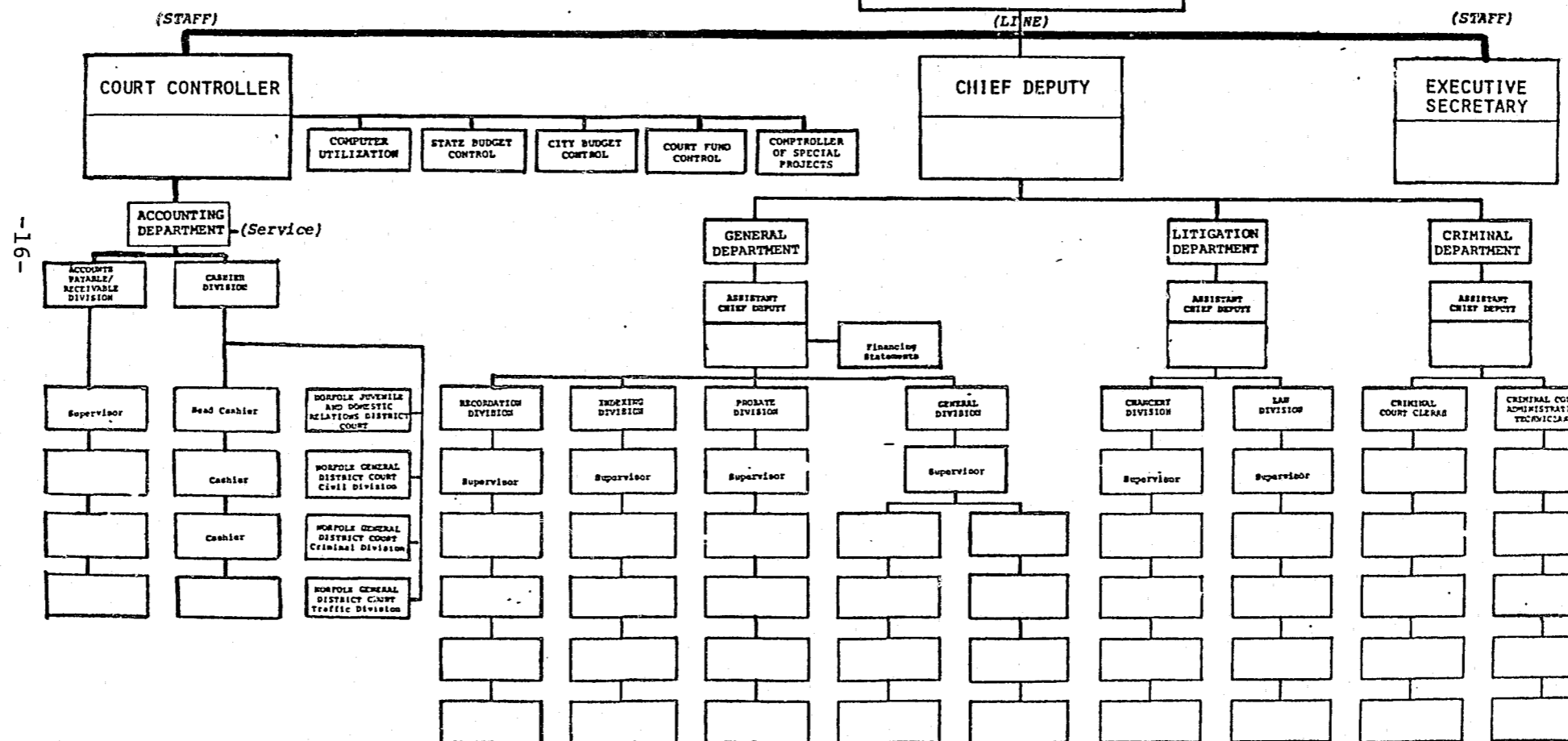
Revised 11 September 1980
Graphics by Holtzscheiter

Figure 2-G



CIRCUIT COURT
of the
CITY OF NORFOLK

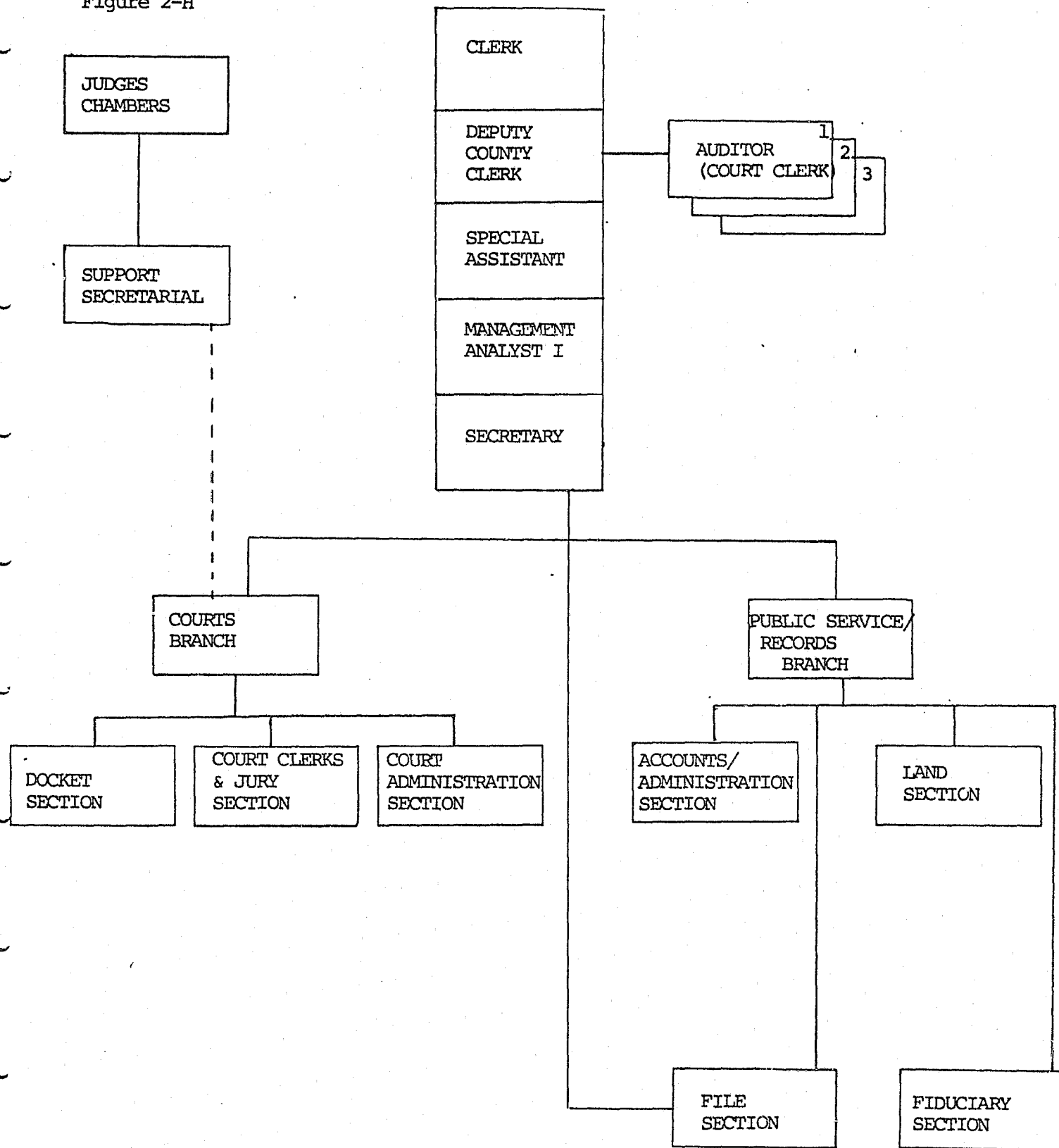
CLERK



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POSITION ORGANIZATION IN LARGEST CIRCUIT COURT CLERK'S OFFICE*

Figure 2-H



* Example from Fairfax County

In many offices, there are general clerical positions assisting the deputy clerks. Usually denominated "clerk typists", these positions are responsible for typing, filing, and other general office functions, but commonly take on deputy clerk functions as well. It appears that much general office work is accomplished by use of extra help funds to hire temporary positions.

Particularly in larger courts, there are positions in the system of a specialized nature which generally perform duties outside the usual deputy clerk functions. Microfilm technicians are one example, and in the category of management staff, there are a few administrative assistants and management analysts in the system. There is one court administrator position in Fairfax County who coordinates scheduling, courtroom staff, and other Circuit Court functions. A few courts employ law clerks to assist the judges, a practice uncommon at the trial court level.

With the exception of in-court clerks, judges' immediate staff generally are employed outside the immediate authority of the Clerks' offices. (Fairfax is one exception--judge's secretaries are part of the Clerk's Office.) Throughout the state, court reporters are contract employees, and bailiffs are law enforcement personnel.

D. Personnel Compensation

This subject may be divided into two distinct parts: method of compensation and amount of costs. The former is structural in nature while the latter is an indicator of size and salary levels.

1. Method of Compensation

Although a few Clerks are legislatively authorized as salaried positions, most Clerks are compensated by the fee

method, which is charted in Figure 3. (See Section V, Financial Analysis for elaboration on the fee method.) Clerks receive a fee for performing numerous tasks or for the collection of revenues (commissions). Out of these fees and commissions come the salaries of employees as well as their own compensation. Clerks are entitled to retain from their "Clerk's Account" a maximum amount, set by statute.⁶

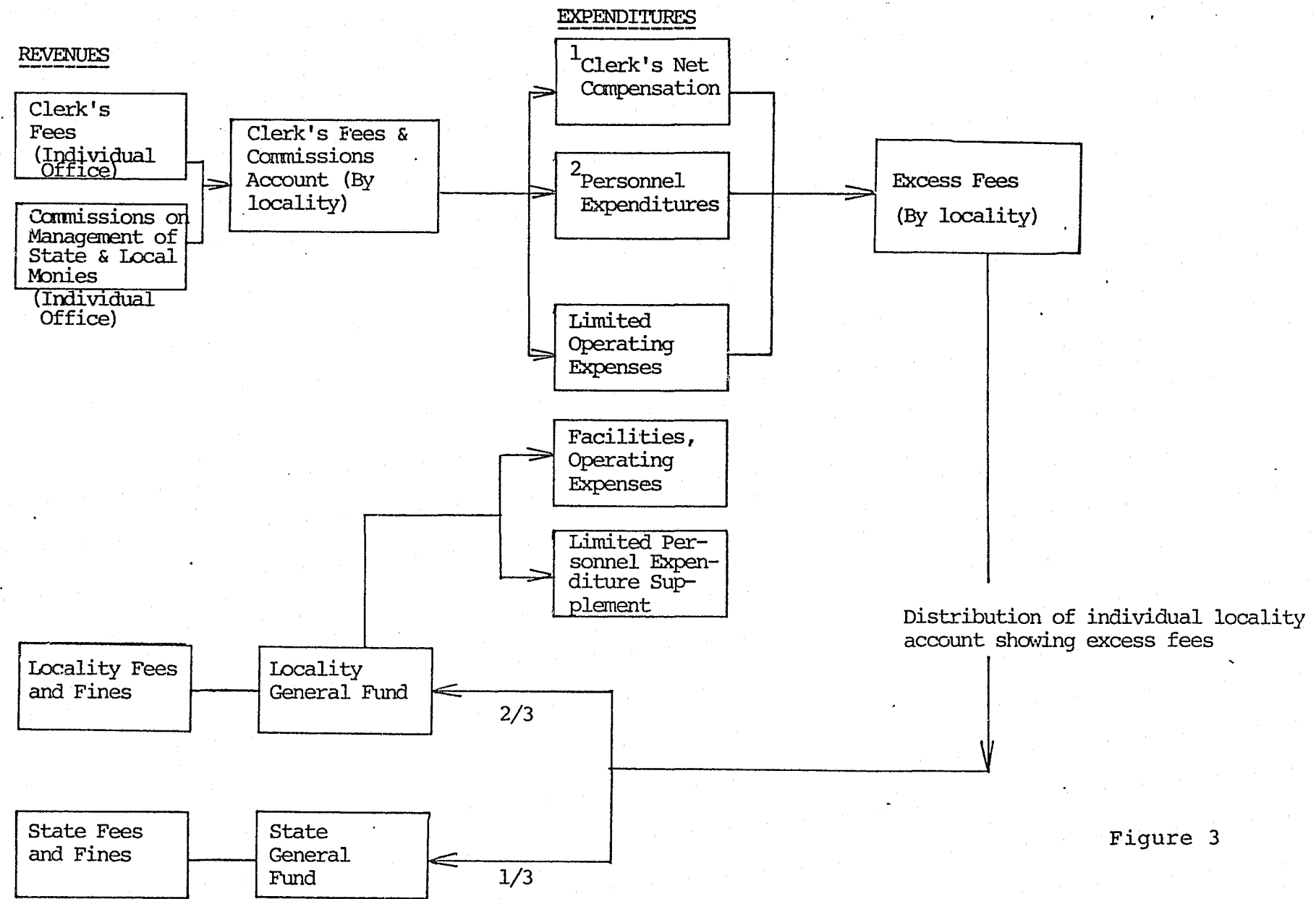
These statutes governing the maximum amount of compensation that a clerk may receive (fee clerks only) are quite confusing and are amended frequently by the General Assembly to allow for increases in income. The income maximums are divided into two categories based on county population--those counties having less than 75,000 residents and those having more than 75,000. Additional funds are available for those clerks serving more than one judge. During the 1981 General Assembly, however, the statutes were altered to provide a "graduated income ceiling" for maximum compensation as follows:

<u>Number of Judges in Circuit</u>	<u>Maximum Compensation to Clerk</u>
2	\$31,700
3	34,000
4	36,200
5	38,500
6	40,700
7	43,100
8	45,200
9	46,600

⁶Code of Virginia §14.1-155.4.

FUND FLOW FOR EXISTING CIRCUIT COURT PERSONNEL EXPENDITURES:

FEE METHOD OF COMPENSATION



-20-

Figure 3

¹Maximum set by legislation.

²Maximum set by Virginia Compensation Board

This bill also provided for a guaranteed minimum compensation for those clerks on the fee system. They must receive at least 90% of their FY 1979-1980⁷ compensation level. Those clerks not generating enough fees during 1981 to reach 90% of the '80 income will receive a supplement from the State's portion of the excess fees collected from all of the offices.

Additionally, some clerks are compensated by a salary system rather than the traditional fee system. This shift from fee to salaries can occur in two ways--by a county that has adopted a county manager form of government or by a city through the passage of a "local and private" bill in the General Assembly. To date, four counties (Albermarle, Fairfax, Henrico, and Prince William) and six cities (Roanoke, Newport News, Petersburg, Portsmouth and two clerks in Richmond) have adopted the salary system.

Employee salary maximums are authorized by the Virginia Compensation Board (VCB) which annually reviews requests from clerks for salary increases and additional authorized positions. Counties may supplement the VCB maximums for employees and may supplement the Clerk's income from fees.

Excess fees (the amount of fees and commissions in excess of Clerk's compensation, employees' authorized salary maximums and certain operating expenses) revert to the county (2/3) and state (1/3). About one third of the Clerk's Offices generated no excess fees in 1979; excess fees for 1979 statewide were \$5.14 million.

⁷While the legislation refers to FY 79-80, the clerks are in fact on a calendar fiscal year.

2. Personnel Costs

Data collection for the Virginia Circuit Court Personnel System Study involved personal site visits, a mail survey, and review of Virginia Compensation Board data on Clerk's Office personnel. Data from these sources pertinent to the personnel system formulate Appendix A--Personnel Inventory, Finance, and Caseload Data. In 1979, employees' salaries and Clerks net compensation totaled \$10.52 million, including about \$360,000 from county supplements. Of the state authorized expenditures, \$3.65 million was retained by the Clerks, and \$6.51 million was paid to employees.

The average Clerk's salary in 1979 was \$29,916, indicating that most clerks attain or come fairly close to their net compensation maximums. About one-third of the Clerks showed \$0.00 excess fees in 1979. In these counties, the Clerks often did not retain the maximum allowable fees. Support staff salaries, the maximums of which are set by the VCB, are at considerably lower levels than the clerks income, averaging \$11,927 annually. The range in these salaries is broad, from about \$5,500-\$33,000. (See salary analysis, p. 65 for elaboration.) Salaries in the Northern Virginia area offices are generally higher than in other regions, reflecting that region's cost of living differential.

E. Personnel Administration Practices

Circuit Court Clerks, as locally elected officials, are independent and autonomous in the management of their offices, a fact that is reflected in the practice of personnel administration. There exists no formal personnel system, but rather a network of independently run offices. In several of the medium and large size offices, certain elements of more structured personnel administration may be found--a classification plan, a salary plan, performance evaluation procedures, grievance procedures,

etc. In many offices, participation in the county or city personnel system is evident with the extent of participation at the discretion of the Clerk.

The Virginia Circuit Court Personnel System Study surveyed the Clerk's Offices to research present personnel administration practices. Responses were received from 60 offices. The survey instrument and tabulations of responses comprise Appendix B. Comments gathered by survey indicate that Circuit Clerks generally appreciate their autonomy and like managing their offices with a degree of informality.

Particularly in smaller offices, recruitment and selection of new employees is informal with word of mouth and personal reference being major modes in this process. Newspaper advertisements and use of local government application lists is not uncommon and many clerks make a practice of keeping applicants on file in their own office. Little formal testing is used in the selection process, with typing tests the most common type of test used.

The program of employee benefits varies among the counties and cities. Informality is the rule in the small to mid-size offices, particular with respect to annual and sick leave. Although only a few offices do not offer health insurance, the amount of employee contribution required in those that do ranges from 0-100%. Annual leave is commonly two weeks, with a few offices using an ascending scale based on longevity of service. Sick leave is offered by almost all offices with most handling this question in a flexible fashion. Other types of leave--maternity, jury, military, bereavement, etc.--are recognized in a few offices, with most Clerks responding flexibly on an individual case basis in these circumstances. Participation in the Virginia State Retirement System is mandatory except in those localities having their own retirement plan.

Only a few offices have formalized employee evaluation, and many of these adopted the procedures directly from the county or city. The same is true of grievance procedures and rules for discipline and removal.

In deciding when additional staff are required, most Clerks rely upon their personal assessment of workload and the needs of the office. Caseload figures, land recordings, marriage licenses issued, and other workload measures are scrutinized by many clerks in critiquing staffing needs, and in a few offices, ratios between workload indicia and staff are computed as a management information tool. The extensive use of "extra help" in Clerks Offices appears to be an effective safety valve in handling seasonal perturbations in workload.

F. Major Personnel Administration Issues

In the introductory section of this report, three major issues were identified as associated with Circuit Court Clerk's Office personnel administration: 1) the lack of an administrative system linking clerks offices to each other and to the rest of the judicial system; 2) the fee method of compensation; and 3) the low salaries of support personnel. These problems are structural in nature and are the focus of this analysis. Operational problems, such as the need for training and performance evaluation, may be addressed only after structural problems are solved.

1. Need for an Administrative Link

Although a number of Circuit Clerks are content with the status quo and do not wish to see a statewide personnel system implemented, others perceive organizational problems which could be addressed by a state system. For example, the control over personnel held by the Virginia

Compensation Board is viewed with reservation by some, caused by experience with the VCB in obtaining salary increases and authorization for additional staff. Reservations about VCB control stem not so much from the fact that it is an executive board controlling judicial support operations, but from certain seemingly illogical policies and an apparent distance in its sensitivity to local needs. For example, salary increase requests are not to be justified by longevity, long hours, or merit when, in fact, these are the very reasons salary increases are requested. This policy forces clerks to disguise request justification in language avoiding references to these subjects.

The present method of compensating Clerks and their employees is in essence a state-controlled personnel system, with internally generated revenues funding operations. County supplements account for a small fraction of salaries, and although most offices "pay for themselves", fund flows and specified administrative responsibilities involve the State.

Although Circuit Clerk's Offices are an integral part of the judicial system, the present State mechanism for personnel administration does not permit structured administrative integration among Clerk's Offices or with the rest of the judicial system. Circuit Clerk's maintain a high degree of communication among themselves, but the present role of State administration does not represent the service orientation which could engender numerous advantages--e.g. a uniform classification system and equitability of compensation throughout the State.

Transferring state personnel administrative responsibility to the Judicial Council would provide many advantages of a state system: a uniform classification plan, equity in pay for court employees throughout the state, and standards for personnel system operating policies. The state office would also have the ability to aid each clerk in maintaining adequate staffing levels for his or her office needs.

2. Fee Method of Compensation

The fee clerk system is one which directly connects revenues and personnel expenditures. Circuit Clerks are entitled to retain from fees and commissions an amount equal to the maximum authorized by the Virginia State Compensation Board for office expenses. These expenses include employees' salaries, clerk's income, and a usually modest amount for operating expenses (postage, bond premiums, errors and omissions insurance, etc.). Occasionally, capital outlay expenses are authorized by the VCB.

Excess fees are distributed among the state and county; two-thirds is rebated to the clerk's jurisdiction and one-third is kept by the state. Obviously, those clerks' offices generating a large amount of excess fees are a critical component in their county or city's revenue plan. In 1979, \$3.4 million was returned to the counties and cities. Even the state's one-third portion, \$1.7 million in 1979, is a significant contribution to the state's revenue plan.

The fee system for compensation of court clerks has been in existence for over one hundred years and is still utilized extensively within the southeastern section of the United States. It has come under increasing criticism for its deficiencies while its supporters point to cost effec-

tiveness as a reason for its retention. This argument is particularly relevant today since the United States is undergoing a change in public opinion toward tight budget controls and generally "less government". This philosophy, however, should be carefully applied to the various institutions of government, especially court systems, which historically have operated under already tight budget controls. Proponents of the fee system stress its "pay as you go" characteristics, limiting each clerk's office expenditures by the amount of revenues available. It provides an incentive to hold down costs at the local level and maximize efficiency.

This same characteristic illustrates the major problem with the fee system--lack of uniformity across the state. Because of the fact that the clerks are allowed to retain a portion of all fees up to a maximum amount, pressure is exerted on the clerk to produce his or her own income, producing a definite element of risk for the clerk. Clerk's offices are similar to private businesses in their financial administration and those which fail to generate enough fees to cover expenses are forced to seek financial assistance from the localities which they serve. This is already occurring frequently in the State of Virginia. Naturally, the worse the economic situation of the area, the less fees are generated, causing a need for increased local supplements. Again, the level of support granted by localities varies widely and is dependent upon the "business" of the court and the financial condition of the local government.

Aside from the supplements paid by the localities, the fee system produces huge variations in actual clerk income. Such things as staffing size, types of legal "business",

and local economy all combine to determine the income of a clerk within a given area. For instance, the Circuit Clerk in Augusta County (population 53,600) generated \$147,508 in fees and commissions during 1979 and the Clerk in Albermale County (population 54,400) generated a total of \$172,894 in fees and commissions for the same year. These are somewhat similar figures for two counties of approximately the same population. When one examines the clerks' salaries, however, the inequity is obvious--the Clerk in Augusta County received a gross income of \$31,792 while the Clerk in Albermale received only \$22,025, even though the latter has a larger population and more generated fees. A random comparison of other counties within the same general size utilizing the chart in Appendix A will reveal similar inconsistencies.

Employee salaries are also affected by the fee system. One of the most common complaints heard by EHS&A data collectors was from Circuit Court employees comparing their salaries to employees with similar duties in other Circuit Courts. Obviously, a large determining factor in the compensation levels is the availability of funds--fees. A court that is receiving a small amount of fees and commissions does not have the capacity to pay as generously as one with more "business". In times of heavy inflation, both clerks and employees suffer and the detrimental affect on morale for both segments is undeniable.

Thus, it is not difficult to understand the disadvantages inherent in the fee system of compensation. The ideal system would eliminate these shortcomings while retaining budgetary accountability at the state level.

This country is experiencing a change of attitude about government spending and the need to balance expenditures with revenues. As a matter of general public policy, this

is certainly desirable, but it should not extend to individual courts at the local level. The number of staff authorized should depend upon need, and the salary levels of staff should be uniform. Clerks salaries should be dependent on factors other than simply fees generated minus costs.

3. Salary Levels of Support Personnel

Employees of Circuit Clerk's Offices receive an average salary of \$11,927. By itself, this figure does little to gauge the appropriateness of present salary levels, but if the ranges for various position types are examined and compared to salary ranges outside the offices, it becomes clear that clerk's employees are underpaid in most counties and cities. The following examines existing salaries of clerk's employees in relation to comparable positions: 1) District Court employees; 2) State executive branch, 3) local Virginia executive branch; 4) Virginia private sector; and 5) court system positions in other states. Figures 4-A through 4-C display comparative salary data in these areas using general categories of positions as the unit of comparison. Appendix C contains data specific to other states and to Virginia's private sector.

Salary comparison between the Circuit and District Court may be made using four distinct categories of personnel found in both court levels. These categories are listed below with a brief description of duties:

- 1) general clerical positions--filing, typing, assisting public, general office work;
- 2) account clerks--bookkeeping and accounting responsibilities;
- 3) deputy clerks --duties in court and non-court areas, some requiring deputization--more complex than general clerical level;

Figures 4a, 4b, 4c: Comparative Salary Data (Data Taken from or
 Figure 4 -a adjusted to 1980 time period)

General Clerical Positions
 (In dollars per annum)

	Min.	Max.	Average
Circuit Courts	5985	9446	7543
District Courts	7374	15330	
Private sector	7295	13673	
State Executive branch	7190	13405	
Local Executive branch	6623	12422	
Court Systems in Other States*	7508	10400	

* This example from Blackhawk County, Iowa District Court

Figure 4-b
 Bookkeeping/Accounting Position
 (In dollars per annum)

	Min.	Max.	Average
Circuit Courts	5368	13211	9532
District Courts	8538	14604	
State Executive Branch	9462	17502	
Court Systems in Other States*	10379*	14164	

* Data from Lane County Oregon-Circuit Court

Figure 4-c
 Deputy Clerk Positions
 (In dollars per annum)

	Min.	Max.	Average
Circuit Courts	5824	20990	9911
District Courts	9414	16902	
Private Sector	11620	14753	
Court Systems in Other States*	15642*	15443	
	10379**		

*Data from Black Hawk County Iowa-District Court.

**Data from Lane County Oregon-Circuit Court.

- 4) chief deputy clerks--responsibility for various aspects of office supervision as well as substantive procedural duties.

Positions performing general clerical duties in the District Courts are currently compensated at a minimum of \$7,374 annually to a maximum of \$15,330. The minimum annual compensation for comparable positions in the Circuit Court⁸ is \$5,985. This occurs in a very small jurisdiction; a maximum compensation level of \$9,946 for general clerical positions is found in a very large office. The minimum salary paid in District Court for these position types is roughly 19% higher than the minimum paid in some Circuit Courts; the maximum salary for general clerical jobs in the District Courts is approximately 35% greater than the highest existing salary in the Circuit Courts.

Compensation levels for positions performing strictly book-keeping or accounting tasks in the Circuit Courts range from an annual minimum of \$7,900 to a maximum of \$13,211. The District Court annual minimum and maximum levels are \$8,538 and \$14,604, respectively. Thus, the minimum salary paid in District Courts is approximately 7.5% higher than that of the corresponding Circuit Court salary with the maximum being nearly 9.5% higher.

For the deputy clerk classification series, Circuit Court salaries range from an annual minimum of \$5,824 to a maximum of \$20,900, with the average compensation level at \$9,900. Comparable positions in the District Courts start at an annual minimum of \$9,414 and can reach a maximum of \$20,544. The District Court starting salary for these position types is 38% higher than the salary of the deputy clerk in the lowest paid jurisdiction. The average salary of these positions in the Circuit Courts is only slightly above entry level salary in the District Courts.

⁸ The minimum and maximum compensation levels were compiled from those Circuit Court jurisdictions participating in the data collection phase of the study.

In a recent salary survey completed in July of 1979 by the Personnel Department of the Office of the Executive Secretary,⁹ salary data from several sources, among them the State executive branch, was compiled to compare District Court compensation levels for various positions to positions of comparable responsibility in other organizations. Using the data presented in this study and updating it in accordance with recent salary increases, it is possible to make salary comparisons between certain positions in the executive branch and comparable positions in the Circuit Courts. Positions performing general clerical work in the executive branch are currently compensated at an annual minimum of \$7,190 with an obtainable maximum of \$13,405. The minimum salary is approximately 17% more than the minimum salary paid in some Circuit Courts for comparable job functions. The executive branch maximum salary is more than 26% higher than the maximum compensation for a comparable Circuit Court position in the highest paid jurisdiction in the system. Comparable bookkeeping positions in the executive branch and Circuit Courts are compensated at annual minimums of \$9,810 and \$7,900 respectively. The maximum annual salary for the executive branch reaches \$13,405 compared to \$13,211 in the Circuit Court. The average salary paid for bookkeeping in the Circuit Courts is approximately \$9,532 which is about 3% less than the entry level salary for these positions in the executive branch.

Using the study cited above, salary data for the Virginia local executive branch was used to make the following position salary comparisons. General clerical positions in the Virginia local executive branch are compensated at an entry level salary of \$6,623 and a maximum level of \$12,422. This entry level salary is approximately 10% greater than the lowest compensation level in the Circuit

⁹ "District Court and Magistrate System Salary and Fringe Benefits Study", Prepared by Personnel Department, Office of the Executive Secretary, Supreme Court of Virginia (July 1979).

Court and the local executive maximum is 20% greater than the highest salary paid in the Circuit Courts. The average salary paid in the Circuit Court is 12% above the minimum level of local government and is 39% below the local government maximum.

To compare Circuit Court salaries with those in the private sector, salary data were extracted from the above mentioned salary survey and from area wage surveys available from the Bureau of Labor Statistics, U.S. Department of Commerce. Because the salaries for the private sector cited in the survey are dated January 1, 1979, a 7% annual increase was computed to compensate for the time lag. (This is the same increase received by the executive branch for 1980.)

Positions in the Virginia private sector performing general clerical duties receive an approximate annual minimum salary of \$7,295 and a maximum of \$13,673. The minimum compensation received in the Circuit Courts for these positions is nearly 11% less than the private sector minimum and the maximum is 27% less than the private sector maximum. The average compensation level for these positions in the Circuit Court is \$7,543, 3% higher than the entry level salary for the private sector.

Bookkeeping positions in the private sector receive an approximate entry level salary of \$9,462, with an obtainable maximum of \$17,502. The lowest Circuit Court salary for comparable positions is approximately 16% below the minimum paid in the private sector, with the highest paid salary in the Circuit Court 24% below the maximum salary in the private sector. The average salary for accounting clerks in the Circuit Court is \$9,532, about equal to the entry level salary in the private sector.

Positions in the private sector comparable to a mid-level deputy clerk position receive an annual minimum of \$11,620 and reach a maximum of \$14,753. The average salary for the deputy clerk position is \$9,911, approximately 14% below the entry level salary for a comparable position in the private sector.

To compare Virginia Circuit Court salaries with court systems in other states, it is necessary to control for similarity in economic conditions and operating context. In selecting states for comparison with Virginia, a combination of criteria was used--per capita income, population, and court structure. Salary data from many jurisdictions and many states were reviewed, and much of these data are compiled in Appendix C; however, two states--Iowa and Oregon--are highlighted in this discussion as having comparative criteria similar to Virginia.

Because of similarity in court structure and per capita income, various jurisdictions in the state of Iowa were selected for salary comparison. In Iowa, general clerical positions in a large trial court¹⁰ of general jurisdiction are compensated at an annual minimum of \$7,508 and an approximate maximum of \$10,400. This minimum is 20% greater than the lowest minimum salary for a comparable position in the Circuit Court. The Iowa maximum is 4% higher than the highest salary in Virginia. The average salary in the Circuit Court is about equal to the Iowa minimum. In the same Iowa metropolitan jurisdiction, positions comparable to the deputy clerk series receive 75% of the elected Clerk's salary, which is determined by a county compensation commission. The salary level for these deputy clerk positions is \$15,642, 63% higher than the lowest salary paid in Circuit Court for a similar position and 37% higher than the average salary paid in the Circuit Court.

¹⁰Data from Blackhawk County District Court.

In a large trial court in the state of Oregon¹¹, positions performing strictly bookkeeping functions receive an annual entry level salary of \$10,379 with a maximum of \$14,164. The minimum paid in this jurisdiction is approximately 29% higher than the lowest salary paid for a comparable position in the Virginia Circuit Courts and is 8% greater than the average compensation for comparable positions in the Circuit Courts. The compensation level for deputy clerk positions in this same Oregon jurisdiction begins at an annual rate of \$10,379 and reaches a maximum of \$15,443. The average salary paid for a comparable position in the Virginia Circuit Court is \$9,911, 4½% less than the entry level salary paid for a similar position in Oregon. Positions having similar responsibilities as the Chief Deputy job series have an annual compensation beginning at \$16,785 and reach a maximum of approximately \$25,251. The entry level salary for these positions is 35% greater than the lowest salary paid for a similar position in the Virginia Circuit courts and is slightly less than the average compensation for these positions in the Circuit Court.

A comparison of Circuit Court salaries to numerous other job markets indicate that the average salaries in the system compare unfavorably with similar positions within and outside the state. It should be noted, however, that compensation levels in several Circuit Court Clerk's Offices in the state compare favorably with these organizations. Particularly in the larger jurisdictions, salary levels commonly reflect less of a salary discrepancy with other agencies than do the small or rural Circuit Clerk's Offices. Salary discrepancies exist not only between the Circuit Court Clerk's Offices and other job markets, but also amongst the Circuit Clerk's Offices. This is demonstrated in the minimum and maximum ranges in Figures 4-A to 4-C and within individual offices themselves.

¹¹Data from Lane County Circuit Court.

The fee method of compensation evidently has a severe impact on salary levels of employees. If a Clerk's Office does not generate revenue sufficient to meet the salary levels approved by the Compensation Board and if the county or city does not provide a salary supplement, a significantly lower compensation level can result. The discretion of the Circuit Clerk in requesting salary increases for employees and the decisions of the Compensation Board regarding those requests also affect salary levels. Whatever the reasons for the existing situation, it is clear that many position types are inadequately compensated and that steps should be taken to ameliorate present salary discrepancies with comparable job markets.

G. Summary

This section has examined personnel administration in the present Circuit Court Clerk's Office system. A description of the system was offered in terms of size, staffing patterns, compensation levels, and method of compensation structure. Existing personnel administration practices were reported upon in recruitment and selection, benefits, performance evaluation, and grievance procedures. In analyzing the present situation, several key issues and problems were discussed which may be remedied by the creation of a more cohesive personnel system. The following section presents a detailed proposal for the major components of such a system; a classification and compensation plan. The need for system implementation has been demonstrated; the specifics of the system and its implementation comprise the balance of this report.

III. A PROPOSED CLASSIFICATION AND COMPENSATION PLAN

A. Purpose of Classification and Compensation Plan

The analysis of Circuit Court personnel administration conducted in the previous section identifies three major apparent problems: 1) the lack of an administrative link among Clerk's offices and with the rest of the judicial system; 2) the fee method of compensation, and 3) low salaries of clerk's employees. This report of the Circuit Court Personnel System Study focuses on a classification and compensation plan for the Circuit Court system because these administrative tools are the most effective mechanism possible by which to rectify apparent problems. The proposed plans emerge from and are designed for the Circuit Clerk's offices. At the same time, they are similar in nature to the District Courts plans and would be administered by the Office of the Executive Secretary (as ex-officio secretary to the Judicial Council) as are those plans. A primary feature of the proposal is the placement of all Circuit Clerks and their employees on a salary system; eliminating fee based compensation. The recommended salary levels for clerk's employees are substantially higher than existing levels and are in better conformance with salaries of comparable positions in other job markets.

A primary purpose of any classification and compensation plan is to ensure equal pay for equal work, a principal that pervades public personnel administration. The Circuit Court proposed plans institute comparability with similar positions outside the system as well as equitability within the system. Equitability within the system is achieved by objective rating of the work performed--task complexity, required education and experience, broadness of duties, relative structure of operating

instructions, supervisory responsibility, and impact on office operations. The rating process results in an ascribed amount of classification points, which in turn are tied to a salary plan with a minimum and maximum for each point level. Equitability with comparable positions outside the system is achieved by assigning job classes to appropriate levels in the salary plan.

As explained later in this section, the proposed system contains a high degree of flexibility in the classification process and is not intended to prescribe position organization in individual offices or otherwise encroach upon local management discretion. There are many different kinds of position descriptions which fit any job class, and in fact, a position may be classified as a combination of available job classes (e.g. Deputy Clerk/Account Clerk). The compensation plan recognizes regional cost of living differences. Overall, the proposed plans constitute a flexible and systematic administrative tool designed specifically for the Circuit Court system.

Classification is often described as the "building block" of any personnel system. Besides its role in balancing salary levels, a classification system provides management information for numerous purposes. Under uniform classification, the system as a whole may be described in consistent fashion, and other elements of personnel administration may evolve using the classification system--recruitment, performance evaluation, systems analysis, training, and resource planning. Enhanced personnel administrative practices will become more available to all localities once the system is in place, just as those localities now using a classification system are able to enhance personnel administration in their offices as a result of the system.

The remainder of this section introduces the plans designed for the Circuit Courts by describing the classification process, the specifications of proposed job classes, and the specifics of the compensation plan. Subsequently, this section

describes the configuration of positions within proposed job classes in the aggregate for groupings of Clerks offices of various size. In other words, the process of classification proposed here has been tentatively applied to all positions in the system to derive specific descriptions of the proposed system. This tentative application of the process in essence "tries the system on for size" and besides leading to immediate refinements to the system, permits analysis of financial and other implementation implications.

B. Designing the Classification System

The objective in designing a classification system is to establish a set of classes into which individual positions of varying composition but equal "worth" may be placed. Positions are measured by a review of their numerous dimensions--task complexity, supervisory responsibility, and others. The specifications of the established classes are based upon the patterns of position types within the existing system. In this manner, the classes and class series in the plan emerge from and are in turn applicable to the types of positions presently and potentially in the system.

As depicted in Figure 5, the first step in designing the classification system is to identify existing positions and job tasks upon which tentative classes may be drafted. Job class definition is based upon knowledge derived from extensive research on position organization during project data collection. In twelve of the approximately eighty courts visited, project staff interviewed each distinguishable position type, and about sixty offices provided position description data useful for the purpose of establishing tentative job classes.

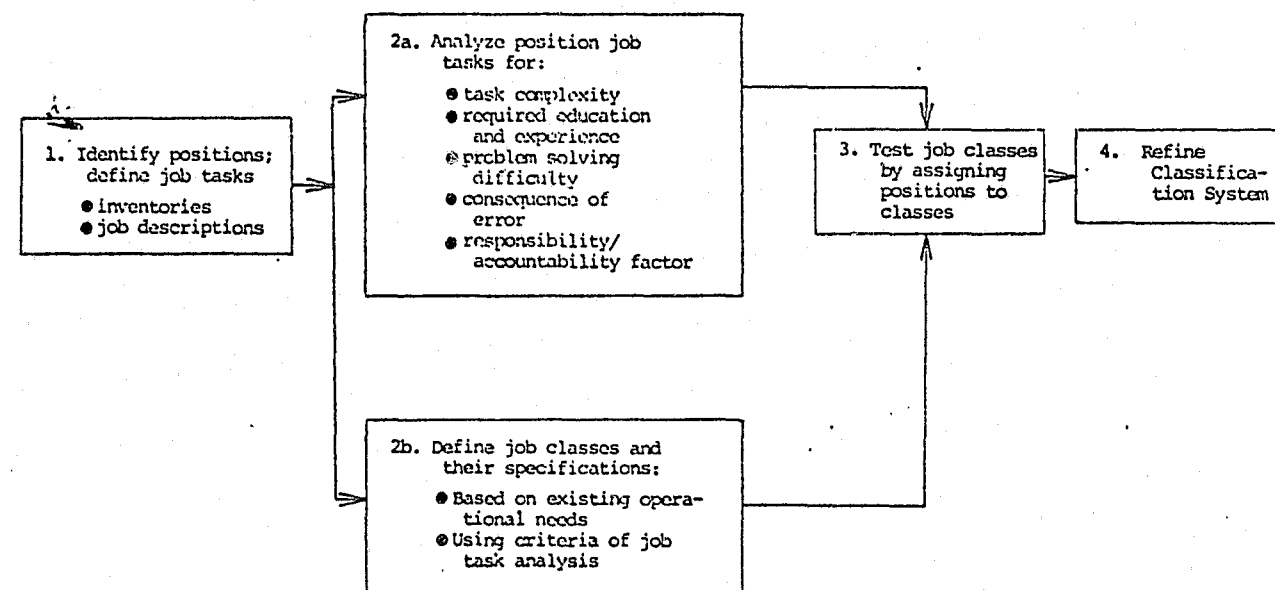


FIGURE 5

For the remaining clerk's offices, position description data was limited to an inventory list on Compensation Board personnel authorization letters.

Conducted simultaneously to definition of tentative job classes is the development of an approach to critiquing individual positions for classification purposes. The approach used in this system is a class dimension point system. This approach uses a three factor rating system, each factor derived from two job dimensions set on a matrix. A KNOWLEDGE FACTOR is derived from a chart measuring Broadness of Duties and Required Education and Experience. A KNOWLEDGE APPLICATION FACTOR is derived from a chart measuring Task Complexity and Available Solutions. An ACCOUNTABILITY FACTOR is derived from a chart measuring Supervisory Responsibility and Impact on Operations. For

each of the six job dimensions, clearly articulated criteria are established to guide determination of each position's points earned on the rating scale. The three rating factors or points are added together to obtain a classification point rating for any given position. A step by step explanation of this process, the rating charts, and the rating criteria guidelines are contained in Appendix D. For reference purposes, the rating charts and criteria also are reproduced here in Figures 5A, B, and C.

The process described in Appendix D results in use of the established tentative job classes, with immediate refinement of the system resulting from this application process. In testing and refining the system by initial classification of employees, one other reference aid is required--guidelines for evaluating positions and rating them according to the dimensions defined in the system. These guidelines were obtained from the Clerk's Advisory Committee for the personnel study. To supplement the knowledge obtained during the site visit data collection, the members of the committee were asked to evaluate a comprehensive list of procedures performed in Clerk's offices. A multitude of procedures in nine different areas of clerk's office operations were submitted to the committee for analysis. The clerks rated each procedure for degree of difficulty; consequence of error; required knowledge, ability, and skill; and whether the procedure is preferably performed by an entry level, mid-level, or experienced clerk. The ratings of the clerks may then be quantitatively connected with the rating system using pre-determined criteria. For example, a 0-2 clerk's rating for a particular procedure's task complexity (degree of difficulty) is a guideline to rate procedures of this nature in the "Repetitive" zone of the task complexity dimension in the KNOWLEDGE APPLICATION rating chart. The committee's feedback was invaluable in offering a structured appraisal of position duties and responsibilities. A synthesis of the responses of the clerks in this procedural evaluation is found in Appendix E along with a chart connecting these ratings to position description data.

FIGURE 5A

POSITION CLASSIFICATION RATING CHART 1:
KNOWLEDGE FACTOR

Broadness of Duties (Across Functional Areas)

	Limited	Related	Diverse	Comprehensive
Min. Educ. Min. Exp.	20	40	60	80
Min. Educ. Mod. Exp. OR Mod. Educ. Min. Exp.	40	60	80	100
Mod. Educ. Mod. Exp. OR Min. Educ. Subst. Exp. OR Subst. Educ. Min. Exp.	60	80	100	120
Mod. Educ. Subst. Exp. OR Subst. Educ. Mod. Exp.	80	100	120	140
Subst. Educ. Subst. Exp.	100	120	140	160

Required Education and Experience

FIGURE 5A Cont'd.

KNOWLEDGE FACTOR: DIMENSION DEFINITIONS

Broadness of Duties

- Limited:** Works primarily in one functional area within the Circuit Clerk's Office with occasional duties in a limited number of other areas, usually as a back-up or substitute.
- Related:** Works primarily in one or a few functional areas with regular but limited duties in other areas.
- Diverse:** Has primary responsibility in more than one functional area with regular, substantive duties in other areas as well. Responsible for limited managerial duties.
- Comprehensive:** Has primary operational or managerial responsibilities in several functional areas; works at least occasionally in virtually all areas. Has responsibility for substantial managerial duties.

Education and Experience

- Minimal Education:** High School diploma or less.
- Moderate Education:** Two to four years of post-secondary education.
- Substantial Education:** At least four years of post-secondary education with subsequent supplemental educational activity, or graduate level education.
- Minimal Experience:** 0-2 years experience related to job tasks, or 0-4 of generally applicable experience indirectly related to job tasks.
- Moderate Experience:** 2-4 years experience related to job tasks, or 4-6 years of generally applicable experience indirectly related to job tasks.
- Substantial Experience:** Over 4 years related experience or Over 6 years of generally applicable experience indirectly related to job tasks.

POSITION CLASSIFICATION RATING CHART 2:

KNOWLEDGE APPLICATION FACTOR

Task Complexity

	Repetitive	Patterned	Variable	Intricate	Creative
Strict Routine	20	40	60	80	100
Semi-Routine	40	60	80	100	120
Standardized	60	80	100	120	140
Clearly Defined	80	100	120	140	160
Broadly Defined	100	120	140	160	180
Abstractly Defined	120	140	160	180	200

Available Solutions

FIGURE 5B Cont'd.

KNOWLEDGE APPLICATION FACTOR: DIMENSION DEFINITIONS

Task Complexity

- Repetitive:** Job tasks are relatively simple and identical in nature yielding few problem solving challenges.
- Patterned:** Job tasks are relatively simple, moderately varied in nature, and present a limited number of problem solving challenges, many of which are on a recurring basis.
- Variable:** Job tasks are of differing degrees of complexity presenting a variety of problem solving challenges, only some of which are on a recurring basis.
- Intricate:** Job tasks are consistently complex in nature, presenting a wide variety of problem solving challenges, few of which are on a recurring basis.
- Creative:** Job tasks are highly diverse and consistently complex presenting a wide variety of problem solving challenges many of which are non-recurring.

Available Solutions

- Strict routine:** Task completion and problem solving entail simple rules and defined instructions for action.
- Semi-routine:** Task completion and problem solving entail somewhat diversified procedures and readily applicable precedents to action.
- Standardized:** Task completion and problem solving entail diversified procedures and specified general standards for action.
- Clearly Defined:** Task completion and problem solving entail undefined procedures and precedents but specifically delineated policies and principles for action.
- Broadly Defined:** Task completion and problem solving entail generally specified policies and principles for action.
- Abstractly Defined:** Task completion and problem solving entail generally undefined policies and principles for action, creativity in devising solution approaches and skilled research to determine appropriate alternatives.

POSITION CLASSIFICATION RATING CHART 3:

ACCOUNTABILITY FACTOR

Supervisory Responsibility

Impact on Operations
(Consequence of Error)

	None	Minimal	Moderate	Substantial	Maximal
Minimal	20	40	60	80	100
Moderate	40	60	80	100	120
Substantial	60	80	100	120	140
Maximal	80	100	120	140	160

FIGURE 5C Cont'd.

ACCOUNTABILITY FACTOR: DIMENSION DEFINITIONS

Supervisory Responsibility

- None: No supervisory responsibilities.
- Minimal: No formal supervisory responsibility but substantial guidance to subordinate positions. Performed under direction of supervisor.
- Moderate: Formal supervisory responsibility for 1-5 positions. May work under direction of higher level supervisor.
- Substantial: Formal supervisory responsibility for 6-12 positions. May work under direction of higher level supervisor.
- Maximal: Formal supervisory responsibility for more than 12 positions. Generally is highest supervisory position.

Impact on Operations

- Minimal: Low consequence of error, much review of work output by supervisor or others.
- Moderate: Some consequence of error with little review of work output, or substantial consequence of error with much review of work output by supervisor or others.
- Substantial: Considerable consequence of error, generally with some review of work output by supervisor or others.
- Maximal: Great consequence of error with little or no review of work output by supervisor or others.

C. Class Specifications for Circuit Court Support Staff

The process of developing and refining the classification methodology produced a refined set of job classes for all support staff positions. The classes viewed as needed for the Circuit Court system are as follows (support personnel only). The classification of job classes below does not refer to the Court Clerks. A separate classification system for them will follow later in the proposal.

<u>Class</u>	<u>Class Code</u>
Chief Deputy Clerk I	CDI
Chief Deputy Clerk II	CDII
Deputy Clerk I	DCI
Deputy Clerk II	DCII
Deputy Clerk III	DCIII
Cashier	Csh.
Account Clerk I	ACI
Account Clerk II	ACII
Accountant	Acct.
General Clerk	GC
Clerk Typist I	CTI
Clerk Typist II	CTII
Clerk Typist III	CTIII
Legal Secretary	LS
Executive Secretary	ES
Administrative Assistant	AA
Management Analyst	MA
Microfilm Technician I	MTI
Microfilm Technician II	MTII

To allow greater flexibility, the system is designed with three levels of Deputy Clerks and two levels of Chief Deputy Clerks. This is not similar to the District Court system, which does not have Chief Deputy Clerk positions. However, by creating the additional positions, the plan allows for future growth of the Clerks offices. Many Circuit Courts may not now require the Chief Deputy positions. As a court grows, and more individuals are needed to assume positions of high level administrative responsibility, the Chief Deputy positions will be needed. The system, then, plans for the future. It does not mean that each court must use any or all of the established classes if positions in that class are not necessary.

Full class specifications for these classes are found at Appendix F. Each contains three parts--a definition of the class in terms of job dimensions, examples of work performed, and qualification standards, including required knowledge abilities, and skills as well as minimally acceptable education and experience levels. Also in Appendix F is a discussion of how the proposed qualification standards comply with federal Equal Employment Opportunity Standards. In defining job classes in terms of the classification rating process, job classes are directly linked to an objective means of classifying positions and determining the appropriate assignment of salary ranges to classes.

The existing positions in Circuit Court Clerk's Offices should fit into these classifications. Although there are a few positions outside the clerk's office not covered in the above list (e.g. law clerk), these positions could easily be integrated into the system by defining a new class and rating the dimensions of included positions. Many of the positions outside the Clerk's offices, such as judges' secretaries, can be classified into the system as presently designed. As new positions develop (such as data processing staff) these too can be included in the system by simply defining a new job class and rating positions.

A defining feature of each job class is its assignment to a classification point level as shown in Figure 6. These point level assignments are determined by subjecting a hypothetical, typical position of each job type (class) to the classification process to determine the proper classification point worth of the standard or average position in that class.

To illustrate this process, consider the example of General Clerk, which is assigned to a standard of 60 points. Using the rating charts in Figures 5 A, B, and C, the typical position in the General Clerk class would be rated as follows:

Minimum Education, Minimum Experience/ Limited Broadness of Duties	20 points
Repetitive Task Complexity/ Strict Routine re Available Solutions	20 points
No Supervisory Responsibility/ Minimal Impact on Operations	20 points
TOTAL:	60 points

This process was repeated for each job class in the system, resulting in the point level assignments in Figure 6. The dimension ratings for all classes are described in Figures 7A and B.

For most of the job classes contained in the system, the rating process appropriately yields a single point value for a typical position. However, for the Deputy Clerk and Chief Deputy Clerk class series, positions within the class possess a highly variable result in the rating process, necessitating a range for each class, the midpoint of which is used as the standard for the class. The minimum and maximum classification points associated with each class are shown in Figure 7-B as derived from the minimum and maximum ratings of common positions in the class. A deputy clerk type position should be classified in the level of the series according to the range within which the position falls and for salary level assignment purposes, should be assigned the standard classification point level for that class.

FIGURE 6

Assignment of Classes to Classification Points

Classification Points	Deputy Clerk Classes	Financial Positions Class	General Clerical Classes	Management Staff Classes	Specialist Classes
60			GC		
80					MTI
100		Csh			MTII
120			CTI		
140			CTII		
160	DCI		CTIII		
180					
200		ACI	ES		
220					
240					
260	DCII	ACII		AAI	
280					
300				MA	
320		Acct			
340	DCIII				
360					
380					
400	CDI				
420					
440					
460	CDII				
480					
500					
520					

FIGURE 7-A

Class Dimension Ratings
(Standard Positions)

Clerk Typist I

20 Minimum Education/Experience/limited duties
60 Patterned/Semi-routine
40 No Supervisory Responsibility/Moderate Impact

120 Standard

Clerk Typist II

40 Minimum Education/Moderate Experience/Limited Duties
60 Patterned/Semi-routine
40 No supervisory Responsibility/Moderate Impact

140 Standard

Clerk Typist III

40 Minimum Education/Moderate Experience/Limited Duties
60 Patterned/Semi-routine
60 Minimal Supervisory Responsibility/Moderate Impact

160 Standard

Cashier

20 Minimum Education/Minimum Experience/Limited Duties
60 Patterned/Semi-routine
20 No Supervisory Responsibility/Minimal Impact

100 Standard

Court Account Clerk I

60 Moderate Education/Minimum Experience/Related Duties
60 Patterned/Semi-routine
80 Minimal Supervisory Responsibility/Substantial Impact

200 Standard

FIGURE 7-A Cont'd.

Court Account Clerk II

80 Minimum Education/Moderate Experience/Diverse Duties
100 Variable Tasks/Standardized Nature
80-100 Minimum to Moderate Supervisory Responsibility/Substantial Impact

260-280 Standard

Accountant

100-120 Substantial Education/Moderate Experience/Related-Diverse Duties
140 Clearly Defined/Intricate Solutions
80 No Supervisory Responsibility/Substantial Impact

320-340 Standard

General Clerk

20 Minimum Education/Minimum Experience/Limited Duties
20 Repetitive/Strictly Routine
20 No Supervisory Responsibility/Minimal Impact

60 Standard

Microfilm Technician I

20 Minimum Education/Minimum Experience/Limited Duties
40 Semi-routine/Repetitive
20 No Supervisory Responsibility/Minimal Impact

80 Standard

Microfilm Technician II

20 Minimum Education/Minimum Experience/Limited Duties
40 Semi-routine/Repetitive
40 Minimal Degree of Supervisory Responsibility/Minimal Impact

100 Standard

Legal Secretary/Executive Secretary

60 Minimum Education/Moderate Experience/Related
100 Standard Solutions/Variable Complexity
40-60 No to Minimal Supervisory Responsibility/Moderate Consequence of Error

200-220 Standard

FIGURE 7-A Cont'd.

Administrative Assistant I

120 Minimal Clearly Defined/Valuable
100 Substantial Education/Minimum Experience/Diverse Duties
40 No Supervisory Responsibility/Moderate Consequence of
Error

—
260 Standard

Management Analyst

100 Substantial Education/Minimum Experience/Diverse Duties
140 Broadly Defined/Variable
60 Minimal Supervisory Responsibility/Moderate Consequence
of Error

—
300 Standard

FIGURE 7-B

Deputy Clerk Class Minimum and Maximum Classification Point Ratings

<u>MINIMUM</u>		<u>MAXIMUM</u>	
<u>Deputy Clerk I</u>			
Minimum/Minimum and Limited =	40	Minimum/Moderate and Related =	60
Semi-Routine and Patterned =	60	Standardized and Patterned =	80
Moderate and None =	40	Moderate and Minimal =	60
	<hr/> 120		<hr/> 200
		Standard: 160	
 <u>Deputy Clerk II</u>			
Minimum/Moderate and Related =	60	Moderate/Moderate and Diverse =	100
Standardized/Variable =	100	Standardized and Variable =	100
Moderate and Minimal =	60	Substantial and Moderate =	100
	<hr/> 220		<hr/> 300
		Standard: 260	
 <u>Deputy Clerk III</u>			
Moderate/Moderate and Diverse =	100	Moderate/Substantial and Diverse =	120
Standardized and Variable =	100	Clearly Defined and Intricate =	140
Substantial and Moderate =	100	Substantial and Substantial =	120
	<hr/> 300		<hr/> 380
		Standard: 340	

FIGURE 7-B Cont'd.

<u>MINIMUM</u>		<u>MAXIMUM</u>	
<u>Chief Deputy I</u>			
Moderate/Substantial and Diverse =	120	Moderate/Substantial and Comprehensive =	140
Clearly Defined and Variable =	120	Broadly Defined and Intricate =	160
Substantial and Substantial =	120	Substantial and Maximal =	140
	<hr/> 360		<hr/> 440
		Standard: 400	
 <u>Chief Deputy II</u>			
Moderate/Substantial and Diverse =	120	Substantial/Substantial and Comprehensive =	160
Broadly Defined and Intricate =	160	Broadly Defined and Creative =	180
Maximal and Substantial =	140	Maximal and Maximal =	160
	<hr/> 420		<hr/> 500
		Standard: 460	

For example, if a deputy clerk type position is rated at 240 points, it would be classified at the Deputy Clerk II level. For correspondence to a salary level, the standard for the class should be used (260 points) which is associated with a particular range of the salary plan (see compensation plan section below). Although the system could be implemented so as to use the range associated with whatever point total was yielded by a particular position even if it is not exactly at standard point level, this would add a level of complexity to the interaction of classification and compensation plans that would be of little advantage. The classification point rating of a position in relation to the standard level of the class series could be used as a factor in determining the step assignment of a position if the system administrators desire to reflect the rating point differences in salary assignments.

D. The Classification Process

Having presented the basic features of the classification system and class specifications, it is now appropriate to illustrate its application. System application must be viewed from at least two perspectives: 1) initial classification of employees, i.e. bringing existing personnel into the system, and 2) ongoing use of the system after full implementation.

Initial classification will involve a cooperative effort between state staff representatives and local managers (Circuit Clerks and supervisors). The mutual objective of both state and local staff will be to fairly and accurately place individuals into the new system. Because it is conceivable that divergent viewpoints and interests with respect to classification may exist between state and local classifiers, it is imperative that the classification process be as objective as possible. The system has been designed with this in mind.

FIGURE 8

CIRCUIT COURT PERSONNEL
POSITION DESCRIPTION QUESTIONNAIRE

(To be completed by representatives of distinguishable position types. If a job description already exists, please review and update it, and attach; then complete top half of this form.)

Willie A. Mason		Official Title of Position
Court, Department		Deputy Clerk
Halifax County - Law & Chancery		Usual Working Title of Position
County/Judicial Circuit		Deputy Clerk
Halifax 10th Circuit		Name and Title of Immediate Supervisor
No. Employees Under Supervision		J.C. Sizemore, Clerk
none		Current Salary
Court Location Phone No. or Ext.		Do you receive any other public compensation (rooms, meals, laundry, uniforms, etc.) in addition to salary? Explain.
Halifax, VA 476-6666 & 476-6211		
Hours Per Week Work Schedule-Days and Hours:		
40 5 days 9:00 a.m. - 5:00 p.m.		No

DESCRIPTION OF WORK: Please describe below in detail the work you do. Use your own words and make your description clear. If appropriate, list your daily duties in chronological order and then number them by priority of importance.

Priority Numbering	WORK PERFORMED	LEAVE BLANK		
		TC	CE	KAS
	TC=Task Complexity; CE=Consequence of Error; KAS=Knowledge, Abilities, and Skills			
	Make up schedule of cases, attend docket call and prepare docket	3.6	3.6	3.6
	Record criminal trials			
	Write criminal orders			
	Figure and collect criminal fines and costs	4.0	4.2	4.0
	File and process Chancery & Law suits	3.5	4.0	3.5
	File other papers in cases	3.5	3.5	3.5
	Write probates on wills	3.6	4.0	3.6
	Record qualifications of administrators	N/A	N/A	N/A
	Index closed Chancery and Law suits			
	Index Court orders	3.5	4.0	3.5
	Index Criminal warrants from General District Court	2.4	3.0	2.6
	Answer telephone	3.5	3.5	3.5
	Assist State Police and branches of Service in Criminal Checks			
	Assist public in searching records	3.5	3.5	4.0
	Send in Supreme Court monthly report	N/A	N/A	N/A
	Do report on qualifications for Comm. of Accounts	N/A	N/A	N/A
	Process Confessed Judgments and Garnishments	3.0	4.6	3.6
	Issue Criminal Summons	3.5	4.0	3.5

(ATTACH ADDITIONAL SHEETS IF NECESSARY)

Following is an illustration of the application of the classification process. Please note that there are several aspects of the system which contribute to objectivity and a specific definition of criteria:

- rating levels on both axes of the three rating charts are defined as specifically as possible;
- the Clerk's Advisory Committee procedures assessment table provides specific guidelines to three of the rating criteria (task complexity, consequence of error, and qualification standards); and
- a standard point level for each class exists describing the typical or average position in terms of levels on each rating chart to which the position in question can be compared.

Additionally, the mutual judgment of state and local classifiers should be influenced by analysis of the appropriate staffing levels for a given office. In Section IV of this report, staffing decision criteria is discussed at length from which models and formulas depicting an appropriate staffing level for a given office can be drawn. Thus, the state representative and local manager will know that for an office with workload indicators of x size, the typical staffing level will be y FTE's with a describable pattern of job types. This staffing level standard for various size offices within the system as a whole can serve as a guideline to classification, ensuring that classification results do not place positions in class levels which are obviously too high or too low.

Classification Illustration

To illustrate the step-by-step process of the proposed classification system, consider a position chosen at random from the survey data provided the Virginia Circuit Court Personnel System Study--a deputy clerk in Halifax County. This office presently employs six persons. The position held by Willie A. Mason is used below to demonstrate the classification process.

Based on the duties and responsibilities described on reverse, indicate for each duty or responsibility the kind of knowledges, abilities, or skills needed to perform the work.

KNOWLEDGES

A working knowledge of law as it concerns my duties
Typing, filing
Operate office machines
Able to work with figures as required in job

ABILITIES

Ability to use indexes to locate needed court orders
To keep in confidence court proceedings
To be courteous to customers

SKILLS

To understand instructions and carry them out
Able to make a decision when one is needed

TO BE COMPLETED BY SUPERVISOR:

(This position description questionnaire need only be completed by one representative of each distinguishable position type. Other positions having nearly identical duties and responsibilities need not complete a questionnaire, but please list these other positions below.)

NAME

POSITION TITLE

<u>NAME</u>	<u>POSITION TITLE</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

The employee has provided job description information as shown in Figure 8. Upon general review of listed duties, and from the present title of the position, it is clear that the position is properly classified in the Deputy Clerk class series. The rating process should give us an objective means of determining the appropriate class level.

First, the Advisory Clerk's procedures evaluation instrument (see Appendix E) should be referred to for quantified assessment of listed duties. By matching the listed duties to those in the evaluation instrument, it is possible to indicate a quantitative rating for three of the dimensions to be rated in the classification rating process. This has been done for the example position in Figure 8.

Next, the position is subjected to the job dimension rating process. Referring to Figures 5A, B, and C, (page 42), the following judgments may be made.

1. Knowledge Factor

The knowledge, abilities, and skills required for procedures of the position have been quantified ranging from 2.6-4.0. By referring to the chart relating this quantitative judgment to a rating level for the education and experience dimension on Chart 1, it is clear that the position falls at the second level requirement: minimum/moderate or moderate/minimum.

A review of the Broadness of Duties dimensions suggests that the position is appropriately placed in the "Related" category--works primarily in one or a few functional areas with regular but limited duties in other areas. Thus, the position receives 60 points from Chart 1.

2. Knowledge Application Factor

The Clerk's evaluation instrument has indicated that the position's procedures have a task complexity ranging from 2.4-4.0. Since this range transverses three categories on the horizontal axis of Chart 2, the middle category is selected--Variable.

With respect to the Available Solutions dimension, it appears that most of the procedures are relatively structured and can be carried out in a fairly routine, prescribed fashion. Thus, the Semi-Routine category is selected.

Variable procedures with Semi-Routine available solutions yields 80 points from Chart 2.

3. Accountability Factor

The position description heading information indicates that this individual has no supervisory authority, corresponding to the None category on Chart 3's horizontal dimension.

The Clerk's procedures ratings have indicated a consequence of error range of 2.6-4.0, which corresponds roughly with the moderate category on the Impact on Operations/Consequence of Error dimension.

The position's Chart 3 points are 40.

The total classification points for the position are 180, which falls in the point range of a Deputy Clerk I class.

The example position is classified in the proposed system as a Deputy Clerk I. Upon reviewing all the positions in the Halifax County Circuit Clerk's Office, this classification seems appropriate in that all other deputy clerk positions have duties equal to or greater than the example position.

Viewing positions as relative to each other is another approach to classification and can be used in conjunction with the proposed rating process. While it is true that any rating system, no matter how quantitative and highly defined, leaves room for debate as an absolute rating, the proposed system is an excellent means of yielding a relative ranking of position "value". The yielded ranking may then be used to group or cluster positions for classification purposes. Used in conjunction with standard criteria or a workload-based staffing level ceiling for the classification process, the ranking system represents a means of arriving at classification results, an alternative which can serve as a check to the absolute rating process.

E. Compensation Plan for Circuit Clerk's Office Support Staff (Excluding Circuit Clerks)

In Section II, the argument was advanced that clerk's employees in far too many offices are underpaid. A classification system promulgated within Virginia's judicial branch is able to recognize the critical nature of clerk's office duties, and the associated salary plan can be designed accordingly. The recommended classification system uses points which are tied to salary ranges in a salary plan, thereby directly linking the classification rating process to position salary level.

1. The Salary Schedule

The salary schedule proposed for the Virginia Circuit Court personnel system is shown in Figure 9. A salary schedule is simply a table of figures. Vertically, the lowest figure must be lower than or equal to the lowest possible salary in the system and the highest figure must be higher than or equal to the highest salary possible in the system. Each row of figures usually is called a range. To permit maximum flexibility in the use of the figures, the increments between the ranges is 2.5%.

The horizontal increments within any given range are usually referred to as steps, and two critical features of any salary schedule are the percentage increment between steps and the total number of steps in the ranges. The proposed salary schedule contains a 2.5% increment between steps and 13 steps per range, resulting in a 34.5% difference between the first and thirteenth steps.

The range between first and last steps of 34.5% was chosen based on the judgment that a person performing a position at maximum competence who is graduated to the highest step should earn about one-third more than an entry level employee placed at step 1. The 2.5% increment is built into the system to permit maximum flexibility in management discretion and is critical because it is recommended here that an employee's progression within the range be based solely on merit.

2. Administration of the Salary Plan

Typically, civil service salary plans, even in so-called merit personnel systems, rely primarily on longevity as

FIGURE 9

PROPOSED VIRGINIA CIRCUIT COURT PERSONNEL SYSTEM SALARY PLAN

R A N G E	<u>S T E P S</u>												
	1	2	3	4	5	6	7	8	9	10	11	12	13
1	6968	7142	7321	7504	7692	7884	8081	8283	8490	8702	8920	9143	9372
2	7142	7321	7504	7692	7884	8081	8283	8490	8702	8920	9143	9372	9606
3	7321	7504	7692	7884	8081	8283	8490	8702	8920	9143	9372	9606	9846
4	7504	7692	7884	8081	8283	8490	8702	8920	9143	9372	9606	9846	10092
5	7692	7884	8081	8283	8490	8702	8920	9143	9372	9606	9846	10092	10344
6	7884	8081	8283	8490	8702	8920	9143	9372	9606	9846	10092	10344	10603
7	8081	8283	8490	8702	8920	9143	9372	9606	9846	10092	10344	10603	10868
8	8283	8490	8702	8920	9143	9372	9606	9846	10092	10344	10603	10868	11140
9	8490	8702	8920	9143	9372	9606	9846	10092	10344	10603	10868	11140	11419
10	8702	8920	9143	9372	9606	9846	10092	10344	10603	10868	11140	11419	11704
11	8920	9143	9372	9606	9846	10092	10344	10603	10863	11140	11419	11704	11997
12	9143	9372	9606	9846	10092	10344	10603	10863	11140	11419	11704	11997	12297
13	9372	9606	9846	10092	10344	10603	10863	11140	11419	11704	11997	12297	12604
14	9606	9846	10092	10344	10603	10863	11140	11419	11704	11997	12297	12604	12919
15	9846	10092	10344	10603	10863	11140	11419	11704	11997	12297	12604	12919	13242
16	10092	10344	10603	10863	11140	11419	11704	11997	12297	12604	12919	13242	13573
17	10344	10603	10863	11140	11419	11704	11997	12297	12604	12919	13242	13573	13912
18	10603	10863	11140	11419	11704	11997	12297	12604	12919	13242	13573	13912	14260

FIGURE 9 Cont'd.

Page 2 Proposed Virginia Circuit Court Personnel System Salary Plan

R A N G E	S T E P S												
	1	2	3	4	5	6	7	8	9	10	11	12	13
19	10868	11140	11419	11704	11997	12297	12604	12919	13242	13573	13912	14260	14617
20	11140	11419	11704	11997	12297	12604	12919	13242	13573	13912	14260	14617	14982
21	11419	11704	11997	12297	12604	12919	13242	13573	13912	14260	14617	14982	15357
22	11704	11997	12297	12604	12919	13242	13573	13912	14260	14617	14982	15357	15741
23	11997	12297	12604	12919	13242	13573	13912	14260	14617	14982	15357	15741	16135
24	12297	12604	12919	13242	13573	13912	14260	14617	14982	15357	15741	16135	16538
25	12604	12919	13242	13573	13912	14260	14617	14982	15357	15741	16135	16538	16951
26	12919	13242	13573	13912	14260	14617	14982	15357	15741	16135	16538	16951	17375
27	13242	13573	13912	14260	14617	14982	15357	15741	16135	16538	16951	17357	17809
28	13573	13912	14260	14617	14982	15357	15741	16135	16538	16951	17357	17809	18254
29	13912	14260	14617	14982	15357	15741	16135	16538	16951	17357	17809	18254	18710
30	14260	14617	14982	15357	15741	16135	16538	16951	17357	17809	18254	18710	19178
31	14617	14982	15357	15741	16135	16538	16951	17357	17809	18254	18710	19178	19657
32	14982	15357	15741	16135	16538	16951	17357	17809	18254	18710	19178	19657	20148
33	15357	15741	16135	16538	16951	17357	17809	18254	18710	19178	19657	20148	20652
34	15741	16135	16538	16951	17357	17809	18254	18710	19178	19657	20148	20652	21168
35	16135	16538	16951	17357	17809	18254	18710	19178	19657	20148	20562	21168	21697

FIGURE 9 Cont'd.

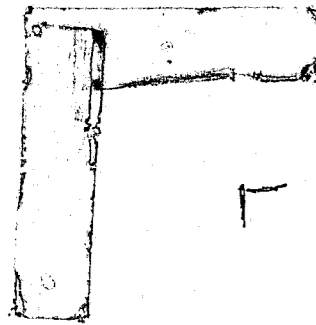
Page 3 Proposed Virginia Circuit Court Personnel System Salary Plan

E G G A R - 67	<u>S T E P S</u>												
	1	2	3	4	5	6	7	8	9	10	11	12	13
36	16538	16951	17375	17809	18254	18710	19178	19657	20148	20652	21168	21697	22238
37	16951	17375	17809	18254	18710	19178	19657	20148	20652	21168	21697	22238	22795
38	17375	17809	18254	18710	19178	19657	20148	20652	21168	21697	22238	22795	23365
39	17809	18254	18710	19178	19657	20148	20652	21168	21697	22238	22795	23365	23949
40	18254	18710	19178	19657	20148	20652	21168	21697	22238	22795	23365	23949	24548
41	18710	19178	19657	20148	20652	21168	21697	22238	22795	23365	23949	24548	25162
42	19178	19657	20148	20652	21168	21697	22238	22795	23365	23949	24548	25162	25791
43	19657	20148	20652	21168	21697	22238	22795	23365	23949	24548	25162	25791	26436
44	20148	20652	21168	21697	22238	22795	23365	23949	24548	25162	25791	26436	27097
45	20652	21168	21697	22238	22795	23365	23949	24548	25162	25791	26436	27097	27774
46	21168	21697	22238	22795	23365	23949	24548	25162	25791	26436	27097	27774	28458
47	21697	22238	22795	23365	23949	24548	25162	25791	26436	27097	27774	28458	29180
48	22238	22795	23365	23949	24548	25162	25791	26436	27097	27774	28458	29180	29910
49	22795	23365	23949	24548	25162	25791	26436	27097	27774	28458	29180	29910	30658
50	23365	23949	24548	25162	25791	26436	27097	27774	28458	29180	29910	30658	31424
51	23949	24548	25162	25791	26436	27097	27774	28458	29180	29910	30658	31424	32210
52	24548	25162	25791	26436	27097	27774	28458	29180	29910	30658	31424	32210	33015
53	25162	25791	26436	27097	27774	28458	29180	29910	30658	31424	32210	33015	33840
54	25791	26436	27097	27774	28458	29180	29910	30658	31424	32210	33015	33840	34686

FIGURE 9 Cont'd.

Page 4 Proposed Virginia Circuit Court Personnel System Salary Plan

R A N G E	S T E P S												
	1	2	3	4	5	6	7	8	9	10	11	12	13
55	26436	27097	27774	28468	29180	29910	30658	31424	32210	33015	33840	34686	35553
56	27097	27774	28468	29180	29910	30658	31424	32210	33015	33840	34686	35553	36442
57	27774	28468	29180	29910	30658	31424	32210	33015	33840	34686	35553	36442	37353
58	28468	29180	29910	30658	31424	32210	33015	33840	34686	35553	36442	37353	38287
59	29180	29910	30658	31424	32210	33015	33840	34686	35553	36442	37353	38287	39244
50	29910	30658	31424	32210	33015	33840	34686	35553	36442	37353	38287	39244	40224
51	30658	31424	32210	33015	33840	34686	35553	36442	37353	38287	39244	40224	41231
52	31424	32210	33015	33840	34686	35553	36442	37353	38287	39244	40224	41231	42262
53	32210	33015	33840	34686	35553	36442	37353	38287	39244	40224	41231	42262	43319
54	33015	33840	34686	35553	36442	37353	38287	39244	40224	41231	42262	43319	44402
55	33840	34686	35553	36442	37353	38287	39244	40224	41231	42262	43319	44402	45512
56	34686	35553	36442	37353	38287	39244	40224	41231	42262	43319	44402	45512	46650
57	35553	36442	37353	38287	39244	40224	41231	42262	43319	44402	45512	46650	47816
58	36442	37353	38287	39244	40224	41231	42262	43319	44402	45512	46650	47816	49011
59	37353	38287	39244	40224	41231	42262	43319	44402	45512	46650	47816	49011	50236
70	38287	39244	40224	41231	42262	43319	44402	45512	46650	47816	49011	50236	51492
71	39244	40224	41231	42262	43319	44402	45512	46650	47816	49011	50236	51492	52779



CONTINUED

2 OF 5

the factor determining step increases. Commonly, a one-step increase is awarded to an employee for every year of service regardless of competence or merit in job performance. A system in which everyone receives a one step (usually 5%) increase regardless of relative performance levels provides no incentive for employees to excel. Such a system is not recommended here, and the 2.5% increment between steps is designed to promote a more *bona fide* merit personnel system.

The decision as to step increases should be made annually and should be based solely on merit in job performance. To make this system work, supervisors should use a structured, equitable means of evaluating employees and rewarding them with step increases accordingly. The small percentage raises between steps permits the supervisor a great amount of differentiation in allocating step increases. Minimally satisfactory performance might be awarded no step increase or a one step (2.5%) increase. Satisfactory performance need not be given more than a one step increase, but highly satisfactory or excellent performance might be awarded a two, three, four, or even a five step increase. Such differentiation instills an incentive for performance into the system and combats the rigidity of a "typical government system".

3. Provisions for Cost of Living, Longevity, and Regional Differential Increases

Critical to the avoidance of a patterned annual step increase is the use of a system whereby cost of living increases are handled in a manner totally separate from step increase decisions. There are two alternatives for this. One, the numbers within the salary schedule could be adjusted upward commensurate to the cost of living increase. Two, the

Although differences in job dimensions are accounted for in the relationship of classes to salary ranges, differentials in the cost of living existing in Virginia regionally are not accounted for in the base salary plan. It is recommended that regional cost of living differences be recognized in administering the salary plan by adjusting the salary ranges of positions in designated differential zones. The executive branch regional differential plan should be adopted whereby the Fairfax/Arlington/Alexandria zone receives an 18.16% upward adjustment and the Prince William/Loudon/Fauquier area receives a 9.08% upward adjustment. The upward adjustment allocated to positions in these areas should not be reflected in higher step assignments. Rather, the 18.16% or 9.08% increase should be computed as an addition to specified range and step levels.

4. Assignment of Classification Points to Ranges

Having described the basic features of the compensation plan and its administration, it is now appropriate to describe how the classification system is linked to the salary plan. The classification process is a means of evaluating positions and placing them in classes which may be described relative to one another based upon value. Value is expressed as a classification point standard and obviously, the higher the point standard, the higher the assigned range should be.

The classification point system is linked to the salary plan in Figure 10. To determine where on the salary schedule a given point standard (which represents a class or classes) should fall, it is necessary to consider salary levels associated with comparable positions and comparable job markets. The groundwork for this comparative process was laid in Section II which compares existing salary levels of Circuit Clerk's Office employees to comparable positions

FIGURE 10

Assignment of Classes to Salary Ranges

Class Points	Range	Salary Range		Deputy Clerk Classes	General Clerical	Finance Classes	Spec. Classes
		Min.	Max.				
60	3	7,321	9,846				
80	5	7,692	10,344				MTI
100	7	8,081	10,868			Csh	MTII
120	9	8,490	11,419		CTI		
140	11	8,920	11,997		CTII		
160	13	9,372	12,604	DCI	CTIII		
180	15	9,846	13,242				
200	17	10,344	13,912		ES	ACI	
220	19	10,868	14,617				
240	21	11,419	15,357				
260	23	11,997	16,135	DCII		ACII	AAI
280	25	12,604	16,951				
300	27	13,242	17,809				MA
320	29	13,912	18,710			Acct	
340	31	14,617	19,650	DCIII			
360	34	15,741	21,168				
380	37	16,951	22,795				
400	40	18,254	24,548	CDI			
420	43	19,651	26,436				
440	46	21,168	28,468				
460	49	22,795	30,658	CDII			
480	52	24,548	33,015				
500	55	26,436	35,553				
520	58	28,468	38,287				

in the District Courts, the private sector in Virginia, the executive branch of Virginia's public sector, to court positions in other states having economic indicators similar to Virginia and the federal government court positions.

Generally, the approach to determining class assignment to salary levels involved determination of appropriate levels for the core class series in the system--Deputy Clerks--and gauging the appropriate placement of other classes according to the relationship of the point standards to deputy clerk point standards. Simultaneously, generic job classes can be compared to comparable positions outside the Circuit Court system to check and adjust the appropriateness of point standard relativity.

As it worked out, the relationship of point levels to salary ranges is such that a 20 point increase corresponds to a two range increase until the system reaches the management level classes (340 is the breaking point) in which 20 points equates to a three range increase. The different treatment of management level classes is justifiable when one reviews the comparable salary data and accounts for management positions within the system which are deemed to be at an appropriate level. The following discussion presents specific comparisons upon which the salary range assignment to points are based.

Compensation differentials were established on the basis of two major factors:

- a. review of present salaries within the Circuit Court system;
- b. comparison with present salaries of similar positions in other employment sectors.

Because the deputy clerk classes by nature of the specialized work, are peculiar to the courts, class specifications

were compared with various courts within the Circuit Court system, the federal court system, the District Court and other Court jurisdictions in the country.

As an example, a Deputy Clerk II class in the proposed system could be compared with a Deputy Clerk II position in the City of Norfolk Circuit Clerk's Office. Using 1980 figures for the Norfolk Court, a Clerk II salary ranges from \$10,764 to \$14,364. In the proposed system a DCII would range from \$11,997 to \$16,135. In the City of Newport News, a mid level deputy clerk's salary ranges from \$10,000-\$16,250 (as of July 1, 1980).

The assigned ranges of the Circuit Court deputy clerk class series is comparable with the deputy clerk class series (I and II) in the Virginia District Court. Those positions are paid a minimum of \$9,414 and a maximum of \$16,902. The proposed Circuit Court Deputy Clerk class series is a three level series with a minimum below the District Court two part series minimum and a maximum above the District Court maximum.

In comparison with other jurisdictions, a mid-level deputy clerk in the Multnomah County Circuit Court System (Oregon) makes \$13,270-\$15,371 (as of 12/8/80). In Colorado, mid-level Clerks in the courts make a salary of \$14,169-\$16,690. In the federal court system a court docket clerk at a comparable range (Grade 5-8) to the Deputy Clerk II class makes from \$12,266-\$16,826 yearly.

While various systems will have different responsibilities for what they define as "mid-level" deputy clerks, these figures indicate that under the new classification plan Virginia Circuit Court personnel will receive salaries that are equitable to comparable positions in other courts.

For general clerical positions, it is possible to compare these court positions with other positions in the private as well as the public sector. A General Clerk in the proposed system, with a salary range of \$7,321 to \$9,846 is comparable to many clerical positions in other areas of government and business. In the District Courts in Virginia a general clerk, performing straightforward clerical work is paid a minimum of \$7,374 and a maximum of \$10,839. This corresponds roughly to the proposed Circuit Court range of \$7,321-\$9,846.

In the federal court system, a receptionist/clerical position has a grade 5 (\$12,266) maximum. This is comparable to the maximum salary (\$12,604) a Clerk Typist III could make under the proposed system.

In the federal court personnel system, a financial clerk in a District Court with three years experience would receive a grade 6 position (approximately \$13,500 yearly). This position would be similar to an Account Clerk II in the proposed system, with a salary range of \$11,997 to \$16,135.

A comparable position in the City of Norfolk's present court personnel system would be a senior accounting clerk/deputy clerk. This position has a salary range of \$10,764 to \$14,364 yearly (as of January 1, 1981). In the City of Portsmouth's personnel system, a senior account clerk makes, as of January 1, 1981, a yearly salary of \$8,340 to \$12,417.

As a final comparison, the proposed Virginia Circuit Court Administrative Assistant would earn a salary of \$11,997 to \$16,135, with a Management Analyst earning up to \$17,809. The federal court system has a similar Administrative Assistant position with a salary range of \$12,266 to \$22,486. This compares favorably with the proposed salary range for

the management positions in the Virginia Circuit Court. In the City of Portsmouth's personnel system, an Administrative Assistant makes from \$13,041 to \$19,385 yearly (as of January 1, 1981).

This overview highlights the fact that the proposed Circuit Court salary ranges for various clerical, administrative, financial and deputy clerk positions are comparable to those in other sectors of the courts, government, and private industry. In studying the various salary ranges, it is impossible to use a rigid formula to compute an appropriate salary range for the classes. It is important that there be no gross inequities in salaries with comparable position outside the system, but certainly every court system must, in the final analysis, decide the exact salary range it feels is appropriate for its personnel.

F. Classification of Circuit Clerks

Circuit Clerks as a position in the system are categorically distinct from all other positions. They are elected into office and are a prominent component of local government. Each Clerk has the ultimate responsibility for all office functions, most of which are directly prescribed by legislation. The office demands a vast knowledge of Virginia law as well as high management skills. Placing the Circuit Clerk position within the system requires an approach different than used for support personnel.

One way to classify Circuit Clerk positions is to classify the office as a whole, using basic management data such as total fees received, number of supervised staff, caseload, and population of the jurisdiction served. Combining these indicators into a single rating point value permits grouping of clerks offices by rank order. This exercise may be carried out using the chart in Appendix G. For each office, a relative point

value for each indicator is assigned according to its percentage of the total of all offices. The point values are added to derive the office point total.

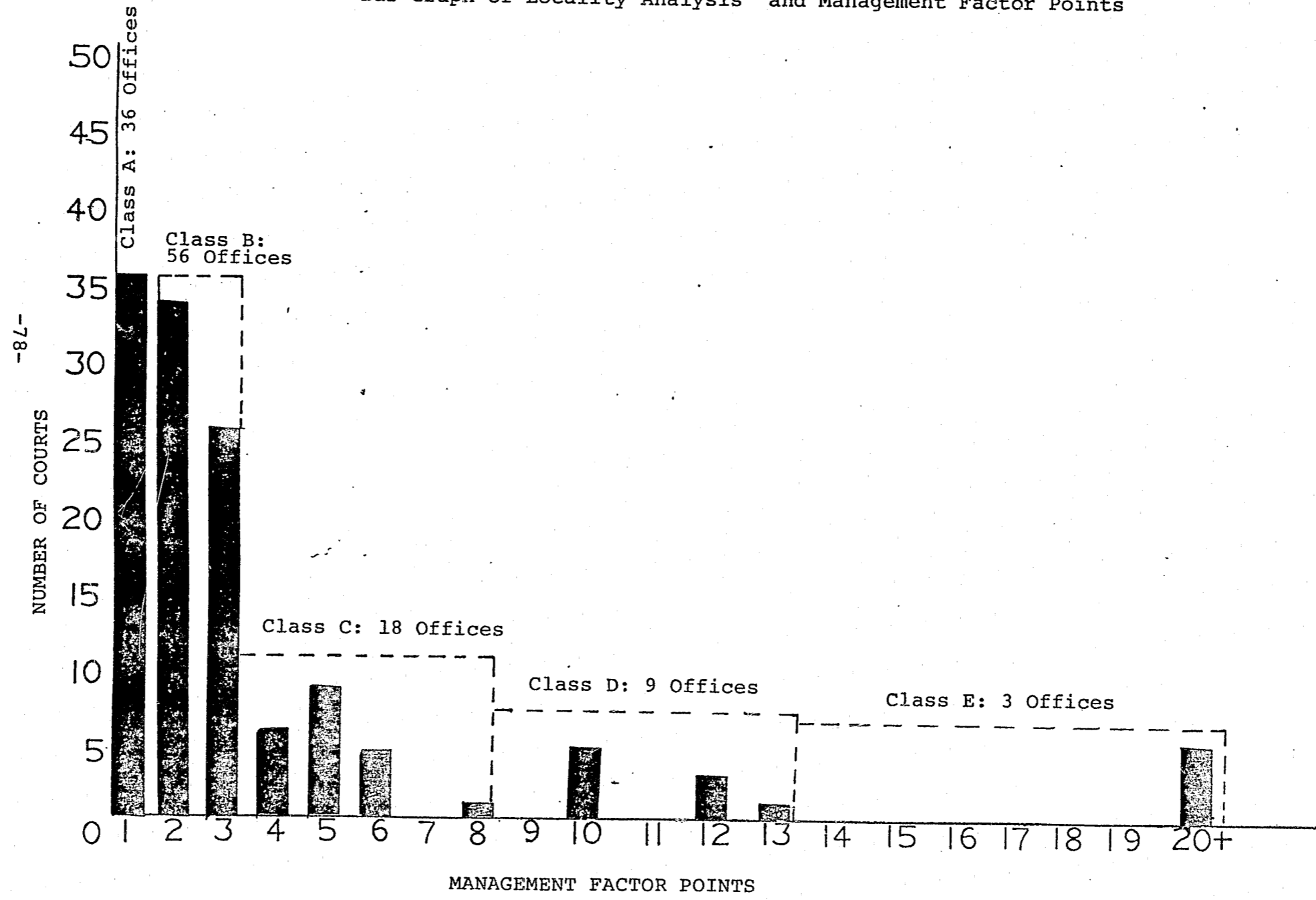
Multiple factors are used to balance biases that may be inherent in a single factor. The measure of fees and commissions received is a comprehensive indicator of workload, reflecting numerous work input units--deeds, marriage licenses, etc. Staff size is an obvious indicator of office size, but because the ratio of present staff size to workload indicators varies within the system, it should not be used alone to determine the categorical placement of the office. Caseload is a valid and necessary indicator of office size and workload demand although it too is imperfect if used alone. Apparently, cases require considerably greater staff time per unit than do workload units measured only by fees, and using only caseload as a categorical indicator would skew results because the ratio of fees to cases varies greatly among the counties. Finally, population is used as a factor because it indicates the size of the "clientele" being served by the Circuit Court Clerk's Office and is related to workload demand in terms of fees, cases, and general service demands such as telephone inquiry response.

The primary purpose of creating classification groupings for Circuit Clerks Offices is the logical, equitable placement of Clerks in a salary range. As suggested earlier in this report, all Clerks should be placed on salary. Graduations in the salary levels should be established into which groupings of Clerks may be placed. A suggested delineation of these graduations is presented later in this section using the rankings in Appendix G.

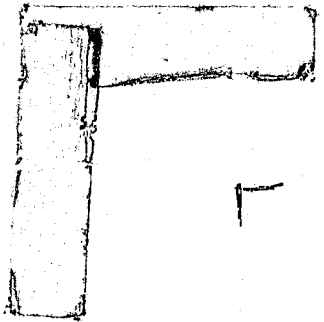
Upon computing the management factor points for each office, it is possible to create a bar graph showing the number of offices falling into each point total as done in Figure 11. For example, 36 offices have a management factor point total

FIGURE 11

Bar Graph of Locality Analysis and Management Factor Points



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of 0-1.0, 18 have a total of 1-2.0 and so on. Subsequently, groupings or categories of size may be delineated which logically distributes the resulting ratings.

Five classes were created to account for the wide range of management factor points that exist in the system. While the vast majority of clerks offices have a management factor point range between 0-8.0, 12 Clerks Offices have points in a range from 8.01 to 50.0. To allow for this extremely wide range, five groupings were established. Three groupings divide the large cluster of offices between 0 and 8 management factor points and two groupings divide the 12 larger offices. The five categories are denominated A, B, C, D, and E, from smallest to largest.

G. Circuit Court Clerk Compensation Plan

Just as the method of "classifying" Circuit Court Clerks necessarily differs from the support staff classification process, so must the Clerk's compensation plan differ. Clerk's Offices have been categorized into five groupings based upon key management factors. It is logical that these groupings be used as the basis for the compensation plan for Clerks by associating the categories with ascending levels of salary ranges.

This association is carried out in Figure 12. The five classes of Circuit Clerks are each assigned to a range of the salary schedule proposed for the Circuit Court Personnel System. The criteria for selection of an appropriate range included the present income levels of the Clerks and the relationships of the Circuit Clerks position to all other positions in the office.

FIGURE 12

CIRCUIT COURT CLERK SALARY RANGES

	<u>Number of Offices in Class</u>	<u>Management Factor Points</u>	<u>Salary Range</u>	<u>Min.</u>	<u>Max.</u>
Class A	36	0 - 1.0	59	\$ 29,180	\$39,244
Class B	56	1.01 - 3.0	62	31,424	42,262
Class C	18	3.01 - 8.0	65	33,840	45,512
Class D	9	8.01 - 13.0	68	36,442	49,011
Class E	3	13.01 - 50.0	71	39,244	52,779

FOUR STEP SALARY PLAN FOR CIRCUIT COURT CLERKS

	<u>Range</u>	<u>1</u>	<u>4</u>	<u>8</u>	<u>13</u>
Class A	59	\$29,180	\$31,424	\$34,686	\$39,244
Class B	62	31,424	33,840	37,353	42,262
Class C	65	33,840	36,442	40,224	45,512
Class D	68	36,442	39,244	43,319	49,011
Class E	71	39,244	42,262	46,650	52,779

Obviously, the Circuit Clerk Position carries greater responsibility than any other position in the office. Therefore, the salary range located one above the salary range associated with the maximum point total in the classification system for support staff (520 points--one above is Range 56) was selected for the A class Clerks. The maximum of this salary range also approximates the maximum income level of most clerks presently. The highest class Clerks group (Class E) corresponds to the present income of the highest income clerks in the system (\$52,779)--Range 71. The classes in-between are distributed evenly among the available ranges.

Clearly, a merit system step plan for Circuit Clerks would not be functional because the Clerks have no supervisor to evaluate their job performance and allocate step raises accordingly. Consequently the assumption is made that Clerks will improve their job performance over time and should be given step raises at regular intervals, perhaps annually. It is suggested that newly-elected Clerks receive the Step 1 level in their class. After one year, an increase to step 4 should be given; after an additional time period (one-two years) an increase to step 8 should be given; and after one or two more years, the Clerk would receive the top step in the class.

H. Application of the Proposed Classification and Compensation System

The process of constructing class specifications for the Circuit Court personnel system entailed initial classification of current permanent full-time and part-time staff to make sure the classification system is truly applicable to all positions in the system. After adjustment and refinement of the class specifications and classification method, it is possible to describe the personnel system in terms of the likely outcome of a completed classification process.

A description of the Circuit Clerks Offices under the proposed system is useful for informed consideration by decision makers as to the anticipated impact of adopting and implementing the system. Project salary expenditures and other financial implications are best estimated as a result of initial classification of current positions. Although this process has entailed rating and classifying every position in the system, final decision making as to each position's classification can only be done after adoption of the new system and with the input of system supervisors (i.e. Clerks and their management staff).

The initial classification of current positions required a two part exercise. Sixty (60) of the Circuit Court Clerk's provided project staff with information on all distinguishable position types in their offices. Included in this number are the twelve (12) offices designated as "intensive site visit" locations at which project staff interviewed numerous persons representing a diverse range of position types. Sixty-two (62) of the offices were subjected to the initial classification process using information provided by the Virginia Compensation Board.

The final process of classifying positions after the system is adopted will no doubt benefit immensely from the data collected and decisions made in this initial process. Much of the position description data is already collected, and the classification process will be able to draw upon an experience base in applying the new system. It will be necessary, however, to look anew at changes made to the system during the adoption process, and at changes in people and positions occurring since data for this report was collected.

The application of the proposed classification system to current personnel (Clerks and extra help staff not included) is shown in Figure 13. The number of full-time equivalents (FTE's) in each class is broken out in five groupings by size of office. These groupings are the same ones used to categorize offices for the purpose of classifying Clerks and is based upon the key management factor system using fees, caseload, present FTE's and population as grouping factors.

Clearly, most support staff in Circuit Court Clerk's Offices fall somewhere in the Deputy Clerk class series. This reflects the fact that even the many positions in the system having a more generic job title, such as "clerk-typist", are performing deputy clerk type work, even though they are not deputized. Morespecialized positions are found in the larger offices, as expected. The large number of Deputy Clerks in the system speaks to the fact that the majority of offices are small to medium in size, requiring that all positions in these offices be Deputy Clerks able to perform a wide variety of office functions.

Applying the proposed classification and compensation plans entailed not only classifying positions based upon available data, but also placing individuals in a step of the salary range associated with the resultant class. In this process, and in the ultimate classification process conducted for system implementation, placement of employees in steps will require a delicate balancing of numerous factors.

The step placement conducted for the initial application of the proposed personnel system attempted to approximate the decision process which likely would ensue during actual system implementation. This exercise was carried out to obtain financial projection information which is as accurate as possible; estimation of proposed system salary costs as compared to present salary costs is an important component of the financial analysis conducted in Section V.

FIGURE 13

Application of Proposed Classification System to Current Personnel

(In Full-Time Equivalents)

Number of Offices	A	B	C	D	E	Total
	Very Small	Small	Medium	Large	Very Large	
Chief Deputy Clerk II	--	--	2	7	5	14
Chief Deputy Clerk I	1	3	9	10	8	43½
Deputy Clerk III	11	40	22	31	22	166
Deputy Clerk II	26	84	60	59	26	233
Deputy Clerk I	19	51½	33	46	55	149
Accountant	--	--	½	2	2	3½
Account Clerk II	--	--	--	2	4	6
Account Clerk I	1	--	1	1	6	10½
Deputy Clerk/Accountant	--	3	4	1	--	5
Deputy Clerk/Account Clerk	1	1	1	1	--	8
Management Analyst	--	--	--	--	2	2
Administrative Assistant	--	--	--	1	1	1
Clerk Typist III	--	½	7	4	4	6
Clerk Typist II	1	2	4	5	1	16
Clerk Typist I	1	5	2	5	2	7½
Other Classes	3	4	1	8	2	24½
TOTAL	46½	122½	199½	126	213	707½

The step placement process took into account the following factors: present salary levels, length of service, and relationships of salary to other positions in the same office. A number of guidelines were followed, the most important of which are stated below:

- no position was brought in at a level lower than their present salary;
- for many positions, Step 1 of the proposed salary range represents a considerable increase and unless other factors indicated an upward placement of steps, Step 1 was assigned;
- step placement attempted to preserve the existing "hierarchy" of salaries in the office even if all employees were receiving substantial increases;
- substantial length of service was translated into an upward adjustment of steps at a rate of approximately two steps per five years of service.

Although the above named factors and policies for step placement likely will approximate those used in initial implementation of the system, it is emphasized that decisions as to step raises for ongoing administration of the system should rely on merit and longevity as described earlier in this section. Using the above factors and policies for initial placement of employees in steps recognizes the necessity of minimizing disruption and alteration of existing salary relationships for the sake of smooth implementation of a new system.

With respect to the Circuit Clerks themselves, it is advisable to "grandfather" the Clerks into the system based upon their present salary levels. Because existing levels of Clerk's income are adequate and in almost no case would an existing salary be lower than the minimum of the appropriate Clerk's class (A, B, C, D, or E), the grandfathering approach seems most appropriate. In those few instances in which an existing Clerk's salary is lower than the minimum of the appropriate Clerk's class, the Clerk should receive at least the minimum of the new range and possibly step 4 or 8 to reflect length of service.

I. Fringe Benefits

In the proposed state funded Circuit Court personnel system, it will be necessary to provide fringe benefits uniformly to all Clerk's Office employees and to consider these fringe benefits as a part of the budgetary cost whether or not the benefits are direct or indirect. Direct benefits can be defined as those for which the state contributes a direct, definable amount of money expressed either in dollars or a percentage of salary. Indirect benefits are those for which no direct payment of funds is made by the state.

To maintain harmony among state employees, it is preferable that the fringe benefits package of the District and Circuit Court systems closely approximate that which is in use in the executive and legislative branches of Virginia government.

The judicial branch can incorporate modifications which improve the system and give better benefits to the employees, but to maintain parity with the other branches of state government, the judicial branch fringe benefits package should at least be equal to the other branches.

1. Direct Benefits

Health Insurance - The Commonwealth currently uses a standard Blue Cross/Blue Shield health insurance program which is paid in full for single employees and in part for married employees. The plan seems adequate for use by Circuit Court employees. However, it is noted that only one plan is offered. If H.M.O.'s (Health Maintenance Organizations) are in existence and desire to be included as an option for state employees, under federal law they must be considered and, through certain promotional efforts, must be offered.

Life Insurance - The Commonwealth contributes 2.88% of salary while the employee contributes \$14.40 per year per \$1,000.00 of salary. This is a liberal benefit and should be retained for the Circuit Court system. However, some consideration should be given to allow the employee to purchase larger amounts of insurance without having additional contributions from the state.

Retirement - Circuit Court employees who are brought into the Commonwealth system should have the same rights and privileges afforded to employees in other branches of government. Consequently, adoption of the same retirement plan is recommended. This will create little disturbance in that most Circuit Court employees are already on the Virginia State Retirement System (VSRS) plan.

Education Assistance - This should be made available to all Circuit Court employees (as well as District Court employees) for course work in pursuit of job related degrees. The action request form should be initiated at the local level and approved and funded at the state judicial personnel office.

2. Indirect Benefits

Annual Leave - The provisions for annual leave appear to be very generous as written and should be adopted with one caveat; arrangements have to be made in the smaller one and two person offices for coverage when the employee(s) are on vacation. Also some provision could be made to pay off all or part of accrued leave upon termination.

Sick Leave - The same recommendations are made for sick leave as for annual leave. Payoff of a position of sick leave upon termination is recommended to help control unwarranted sick leave use. The Colorado Judicial System compensates its terminating employees for 25% of their unused sick leave.

By doing this, they have reduced sick leave use to 5.5 days per F.T.E. per year whereas the executive branch in Colorado is consuming sick leave at the rate of 7.5 days per F.T.E. per year.

Holidays - All holidays which are granted executive branch employees should be adopted for Circuit Court employees.

3. Other Benefits Areas

Modified Work Schedules - Employee morale can be improved by offering flexible work schedules. Flextime allows employees to work their eight hours per day at times of their own choosing. For example, an employee could arrive at 6:00 a.m., take a two hour lunch break at 11:00 a.m., and leave work at 4:00 p.m. The only requirement would be that the work stations be adequately staffed at peak times. Offering flextime should be considered with the Circuit Clerks as an innovative feature of the new personnel system.

The four day week has enjoyed considerable success in raising morale. In this system, employees work ten hours per day, four days per week, allowing employees one additional day off per week which gives them greater freedom for leisure time. One potential disadvantage of this system is a decline in efficiency after eight hours of work in a given day.

The nine/four/five plan is a variation of the four day week which alleviates the problem of efficiency "tail-off". Under this plan, employees work nine hours per day for two weeks and then get one extra day off. While the experience is not as intense as that of the four day week, it does give a benefit to the employee at no cost to the system.

Sick Leave Modification - There are many ways to curtail abuse of sick leave and to be creative with a benefit which frequently goes unnoticed.

A sick leave "bank" can be established for employees. This concept works in the same manner as a blood bank. Employees contribute one or two days per year to the bank. If, during the course of any year, an employee runs out of sick leave, he could draw up to two months of leave from the bank and still be compensated. Aside from the costs of recordkeeping, there is no financial burden placed on the system by the sick leave "bank".

Some public jurisdictions are allowing employees to convert some unused sick leave into personal or annual leave. One such plan allows employees to convert up to three days of sick leave into personal leave per year providing the employee has used four or fewer sick days in the preceding year. These days cannot be accumulated nor can they be paid off if the employee terminates.

J. Summary

A statewide classification and compensation system for Circuit Court Clerk's Office personnel has been proposed in this section as the best means of developing greater effectiveness in the system's personnel administration. The specifics of these plans have been presented in detail--class specifications, the classification process, application of the classification system to present personnel, salary plan specifications, salary plan administration and fringe benefits. The classification and compensation plans are the heart of this report's recommendations and are the preferred method for eliminating the fee system of compensation, upgrading support staff salaries, and bringing about more uniform and equitable personnel administration. The following section, which analyzes

staffing decision criteria, offers a conceptual tool which may be used in conjunction with the classification process and other staffing decisions. Following that are a financial analysis and an implementation plan (with implementation legislation).

IV. STAFFING DECISION CRITERIA

A. Introduction

The Virginia Circuit Court system encompasses 122 separate Clerks' offices, making it one of the broadest based general jurisdiction courts in the nation. There is substantial variation among these offices in terms of size and organization, ranging from one office with no support staff (Craig County) to Fairfax County, with over eighty permanent and temporary staff persons deployed in several departments. These differences obviously impact the procedures and workflows in the various offices, a consideration which is relatively unimportant in the present decentralized, fee-funded environment, but raises numerous issues in the context of a statewide personnel system.

An issue of utmost importance, critical to the successful implementation and maintenance of a Circuit Court personnel system, is that of staffing and staffing decisions. Circuit Clerks have exercised autonomy in this area, constrained only by the amount of fees, the requirement that the Compensation Board authorize the additional staff and possibly by the amount of space available in the courthouse. Because the system is decentralized and essentially self-supporting, there has been no need to consider any one court or Clerk's Office relative to another during the budget process, nor has there been any uniformity in the addition of staff to the various offices of the court.

This system has resulted in inequities in the level of service offered, the salaries paid employees, and the individual workload of employees. The development of an accurate, workable

model for the estimation of staffing requirements will not only help remedy these inequities, but will ensure the maintenance of adequate staffing levels. Moreover, management tools of this sort are gaining increasing use in justifying budget requests before funding bodies. There is no denying their utility and necessity during a time of fiscal conservatism. It is equally essential that the model ultimately developed be flexible and responsive to local needs. Any decision formula which relies exclusively on quantitative data will in all likelihood, meet with resistance.

This is not to say that there is no place for objective analysis in the court system. Workload, accurately measured, must be the primary decision criterion. It is equally true, however, that in some instances there are alternatives to handling increased workload which do not require the addition of staff. Conversely, workload is not the only reason for adding staff; a variety of organizational goals must also be considered. The goal, therefore, is to develop a model which ensures accountability without precluding local initiatives.

Workload in a court environment can be defined as the amount of work necessary to process a case from filing through termination. In the Virginia Circuit Court system, it is also necessary to take into consideration the time and work necessary to process deeds, marriage licenses, hunting licenses, etc. All matters handled by clerks must be taken into consideration if an accurate staffing model is to be developed.

B. Staffing in the Offices of the Circuit Clerks

The development and implementation of a management tool such as a staffing model requires a thorough understanding of the various organizational patterns and workflows in the Circuit Clerks' offices. Office size and organization are determined primarily by workload, and in turn determine the criteria which best measures the need for additional staff. Therefore,

it is instructive at the outset to document and discuss the levels and patterns of staffing which characterize the offices and the mechanics of the staffing process.

It has been stated that there is a great deal of diversity in the levels and patterns of staffing among the Circuit Clerk's offices. The classification section of this report presents an office typology based on size and classifies the positions therein according to the inherent responsibilities. This typology and classification will be referenced herein, and is reproduced in Figure 14.

It is important to note that the majority of clerks' offices are classified as very small or small ("A" and "B" size offices), with an average of fewer than three employees per office. In a very small office there is little, if any, specialization. The clerk handles administrative matters, and one person, usually the Clerk, will assume the courtroom duties. Further delineation of responsibility is impractical. The clerk and deputy must be capable of performing duties in all aspects of the operation.

Several of these courts have small workloads when viewed over the course of a year, but are frequently pushed to capacity by occasional heavy volume, terms of court, and unforeseen circumstances. The major staffing decision to be made regarding these offices is whether there should be minimum office size or if some other method can be developed to cope with sporadic workload.

The offices classified as small ("B" class) are in a better position than those classified as very small to accommodate the fluctuations in workload. The vast majority of personnel in these courts are deputy clerks performing general duties, although the primary responsibility for certain tasks is sometimes delineated. Still, all persons in the office must be able to perform virtually all of the duties of the office and to fill in for other persons when necessary.

FIGURE 14

Types of Positions in Present Employees:

Application of Proposed Classification System to Current Personnel
(In Full-Time Equivalents)

Number of Offices	A	B	C	D	E	Total
	Very Small	Small	Medium	Large	Very Large	
Number of Offices	36	56	18	9	3	122
Chief Deputy Clerk II	--	--	2	7	5	14
Chief Deputy Clerk I	1	3	9	10	8	43½
Deputy Clerk III	11	40	22	31	22	166
Deputy Clerk II	26	84	60	59	26	233
Deputy Clerk I	19	51½	33	46	55	149
Accountant	--	--	½	2	2	3½
Account Clerk II	--	--	--	2	4	6
Account Clerk I	1	--	1	1	6	10½
Deputy Clerk/Accountant	--	3	4	1	--	5
Deputy Clerk/Account Clerk	1	1	1	1	--	8
Management Analyst	--	--	--	--	2	2
Administrative Assistant	--	--	--	1	1	1
Clerk Typist III	--	½	7	4	4	6
Clerk Typist II	1	2	4	5	1	16
Clerk Typist I	1	5	2	5	2	7½
Other Classes	3	4	1	8	2	24½
TOTAL	46½	122½	199½	126	213	707½

Within the medium size offices ("C" class) a three-tier hierarchy emerges. Employees in the offices perform the duties of a chief deputy clerk and exercise some supervisory responsibilities. Organization of the office into functional areas begins in the larger courts in this group. For example, one person assumes primary responsibility for probate, another assumes the criminal work, etc. It is in offices of this size that workload within certain functional components becomes important in staffing decisions. High volume in deeds may lead to the formation of a records department and the dedication of an employee to that area on a full time basis.

Offices in the larger category ("D" class) have an average staffing level of 14 persons, and tend to be firmly structured with a higher degree of specialization. In courts of this size, the "departments" that were created when the office was of medium size begin to get larger, responsibility is often further delineated, and department supervisors emerge to add a fourth layer to the hierarchy.

In the largest offices ("E" class) functional areas tend to be set off from each other with the subsequent elimination of the generalist clerk. Accounting, records, law, chancery, criminal, licenses, and probate departments emerge, with the workload of each being monitored by the chief deputy responsible for that area.

In the very small through medium offices, there is enough flexibility in personnel deployment to rely on an office-wide measure or standard in developing a staffing model or formula.

In the large and very large offices the standards will have to be segregated by function and applied to the unit(s) in question.

C. Authorization For Staff

The current procedure for obtaining additional staff requires approval of the State Compensation Board upon request of the Circuit Clerk. Approval is discretionary, and requires both justification for the staff position and sufficient fees to absorb the increased costs. These conditions are related, with increased workload being reflected in increased fees. The relationship is not directly proportionate; certain fees (e.g. those in criminal cases) frequently remain unpaid, while others only defray the cost of the service. Thus, changes in fee collections may provide a reasonable but not infallible indication of staff requirements.

During the conduct of the survey and field effort, no offices were found to employ any quantitative criteria which had been planned to "trigger" such a request. Rather, the need for additional staff is assessed on a more intuitive level, relying heavily on a day-to-day observation of office workload. When workload begins to approach or exceed capacity, and fees are sufficient to expand the office payroll, requests for new staff are made. Precisely what constitutes justification for an additional position is undefined, and requests have been denied in some instances. However, most clerks with sufficient fees have had no problems demonstrating workload increases.

Clerks without excess fees, however, are constrained by the authorization process. These clerks tend to secure an extra help authorization from the Compensation Board during the budget cycle and expend these funds if fees are running in excess during the year. If fees are not in excess, the authorization is not used.

D. Staffing/Workload Relationships

To establish a quantitative framework for the development of a staffing model it is necessary to look at and assess the use of key workload indicators. The best workload measures available at this time are caseload and the amount of fees paid to the offices of the Circuit Clerks. There are, however, problems with each.

Caseload is a standard court-related indicator of workload in many jurisdictions, and when considered by itself is the most important entity with which a court is involved. To be specific, a court has only one "product", and that is a completed case. The number of cases a court "manufactures" during a year is the workload of that court for that year. Consequently, it would appear as though caseload is an accurate predictor of workload. However, in the Virginia Circuit Courts, caseload is an incomplete measure of workload, and can be a very misleading indicator. The Circuit Courts are responsible for matters other than civil and criminal cases. Some of these matters are: deeds and land records, marriage licenses, hunting licenses, and notary public work. None of these matters are included in caseload counts, consequently, none of these matters would be reflected if caseload was the only indicator considered. All of these matters take time to complete and a fee is assessed for each of these services.

The tenuous relationship between caseload and workload is best demonstrated by example. Lynchburg had a 1979 caseload approximately 200% greater than Hanover County, yet the two are roughly equivalent in terms of fees; in fact, Hanover had slightly higher fee receipts (\$199,000, compared to \$196,000 in Lynchburg). Similarly, Norfolk has by far the highest caseload in the State, and commences approximately 4,000 more cases per annum than does Fairfax County. Yet fees in Fairfax in 1979

exceeded Norfolk's total by nearly \$1.6 million. This is not to say that caseload should not be considered--clearly, caseload is a major component of workload, but one which must be viewed in perspective.

The problems with using fees and commissions as an indicator for workload are more subtle, but no less important. Fees are not always collected; this is particularly true in criminal cases. A high rate of collections often requires vigorous effort on the part of the clerk, and many offices lack the staff to undertake special collection activities. In this sense, fees measure services for which fees were paid rather than work actually performed. Second, fees are intended to defray the cost of the associated activity but fee amounts do not always reflect the relative effort involved. Thus, it is possible that an office having a smaller workload composed of "high fee" services could appear busier than an office performing a greater number of "low fee" services. Finally, fees are not uniform, though the variation in most instances is small.

From the above it appears as though fees are better as an indicator of total workload. Though flawed, none of the shortcomings are as critical as the problems and anomalies presented by caseload. This is not a desirable situation for the courts because, as stated earlier, the product of the court is terminated cases, not collected fees. Unfortunately, data concerning the licenses, deeds, etc. is not readily available for analysis and inclusion into a caseload based staffing model. If it were, caseload would be a better indicator. Conversion to a caseload based model will be discussed later in this section.

Figure 15 illustrates the relationship between fees and staff size. Fee and commission figures are for 1979, and staff size data are for calendar year 1980. Staff size is expressed in terms of full-time equivalence (FTE), computed by counting full-

FIGURE 15

SUPPORT STAFF SIZE BY 1979 FEES & COMMISSIONS

1979 Fees & Commissions	No. of Courts	Staff Size		Range	
		Mean	Med.	Low	High
\$ 0 - 50,000	41	1.7	1.9	0	3.1
50,001 - 60,000	11	2.9	2.9	1.3	4.2
60,001 - 75,000	19	3.7	4.0	2.1	5.3
75,001 - 100,000	10	5.1	4.8	4.1	7.2
100,001 - 125,000	9	5.6	5.4	4.1	7.5
125,001 - 150,000	11	7.3	6.5	5.0	9.3
150,001 - 200,000	5	8.7	9.7	7.0	10.0
200,001 - 250,000	2	8.9	8.9	8.0	9.7
250,001 - 300,000	3	17.2	18.0	9.7	21.0
300,001 - 400,000	3	25.1	21.8	20.7	29.7
400,001 - 600,000	3	21.3	21.1	17.8	22.0
600,001 - 1,000,000	2	37.8	37.8	30.5	45.0
Over 1,000,000	1	80.4	—	—	—

(Missing: 2)

time employees as 1.0 positions and part-time employees as 0.5 positions; extra help budgets were translated to FTE figures, assuming an annualized salary of \$7,000.

The average support staff size in the forty-one offices with less than \$50,000 in fees in 1979 is 1.7 persons. (This figure includes the extra help budgets authorized by the Compensation Board.) The extra help authorization is frequently obtained in the event there are sufficient fees to hire temporary help. In fact, the great majority of courts in this category had no excess fees in 1979, none had sufficient excess fees to add a full-time employee, and many required county (city) supplements to fund permanent staff. Thus, the actual FTE figures are somewhat lower.

With the exception of Craig and Bath counties (with 0 and 3.1 support staff respectively), all offices in this category have between 0.5 and 2.5 employees, the median being 1.9 positions. It is difficult to determine from the available data if these staffing levels are a function of workload demands or financial constraints. However, the fact that very few of these offices had any excess fees, regardless of staff size and fee receipts, tends to support the latter position.

This, in turn, raises the question of minimum office size. Certain of the offices in this category have workloads so small it does not appear that support staff is needed. However, the business of a Circuit Clerk does not flow uniformly. During terms, for instance, one person must be in the courtroom, and another in the office. Several other factors--unusually heavy business, conventions, illness, and vacations, to cite but a few--work hardships on these small operations. Therefore, one approach to staffing would indicate that each clerk have at least two deputies. This approach, however, that of adding deputies to a one-deputy office, is not the only answer to the problem, as discussed below.

An assumption made at this juncture is that the courts have to be open for eight hours during the normal work day. Consequently, it is necessary for each court to have at least one FTE. Any workload period that exceeds the need for one FTE (such as a jury trial) could be responded to by enlisting the help of a contract person from the community. The contract arrangement is intended for short term help or substitution. To handle longer term absences such as vacations, extended illnesses, etc., it is possible that the offices of a Circuit to have a person perform the duties of a "floater". This person could be assigned regular duties plus handle temporary duties in the remote courts of the circuit. The concept of having an all around utility person to fill in on an as needed and where needed basis is applicable to all Circuits where temporary help is needed.

The average staff size of 1.7 FTE positions for courts generating less than \$50,000 in fees appears appropriate, and should be considered as a very good minimum office size. Eleven clerks' offices had 1979 fees and commissions in the \$50-60,000 range, and the median staff size increased by 1.0 FTE to 2.9 positions. Each of the offices in this category had excess fees, negating to some extent the issue of workload demands versus financial constraints.

An interesting observation regarding workload composition may be made with respect to the offices in this grouping. There are four cities represented, and these had the highest caseloads in the group, though they were scattered with respect to fees. This would suggest that in cities, due to the concentration of commercial establishments and the presence of a city police force, caseload represents a greater proportion of total workload. Conversely, court related business represents a lesser percentage of total workload in the counties. The earlier example of Norfolk vs. Fairfax County provides strong support for this observation. Consideration might therefore be given to developing a separate set of decision criteria for urban areas.

As indicated by Figure 15 , office staff increase by approximately one FTE in each of the next two increments (\$60-75,000 and \$75-100,000), by 0.5 in the \$100-125,000 category and by more than one person in the \$125-150,000 category.

Courts in the latter category are essentially in the transition stage, and this fact accounts for the wide range (5.0 to 9.3 FTE's) and the relatively large difference between the mean and the median. Those on the low end of the range tend to retain the organizational structural characteristics of the small offices, and those on the top end have generally begun to firmly delineate duties and become more specialized. This observation is borne out by viewing the courts in the \$150-250,000 range, wherein office size tends to stabilize at approximately nine support positions.

Offices collecting between \$250,000 and \$600,000 in fees during 1979 exhibit far greater staffing consistency than is immediately evident from the table. The averages are skewed by the presence of two extreme cases, Hampton and Richmond I, with 9.7 and 29.7 employees respectively. If these cases are removed, the mean for the seven remaining Clerks' offices is 20.3 FTE's (the median is 21.0) and the offices' sizes range from a low of 17.8 to a high of 22.0 FTE's.

The remaining three courts are Norfolk, Virginia Beach and Fairfax County, each of which is unique. Norfolk has the highest caseload and lowest fees of the three, and has 45 full-time permanent staff positions. Virginia Beach has the lowest caseload of the group, is second in fee receipts, and has 30.5 FTE positions. Fairfax has by far the greatest fee receipts, is second in caseload, and has by far the most positions, 80.4 FTE's. The data available for these three courts reveal no real relationships between staff, caseload and fees. Without greater detail regarding workload components, little further analysis is possible.

Although fees and commission receipts appear to be the best readily available workload indicator upon which to base a staffing level decision formula, it is an imperfect one at best. As a general indicator, it can be stated that for every \$20,000-25,000 in fee receipts, one FTE is justified. The existing relationship between fees and present FTE levels, however, is an uneven one which makes this conclusion tentative. For example, Figure 15 shows that offices having between \$300,001 and \$400,000 in fees have an average staff of 25 while those between \$400,000 and \$600,000 actually have fewer staff on the average--21 FTE's. Despite the perturbation in present fee/staff relationships, fees presently are the single most comprehensive indicator of workload, and until more discriminatory data is available provides the best indicator of an appropriate staffing level.

Figure 16 presents the relationships between caseload and staff size. As noted earlier, caseload is but one dimension of workload and bears little relationship to total workload as measured by fees. It is interesting to note that there are two points at which staff size doubles. Offices with between 401 and 600 cases have an average staff size twice that of courts with 201 to 400 filings. The rate of increase then slows to a more moderate rate until the 2-3,000 case range, when the average staff size is double that for courts handling up to 1,500 cases. Moreover, the inversion of Fairfax County and Norfolk is graphically depicted. Fairfax is a large county (400 sq. miles) and there is a great volume in land records; presumably, this accounts for the anomaly.

As mentioned earlier in this section, caseload is the most common indicator of a court's workload. A case, for the purpose of developing a model, can be considered as any single item of work which is filed with and completed by the court. This does not mean that the filing of a land deed or the issuance of a marriage license should be counted the same as a domestic relations case or an assault case, it simply means that all items

FIGURE 16

SUPPORT STAFF SIZE BY 1979 CASES

1979 Caseload	No. Courts	Avg. Staff Size	Median Staff Size	Range	
				Low	High
0 - 200	26	1.6	1.7	0	3.1
201 - 400	24	2.3	2.2	.9	5.0
401 - 600	23	4.9	4.2	2.0	5.5
601 - 800	11	4.9	4.3	2.4	8.0
801 - 1000	8	5.9	6.1	4.1	7.3
1001 - 1500	10	7.4	7.0	5.1	9.7
1501 - 2000	5	8.4	9.4	6.2	10.0
2001 - 3000	6	17	17.8	9.7	21.8
3001 - 4000	5	20.2	21.0	18.0	22.0
4001 - 7500	2	30.1	30.1	29.7	30.5
7501 - 12000	1	80.4	—	—	—
Over 12000	1	45.0	—	—	—

involved in workload have to be considered when developing a staffing model.

The model proposed for development by the Virginia Circuit Courts is one which takes into consideration total case or workload on a weighted basis. Weighting is a process by which all workload units have a common denominator which becomes the standard. A time/motion study of the work performed in the various courts and circuits will indicate what the common denominator or standard is. For example, it may be found that one workload unit is required for the filing of one civil or criminal case and that eight deeds or land record matters require the same amount of effort. Consequently, when counting workload units, eight deeds or land matters would equal one civil or criminal case. The time/motion study would also reveal how many workload units one FTE could be reasonably expected to perform in varying situations. It could reveal, for instance, that in an urban setting, one FTE could process 300 workload units in one year while in a rural setting the reasonable standard would be 200 per year, or, it could indicate that difference in size or area is irrelevant (although this is highly doubtful). The predetermined figure, or triggerpoint, then becomes 300 or 200 respectively.

One state, Colorado, has taken this concept one step further (see Appendix H). In Colorado, workload is assessed on a cost per case basis. All personnel costs associated with case processing are divided out by the number of cases processed. A standard cost is reached for the average case, or workload unit. Courts whose costs fall below the standard are either very efficient, or significantly in need of additional personnel while courts whose costs are above the standard are overstaffed and can be considered for staff reductions and reallocation.

In a court clerical setting, it can be assumed that one clerical supervisor can supervise four to six subordinate employees. Consequently, when staff increases to this size in any division of court, consideration can be given to adding or creating a supervisory position. With a staff smaller than four, one person is generally designated as the "lead worker". Lead worker is defined as a person who performs the same tasks as those employees he works with except that he has the additional responsibility of giving general guidance to the group.

Administrative Assistants and Chief Deputy Clerks may be used in the largest courts for the purpose of supervision or relieving an administrative superior of a large workload. In the smaller courts, the higher levels of the Deputy Clerk services can be used for lead work or light supervisory roles.

E. Data Requirements

The available data highlight several relationships worthy of investigation. To refine these relationships for incorporation in a staffing model it will be necessary to compile additional information, particularly in the area of non-judicial business. At a minimum, the following data are necessary for subsequent inclusion.

Probate-The volume of probate cases should be obtained from each court, along with estimates of the time requirements necessary to process each matter. In this area, and all others, volumes for peak periods should also be obtained. As noted earlier, flow of work into the office is not uniform and staffing for average periods without some awareness of the extremes is potentially dysfunctional.

Financing Statements-Significant volume in financing statements tends to be concentrated in urban areas, but all courts must handle them. Estimates should be obtained for the volume and time commitment they represent.

Deeds; Land Records-The daily volumes of deeds and deeds of trust received for recordation are essential data. Deeds must be received, reviewed, taxed, copied, stripped, verified and indexed the day of receipt. The volume of deeds, and the time commitment they represent is very high, particularly in offices such as Fairfax and Virginia Beach.

Release of Judgments-Volume and time estimates are needed.

Marriage Licenses-Annual volume should suffice, with some estimate of time involved in follow-up activities.

Hunting Licenses, Gun Permits, Notary Public Commissions-These are essentially overhead items, but volume data should be gathered for the sake of completeness.

District Court Records-Time and volume data on the entry of district court records is needed.

Court Hours, Terms, and Judge Days-The manner in which courtroom duties are handled varies greatly, and some estimate is required of the time deputies must spend in the courtroom.

Criminal, Law and Chancery Caseload Data-This basic information is essential to staffing decision; trial rate data could be helpful in this regard as well.

Should information on any of the first seven items be unobtainable, detailed fee reports with categorical breakdowns could serve as a very reasonable surrogate.

F. Summary

It cannot be overemphasized that no management tool, no matter how powerful, can replace the reasoned judgment of those responsible for the daily operation of the system. The staffing decision criteria ultimately employed should assist, not dictate management decisions. Based on field experience and review of available data, development and maintenance of a workable methodology will require an expansion of present reporting requirements. This is never popular, but if the State is to fund the system and maintain its effectiveness, accountability, responsiveness and timeliness, it is necessary.

V. FINANCIAL ANALYSIS

A. Introduction

The implementation of a statewide personnel system for the Circuit Courts inevitably incurs notable implications for financial administration of the system. These implications are of two discernable types: 1) change to the structure of the financial system, i.e. the fund flows and administrative procedures; and 2) change in the ratio of revenues to expenditures. This section examines both these areas.

Financial analyses of system change commonly take the approach of comparing costs to benefits. In costs/benefits analysis, the objective is to establish a quantitative ratio whereby decision makers can gauge the relative merit of proceeding with the proposed change. The difficulty of conducting costs/benefits analysis in areas of public policy and administration is that both benefits and costs are qualitative as well as quantitative. Although quantitative cost benefits can be measured by comparing the revenues/expenditures ratio of existing and proposed systems, qualitative costs and benefits resulting from system change can only be compared in subjective terms.

On the quantitative side, it will be seen that the proposed personnel system will have little effect on the amount of revenues, but a substantial effect on revenues fund flow. Furthermore, there will be changes in the expenditures area both in amount and fund flow structure. Support personnel salary cost will increase (by about \$.89 million--see below) and the method of payment will change as the system changes from a local to state administration.

Under the proposed system, all excess fees (fees collected by each clerk's office after personnel and office expense costs) which are currently divided between the state and locality will be retained by the state. As a result, the revenue to the state general fund will increase (approximately \$3.4 million was allocated to the counties in 1979) while the revenues to those counties now receiving "excess fees" will be reduced. Mitigating this loss to the counties is the fact that those localities that are now supplementing their clerk's offices will no longer have to do so (\$360,367 in 1979). These jurisdictions will no longer be required to expend such monies since the state will now assume all personnel costs. On the benefits side, this state assumption of costs will equalize the salaries of employees between the District Court and the Circuit Court and between the various offices within the Circuit Court System.

On the qualitative side, it cannot be argued that a consensus exists that all effects of the proposed changes are positive. The Circuit Court Personnel System Study has tried to recognize the viewpoints of those who see disadvantages in a state personnel system, and to the extent possible, has structured the proposed system to eliminate these concerns. To reiterate the analysis in Section II, implementation of a statewide personnel system would have numerous qualitative benefits.

Advantages

- Increased morale and productivity. When visiting the various courts in Virginia, EHS&A found that the most common complaint for Circuit Court employees involved the inequities between the salary levels for Circuit Court and District Court employees. The increased salary levels will reduce this widespread dissatisfaction and should increase morale, thereby increasing productivity;
- A rational statewide program of establishing equal pay for equal work;

- Elimination of a fee system of compensation which taints clerk's office operations as "profit-making" entities;
- Uniformity in the benefits package for clerk's office employees statewide;
- The ability to enhance personnel administration through statewide promulgation of practices meeting local needs;
- Less intrusion by the executive branch in administrative control of judicial branch employees; and
- Better capability to promote modern management practices through training, technical assistance, and other administrative activities built upon a basic personnel system.

Disadvantages

Obviously, it is not possible to put a price tag on these benefits. One may attempt to assess the qualitative trade-offs of implementing the proposed system, such as the danger of more structured procedures becoming overly burdensome, but such assessment is ultimately a subjective exercise, and it is the opinion of this report that the benefits of the proposed system far out-weigh the tradeoffs.

B. Structure of Financial System Administration

To eliminate the fee system of personnel compensation, it is necessary to re-define the flow and control of revenues and expenditures through the Circuit Clerk's office. This redefinition is required also by the transfer of state level personnel administration responsibilities from the Virginia Compensation Board to the Judicial Council. By re-structuring fund flows, it is possible to accomplish the replacement of the fee compensation method with a salary system and to effectuate placement of clerk's office employees in a salary plan which fairly recognizes the worth of their duties.

The existing flow of funds for personnel compensation was charted in Section II in Figure 3,¹⁴ p. 20. Clerk's fees and commissions are kept in a Clerk's account throughout the calendar year. Personnel (including the Clerk) are paid from this account up to specified maximums (plus county supplements). The difference between the authorized maximums and fees and commissions collected is denominated "excess fees". Two-thirds of this amount accrues to the county (or city) and one-third to the state.

The accounting transaction in the present system is conducted on an individual locality basis. There is no mechanism allowing localities having abundant excess fees to supplement personnel compensation in localities producing no excess fees which perhaps are having difficulty adequately supporting required personnel resources. The proposed changes to these fund flows, charted in Figure 17 offers a mechanism for assisting localities in deficit fees by placing the system on a statewide salary plan. On a monthly basis throughout the year, the Circuit Clerks would deposit their fees and commissions in a statewide account tied to the State general fund. Personnel, including the Clerks, would be paid a salary out of state general funds an amount dictated by the personnel system and not related to fees and commissions collected. This approach to structuring a salary system does alter existing financial procedures but creates a compensation system based on well-accepted principles of public personnel administration. Obviously, those localities receiving "excess fees" will suffer a reduction in revenues, however, this must be balanced against the benefits to those localities not in "excess fees", which will experience a reduction in expenditures since the state will now assume personnel costs.

¹⁴Does not pertain to present "salary clerks".

C. Costs of the New System

Figure 18 compares the projected 1981 personnel compensation costs of the existing system with the proposed statewide personnel system. (Refer to Appendix A for figures referred to in the footnotes explaining from whence the figures were derived.) In the existing system, compensation is projected at \$13.18 million. The proposed system's salary costs is \$14.06 million, an \$.89 million difference.

The proposed system projected costs are based on placement of classified employees at various points within the salary ranges associated with the assigned classes. Some would be placed low in the range, some in the middle, and some high in the range, the average being a mid-point. This approach permits recognition of the variables associated with decision-making in step placement--e.g. length of service and meritorious service. (High performance employees with much experience would be placed higher in the range than relatively inexperienced employees.) An alternative approach is to place all positions in the system at the minimum level of the range or slightly above their present level, whichever is higher. This would result in a lessening of the total cost increase of the new system, but would likely cause internal friction by failing to recognize differences in experience and merit. If a lessening of the cost increase is desired, it is recommended that the approach suggested here be followed with the added condition that it be phased-in over time until the recommended levels are fully attained.

Most Circuit Court Clerk's Office staff participate in the Virginia State Retirement System and most are covered by health and life insurance. While implementation of a state personnel system will likely result in some transfer of costs for these benefits from locality to state, the overall cost of benefits will change insignificantly.

Costs for administering the present Circuit Court personnel system are incurred by the Virginia Compensation Boards as well as by the Clerk's offices. The responsibilities of the

FIGURE 17

Fund Flow for Proposed Circuit Court Personnel Expenditures:
Salary Method of Compensation

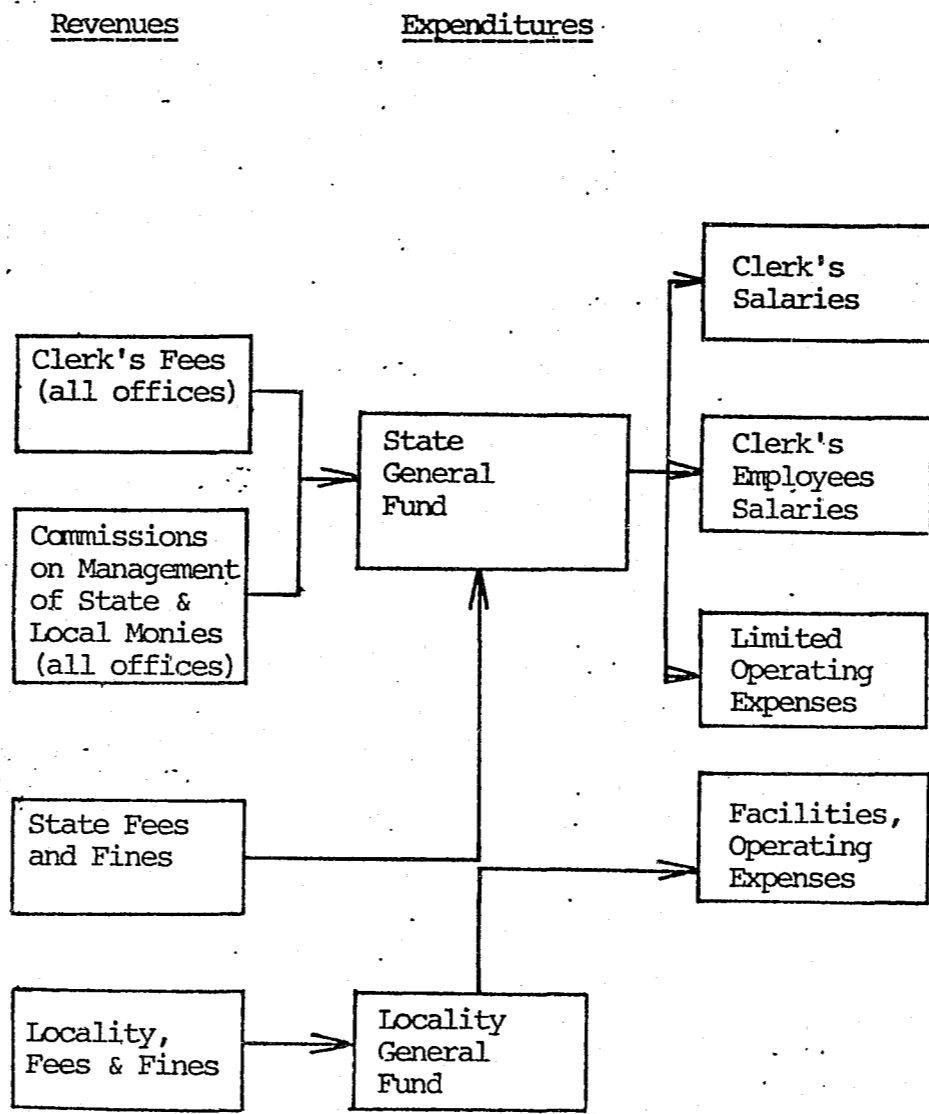


FIGURE 18

Comparison of Projected Personnel Expenditures for
Existing and Proposed Systems

Existing System:		Proposed System:	
Clerks Net Compensation:	\$4,685,306 ¹	Clerk's Salaries:	\$ 4,685,306 ²
Clerk's Employees Salaries:	8,057,695 ³	Clerk's Employees Salaries:	9,378,995 ⁴
Compensation from Locality (supplement)	434,836 ⁵		
	<hr/>		<hr/>
	\$13,177,837		\$14,064,301
		Difference:	\$886,464

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¹Based on 1980 authorized clerks net retainable compensation plus 10% projected annual increase, less \$200,000 for estimated compensation less than authorized maximum.

²Proposed system anticipates "grandfathering" clerks into system at salary comparable to compensation in existing system.

³Based on 1980 VCB authorized maximums plus 10% annual increase.

⁴Based on classification and salary step placement of current personnel as described in Section III, plus allotment for "extra help".

⁵Based on 1979 actual supplement plus 20% for two annual increases.

Board under the new system would be transferred to the Judicial Council. This transfer will result in attention devoted to administering the system. The Executive Secretary's Office, which would assume administrative responsibilities as secretariat to the Judicial Council, now performs similar tasks for the District Court personnel system, and this preparedness will greatly diminish ultimate administrative overhead by taking advantage of economies of scale. To assume the administrative burden, the personnel office will need to employ approximately three additional persons--a management analyst, an accountant and an executive secretary. All three positions should be filled immediately after legislative passage to allow the new employees to assist in the implementation of the system, prior to the actual assumption of administrative duties.

VI. IMPLEMENTATION PLAN

A. Overview of Implementation Plan

In previous sections of this report, a statewide personnel system for the Circuit Courts has been designed and the impacts of implementation have been estimated in terms of class assignment configuration and financial considerations. To make the system a reality, planning must be done for immediate and long range action. This section initiates that planning process.

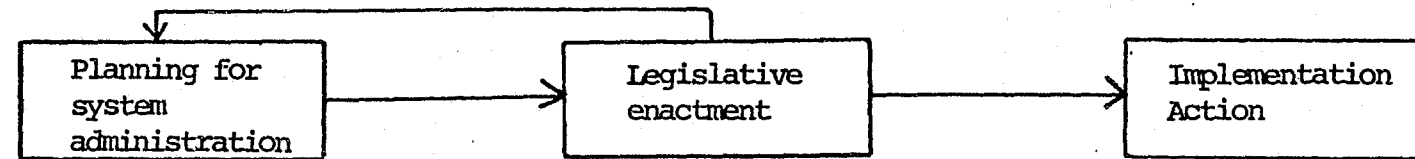
The activities to be pursued by the Circuit Court system in the course of implementing the system may be viewed in three phases as depicted in Figure 19. The first phase requires decision making regarding the actual administration of the system, which must be accomplished before legislative proposals can be drafted. Recommendations for system administration are made below upon which legislative proposals in Section VII are based. Following passage of authorizing legislation, steps to implementation can begin at once in preparation for a January 1, 1983 target date for full assumption of personnel administration responsibilities by the Judicial Council and the Office of the Executive Secretary. The remainder of this section elaborates on the three major implementation phases and presents a schedule for completion of activities within each phase.

B. System Administration

The first decision to be made in planning for the administration of the system is determination of the locus of responsibility. As recommended throughout this report, the Judicial Council

FIGURE 19

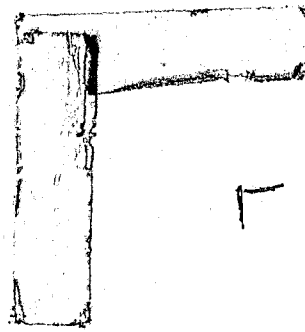
MAJOR PHASES OF IMPLEMENTATION



- Decision making responsibility
- Administrative procedures
- Structural aspects, e.g. fund flows, budgetary procedures

- Drafting legislative proposals
- Introduction into legislative process
- Passage of legislation

- Final classification of employees
- Coordination with VCB for transfer of administrative responsibilities
- Preparation of FY 82-83 operating budget
- Development of Clerk's reporting procedures
- Development of detailed policy guidelines



should have this responsibility, with the Office of the Executive Secretary (as secretariat to the Council) carrying out the administrative tasks associated with this charge. The basic elements of the system--a classification system, compensation plan, etc.--should be defined generally by legislation. Under legislative guidance to "assist in the organization and administration" of the system, the Office of the Executive Secretary (OES) should attend to the details of administration.

A critical component of administrative decision making is that of salary levels for clerks and their employees. As part of a legislative mandate to administer a salary plan, the Judicial Council should set salary levels (working from the recommendations in Section III). Although these levels may be affected by the General Assembly during the appropriations process, the legislature should not have direct control over salary levels as they have now with respect to the Circuit Clerks.

Since the proposed system eliminates the fee method of compensation and removes expenditure control from the VCB, it will be necessary to design alternative procedures for annual salary adjustments and procurement of funds. The OES should have responsibility for constructing an annual operating budget to be proposed in an appropriations bill to the General Assembly. This approach will require annual reporting from each circuit and Clerk's Office well in advance of due dates for budgetary requests to the legislature. Reporting procedures for the Clerks as well as procedures for preparation of the operating budget should be designed and implemented during the time period between authorizing legislation enactment and December 31, 1982. The design and implementation of these procedures will permit introduction of the first appropriations bill in the 1983 General Assembly Session. Procurement of funds at this time

as well as completion of numerous other preparatory requirements will permit completed implementation of the financial aspects of the personnel system on July 1, 1983.

C. Legislative Enactment

Numerous statutory changes are required to effectuate authorization of the Circuit Court Personnel System. The introduction of a Virginia Circuit Court Personnel System Act is recommended as the primary component of legislative proposals. The Act must be supplemented by amendment to numerous existing portions of the Code of Virginia, especially those pertaining to the Judicial Council, the Compensation Board, fees/commissions, and the compensation of Circuit Clerks. Section VII presents a drafting of the Personnel Act and language amending existing statutes. Extensive commentary on the legislative proposals accompanies the drafting of statutory language.

D. Implementation Action

Once legislation authorizing the Circuit Court Personnel System Study has been passed by the General Assembly, the Judicial Council and OES can begin mobilizing for assumption of personnel administration responsibilities on January 1, 1982. Much groundwork must be laid before Day One of full system administration. At the state level, it will be necessary to coordinate with the Virginia Compensation Board, prepare a first year operating budget, and develop administrative policy and procedure. In the field, it will be necessary to complete the process of classifying employees and assigning all positions to a salary range and step. Reporting procedures and deadlines must be worked out with Circuit Clerks.

Presently, the Virginia Compensation Board operates the Circuit Court personnel system on a calendar year. The proposed system would revolve around a July to June fiscal year. To take advantage of the VCB's knowledge of Clerk's Office personnel and to promote a smooth transition, it is suggested that the OES work with the VCB in the salary authorization process for calendar year 1983. At the same time that decision making in this process takes place, final placement of individuals in the new system and assumption of administrative responsibility by the Judicial Council should take place. The classification decision will have been based on field work conducted from April to September 1982. In this manner, transfer of administrative responsibility would take effect January 1, 1983. Implementation of the state salary plan would take effect at the start of the next state fiscal year July 1, 1983.

To initiate the administering of the new personnel system, a process should take place whereby each individual employed in the system falling under the prescribed definition of the classified force meets with state staff for the purpose of final classification decision making. State staff will have the job description data provided by this project as well as an initial recommended classification. It will be the objective of this process to:

- review and update position description data;
- decide upon a classification point rating;
- assign the position to a step within the salary range associated with the classification point rating;
- determine a system entry salary level either at the assigned range and step or at an amount frozen at a higher level; and
- review potential classification and salary decisions with the Circuit Clerk of each office or an appointed supervisor.

One policy for salary decision making should be that no individual receive an amount less in the new system that was earned in the old system. In the preponderance of instances, the new level will be higher than the old level, but those few instances in which the reverse is true, the individual should be paid a salary equal to or slightly greater than the old salary. This salary would then be "frozen" until cost of living increases cause the appropriate range and step to "catch up" with the frozen level.

Salary administration policy is but one area in which specific policies and procedures must be defined. Other major areas are re-classification procedures, grievance procedures, benefits guidelines, and promotions policy. An important objective during the post legislative enactment period is for the Judicial Council to approve and incorporate into the system (by rule or otherwise) Circuit Court Personnel System Policies and Procedures. An outline for this statement is offered in Figure 20. The policies and procedures should conform to the principles of merit personnel systems and should be compatible with similar guidelines for the District Courts. The staff work in formulating policies and procedures should be coordinated by the OES, but should draw upon the input of Circuit Clerks statewide. Regional meetings during one month in mid 1982 should be held to discuss operating policy and procedure. The division of responsibilities between state staff and local management can be delineated and structured interaction between the two (e.g. personnel budgetary requests) can be discussed. The purpose of regional meetings should be both as an orientation for clerks and as a learning process for state staff. An understanding and agreement on the nature and definition of respective roles in administering the personnel system is critical to successful implementation.

FIGURE 20
FRAMEWORK FOR PERSONNEL POLICIES
IN A TYPICAL MERIT SYSTEM

Preliminary Material: Sets Direction of Policies

- * Statement of Objectives
- * Source of Policies Authority
- * Adoption and Amendment Procedures
- * Scope of Applicability
- * Definition of Terms

Operating Rules: Guidelines for Administration

- * Classification Plan
- * Compensation Plan
- * Recruitment and Appointment
- * Orientation and Training
- * Performance Evaluation
- * Leave, Holidays, and Employment Conditions
- * Promotion and Transfer
- * Disciplinary Rules, Suspension, and Involuntary Termination
- * Grievance Procedures
- * Separation and Retirement
- * Rules of Conduct

Statements of Policy on Specific Issues

- * Collective Bargaining
- * Affirmative Action
- * Political Activity

E. Implementation Timetable

Having addressed administrative planning, legislative enactment, and implementation actions involved in the creation of a Virginia Circuit Court Personnel System, an implementational timetable depicting a chronological overview of the sequence of these events may be presented--see Figures 21-A and 21-B. Obviously, implementation planning will require numerous meetings among system managers to permit detailed discussions about system design and operation. An overview of the basic approach to a time-phased achievement of objectives is discussed below.

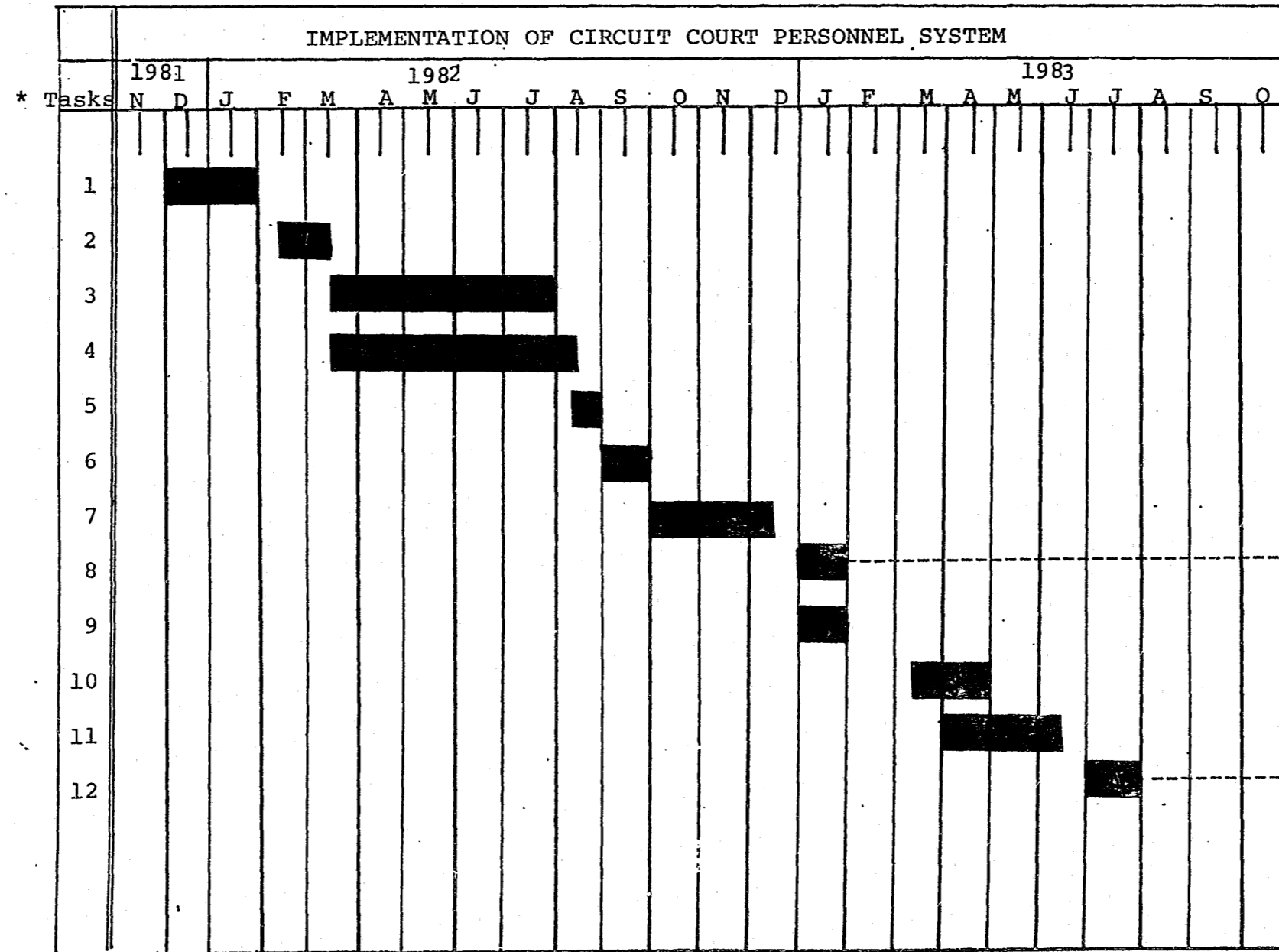
The month of January will be utilized for legislative passage. Numerous committee meetings are anticipated in the course of legislative consideration. (For purposes of this report, successful passage of legislation is assumed.) Judicial Council legislation should become effective "from and after passage"; other statutory amendments are scheduled to take effect on July 1, 1983. This approach allows the Executive Secretary to begin the process of implementation prior to the actual assumption of administrative responsibilities.

Regional meetings with all Clerks should be held during the months of February and March, 1982. These meetings should provide a broad overview of the system and outline the steps involved in the implementation phase. Valuable input from the Clerks will be gained, leading to a smoother implementation process.

The final classification process will necessitate desk audits of each employee in the system. Sixteen weeks have been allotted for the task; the actual amount of time required would of course, depend on the number of persons administering the desk audit process. Two persons should be able to complete the entire task in the sixteen week period from March 15 through July 15, 1982.

FIGURE 21-A

TIME-PHASED PERFORMANCE CHART



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* See Figure 21-B

FIGURE 21B

TASKS FOR IMPLEMENTATION AND ESTIMATED TIME COMMITMENT

1. Preparation, Introduction, and Passage of Legislation

The staff of the O.E.S. personnel office should be closely involved with all legislative efforts to secure passage of the necessary statutes. One person in the O.E.S. should be thoroughly familiar with the entire system and be available as an expert. The actual time required would, of course, depend on the needs of the General Assembly, but a minimum of 15 days would probably be necessitated.

2. Regional Meetings

The regional meetings should be very detailed, answering all questions posed by the Clerks. A full one-day meeting should suffice. It is anticipated that approximately four regional meetings will be held to maintain a manageable number of attendees. Staff requirements will vary, but a minimum of three persons will probably be necessary to conduct the four meetings, with an additional five-seven days for preparation of the agenda, visual aids, etc.

3. Desk Audits/Classification

The amount of time required at this task will be directly dependent on the number of persons conducting the desk audits. Four persons working full-time will probably require approximately twelve weeks to complete the task. It should be emphasized that a knowledge of the Virginia Court System is a pre-requisite to successful completion.

4. Final Classification of All Employees

This task is obviously very critical to the reception of the system by the employees to be affected. It should be handled very delicately and slowly. Two full-time staff persons should be able to complete the task in approximately three weeks. A longer period may be required if data is insufficient for certain offices.

5. Notification of Clerks Regarding Classification

This process should take one person no longer than two weeks, assuming the utilization of an automatic typewriter and an efficient copying machine. Addressing of labels, development of forms, etc. should however, begin much earlier to facilitate the process and will require approximately two weeks (full-time) for one person.

6. Appeal and Reclassification of Positions

Four weeks have been allowed for completion of this task and two persons should be able to easily handle all of the required work. This, of course, will actually depend on the number of appeals involved, and the actual time commitment could range from one-fourth time to full time during this period.

7. Coordination with Compensation Board

Three months have been allotted for completion of the budgetary task. At least one person, (full-time) who will be handling the budgets subsequent to implementation should be committed. This work will probably need to be done outside the O.E.S. to take advantage of the VCB's experience in this area.

8.&9. O.E.S. Assumes Administrative Responsibility for System

Again, budgetary analysis and review will encompass the major time commitment during this task. The same person that worked with the VCB should be available to the General Assembly during its evaluation. While the actual time requirements will depend, for the most part, on the needs of the legislature, four weeks of full-time work would not be an unreasonable estimate.

10. Regional Meetings

The second set of regional meetings should be structured much like the previous group, with at least four being held. Three persons should be able to handle the meetings with an additional five to seven days preparation time.

11.&12. Final Preparations

The entire time between the regional meetings and the beginning of the new fiscal year should be allotted to dealing with any unforeseen problems that arise prior to implementation of the new budget. An estimate of a time commitment is virtually impossible, although the entire personnel staff will probably be involved on an almost full-time basis.

The classification of the employees should begin at the same time as the on-site visits to perform the desk audits. Thirty additional days have been allotted to complete classification decision making. The Clerks should be notified by letter of the classification results during the last two weeks of August. A self-addressed stamped envelope and a reply form should be included to facilitate feedback from the Clerks. Each employee dissatisfied with his or her classification and/or salary level should complete the enclosed form and return it to the Executive Secretary's Office. The notification letter to the Clerks should require a response from dissatisfied employees no later than August 30, 1982. Those employees desiring to alter their assigned class and/or salaries would be required to state their reasons in written form to the Executive Secretary's Office. The month of September would be targeted for the processing of all such complaints. Most will be handled by mail, but some may require additional on-site visits during this period.

During the months of September through December, the Clerks will submit their budgets to the Compensation Board for the final time. The Executive Secretary's Office should assist the Board in review of all budgets as they arrive. Close cooperation may enable the Compensation Board to set salaries at the same levels as the finalized salaries in the Judicial classification and compensation plan. The Clerks should be made aware that all salaries not in conformance with the classification levels after VCB processing will be changed as of July 1, 1983, when the new system goes into full operation.

On January 1, 1983 the Judicial Council will assume administrative responsibility for the Virginia Circuit Court Personnel System. Since the State is on a July to June fiscal year it will be necessary for the Executive Secretary to submit the first operating budget to the General Assembly in January, 1983. Numerous

legislative meetings are anticipated. Any changes in the budget can be handled during the months between the legislative session and July 1, 1983.

A second set of regional meetings with the Clerks should be held during March and April of 1983. These meetings should review the budget, reporting forms, and various other procedures involved in the system. A complete review of system operation and procedures should be completed. Any last minute problems that may arise can be discussed at this time.

The last two weeks in May, 1983 should be used to finalize planning for financial system implementation. Meetings with the State Comptroller should be held, names and addresses should be rechecked, and any last minute changes in staffing and salary levels may be reflected in system records. The assumption of financial administration duties (e.g. payroll) on July 1, 1982 represents the final step to full implementation of the new personnel system.

VII. IMPLEMENTATION LEGISLATION

SECTION I

JUDICIAL COUNCIL

SECTION 17-225. PRESIDING OFFICER; STUDY OF PROCEDURE. -
The Chief Justice of the Supreme Court, or the other judge
summoning the Council, as aforesaid, shall be its presiding
officer.

The Council shall, during each of its meetings, make a
continuous study of the organization and the rules and
methods of procedure and practice of the judicial system of
the Commonwealth, the work accomplished and the results pro-
duced by the system and its various parts; shall make studies
of the need, or lack of need, of additional judges of courts
of record; and also may give consideration to the advisability
and practicability of establishing some kind of intermediate
court whose judgment would be final in certain classes of
cases, with the view of relieving congestion in the circuit
courts; shall promulgate and administer with the assistance
of the Executive Secretary of the Judicial Council, the Vir-
ginia Circuit Court Personnel System, pursuant to sections
through , Code of Virginia. On the request
of the presiding officer, the Attorney General shall attend
the Council and confer with the members thereof, more particu-
larly on the Commonwealth's business in the courts, and for
the purpose of devising methods for the prevention of undue
delay in the trial of such cases.

COMMENTARY

The Judicial Council, its members, duties, etc. are
fixed by Sections 17-222 through 17-227 of the Code
of Virginia. The above section must be amended to
grant the Council specific authority to develop and
administer the Circuit Courts Personnel System, in
conformance with the mandates of the General Assembly.

SECTION II

VIRGINIA CIRCUIT COURT PERSONNEL SYSTEM ACT

- 1-1 This Article shall be known and cited as the Virginia
Circuit Court Personnel System Act.
- 1-2 PURPOSE OF ARTICLE - The purpose of this Article is
to create the Virginia Circuit Courts Personnel System,
to provide the opportunity for all qualified persons
in the State to compete for positions in the Circuit
Court System and to prescribe the method and manner
of the administration of this system.

COMMENTARY

This section states the reasons underlying the
passage of this Article - to create the Personnel
System so that all qualified persons can compete
on an equitable basis.

- 1-3 INTERPRETATION OF ARTICLE - It is hereby declared to
be the policy of the Virginia Circuit Courts that all
positions in the classified service, as defined by this
Article, shall be filled by persons selected on an equal
and meritorious basis. It is declared the policy of
the Circuit Courts to make possible a career service by
making promotions based on ability and efficient work.
The provisions of this Article shall apply to all person-
nel of the Circuit Courts and no appointments shall be
made in the classified service except in conformity with
this Article and such regulations as may be adopted by
the Virginia Judicial Council.

COMMENTARY

The above section requires that all job selections be made on an equal and objective basis. The goal of such a requirement is to insure that "politics" is not utilized as a criterion, rather "ability and efficient work". The Judicial Council is allowed the flexibility of promulgating additional requirements to accomplish the desired goal.

- 1-4 DEFINITIONS - For purposes of this Article, the term "personnel" means any employee in the Virginia Circuit Courts, including all Circuit Clerks and their employees, law clerks, judges' secretaries and such other employees as the General Assembly may designate.

COMMENTARY

The language used attempts to insure that all employees of the Circuit Courts will be covered by the Personnel System. Obviously, the requirements and procedures involved in the various job types will differ, however, this language guarantees uniformity within each type and provides that any positions subsequently created by the General Assembly will be covered.

- 1-5 ORGANIZATION AND ADMINISTRATION - The Virginia Circuit Court Personnel System shall be organized and administered by the Virginia Judicial Council, pursuant to Section 17-225 of Chapter 9 of the Code of Virginia. The Executive Secretary, as Secretary of the Judicial Council, shall assist in such organization and administration.

COMMENTARY

The Judicial Council is given the expressed duty of organizing and administering the program. The Executive Secretary is specified as assisting in the organization and administration.

- 1-6 PERSONNEL - DUTIES - QUALIFICATIONS - COMPENSATION - CONDITIONS OF EMPLOYMENT - The Virginia Circuit Courts Personnel Classification Plan, to be developed by the Judicial Council pursuant to this Act, shall include:

- (a) A basic compensation plan of pay ranges to which classes of positions are assigned and may be reassigned;
- (b) The qualifications for each position or class of positions, including education, experience, special skills, and legal knowledge;
- (c) An outline of the duties to be performed in each position or class of positions;
- (d) The classification of all positions based on the required qualifications and duties to be performed; taking into account, where applicable, the amount and kinds of judicial business in each court of record subject to the provisions of this section;
- (e) The number of full-time and part-time positions, by position title and classification, in each court of record subject to the provisions of this section;
- (f) The procedures for and the regulations governing the appointment and removal of court personnel; and
- (g) The procedures for and regulations governing the promotion or transfer of court personnel;
- (h) The amount, terms, and conditions of sick leave and vacation time for court personnel, including annual allowance and accumulation thereof; and
- (i) Hours of work and other conditions of employment.

COMMENTARY

This section specifies the minimum requirements of the classification plan and gives the Judicial Council the flexibility to set "other conditions of employment."

- 1-7 SALARIES OF CLERKS & PERSONNEL - All salaries and other operating expenses determined according to the provisions of this Act, shall be paid by the State. All such annual salaries shall be paid in semimonthly installments within the limits fixed by the Judicial Council.

COMMENTARY

This provision follows the same pattern established for the District Courts. (Section 16.1-69.46). Salaries will be paid semimonthly by the State, with flexibility given to the Judicial Council as the administering agency.

- 1-8 BUDGETS - The Virginia Judicial Council shall prepare annually, a consolidated personnel budget for all of the Circuit Courts. Such budget may also include certain other operating costs, as approved by the Judicial Council, and shall be known as the Circuit Courts Operating Budget.

The Judicial Council shall also prescribe the procedures to be used by the various Circuit Courts with respect to:

- (a) The time and dates for preparation and submission of Circuit Courts budgets to the Executive Secretary.
- (b) The preparation of budget requests.
- (c) The disbursement of funds appropriated to the Circuit Courts by the General Assembly.

COMMENTARY

The Judicial Council is given the duty of submitting a "unified" budget for all personnel in the Circuit Court System. The budget will include all personnel costs and may, at the Judicial Council's discretion, provide for other items, such as bonds, postage, etc.

Naturally, the Judicial Council, must possess the authority to determine the time and format of local budget submission by the various Circuit Clerks. Additionally, the Judicial Council should have the authority to govern the actual disbursements of funds appropriated by the General Assembly. Without a control of this nature, the Judicial Council would be placed in the position of determining the budget without the power to manage disbursements within the budgetary limits, possibly resulting in deficit spending.

SECTION III

FEEES, COMMISSION & COMPENSATION OF CIRCUIT CLERKS

- 2-1 COMPENSATION OF CIRCUIT CLERKS - Each clerk of the Circuit Court shall be paid a salary as determined by the Judicial Council pursuant to Sections 1-1 through 1-8 of the Code of Virginia. Such salary shall be in full compensation of services, and shall be in lieu of the retention by such clerk of any and all official fees, commissions, or supplements of whatever kind or character, and from whatever source derived and the State Treasurer shall provide for the payment of such salary out of the State Treasury in the same manner as other Circuit Court employees.

COMMENTARY

The Circuit Clerks will be salaried officials to be paid in the same manner as other Circuit Court employees. Their salary will be set by the Virginia Judicial Council.

This section requires that all compensation for clerks will be paid by the State and follows the pattern set for the District Courts (Section 16.1-69.45 of the Code of Virginia) in prohibiting supplements from the localities or any other source.

- 2-2 FEES COLLECTED BY CIRCUIT CLERKS - All fees and commissions of every kind or character except those belonging to offices other than the clerk, received or collected by such clerk, and from whatever source derived, shall be paid into the State Treasury by him monthly. All fees and commissions of every kind and character, whether payable by the State, the United States, or by private persons, firms or corporations, now or hereafter made

receivable by laws or ordinance by such clerk, shall continue to be paid to and collected by him and shall be paid into the State Treasury monthly.

COMMENTARY

The clerks will continue to accept the same fees for all services rendered. The major change will be that all fees collected will be paid by the clerk into the State Treasury on a monthly basis. Specific exception is made for fees collected by the clerk that are due other officials remaining on the fee system.

2-3 METHOD OF PAYMENT - All payments by Circuit Clerks as specified in Section 2-1 shall be made on or before the tenth of the month immediately following the reporting period. Such funds shall be accompanied by a specified reporting form as determined by the Virginia Judicial Council after consultation with the State Comptroller.

COMMENTARY

Each clerk will be required to submit all fees collected to the State on a monthly basis. The Judicial Council is given the responsibility of devising a uniform reporting form for utilization by the clerks. This form may also function as a periodic budget report.

2-5 RECORDS OF FEES, ETC., TO BE KEPT - Every Circuit Clerk shall keep in a book or other legible record to be determined by the Virginia Judicial Council, a true and accurate record of all fees, allowances, commissions, salary or other compensation or emolument of office to which his office is entitled under the law, the amount of the same actually collected by him and the date of collection and sources from which the collections were made. Such book shall at all times be open to public inspection.

COMMENTARY

The "open records" section, originally found in Section 14.1-149 will be retained for clerks. The earlier language required a "book" to be maintained and has been generalized to accommodate data processing equipment.

SECTION IV

COMPENSATION BOARD

Title 14.1 of the Code of Virginia as amended concerns fee paid officials and their governmental relationship to the Compensation Board. All statutes that include the clerks under the authority of the Compensation Board (Section 14.1-136), set specific salaries for clerks of certain counties (14.1-144, 14-1-144.1), and allow increases in the maximum income to clerks (14.1-145, 14.1-148, 14.1-149, 14.1-150, etc.) should be repealed or amended to eliminate all references to the office of Circuit Clerk.

APPENDIX A:

Virginia Circuit Court Personnel
Inventory, Finance, and Caseload Data

COLUMN HEADING EXPLANATIONS AND
SOURCE REFERENCES: APPENDIX A

- COLUMN 1: Current Personnel Inventory
FT = Full-time
PT = Part-time
EH = Extra Help
Source: Project survey and authorization letters
Virginia Compensation Board (VCB)
- COLUMN 2: 1980 VCB Authorized Circuit Clerk's Maximum Net Compensation
Source: Legislative authorization
- COLUMN 3: 1980 VCB Authorized Supplemental Personnel Expenditures
Source: VCB Authorization Letters
- COLUMN 4: 1979 County Supplement to Personnel and Office Expenses
Source: VCB Tabulation Sheets
- COLUMN 5: 1979 Clerk's Net Compensation
Source: VCB Tabulation Sheets
- COLUMN 6: 1979 Supplemental Personnel Expenditures
Source: VCB Tabulation Sheets
- COLUMN 7: 1979 Fees and Commissions
Source: VCB Tabulation Sheets
- COLUMN 8: 1979 Excess Fees
Source: VCB Tabulation Sheets
- COLUMN 9: Caseload
Source: OES computer print-out

VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

Counties	1			2	3	4	5	6	7	8	Case Load			
	Current Personnel Inventory			1980 VCB Auth. Clerk's Max. Net Comp.	1980 VCB Auth. Supp. Per. Exp.	1979 County Supp.	1979 Clerks Net Comp.	1979 Supp. Per. Exp.	1979 Fees & Commis-sions	1979 Excess Fees	1979 (9 mos)		1980 (9 mos)	
	FT	PT	EH	Net Comp.	Per. Exp.	Supp.	Net Comp.	Per. Exp.	Excess Fees	Comm.	Term.	Comm.	Term.	
Accomack	6	—	2000	\$35,213	\$42,720	—	\$31,440	\$37520	\$ 93,829	\$ 24528	416	327	325	359
Albemarle	8	—		35,213	66,245	—	22,025	55852	172,894	83860	803	688	670	678
Alleghany	5	—		35,213	33,660	\$ 6,500	31,440	30515	60,100	4444	336	290	333	248
Amelia	3	—		35,213	16,580	5,000	16,662	14891	27,083	-0-	83	71	55	58
Amherst	5	1	1500	35,213	38,100	—	31,440	34162	79,745	12610	435	414	388	364
Appomattox	1	2		35,213	7,000	3,135	31,311	6340	37,715	2290	154	174	227	156
Arlington	17	—	35500	44,368	229,465	—	39,614	206890	564,449	295917	2,522	1,957	2,047	2,138
Augusta	10	—	2400	35,213	91,250	1,000	31,792	71998	147,508	40945	1,064	775	1,066	751
Bath	4	—	1000	35,213	28,748	26,406	31,440	20775	26,170	173	108	77	115	82
Bedford	6	—		35,213	56,427	1,200	31,727	52031	135,697	38176	495	533	472	570
Bland	3	—	1200	35,213	13,900	740	27,044	7903	33,444	-0-	122	134	81	67
Botetourt	5	—	7350	35,213	40,800	2,500	31,570	35031	88,246	22020	346	300	393	341
Brunswick	4	—	500	35,213	26,287	4,618	31,440	23024	70,752	19549	177	161	196	200
Buchanan	7	—	9000	35,213	66,604	5,000	31,440	58679	98,507	12489	692	561	531	503
Buckingham	2	—	5000	35,213	13,600	4,305	29,748	6433	31,875	-0-	133	95	139	82
Campbell	5	—	600	35,213	49,416	1,350	31,440	38099	119,553	49979	677	662	743	747
Caroline	4	—	1000	35,213	30,076	—	31,440	27431	61,385	1082	144	142	192	174
Carroll	4	—	11000	35,213	35,500	4,800	31,440	32396	71,938	12252	413	341	373	338
Charles City	3	—	1200	35,213	17,200	4,360	18,902	400	14,942	—	50	43	52	52

APPENDIX A

VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

Counties	Current Personnel Inventory			1980 VCB Auth. Clerk's Max. Net Comp.	1980 VCB Auth. Supp. Per. Exp.	1979 County Supp.	1979 Clerks Net Comp.	1979 Supp. Per. Exp.	1979 Fees & Commis-sions	1979 Excess Fees	Caseload			
	FT	PT	EH								1979 (9 mos) Comm.	1979 (9 mos) Term.	1980 (9 mos) Comm.	1980 (9 mos) Term.
Charlotte	3	—	1800	35,213	16,728	5,278	30,758	12669	38,150	-0-	148	220	221	187
Chesterfield	16	—	19500	44,368	167,954	1,500	39,614	146652	474,931	258847	2,024	1,830	1,888	1,514
Clarke	2	—	3000	35,213	13,780	6,950	28,575	10669	33,097	-0-	129	117	175	143
Craig	1	—	—	35,213	-0-	3,665	19,162	—	15,497	-0-	59	53	51	36
Culpeper	5	—	3000	35,213	37,500	3,000	31,689	32821	77,222	14068	358	340	346	343
Cumberland	2	—	3600	35,213	8,000	4,430	26,343	4000	26,525	-0-	112	83	76	100
Dickenson	4	—	7000	35,213	32,740	3,150	31,440	28688	60,887	1958	365	230	316	308
Dirwiddie	2	—	2000	35,213	13,500	1,200	29,431	10975	52,304	12087	195	157	207	155
Essex	1	1	3000	35,213	7,000	1,200	27,803	4170	30,773	-0-	172	152	163	174
Fairfax	71	—	17000	44,368	778,616	—	43,148	671960	2,240,291	1414872	8,072	6,216	8,348	6,863
Fauquier	6 lvac	1	3600	35,213	81,580	5,000	32,077	66455	133,423	31597	471	481	510	440
Floyd	2	1	2000	35,213	9,932	1,380	22,986	8505	30,629	-0-	189	157	188	171
Fluvanna	3	—	875	35,213	10,816	2,285	28,677	8640	35,619	-0-	171	78	91	71
Franklin	7	—	—	35,213	55,814	—	31,518	44111	89,756	12930	904	743	944	812
Frederick	6 lvac	—	3500	35,213	51,511	3,409	31,440	35406	118,857	52901	369	329	405	394
Giles	4	—	2000	35,213	36,650	1,432	32,353	30800	64,831	1795	254	204	281	283
Gloucester	3	—	3250	35,213	27,598	2,500	31,522	24544	72,454	14558	308	317	319	256
Goochland	2	2	2000	35,213	16,235	—	31,680	14272	46,808	740	252	218	214	234
Grayson	3	—	6500	35,213	23,600	2,500	31,440	19981	53,161	3745	308	280	334	287
Greene	2	1	—	35,213	7,250	4,410	29,161	4148	28,898	-0-	140	69	119	89
Greensville	3	—	5180	35,213	28,227	1,620	29,437	25176	54,307	251	243	281	254	213

APPENDIX A

VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

Counties	Current Personnel Inventory			1980 VCB Auth. Clerk's Max. Net Comp.	1980 VCB Auth. Supp. Per. Exp.	1979 County Supp.	1979 Clerks Net Comp.	1979 Supp. Per. Exp.	1979 Fees & Commis-sions	1979 Excess Fees	Caseload			
	FT	PT	EH								1979 (9 mos)		1980 (9 mos)	
											Comm.	Term.	Comm.	Term.
Halifax	6	—	3000	35,213	54,210	4,750	31,440	47420	103,769	23,202	484	434	471	428
Hanover	7	—	10190	35,213	71,000	958	31,440	67260	148,113	46,160	621	522	517	389
Henrico	23	—	—	44,368	246,341	—	26,885	209714	490,131	216,527	2,883	2,378	3,053	2,441
Henry	10	—	2521	35,213	83,692	—	28,432	79049	129,928	1,959	1,220	1,023	1,417	989
Highland	3	—	250	35,213	14,575	3,800	21,998	—	18,198	—	60	36	56	46
Isle of Wight	3	—	5460	35,213	25,813	1,500	31,461	22527	61,004	6,782	349	338	365	419
James City	7	2	3163	35,213	53,135	1,300	31,440	46370	101,195	24,530	661	635	648	658
King George	3	—	1250	35,213	22,331	4,000	31,508	19610	47,946	269	151	169	141	156
King and Queen	2	—	—	35,213	562	2,500	18,453	530	16,929	-0-	58	60	73	56
King William	3	—	—	35,213	16,415	14,570	28,004	14570	30,182	2,178	102	95	71	75
Lancaster	3	—	—	35,213	17,100	4,693	30,786	15320	43,051	-0-	190	237	55	103
Lee	4	—	1200	35,213	27,360	4,408	31,440	26620	59,446	4,309	417	334	787	659
Loudon	10	—	5000	35,213	107,900	3,750	33,931	104645	232,436	86,141	762	661	1,030	885
Louisa	3	2	600	35,213	24,807	5,000	31,685	22125	61,732	12,697	332	337	422	315
Lunenburg	2	—	2400	35,213	9,900	2,950	24,246	8450	29,746	—	141	124	136	93
Madison	3	—	—	35,213	13,200	3,105	23,549	11745	32,189	-0-	166	135	143	120
Mathews	1	1	—	35,213	2,150	3,000	27,936	2100	27,036	-0-	78	91	57	35
Mecklenburg	5	—	5555	35,213	48,133	3,750	31,440	39784	101,237	29,845	385	318	309	250
Middlesex	1	2	—	35,213	5,700	2,500	25,535	5300	28,346	-0-	66	98	81	77
Montgomery	7	—	3500	35,213	69,040	-0-	31,440	56888	139,595	45,628	870	751	939	759
Nelson	4	—	1000	35,213	20,225	4,620	30,947	15740	52,580	8,560	211	181	178	167
New Kent	3	—	1000	35,213	15,300	3,000	31,226	13680	45,771	3,191	136	127	166	163

APPENDIX A

VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

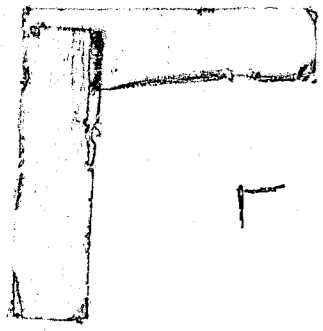
Counties	Current Personnel Inventory			1980 VCB Auth. Clerk's Max. Net Comp.	1980 VCB Auth. Supp. Per. Exp.	1979 County Supp.	1979 Clerks Net Comp.	1979 Supp. Per. Exp.	1979 Fees & Commis-sions	1979 Excess Fees	Caseload			
	FT	PT	EH								1979 (9 mos)		1980 (9 mos)	
											Comm.	Term.	Comm.	Term.
Northampton	3	--	1375	35,213	19,892	5,484	26,072	17785	38,373	-0-	231	190	199	185
Northumberland	3	--	1500	35,213	19,750	9,202	28,904	16250	36,382	-0-	138	126	114	102
Nottoway	2	--	1100	35,213	11,700	5,000	31,338	11081	37,419	-0-	208	169	200	203
Orange	4	--	2000	35,213	23,884	2,500	31,517	22309	63,407	11,942	296	349	480	419
Page	6	--	--	35,213	40,677	7,667	31,554	40066	64,989	-0-	228	280	293	260
Patrick	3	--	3300	35,213	24,100	4,000	24,799	21500	43,521	-0-	211	215	300	228
Pittsylvania	8	--	6000	35,213	83,051	1,000	31,440	69299	133,843	25,125	921	811	911	918
Powhatan	1	2	--	35,213	7,580	1,200	29,910	5482	36,444	2,142	135	157	144	119
Prince Edward	3	--	1000	35,213	18,800	5,000	31,440	19163	50,857	4,612	160	169	225	189
Prince George	3	--	600	35,213	24,580	2,850	32,512	21800	64,693	11,193	265	252	241	240
Prince William	25			44,368		23,845	39,614	247661	643,993	291,452	2,203	1,794	2,359	2,157
Pulaski	5	--	2500	35,213	42,611	3,500	31,440	36877	89,309	22,943	699	617	731	726
Rappahannock	2	1	3000	35,213	8,600	3,090	23,090	3775	24,076	-0-	81	71	104	74
Richmond	1	1	1000	35,213	2,500	5,500	24,292	2340	21,132	-0-	96	73	85	77
Roanoke	11		--	35,213	89,743	--	22,900	74128	197,660	85,633	1,164	971	1,173	970
	2	vac												
Rockbridge	4	--	2635	35,213	24,435	--	30,452	19912	73,216	19,912	352	312	573	719
Rockingham	8			35,213		--	37,005	66707	218,465	103,947	565	654	510	506
Russell	4	--	2000	35,213	35,511	6,822	31,440	23919	62,049	11,701	441	422	506	483

APPENDIX A

VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

Counties	Current Personnel Inventory			1980 VCB Auth. Clerk's Max. Net Comp.	1980 VCB Auth. Supp. Per. Exp.	1979 County Supp.	1979 Clerks Net Comp.	1979 Supp. Per. Exp.	1979 Fees & Commis-sions	1979 Excess Fees	Caseload			
	FT	PT	EH								1979 (9 mos)		1980 (9 mos)	
											Comm.	Term.	Comm.	Term.
Scott	3	—	6300	35,213	30,200	1,500	31,169	25,955	57,414	1,790	347	315	544	519
Shenandoah	5	1	1500	35,213	39,480	—	34,897	33,752	89,060	18,486	319	381	353	301
Smyth	5	—	1000	35,213	33,820	1,800	30,439	31,001	67,267	4,779	537	508	674	537
Southampton	3	—	14000	35,213	32,500	3,600	31,440	28,670	66,728	8,800	399	353	396	402
Spotsylvania	8	—	5199	35,213	62,546	—	32,581	56,961	140,057	41,811	461	385	284	226
Stafford	7	—	1000	35,213	71,589	1,500	31,440	60,247	144,068	48,883	605	651	713	804
Surry	2	—	1320	35,213	1,620	7,387	25,345	513	18,471	-0-	86	48	78	84
Sussex	2	—	6500	35,213	18,500	3,400	29,652	14,940	41,746	-0-	206	183	213	209
Tazewell	5	—	9000	35,213	47,100	1,800	31,440	39,464	122,360	45,686	892	910	971	755
Warren	5	—	750	35,213	43,100	1,500	31,682	37,752	78,221	9,070	561	513	392	519
Washington	4	—	—	35,213	missing	6,006	31,440	40,405	119,894	51,389	513	417	697	611
Westmoreland	3	—	1800	35,213	19,536	—	31,440	16,559	49,493	1,344	193	196	153	157
Wise	7	—	2900	35,213	61,228	—	31,440	56,957	127,112	30,228	1,231	1,092	1,506	1,340
Wythe	5	—	1500	35,213	39,540	1,764	31,440	34,896	70,056	5,080	405	366	385	335
York	7	—	—	35,213	52,234	2,000	31,440	43,654	108,320	34,876	726	657	644	570

APPENDIX A



CONTINUED

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VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

Cities	Current Personnel Invent.			1980 VCB Auth. Clerk's Max. Net Comp.	1980 VCB Auth. Supp. Per. Exp.	1979 County Supp.	1979 Clerks Net Comp.	1979 Supp. Per. Exp.	1979 Fees & Commis-sions	1979 Excess Fees	Caseload			
	FT	PT	F								1979 (9 mos)		1980 (9 mos)	
											Comm.	Term.	Comm.	Term.
Alexandria	19	—	12000	44,368	241,885	1,200	39,614	191281	393,647	103,491	2,175	1,876	2,600	2,508
Bristol	4	1	—	35,213	31,220	—	25,777	27484	56,137	—	407	415	368	242
Buena Vista	2	—	250	35,213	11,640	—	10,980	10190	21,170	—	122	130	163	151
Charlottesville	5	—	5427	35,213	54,145	16,512	31,440	46647	94,662	29,287	708	641	728	722
Chesapeake	21	—	12980	44,368	234,900	5,000	39,812	204041	329,727	87,303	1,895	1,878	1,943	1,935
Clifton Forge	2	1	600	35,213	3,000	2,500	16,733	2136	16,544	—	96	56	115	78
Colonial Heights	3	—	—	35,213	23,270	—	22,487	20870	43,357	—	307	207	258	187
Danville	7	—	1800	35,213	76,115	—	31,440	69561	131,019	26,542	1,169	1,572	1,108	1,419
Fredericksburg	3	—	1000	35,213	12,503	1,500	31,440	10646	49,227	8,621	308	315	292	316
Hampton	11	—	5000	44,368	144,275	2,400	39,614	130961	288,307	107,940	1,982	1,750	2,014	2,394
Hopewell	3	—	2500	35,213	19,760	—	29,029	21966	58,292	6,996	521	329	485	357
Lynchburg	11	—	—	35,213	73,572	100	31,451	67025	195,924	95,726	1,709	1,382	1,719	1,492
Martinsville	6	—	1000	35,213	41,100	3,600	31,440	33585	64,555	1,188	1,011	944	986	907
Newport News	19	—	—	44,368	200,457	—	—	198080	271,974	—	2,909	3,274	3,083	3,126
Norfolk	40	—	—	44,368	399,216	—	39,614	368602	669,118	251,295	11,528	10,465	11,187	9,986
Petersburg	8	—	—	35,213	79,591	—	25,732	69842	103,040	—	986	793	589	592
Portsmouth	22	—	—	44,368	195,822	—	30,539	155733	264,523	—	2,871	2,928	3,172	2,860
Radford	2	—	1000	35,213	6,100	—	23,035	4945	27,980	—	118	105	149	142
Richmond-Div.I	30 (2vac)	—	5000	44,368	397,058	—	39,614	346835	373,390	—	4,944	4,333	5,035	4,697

APPENDIX A

VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

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York	7	—	—	35,213	52,234	2,000	31,440	43,654	108,320	34,876	726	657	644	570

APPENDIX A

VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

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Buena Vista	2	—	250	35,213	11,640	—	10,980	10190	21,170	—	122	130	163	151
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Chesapeake	21	—	12980	44,368	234,900	5,000	39,812	204041	329,727	87,303	1,895	1,878	1,943	1,935
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Colonial Heights	3	—	—	35,213	23,270	—	22,487	20870	43,357	—	307	207	258	187
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Fredericksburg	3	—	1000	35,213	12,503	1,500	31,440	10646	49,227	8,621	308	315	292	316
Hampton	11	—	5000	44,368	144,275	2,400	39,614	130961	288,307	107,940	1,982	1,750	2,014	2,394
Hopewell	3	—	2500	35,213	19,760	—	29,029	21966	58,292	6,996	521	329	485	357
Lynchburg	11	—	—	35,213	73,572	100	31,451	67025	195,924	95,726	1,709	1,382	1,719	1,492
Martinsville	6	—	1000	35,213	41,100	3,600	31,440	33585	64,555	1,188	1,011	944	986	907
Newport News	19	—	—	44,368	200,457	—	—	198080	271,974	—	2,909	3,274	3,083	3,126
Norfolk	40	—	—	44,368	399,216	—	39,614	368602	669,118	251,295	11,528	10,465	11,187	9,986
Petersburg	8	—	—	35,213	79,591	—	25,732	69842	103,040	—	986	793	589	592
Portsmouth	22	—	—	44,368	195,822	—	30,539	155733	254,523	—	2,871	2,928	3,172	2,860
Radford	2	—	1000	35,213	6,100	—	23,035	4945	27,980	—	118	105	149	142
Richmond-Div.I	30 (2vac)	—	5000	44,368	397,058	—	39,614	346835	373,390	—	4,944	4,333	5,035	4,697

APPENDIX A

VIRGINIA CIRCUIT COURT PERSONNEL
INVENTORY, FINANCE, AND CASELOAD

Cities	Current Personnel Inventory			1980 VCB Auth. Clerk's Max. Net Comp.	1980 VCB Auth. Supp. Per. Exp.	1979 County Supp.	1979 Clerks Net Comp.	1979 Supp. Per. Exp.	1979 Fees & Commis-sions	1979 Excess Fees	Caseload			
	FT	PT	EH								1979 (9 mos)		1980 (9 mos)	
											Comm.	Term.	Comm.	Term.
Richmond Div II	9		5000	35,213	105,777	—	39,614	—	148,185	-0-	1,106	1,094	1,093	1,086
Roanoke	19			44,368	204,729	N/A	37,326	—	N/A	-0-	2,338	2,665	2,528	2,572
Salem	5	—	1500	35,213	30,628	—	31,440	24141	58,533	1,750	453	355	467	413
Staunton	4	—	600	35,213	33,255	—	27,004	27838	55,941	-0-	540	513	566	569
Suffolk	9	—	5000	35,213	77,674	—	31,738	66518	152,446	50,467	1,475	1,027	1,635	925
Virginia Beach	24	—	—	44,368	262,360	5000	39,775	326613	891,351	515,154	5,573	5,439	5,422	5,101
Waynesboro	3	—	2400	35,213	24,750	1000	25,792	21150	47,819	-0-	286	296	323	256
Winchester	4	—	—	35,213	32,470	1362	31,440	30578	69,334	N/A	376	402	408	436
TOTALS	825	23	357980	4424156	7325177	360367	3649758	6513504	15791610	5138580	98544	89175	100550	91677

APPENDIX A

APPENDIX B:

CIRCUIT CLERK'S SURVEY ON
PERSONNEL POLICIES:
SURVEY FORMS AND RESPONSE TABULATIONS

APPENDIX B

III. CURRENT PERSONNEL POLICIES

This section seeks information on personnel policies, procedures, and practices in your Circuit Court. If the information sought in these questions is found in an existing policies manual, please feel free to simply enclose same and answer only some or none of the questions. Please use additional sheets as necessary.

A. Staffing

1. What criteria are employed to determine the need for additional staff?

2. What is the procedure for obtaining authorization for additional staff?

3. Is this procedure satisfactory? What changes, if any, do you believe would improve this process?

4. What workload measures criteria is used to justify staffing requests or otherwise analyze office needs?

B. Recruitment and Selection

1. Please describe fully the policies and procedures employed by your office in filling vacant and newly authorized positions.

2. What recruitment sources do you employ (e.g. city/county personnel office, newspapers or other media, schools, word-of-mouth)?

3. Are relevant tests used in determining applicant skills (e.g. typing tests)? If yes, please describe all tests used.

4. Do new employees serve a probationary period? If yes, how long?

APPENDIX B

C. Salary Administration

1. Has a salary schedule been developed for the Clerks Office? If yes, please attach. If no, please describe how the determination of starting salary is made.

2. Are periodic cost-of-living increases granted? If yes, please list date and amount of last such increase.

3. Do employees receive annual merit or longevity increases on their anniversary dates? If yes, please describe process and amount of increase.

4. If anniversary increases are not granted, what is the procedure for rewarding exceptional employees?

5. Are salary increases contingent upon performance evaluations? If yes, please describe evaluation process and attach sample evaluation form if one is used.

D. Benefits and Leave

1. Is health insurance provided to employees? Is participation mandatory? Percent of premium paid by employee _____

2. Is a long-term disability plan provided? Please describe the plan briefly, or enclose brochures.

3. Please describe the retirement plan available to employees, if one exists. If such exists, is it mandatory?

4. How much annual leave (vacation) do employees receive? May annual leave be taken at the employees discretion, or must it be used in blocks (e.g., one week minimum)? May annual leave be accrued and carried over from year-to-year, or must it be used as earned? Is accrued leave paid off at the time of termination?

5. How much sick leave do employees receive? Is there a limit on sick leave accrued? Is accrued sick leave paid off at the time of termination? Is a physician's statement required for extended sick leave?

6. Are employees entitled to maternity leave? If yes, please describe the provisions.

7. Please list any miscellaneous leave which may be granted (e.g. funeral leave, personal leave, jury duty, military leave).

E. Grievance Procedures

1. Does a formal procedure exist for the airing and resolution of employee grievances? If yes, please describe the procedure.

2. If no formal procedure exists, how do employees resolve grievances?

F. Employee Discipline and Removal

1. What is the procedure disciplining employees whose performance is below par or otherwise unacceptable?

2. What are the policies and procedures governing the dismissal of unsatisfactory employees?

G. Court-Local Government Relations

1. May employees transfer between the court and the local government?
2. Is seniority accrued with one transferable to the other?
3. Is accrued leave transferable?
4. Are health and retirement plans shared?

Please use the reverse to describe any other notable aspects of the court's interaction with local government.

APPENDIX B

COUNTIES:	BLAND	BRISTOL	BUENA VISTA
Comments on Pers. System	Doesn't like salary--hurts incentive factor	attached	Clerks put on salary and paid by State
A. STAFFING			
Decision Criteria	Personal Observation	Personal Observation	
Comments	Procedure Satisfactory	Procedure Satisfactory	No problems with Comp. Board
RECRUITMENT & SELECTION			
Procedure	Personal Knowledge		
Sources		City personnel apps., personal inquiry, schools, word of mouth	Goes to employment office
Tests	No	No	Yes--employment office
Probation Period	1-2 months informal	3 months informal	Yes
SALARY			
Schedule?	No	No	No
Increase	Annual	Annual	Annual
BENEFITS & LEAVE			
Health Insur.	No	Yes	No
Employee %	- - -	50%	- - -
Annual Leave	Flexible	2 weeks	20 days
Sick Leave	Flexible	No set amount	Flexible
Other Leave	Flexible	No set amount	Flexible
GRIEVANCE FORMAL PROCEDURE			
	No	No	No
DISMISSAL & REMOVAL			
	No problem	No set policy	N/A
COUNTY RELATIONS			
Transfer?	Yes	Yes	No
Shared Health and/or Retire.	Yes	Yes	No
Comments			

APPENDIX B

VIRGINIA PERSONNEL QUESTIONNAIRE TABULATION

COUNTIES:	AMHERST	BATH/WARM SPRINGS	BEDFORD
Comments on Pers. System	Fee system probably due to inflation; supports salary system.	Small offices are not compensated enough.	
A. STAFFING			
Decision Criteria	Personal Observation	Personal Observation	Personal Observation
Comments	Procedure Satisfactory	Procedure Satisfactory	Procedure Satisfactory
RECRUITMENT & SELECTION			
Procedure	Has stack of applications	Advertise in local papers	Advertise in local papers; word of mouth
Sources	None	- - -	- - -
Tests	None	No need-- Checks references	Typing
Probation Period	6 months	No	No
SALARY			
Schedule?	No	No	No
Increase	Eval.-Person.Observa.	annual	annual
BENEFITS & LEAVE			
Health Insur.	Yes	Yes	Yes
Employee %	50%	-0-	66%
Annual Leave	2 weeks	2 weeks	1-2 yrs.=10 days 2-10 yrs.=12 days 10+ yrs.=15 days
Sick Leave	2 weeks	Flexible	12 days
Other Leave	Flexible	Flexible	Funeral and Personal
GRIEVANCE FORMAL PROCEDURE			
	No	No	No
DISMISSAL & REMOVAL			
	Verbal	No	No
COUNTY RELATIONS			
Transfer?	No	Yes	?
Shared Health and/or Retire.	Yes	Yes	Yes
Comments			

APPENDIX B

COUNTIES:	CHARLES CITY COUNTY	CULPEPPER	FAIRFAX
Comments on Pers. System	Guarantee equitable pay Uniform policies and procedures among offices, will go along with what Clerk's Assoc. supports	Salaried instead of fees. Appointment of Clerk	Does not like Civil Serv., authority to hire & fire, salaries must be competitive co. by co., Control of oper. Flexibility of mgmt; Public should judge clerk, political party usually does
A. STAFFING			
Decision Criteria	None	Increased caseload	Work load (land records, number of instances. Civil cases-1/2 hr. to process, Subpoenas, Ct. Clerk- 1 per judge.)
Comments	Due to insufficient fees, Clerk can't afford any more staff is needed	Procedure Satisfactory	Procedure satisfactory-- "Keeps everyone honest"
RECRUITMENT & SELECTION			
Procedure	Advertise in public places	No set policy	
Sources		Word of mouth, schools	Walk-in, Co. personnel, for higher positions advertise nation wide
Tests	No	Typing	
Probation Period	Informal	No	
SALARY			
Schedule?	No--determined by what county popula. rec'd 8%, July,80	No	County
Increase		annual	annual
BENEFITS & LEAVE			
Health Insur.	Optional	Yes	
Employee %	40%	100%	
Annual Leave	2 weeks	2 weeks	
Sick Leave	As needed	No set policy	
Other Leave	Flexible	Flexible	
GRIEVANCE FORMAL PROCEDURE			
	No	No	No
DISMISSAL & REMOVAL			
	Talk it out or quit	No need	
COUNTY RELATIONS			
Transfer?	No	No	
Shared Health and/or Retire.	Yes	No	
Comments	County pays for Court because fees don't make it	County Board pays \$300/month to Clerk	Problem -turnover

APPENDIX B

COUNTIES:	FAUQUIR	FLOVANNA	FLOYD
Comments on Pers. System		Low salaries for deputies as compared to County, State, and Federal workers	
A. STAFFING			
Decision Criteria	Workload	Personal Observation	
Comments	100% satisfied with method		Procedure Satisfactory
RECRUITMENT & SELECTION Procedure	Word of mouth, recommendation, observation, personal knowledge		Advertise
Sources	word of mouth		Newspapers, word of mouth, and schools
Tests	Typing	Typing	Typing, handwriting, use of calculator, obser.
Probation Period	6 months	yes-varies	Not here to fore--future employees yes
SALARY			
Schedule?	No	No	No
Increase	annual	annual	annual
BENEFITS & LEAVE			
Health Insur.	Yes	Yes	Yes
Employee %	-0-		30%
Annual Leave	Depends on length of service	Holidays and occasional days off	3 weeks
Sick Leave	Discretionary with Clerk		n/a
Other Leave	Flexible		Funeral, personal, medical
GRIEVANCE FORMAL PROCEDURE			
	No	No	No
DISMISSAL & REMOVAL	Never had to	Simply dismissal	This has never occurred
COUNTY RELATIONS Transfer?	Yes	No	This has never occurred
Shared Health and/or Retire.	Yes	Yes	This has never occurred
Comments	No supplement		Personal funds used for rewarding exceptional employees

APPENDIX B

COUNTIES:	FRANKLIN	GRAYSON	GREENE/STANDARDSVILLE
Comments on Pers. System			Concerned about constrictions in hiring and firing. Unequal income (city, state, county, etc.)
A. STAFFING			
Decision Criteria	Workload	Workload	Personal Observation
Comments	Clerk should have auth. to hire additional employees when necessary	Procedure Satisfactory	Procedure Satisfactory
RECRUITMENT & SELECTION Procedure	Interview with Chief Clerk and Deputy		
Sources	VA Emp. Com., County personnel, local business, colleges, w.o.m.	Word of mouth	Known personally
Tests	Typing, state test through VEC	Typing and filing	Typing, if person not personally known
Probation Period	6 months	Yes, until prove capable of handling job	No
SALARY			
Schedule?	No	No	No
Increase	annual	annual	annual
BENEFITS & LEAVE			
Health Insur.	No	Yes	Yes
Employee %			50%
Annual Leave	0-5 yrs.=12 days 6-10 yrs.=15 days 10+ yrs.=18 days	10 days and 11 state holidays	Flexible arranged by Clerk
Sick Leave	15 days	No	Flexible
Other Leave	Yes without pay	None	Flexible
GRIEVANCE FORMAL PROCEDURE			
	1.Work out between selfs 2.Explain to Clerk	No	Yes but so small not needed
DISMISSAL & REMOVAL	2 weeks notice unless lying, cheating, stealing.	Terminate employee if unacceptable	None
COUNTY RELATIONS Transfer?	NO	No	Yes
Shared Health and/or Retire.	Yes	Yes	Yes
Comments			

APPENDIX B

COUNTIES:	HALIFAX	HENRICO	HIGHLAND
Comments on Pers. System		Not aware of any real problems, but wants adequate salaries to recruit qualified personnel	
A. STAFFING			
Decision Criteria	Personal Observation	Personal Observation	Personal Observation
Comments	Procedure Satisfactory	Procedure Satisfactory	
RECRUITMENT & SELECTION			
Procedure	Backlog of applications	Written request to Personnel Office	Screen Applications
Sources	Schools	Personnel Office	Newspapers
Tests	No	Typing	No
Probation Period	Hired as extra help if suitable then permanent	6 months	No
SALARY			
Schedule?	No	Yes	No
Increase	annual	Yes-annual	annual
BENEFITS & LEAVE			
Health Insur.	Yes	Yes	No
Employee %		-0-	
Annual Leave	2 weeks	5 yrs. = 4hr. week 5-10 yrs = 5hrs week 10+ = 6 hrs week	2 weeks
Sick Leave	Flexible	4 hrs for each 80 hrs worked	10 days
Other Leave	Flexible	Personal and death only	Flexible
GRIEVANCE FORMAL PROCEDURE			
DISMISSAL & REMOVAL	No	County Personnel Off. has forms	Yes-Board of Supervisors
COUNTY RELATIONS	No	Yes	Yes
Shared Health and/or Retire.		Yes	No
Comments			

APPENDIX B

COUNTIES:	ISLE OF WRIGHT	KING & QUEEN	London
Comments on Pers. System	Needs equitable compensation & benefits for all personnel, VSRS for all, & Clerk to decide staffing needs. Adequate staff size		Proper compensation with similar federal jobs
A. STAFFING			
Decision Criteria	Personal observation	No Need	caseload, work backlog & space allocations, which entail dividing of operations
Comments	Clerk should determine personnel requirements	Knows of no changes to improve situation	Problems with people wanted and starting salaries
RECRUITMENT & SELECTION			
Procedure	Advertise, interview	None needed-- dep. clerk is 20 years in employ.	County applications
Sources	Newspapers, word of mouth	- - - - -	Personnel office, word of mouth, and schools
Tests	Typing, spelling, word skills		Typing test and work resume
Probation Period	90 days	6 mos	Informal
SALARY			
Schedule?	No	No	No
Increase	Eval. annually	Cost of living (annually)	annual
BENEFITS & LEAVE			
Health Insur.	Yes	Yes	Yes
Employee %	-0-	60%	-0-
Annual Leave	2 weeks	10 days	1 day a month first year following years 1 additional day of leave per year
Sick Leave	2 weeks	6 days	12 days
Other Leave	Personal-for good reason. No maternity	Flexible	Leave without pay
GRIEVANCE FORMAL PROCEDURE			
DISMISSAL & REMOVAL	No	No	No
COUNTY RELATIONS	verbal	conference w/ officer in charge 30 days notice	Clerk
Shared Health and/or Retire.	No	No	Yes
Comments	Yes	Yes	Yes
Comments		Close relationship between departments	

APPENDIX B

COUNTIES:	LYNCHBURG CITY	MADISON	MARTINSVILLE CITY
Comments on Pers. System	1 person should not have power to appoint Clerk. Pro salaried clerks concept, uniformity in procedures. Wants control over people appt. to office	Basically same as Lynchburg	More uniformity Management, responsibility, and authority should stay with clerk
A. STAFFING Decision Criteria	Request-personal observation	Personal observation	Personal observation
Comments	Procedure satisfactory		Procedure satisfactory
RECRUITMENT & SELECTION Procedure	People known to office	word of mouth	City banks, personnel departments, high school, (VOT program)
Sources	High school	none	Typing, handwriting
Tests	None	None	
Probation Period	1 year	6 months	3 months
SALARY Schedule?	No	No	No
Increase	annual	annual	annual
BENEFITS & LEAVE Health Insur.	Yes	Yes	Yes
Employee %	-0-	50%	0
Annual Leave	2 weeks 10+ = 3 weeks	5 yrs = 18 days 5+ yrs = 24 days 15+ yrs = 36 days	2 weeks
Sick Leave	7 days	covered above	when necessary-- not to be abused
Other Leave	Flexible		Flexible
GRIEVANCE FORMAL PROCEDURE	No	Verbal written notice of dismissal	No
DISMISSAL & REMOVAL	verbal	Yes	After 3 interviews if no improvement then dismissed
COUNTY RELATIONS Transfer?	No	Yes	No
Shared Health and/or Retire.	Yes		No
Comments	City provides \$1,000 in life insurance in addition to V.S.R.S.		

APPENDIX B

COUNTIES:	MECKLENBURG	MONTGOMERY	NELSON
Comments on Pers. System		Has good system now	Needs uniformity between General Dist. Court and Circuit employees
A. STAFFING Decision Criteria	Personal Observation	Personal Observation	Personal Observation
Comments	Procedure satisfactory		Could be easier
RECRUITMENT & SELECTION Procedure	word of mouth	Known persons	
Sources		none	Newspapers
Tests		none	none
Probation Period	Depends	very informal	3 months
SALARY Schedule?	No	No	No
Increase	annual	annual	annual
BENEFITS & LEAVE Health Insur.	Yes	Yes	Yes
Employee %	100%	-0-	-0-
Annual Leave	2 weeks	0-5 yrs = 12 days 6-10 yrs = 15 days 10+ yrs = 18 days	2 weeks
Sick Leave	no set policy	15 days	None formally, but no one has ever been docked or abused it
Other Leave		Flexible	Flexible
GRIEVANCE FORMAL PROCEDURE	No	None	No
DISMISSAL & REMOVAL	never had the problem		"dealt with accordingly"
COUNTY RELATIONS Transfer?	No	No	No
Shared Health and/or Retire.	No	State	Yes
Comments			

APPENDIX B

COUNTIES:	NEW KENT	NEWPORT NEWS	NORFOLK
Comments on Pers. System	Better relationship		
A. STAFFING			
Decision Criteria	None	Personal Observation	Personal Observation
Comments	Have not needed any		
RECRUITMENT & SELECTION			
Procedure		Personal department	Applications
Sources	word of mouth	Personnel office only	all
Tests	None	No	By the County Personnel office
Probation Period	None	6 months	Yes-no specific time
SALARY			
Schedule?	No	Yes	No
Increase	annual	annual	annual
BENEFITS & LEAVE			
Health Insur.	No	Yes	Yes
Employee %		25%	50%
Annual Leave	2 weeks	Depends on length of service from 2 to 4 weeks	2 weeks
Sick Leave	all that is necessary	10 hours per month	7 days
Other Leave	Flexible		emergency
GRIEVANCE FORMAL PROCEDURE			
	No	No	No
DISMISSAL & REMOVAL		warning, if no improvement then dismissed	no formal procedure
COUNTY RELATIONS			
Transfer?	No	Yes	Yes
Shared Health and/or Retire.	No	Yes	Yes
Comments		Participates in City plans and benefits	Comp. Board should give more consideration to rewarding employees.

APPENDIX B

COUNTIES:	PITTSYLVANIA	RADFORD	RICHMOND-DIV II
Comments on Pers. System	Elective vs. appointed supports salaried	very small office-no problems	
A. STAFFING			
Decision Criteria	Personal Observation	N/A	Increase in volume of business
Comments		Procedure satisfactory	Procedure satisfactory
RECRUITMENT & SELECTION			
Procedure	Word of mouth		Schools, word of mouth
Sources	Informal	My own judgment	
Tests	No	No	No
Probation Period	Yes-varies with person	No definite period	No set period
SALARY			
Schedule?	no-start at \$6500-6700 if good 10% raise; if excep. 20%	No	No
Increase	annual	annual	annual
BENEFITS & LEAVE			
Health Insur.	Yes	Yes	Yes
Employee %	75%	-0-	-0-
Annual Leave	2 weeks	2 weeks	varied
Sick Leave	No formal policy	12 days	varied
Other Leave	Informal	Accrued sick leave and vacation	yes-no set policy
GRIEVANCE FORMAL PROCEDURE			
	None	Yes-City	No
DISMISSAL & REMOVAL	Talk-hold salary inc.-help find other job-fine	never experienced this	No set policies
COUNTY RELATIONS			
Transfer?	No	No	n/a
Shared Health and/or Retire.	Yes	No	n/a
Comments			

APPENDIX B

COUNTIES:	ROANOKE	ROCKBRIDGE/ LEXINGTON	ROCKINGHAM/ HARRISBURG
Comments on Pers. System	Uniform pay scales, job desc., & hrs. of oper., pers., and off. mgt. manual. Merit increases and longevity compensation	opposed to St. authority. Pro increases but feels emps. "would rather content w/the lower pay scales & gradual inc. as currently exist than be subject to state mandated standards"	bothered about potential loss of excess fees
A. STAFFING Decision Criteria	Caseload & workload should be but fees dictate staffing	Caseload & ability to pay salary from fees	Workload will illustrate need
Comments	Not satisfactory	Procedure satisfactory	good relationship with Comp. Bd. if state takes over probably not as good
RECRUITMENT & SELECTION Procedure	employment handbook	Personal interview with completed survey	Staff has not increased since 1963
Sources		Word of mouth	No
Tests	No	Yes	No
Probation Period	6 months	1 month	3-6 months
SALARY Schedule?	No-tries to follow Co. plan but Comp. Brd. doesn't approve	No	No
Increase	annual	annual	annual
BENEFITS & LEAVE	Yes		Yes
Health Insur.		Yes	
Employee %	50%	-0-	-0-
Annual Leave	emp handbook	1-5 yrs = 12 days 6-10 yrs = 15 days 10+ = 18 days	same as Rockbridge
Sick Leave	15 days	15 days	12 days
Other Leave	Flexible	Flexible	Flexible-also gets Wedns. afternoon off may swap
GRIEVANCE FORMAL PROCEDURE	Yes	No	Yes
DISMISSAL & REMOVAL	demotion and reassignment	no set policies	Verbal reprimand
COUNTY RELATIONS Transfer?	Yes	Yes	No
Shared Health and/or Retire.	Yes	Yes	Yes
Comments			

APPENDIX B

COUNTIES:	RUSSELL	SCOTT.	SHENANDOAH
Comments on Pers. System		Wouldn't oppose salary as long as it didn't result in reduction	Doesn't like appointive clerk system
A. STAFFING Decision Criteria	Personal Observation	Personal Observation	"None-can just tell"
Comments	Clerk should be able to determine need for additional staff	Procedure Satisfactory	Procedure satisfactory
RECRUITMENT & SELECTION Procedure			Known person
Sources	word of mouth	hasn't occurred	NO
Tests	No	No	No
Probation Period	No	6 months	No
SALARY Schedule?	No	No	No
Increase	annual	Annual	annual
BENEFITS & LEAVE	Yes		Yes
Health Insur.	Yes	Yes-clerk only he pays 100%	Yes
Employee %	25%		50%
Annual Leave	2 weeks	2 weeks	2 weeks
Sick Leave	none	Flexible	No set amount
Other Leave	Funeral, doctor, and dental	Flexible	None
GRIEVANCE FORMAL PROCEDURE	No	No	No
DISMISSAL & REMOVAL		Never happens	
COUNTY RELATIONS Transfer?	No	No	No
Shared Health and/or Retire.	Yes	No	Yes
Comments			

APPENDIX B

COUNTIES:	SMYTH	VIRGINIA BEACH	WAYNESBORO
Comments on Pers. System	Maintaining autonomy of office, should be elective, Comp. of clerk Improved comp. of staff	Suggests rigid policy state on holidays, vac. retire., etc. Flexible pay scale	Adequate financing for competent pers. Comp range unfair, benefits & salary scales should be made uniform
A. STAFFING Decision Criteria	More uniform Clerk sys. Staff on uniform pay scales	Personal observation	Personal observation
Comments	Procedure Satisfactory	Suggests paying salary commesurate with ability	Procedure satisfactory
RECRUITMENT & SELECTION Procedure		Cooperative Office Education	Known persons
Sources	V.A.E.C., word of mouth	COE, Personnel office, applications	None
Tests	No	N/A	No
Probation Period	Yes-always subject to dismissal if perf. deteriorates	6 months	No
SALARY Schedule?	No	No	No
Increase	annual	annual	annual
BENEFITS & LEAVE Health Insur.	Yes	Yes	Yes
Employee %	-0-	66%	-0-
Annual Leave	25%	0-5 yrs=12days 6-10=15 days 11-15=18 days 16-20=21 days 20+= 24 days	what they need upon Clerk's approval
Sick Leave	2 weeks	flexible	Based on individual circumstances
Other Leave	12 days	flexible	Based on individual circumstances
GRIEVANCE FORMAL PROCEDURE	No set policy	Yes, City of VA Beach	No
DISMISSAL & REMOVAL	Flexible	None	Never occurred
COUNTY RELATIONS Transfer?	No	Yes	No
Shared Health and/or Retire.	No	Yes	No
Comments	Yes	Suggest paying salary commesurate with ability	good relationship with city government

APPENDIX B

COUNTIES:	WESTMORELAND	WINCHESTER	WYTHE
Comments on Pers. System		Not opposed to state paying salaries if good. Retain autonomy.	Bring salaries in line w/ wage scale of Dis. Ct.s paid by State. Clerk as elective position. Improve benefits, education courses for clerk & emps, Clerks manual, Clerk-to-be-in--- complete control of office and employees.
A. STAFFING Decision Criteria	None needed--small office		Could use additional staff now but money not available
Comments			
RECRUITMENT & SELECTION Procedure			Fill position with part-time help till satisfied. then put on perm. basis
Sources	None for past 9 years		
Tests			Yes--no set policy
Probation Period			No
SALARY Schedule?	Yes		annual
Increase			No
BENEFITS & LEAVE Health Insur.	Yes		
Employee %	-0-		
Annual Leave	0-5 = 12 5-10=15 10+=18		15 days
Sick Leave	15 days		3 days
Other Leave	flexible sick		flexible
GRIEVANCE FORMAL PROCEDURE	No		No
DISMISSAL & REMOVAL	No formal policy		
COUNTY RELATIONS Transfer?	No		
Shared Health and/or Retire.	Yes		
Comments	Deputies are paid by County and County is reimbursed by Clerk's fees.		

APPENDIX B

COUNTIES: YORKTOWN

Comments on
Pers. System

A. STAFFING
Decision
Criteria

Workload

Comments Satisfied so far.
Feels it is not applied
uniformly throughout the State

RECRUITMENT &
SELECTION
Procedure

Applications on file
and county applications

Sources Schools, word of mouth,
county personnel

Tests Typing

Probation
Period Somewhat

SALARY
Schedule? No

Increase annual

BENEFITS & LEAVE
Health Insur. Yes

Employee % 50%

Annual
Leave 3 weeks

Sick
Leave 4 weeks

Other
Leave 30 days maternity,
funeral, personal, etc.

GRIEVANCE FORMAL
PROCEDURE Yes

DISMISSAL &
REMOVAL No problem to
date

COUNTY RELATIONS
Transfer? No

Shared Health
and/or Retire. No

Comments

APPENDIX C:

COMPARATIVE SALARY DATA

THE LOS ANGELES COUNTY SUPERIOR COURT
SALARY SCHEDULE

EFFECTIVE January 1, 1980

ITEM	TITLE OF POSITION	Sched.	MONTHLY 5 STEP RATES				
9785	Accounting Clerk	27L	886.82	937.64	989.64	1045.45	1104.27
9782	Accounting Technician	33D	1027.64	1085.18	1146.73	1212.00	1280.55
9720	Administrative Assistant I	37C ²	1143.82	1209.00	1277.36	1349.73	1426.09
9721	Administrative Assistant II	46G	1480.36	1563.45	1652.09	1745.18	1843.82
9762	Administrative Judicial Secretary	39A	1203.00	1271.00	1343.00	1419.00	1499.00
9763	Administrative Secretary	36A	1107.00	1170.00	1236.00	1306.00	1380.00
9729	Arbitration Administrator	50G	1652.09	1745.18	1843.82	1948.45	2058.09
9717	Assistant Criminal Courts Coordinator	50G	1652.09	1745.18	1843.82	1948.45	2058.09
9712	Assistant Director, Juror Services	58K	2073.64	2191.09	2315.36	2445.00	2579.45
9719	Assistant Juvenile Courts Coordinator	50G	1652.09	1745.18	1843.82	1948.45	2058.09
9746	Assistant Supervising Counselor Mental Health	56D	1933.73	2042.55	2158.36	2280.45	2409.00
9733	Assistant Supervising Juvenile Traffic Hearing Officer	57K	2017.16	2131.45	2251.91	2379.36	2511.00
9731	Assistant Supervising Probate Attorney	75G	3257.45	3436.64	3625.36	3825.64	4036.45
9705	Assistant to the Executive Officer	61K	2251.91	2379.36	2511.00	2649.27	2794.73
9776	Calendar Clerk	32C	997.09	1053.27	1112.64	1176.00	1242.36
9770	Chief Clerk	43A	1343.00	1419.00	1499.00	1583.00	1673.00
9710	Chief, Personnel Division	60L	2196.55	2321.18	2451.00	2585.73	2728.36
9751	Child Custody Investigator	49J	1615.00	1706.45	1802.64	1904.82	2012.27
9709	Civil Courts Coordinator	60L	2196.55	2321.18	2451.00	2585.73	2728.36
9790	Clerk I	19G	706.36	745.91	787.45	831.55	878.09
9790	Clerk I A/N	19G	4.060	4.287	4.526	4.779	5.046
9789	Clerk II	23J	791.27	835.73	882.45	932.91	984.91
9789	Clerk II A/N	23J	4.548	4.803	5.072	5.362	5.660
9788	Clerk III	29C	918.73	970.73	1025.09	1082.45	1143.82
9772	Clerk IV	36L	1135.18	1200.00	1267.82	1339.64	1415.45
9754	Counselor	46G	1480.36	1563.45	1652.09	1745.18	1843.82
9741	Court Commissioner	F/A	46,074.25	(3839.53)			
9727	Court Reporter	57D	1987.73	2099.82	2218.64	2344.45	2475.00
9726	Court Reporter Pro Tempore	57D	-	-	-	-	113.792
9773	Court Reporter Assignment Clerk	36A	1107.00	1170.00	1236.00	1306.00	1380.00
9722	Court Statistician	44D	1390.64	1469.18	1551.73	1639.55	1732.09
9708	Criminal Courts Coordinator	60L	2196.55	2321.18	2451.00	2585.73	2728.36
8703	Director, Administrative Services	64L	2451.00	2585.73	2728.36	2878.00	3035.64
9743	Director, Family Counseling Services	65L	2517.00	2655.64	2801.36	2955.00	3117.55
9706	Director, Juror Services	65L	2517.00	2655.64	2801.36	2955.00	3117.55
9704	Director, Management Systems	65L	2517.00	2655.64	2801.36	2955.00	3117.55
9777	Duplicating and Mail Unit Supervisor	33G	1035.27	1093.36	1155.45	1221.00	1290.09
9716	Executive Assistant	55K	1909.55	2017.18	2131.45	2251.91	2379.36
9702	Executive Officer/Jury Commissioner	E52	52,464.24	(4372.02)	-	-	-

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APPENDIX C
THE LOS ANGELES COUNTY SUPERIOR COURT
SALARY SCHEDULE

EFFECTIVE JANUARY 1, 1980

ITEM	TITLE OF POSITION	Sched.	MONTHLY 5 STEP RATES				
9713	Finance Officer	55K	1909.55	2017.18	2131.45	2251.91	2379.36
9781	Graphic Arts Aide	32D	999.64	1055.91	1115.45	1179.00	1245.55
9756	Head, Child Custody Investigations	57C	1982.82	2094.55	2213.09	2333.64	2469.00
9714	Head, Court Reporter & Interpreter Services	59D	2099.82	2212.64	2344.45	2475.00	2611.09
9707	Head, Management Audits	61K	2251.91	2379.36	2511.00	2649.27	2794.73
9767	Head, Office Services	46E	1472.91	1555.64	1643.73	1736.45	1834.55
9715	Head, Property Services	49C	1591.00	1681.36	1775.91	1876.45	1982.82
9747	Head, Recognizance Services	59E	2105.09	2224.18	2350.27	2481.00	2617.45
9768	Intermediate Supervising Clerk	32A	992.00	1048.00	1107.00	1170.00	1236.00
9728	Interpreter	33D	1027.64	1085.18	1146.73	1212.00	1280.55
9799	Judge	F/A	54,205.00	(3725.41)	(791.67)	-	-
9765	Judicial Secretary	32A	992.00	1048.00	1107.00	1170.00	1236.00
9778	Jury Interviewer	37C	1143.82	1209.00	1277.36	1349.73	1426.09
9778	Jury Interviewer A/N	37C	6.574	6.948	7.341	7.757	8.196
9796A	Jury Manager	48J	1571.27	1660.45	1753.91	1853.09	1958.27
9795A	Jury Project Coordinator	60C	2152.91	2274.64	2403.00	2535.55	2675.27
9771	Jury Qualification Supervisor	43A	1343.00	1419.00	1499.00	1583.00	1673.00
9718	Juvenile Courts Coordinator	60L	2196.55	2321.18	2451.00	2585.73	2728.36
9739	Law Clerk	49A	-	1673.00	-	1867.00	1973.00
9740	Legal Research Assistant	36B	1109.82	1173.00	1239.18	1309.36	1383.55
9786	Light Vehicle Driver	26A	842.00	889.00	940.00	992.00	1048.00
9787	Offset Duplicator Operator	27G	878.09	928.18	980.18	1035.27	1093.36
9774	Payroll Records Supervisor	38C	1176.00	1242.36	1312.73	1387.09	1465.45
9749	Principal Counselor	54C	1825.27	1928.82	2037.36	2152.91	2274.64
9851	Principal Family Counselor	58H	2063.27	2180.18	2303.73	2433.00	2566.91
9736	Probate Attorney	71E	2913.00	3072.82	3241.64	3420.09	3607.91
9779	Probate Checker	35A	1077.00	1138.00	1203.00	1271.00	1343.00
9730	Probate Commissioner	79G	3625.36	3825.64	4036.45	4260.73	4498.55
9780	Procurement Assistant	35A	1077.00	1138.00	1203.00	1271.00	1343.00
9725A	Program Specialist	45A	1419.00	1499.00	1583.00	1673.00	1767.00
9783	Property Custodian-Auditor	31A	966.00	1020.00	1077.00	1138.00	1203.00
9748	Psychiatric Physician	FD	170.00	-	-	-	-
9735	Referee A/N	75A	-	-	-	-	182.848
9785	Research Analyst II, Behavioral Sciences A/N	47H	-	-	-	-	10.920
9737	Research Attorney	65E	2481.00	2617.45	2761.55	2913.00	3072.82
9737	Research Attorney A/N	65E	-	-	-	-	141.280
9766	Secretary I	30A	940.00	992.00	1048.00	1107.00	1170.00
9769	Secretary II	34A	1048.00	1107.00	1170.00	1236.00	1306.00

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APPENDIX C

THE LOS ANGELES COUNTY SUPERIOR COURT
SALARY SCHEDULE

EFFECTIVE JANUARY 1, 1980

ITEM	TITLE OF POSITION	Sched.	MONTHLY 5 STEP RATES				
9761	Secretary to Executive Officer	43L	1376.64	1454.45	1536.27	1623.00	1714.82
9760	Secretary to Presiding Judge	47L	1536.27	1623.00	1714.82	1811.55	1914.27
9752	Senior Child Custody Investigator	51F	1693.91	1789.27	1890.64	1997.55	2110.36
9753	Senior Counselor	50F	1647.91	1740.82	1839.18	1943.55	2052.91
9793	Senior Counselor, Own Recognizance	52F	1740.82	1839.18	1943.55	2052.91	2169.27
9757	Senior Departmental Personnel Technician	51L	1714.82	1811.55	1914.27	2022.09	2136.73
9750	Senior Family Counselor	56H	1953.36	2063.27	2180.18	2303.73	2433.00
9764	Senior Judicial Secretary	34A	1048.00	1107.00	1170.00	1236.00	1306.00
9738	Senior Juvenile Traffic Hearing Officer	53H	1798.18	1900.09	2007.36	2120.91	2240.82
9738	Senior Juvenile Traffic Hearing Officer, A/N	53H	82.672	87.360	92.296	97.511	103.024
9792	Senior Offset Duplicator Operator	31G	980.18	1035.27	1093.36	1155.45	1221.00
9775	Senior Property Custodian-Auditor	36L	1135.18	1200.00	1267.82	1339.64	1415.45
9734	Senior Referee	F/A	46074.00	(3839.50)	-	-	-
9711	Special Assistant	58K	2073.64	2191.09	2315.36	2445.00	2579.45
9724	Staff Coordinator	54A	1816.00	1919.00	2027.00	2142.00	2263.00
9791	Statistical Clerk	25A	819.00	865.00	914.00	966.00	1020.00
9723	Supervising Administrative Assistant II	55K	1909.55	2017.18	2131.45	2251.91	2379.36
9758	Supervising Clerk	29C	918.73	970.73	1025.09	1082.45	1143.82
9744	Supervising Counselor, Mental Health	65L	2517.00	2655.64	2801.36	2955.00	3117.55
9732	Supervising Juvenile Traffic Hearing Officer	62L	2321.18	2451.00	2585.73	2728.36	2878.00
9755	Supervising Law Clerk	51A	1673.00	1767.00	1867.00	1973.00	2084.00
9794	Supervisor of Volunteers	38H	1191.00	1258.27	1329.55	1404.82	1484.09
9784	Supply Clerk	30G	954.18	1007.27	1063.82	1123.91	1188.00
9797	Technical Writer	45A	1419.00	1499.00	1583.00	1673.00	1767.00
	Volunteer, W/O Compensation						

1/21/80 eaf

APPENDIX C

Colorado State Judicial System
Schedule of Classes and
Current Associated Pay Grades

*Grades in the proposed column should be increased by two grades to make salary levels current

APPENDIX C

		<u>Current</u>	<u>* Proposed</u>
1111	Administrative Assistant I	51	54
1112	Administrative Assistant II	57	60
1113	Administrative Assistant III	63	65
1114	Administrative Assistant IV	65	72
1121	Planner I	57	60
1122	Planner II	67	70
1130	Director of Facilities	73	76
1202	Director of Juvenile Court Services	75	78
1203	District Court Clerk	75	78
1210	Clerk of Court of Appeals	63	66
1211	Clerk of Supreme Court	75	78
1221	Court Administrator I	51	54
1222	Court Administrator II	57	60
1223	Court Administrator III	63	66
1231	District Administrator I	59	62
1232	District Administrator II	65	68
1233	District Administrator III	71	74
1301	Jury Commissioner I	51	54
1302	Jury Commissioner II	57	60
2100	Deputy State Court Administrator	79	82
2102	Budget Officer	73	75
2111	Budget Analyst I	57	60
2112	Budget Analyst II	63	66
2121	Accountant I	57	60
2122	Accountant II	61	64
2123	Internal Auditor	63	66
2124	Field Services Director	75	78
2125	Controller	69	72
2220	Management Analyst I	51	54
2221	Management Analyst II	57	60
2222	Management Analyst III	63	66
2225	Management Consultant	69	72
2231	Personnel Technician	61	64
2232	Personnel Director	73	76
2331	Supreme Court Librarian	63	66
2333	Assistant Law Librarian I	33	35
2334	Assistant Law Librarian II	42	45
2340	Statistical Clerk		44
2341	Research Assistant I	51	54
2342	Research Assistant II	57	60
2343	Planning and Analysis Director	69	76
2351	Statistician	57	60
2402	Chief Probation Officer I	63	66
2403	Chief Probation Officer II	67	70
2404	Chief Probation Officer III	69	72
2411	Probation Supervisor I	63	66
2412	Probation Supervisor II	67	70
2421	Training Officer	59	62
2422	Staff Development Director	63	70
2430	Probation Aide	39	42
2431	Probation Officer I	45	48
2432	Probation Officer II	48	51
2433	Probation Officer III	51	54
2434	Probation Officer IV	57	60
2440	Alcohol Evaluator	45	48
2511	Court Psychologist I	57	59
2512	Court Psychologist II	63	65
2531	Volunteer Services Coordinator	51	54
2541	Presentence Project Director	63	65
2641	Traffic Courts Coordinator	63	66

2704	ADP Services Director	73	77
2708	Systems and Program Manager	68	75
2712	Systems Analyst I	58	61
2713	Systems Analyst II	62	65
2716	Statistical Programmer	60	63
2717	Internal Programmer	68	71
2718	Programmer I	56	59
2719	Programmer II	60	63
2727	Trainer	53	57
2728	Data Entry Operator	33	36
2740	PBX Operator	27	31
2750	Microfilm Operator I	34	37
2751	Microfilm Operator II	40	43
3101	Editor of Opinions	75	N/C
3111	Water Referee	77	N/C
3120	Paralegal Assistant	38	N/C
3121	Legal Staff Assistant I	44	N/C
3122	Legal Staff Assistant II	55	N/C
3123	Legal Staff Assistant III	61	N/C
3124	Referee	71	N/C
3126	Juvenile Justice Coordinator	71	N/C
3127	Judicial Department Legal Officer	71	N/C
3128	Staff Attorney	69	N/C
4101	Court Clerk I	26	30
4102	Court Clerk II	34	38
4103	Court Clerk III	40	44
4104	Court Clerk IV	44	48
4106	Division Clerk	36	40
4107	Division Clerk I	38	42
4108	Division Clerk II	42	46
4201	Court Reporter I	49	52
4202	Court Reporter II	55	58
4203	Court Reporter III	59	62
4301	Court Accounting Clerk I	33	36
4302	Court Accounting Clerk II	39	42
4303	Court Accounting Clerk III	45	48
4305	Staff Accounting Clerk	47	50
4404	Executive Legal Secretary	44	48
4407	Unit Clerk I	34	38
4408	Unit Clerk II	38	42
4410	Administrative Secretary I	36	40
4411	Administrative Secretary II	40	44
4412	Administrative Secretary III	44	48
4415	Clerk-Steno I	29	33
4416	Clerk-Steno II	36	40
4420	Clerk-Typist I	26	30
4421	Clerk-Typist II	33	37
4430	Mail Clerk	26	30
4601	Law Examining Board Secretary	57	60
4602	Grievance Committee Secretary	42	46
4603	Grievance Investigator	71	N/C
4621	Administrative Technician	49	52
4641	Court of Appeals Clerk	46	49
4651	Supreme Court Clerk	48	51
4661	Bailiff	26	30
4671	Transportation Officer	33	37
6401	Plant Manager	70	74
6405	Plant Mechanic I	42	46
6406	Plant Mechanic II	48	52

APPENDIX C

STEP	1	2	3	4	5	6	7
GRADE							
1	\$ 333	\$ 350	\$ 367	\$ 386	\$ 405	\$ 425	\$ 447
2	341	358	376	395	415	436	458
3	350	367	386	405	425	447	469
4	358	376	395	415	436	458	481
5	367	386	405	425	447	469	492
6	376	395	415	436	458	481	505
7	386	405	425	447	469	492	517
8	395	415	436	458	481	505	530
9	405	425	447	469	492	517	543
10	415	436	458	481	505	530	557
11	425	447	469	492	517	543	570
12	436	458	481	505	530	557	585
13	447	469	492	517	543	570	598
14	458	481	505	530	557	585	614
15	469	492	517	543	570	598	628
16	481	505	530	557	585	614	643
17	492	517	543	570	598	628	660
18	505	530	557	585	614	645	677
19	517	543	570	598	628	660	693
20	530	557	585	614	645	677	711
21	543	570	598	628	660	693	727
22	557	585	614	645	677	711	747
23	570	598	628	660	693	727	764
24	585	614	645	677	711	747	784
25	598	628	660	693	727	764	802
26	614	645	677	711	747	784	823
27	628	660	693	727	764	802	842
28	645	677	711	747	784	823	864
29	660	693	727	764	802	842	884
30	677	711	747	784	823	864	907
31	693	727	764	802	842	884	928
32	711	747	784	823	864	907	952
33	727	764	802	842	884	928	975
34	747	784	823	864	907	952	1000
35	764	802	842	884	928	975	1023
36	784	823	864	907	952	1000	1050
37	802	842	884	928	975	1023	1075
38	823	864	907	952	1000	1050	1103
39	842	884	928	975	1023	1075	1128
40	864	907	952	1000	1050	1103	1158
41	884	928	975	1023	1075	1128	1185
42	907	952	1000	1050	1103	1158	1216
43	928	975	1023	1075	1128	1185	1244
44	952	1000	1050	1103	1158	1216	1277
45	975	1023	1075	1128	1185	1244	1306
46	1000	1050	1103	1158	1216	1277	1341
47	1023	1075	1128	1185	1244	1306	1372
48	1050	1103	1158	1216	1277	1341	1408
49	1075	1128	1185	1244	1306	1372	1440
50	1103	1158	1216	1277	1341	1408	1478
51	1128	1185	1244	1306	1372	1440	1512
52	1158	1216	1277	1341	1408	1478	1552
53	1185	1244	1306	1372	1440	1512	1588
54	1216	1277	1341	1408	1478	1552	1630
55	1244	1306	1372	1440	1512	1588	1667
56	1277	1341	1408	1478	1552	1630	1712
57	1306	1372	1440	1512	1588	1667	1750
58	1341	1408	1478	1552	1630	1712	1798
59	1372	1440	1512	1588	1667	1750	1837
60	1408	1478	1552	1630	1712	1798	1888
61	1440	1512	1588	1667	1750	1837	1929
62	1478	1552	1630	1712	1798	1888	1982
63	1512	1588	1667	1750	1837	1929	2025
64	1552	1630	1712	1798	1888	1982	2081
65	1588	1667	1750	1837	1929	2025	2126
66	1630	1712	1798	1888	1982	2081	2185
67	1667	1750	1837	1929	2025	2126	2232
68	1712	1798	1888	1982	2081	2185	2294
69	1750	1837	1929	2025	2126	2232	2344
70	1798	1888	1982	2081	2185	2294	2409
71	1837	1929	2025	2126	2232	2344	2461
72	1888	1982	2081	2185	2294	2409	2529
73	1929	2025	2126	2232	2344	2461	2584
74	1982	2081	2185	2294	2409	2529	2655
75	2025	2126	2232	2344	2461	2584	2713
76	2081	2185	2294	2409	2529	2655	2783
77	2126	2232	2344	2461	2584	2713	2849
78	2185	2294	2409	2529	2655	2783	2927
79	2232	2344	2461	2584	2713	2849	2991
80	2294	2409	2529	2655	2783	2927	3073
81	2344	2461	2584	2713	2849	2991	3141
82	2409	2529	2655	2783	2927	3073	3227

PERSONNEL SCHEME FOR
WAYNE COUNTY CIRCUIT COURT
(1979)

APPENDIX C

Figures below should be adjusted upward 8% to make comparison with Virginia Circuit Courts accurate

CLASS CODE	CLASS TITLE	ANNUAL SALARY MIN - MAX
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CIRCUIT COURT AND AFFILIATED DEPARTMENTS

JUDICIAL OFFICERS AND STAFF

1	Circuit Judge	- 17,922
2	Administrative Secretary II	15,936-16,326
3	Court Reporter-Unclassified Service	- 20,504
4	Circuit Judge	- 17,922
5	Administrative Secretary I	15,936-16,326
6	Court Reporter-Unclassified Service	- 20,504

ADMINISTRATIVE OFFICE

7	Circuit Court Administrator	- 37,859
8	Administrative Secretary I	15,936-16,326
9	Clerical Services Supervisor I	16,300-16,935
10	Stenographer II	13,464-14,003
11	Clerk I	- -
12	Typist I	- -
13	Court Reporter Supervisor	- 24,000
14	Court Reporter-Unclassified Service	- 20,504

LEGAL AND LIBRARY SERVICES

15	Circuit Court Judicial Assistant	- 35,762
16	Attorney III	27,403-31,168
17	Librarian IV	21,180-21,779
18	Law Research Clerk-Circuit Court	- 15,875
19	Administrative Secretary I	15,936-16,326
20	Secretarial Stenographer II	14,687-15,236

ASSIGNMENT OFFICE

21	Court Executive II	31,682-33,553
22	Circuit Court Assignment Clerk III	21,389-22,074
23	Circuit Court Assignment Clerk II	20,819-21,161
24	Circuit Court Assignment Clerk I	19,563-20,819
25	Typist II	13,323-13,856
26	Typist I	12,199-12,558

FRIEND OF THE COURT

27	Friend of the Court	- 40,067
28	Court Executive I	26,970-29,055
29	Personnel Officer I	- -
30	Secretarial Stenographer II	14,687-15,236
31	Secretarial Stenographer I	- -

COURT SERVICE

32	Assistant Friend of the Court - Court Executive III	- -
33	Principal Attorney	37,655-39,247

CLASS CODE	CLASS TITLE	ANNUAL SALARY MIN - MAX
<u>COURT SERVICE - con'd.</u>		
34	Friend of the Court Referee	32,610-36,341
35	Clerk VI	- -
36	Stenographer III	14,305-14,715
37	Stenographer II	13,464-14,003
38	Stenographer I	- -
<u>BRANCH OFFICE - CITY-COUNTY BUILDING</u>		
39	Court Executive I	26,970-29,055
40	Attorney IV	- -
41	Attorney II	- -
42	Clerk IV	15,035-15,652
43	Typist III	- -
<u>INVESTIGATION</u>		
44	Assistant Friend of the Court - Court Executive III	37,378-39,621
45	Court Executive I	- -
46	Attorney IV	32,307-36,036
47	Attorney III	27,403-31,168
48	Attorney II	22,402-26,166
49	Attorney I	19,869-21,267
50	Domestic Relations Investigator II	19,461-20,145
51	Domestic Relations Investigator I	14,586-18,763
52	Stenographer II	13,464-14,003
53	Clerk IV	- -
54	Clerk II	13,323-13,856
55	Typist III	14,169-14,715
56	Typist II	13,323-13,856
57	Typist I	- -
<u>ENFORCEMENT</u>		
58	Assistant Friend of the Court - Court Executive III	37,378-39,621
59	Court Executive II	31,682-33,553
60	Court Executive I	- -
61	Attorney III	27,403-31,168
62	Attorney II	22,402-26,166
63	Attorney I	19,869-21,267
64	Domestic Relations Investigator II	13,478-14,566
65	Domestic Relations Investigator I	14,586-18,763
66	Court Officer I	13,705-17,703
67	Clerical Services Supervisor I	16,300-16,935
68	Clerk VI	17,251-18,177
69	Clerk V	16,142-16,690
70	Clerk III	14,169-14,715
71	Clerk II	13,323-13,856
72	Clerk I	12,199-12,558

CLASS CODE	CLASS TITLE	ANNUAL SALARY MIN - MAX
<u>ENFORCEMENT - con'd.</u>		
73	Stenographer III	14,305-14,715
74	Stenographer II	13,464-14,003
75	Stenographer I	12,314-12,674
76	Typist III	14,169-14,715
77	Typist II	13,323-13,856
78	Typist I	12,199-12,558
<u>PATERNITY</u>		
79	Attorney III	27,403-31,168
80	Domestic Relations Investigator II	19,461-20,145
81	Domestic Relations Investigator I	14,586-18,763
82	Clerk II	13,323-13,856
83	Stenographer I	12,314-12,674
74	Typist I	12,199-12,558
<u>UNIFORM RECIPROCAL SUPPORT</u>		
85	Attorney III	27,403-31,168
86	Attorney II	22,402-26,166
87	Domestic Relations Investigator I	14,586-18,763
88	Clerk IV	15,035-15,652
89	Stenographer II	13,464-14,003
90	Stenographer I	12,314-12,674
91	Typist I	12,199-12,558
92	Clerk I	12,199-12,558
<u>CASHIER DIVISION</u>		
93	Court Executive I	26,970-29,055
94	Business Manager	- -
95	Alimony Accounts Supervisor	19,325-20,558
96	Accountant II	17,125-18,222
97	Account Clerk I	13,433-13,972
98	Cashier I	13,815-14,362
99	Clerical Services Supervisor I	16,300-16,935
100	Clerk VI	17,251-18,177
101	Clerk V	16,142-16,690
102	Clerk IV	15,035-15,652
103	Clerk III	14,169-14,715
104	Clerk II	13,323-13,856
105	Clerk I	12,199-12,558
106	Typist I	12,199-12,558
107	Key-punch Operator II	13,323-13,856
108	Key-punch Operator I	12,314-12,674
<u>INFORMATION SYSTEMS BUREAU</u>		
109	Supervisor of Systems Operations	- -
110	Data Processing Supervisor I	24,230-26,311
111	Computer Operator III	17,145-18,073
112	Computer Operator II	15,035-15,652
113	Computer Operator I	13,323-13,856

APPENDIX C

<u>CLASS CODE</u>	<u>CLASS TITLE</u>	<u>ANNUAL SALARY MIN - MAX</u>
<u>FAMILY COUNSELING SERVICE</u>		
114	Director of Circuit Court Family Counselor Service	30,759-32,576
115	Family Counselor	20,972-21,576
116	Typist III	14,169-14,715
117	Typist II	13,323-13,856
118	Stenographer III	14,305-14,715
119	Stenographer II	13,464-14,003
120	Stenographer I	12,314-12,674
<u>CIRCUIT COURT PROBATION</u>		
121	Court Executive III	37,378-39,621
122	Court Executive II	31,682-33,553
123	Court Executive I	26,970-29,053
124	Administrative Assistant II	13,800-18,100
125	Probation Officer	14,674-22,587
126	Personnel Officer I	18,348-19,423
127	Cashier II	15,035-15,652
128	Cashier I	13,815-14,362
129	Social Investigator I	14,905-18,693
130	Clerk V	16,142-16,690
131	Stenographer III	14,305-14,715
132	Stenographer II	13,464-14,003
133	Stenographer I	-
134	Typist II	13,323-13,856
135	Typist I	12,199-12,558
136	Phonotypist II	13,323-13,856
137	Phonotypist I	12,314-12,674
138	Clerk IV	15,035-15,652
<u>BOARD OF JURY COMMISSIONERS</u>		
139	Commissioner	- 11,000
140	Administrative Assistant III	- -
141	Court Executive I	- -
142	Clerical Services Supervisor I	16,300-16,935
143	Typist III	- -
144	Stenographer II	- -
145	Stenographer I	12,314-12,674
	Administrative Secretary	
	Administrative Assistant I	
	Cashier III	
	Cashier IV	
	Systems Analyst I	
	Systems Analyst II	
	Computer Programmer I	
	Computer Programmer II	
	Computer Programmer III	

APPENDIX C

<u>CLASS CODE</u>	<u>CLASS TITLE</u>	<u>ANNUAL SALARY MIN - MAX</u>
	Supervisor of Computer Programmers	
	Computer Operations Supervisor I	
	Computer Operations Supervisor II	
	Marriage Counselor	
	Social Investigator II	
	Probation Officer IV	
	Labor Relations Analyst I	
	Labor Relations Analyst II	

APPENDIX C

OREGON

MULTNOMAH COUNTY CIRCUIT COURTS SALARY LEVELS AS OF
12/8/80

	<u>Minimum</u>	<u>Maximum</u>
Courtroom Clerk	13,270	15,371
Judge' Secretary	14,643	16,993
Court Reporter	23,982	25,438
Jury Supervisor	16,889	19,593
Account Supervisor	16,889	19,593
Office Assistant II	11,190	13,748
Office Assistant III	13,353	15,496
Office Assistant IV	14,788	17,180
Operation Supervisor	19,115	24,876

Table A-1. Weekly earnings of office workers in Norfolk-Virginia Beach-Portsmouth, Va.-N.C., May 1960—Continued

Occupation and industry division	Number of workers	Average weekly hours (standard)	Weekly earnings (in dollars) ¹			Number of workers receiving straight-time weekly earnings (in dollars) of —																						
			Mean ²	Median ³	Middle range ⁴	110 and under 120	120	130	140	150	160	170	180	190	200	220	240	260	280	300	320	340	360	380	400	420	440	
							130	140	150	160	170	180	190	200	220	240	260	280	300	320	340	360	380	400	420	440		
Accounting clerks, class A.....	170	40.0	211.50	200.00	189.00- 226.00	-	-	2	7	2	3	16	17	26	37	19	17	10	12	-	-	-	-	-	-	-	-	-
Manufacturing.....	42	40.0	248.50	274.50	204.00- 295.00	-	-	-	-	-	2	2	3	1	5	3	4	10	12	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	128	40.0	189.00	197.00	188.50- 218.50	-	-	2	7	2	1	16	14	25	32	16	13	-	-	-	-	-	-	-	-	-	-	-
Accounting clerks, class B.....	419	39.5	158.50	150.50	140.00- 171.50	-	13	48	137	54	52	41	25	20	21	5	5	-	-	-	-	-	-	-	-	-	-	-
Manufacturing.....	84	39.0	167.50	164.50	146.50- 180.00	-	-	11	13	8	17	11	13	4	2	-	5	-	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	335	40.0	158.50	149.50	140.00- 168.00	-	13	35	124	46	35	30	12	16	19	5	-	-	-	-	-	-	-	-	-	-	-	-
Payroll clerks.....	65	39.5	183.00	170.00	155.00- 200.00	-	-	1	13	10	3	10	5	6	7	4	5	-	-	-	-	-	-	-	-	-	1	-
Manufacturing.....	25	40.0	201.50	190.00	158.00- 232.00	-	-	-	2	5	1	2	-	5	3	3	3	-	-	-	-	-	-	-	-	-	1	-
Nonmanufacturing.....	40	39.0	171.00	170.00	145.00- 180.00	-	-	1	11	5	2	8	5	1	4	1	2	-	-	-	-	-	-	-	-	-	-	-
Key entry operators:																												
Manufacturing.....	60	39.5	190.00	173.50	157.50- 225.00	-	-	5	4	7	6	16	6	-	-	3	10	-	-	-	2	1	-	-	-	-	-	-
Key entry operators, class A.....	64	39.5	203.50	185.50	170.50- 213.50	-	-	-	1	1	6	6	18	7	7	3	10	-	-	-	2	1	-	-	-	-	-	-
Manufacturing.....	31	39.5	220.50	223.00	176.50- 255.50	-	-	-	1	-	4	6	4	-	-	3	10	-	-	-	2	1	-	-	-	-	-	-
Key entry operators, class B:																												
Manufacturing.....	29	39.5	158.00	157.50	143.50- 172.50	-	-	5	3	7	2	10	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

See footnotes at end of tables.

Table A-1. Weekly earnings of office workers in Washington, D.C.-Md.-Va., March 1980—Continued

Occupation and industry division	Number of workers	Average weekly hours (standard)	Weekly earnings (in dollars) ¹			Number of workers receiving straight-time weekly earnings (in dollars) of —																				
			Mean ²	Median ³	Middle range ⁴	110 and under 130	130	150	170	190	210	230	250	270	290	310	330	350	370	390	410	430	450	470	490	510
							150	170	190	210	230	250	270	290	310	330	350	370	390	410	430	450	470	490	510	535
File clerks, class B.....	510	38.0	173.50	167.00	152.50-187.00	-	109	154	133	25	76	4	4	5	-	-	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	427	37.5	176.00	171.00	156.00-193.00	-	82	112	124	24	76	4	4	1	-	-	-	-	-	-	-	-	-	-	-	-
File clerks, class C.....	409	37.0	183.00	202.50	149.50-211.50	6	102	69	16	51	157	3	1	4	-	-	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	396	36.5	183.50	202.50	149.50-211.50	6	94	67	16	50	157	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-
Messengers.....	690	37.5	187.50	178.00	151.50-205.50	9	153	86	177	106	44	44	6	42	18	3	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	684	37.5	187.50	178.00	151.00-205.00	9	153	86	176	104	43	44	6	42	18	3	-	-	-	-	-	-	-	-	-	-
Switchboard operators.....	685	39.5	175.50	172.50	140.00-196.50	157	38	65	185	153	50	3	7	1	4	7	15	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	671	39.5	173.50	172.50	137.00-198.00	157	37	65	183	152	50	1	6	1	4	-	15	-	-	-	-	-	-	-	-	-
Public utilities.....	41	40.0	272.50	256.50	195.00-347.00	-	-	-	-	15	-	-	-	6	1	4	15	-	-	-	-	-	-	-	-	-
Switchboard operator-receptionists.....	721	39.0	175.00	169.00	142.00-197.50	139	60	178	113	108	40	29	44	11	1	-	-	-	-	-	-	-	-	-	-	-
Manufacturing.....	68	39.5	201.50	187.00	160.00-232.00	-	-	26	9	1	10	11	7	4	-	-	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	653	38.5	172.00	160.50	140.00-196.00	139	60	150	104	107	30	18	37	7	1	-	-	-	-	-	-	-	-	-	-	-
Order clerks.....	856	39.0	203.50	201.00	180.00-219.00	-	31	75	209	199	206	36	45	55	-	-	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	801	39.0	200.00	201.00	180.00-218.50	-	31	73	206	195	200	31	45	20	-	-	-	-	-	-	-	-	-	-	-	-
Order clerks, class A.....	523	39.5	201.00	201.00	185.00-219.00	-	28	69	97	132	126	6	45	20	-	-	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	506	39.5	200.50	201.00	185.00-219.00	-	28	69	95	128	120	1	45	20	-	-	-	-	-	-	-	-	-	-	-	-
Order clerks, class B.....	333	38.5	207.00	203.00	180.00-216.50	-	3	6	112	67	80	30	-	35	-	-	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	295	39.0	198.50	203.00	180.00-215.00	-	3	4	111	67	80	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounting clerks.....	3,665	38.5	209.00	197.00	168.50-235.00	47	348	597	509	571	511	351	143	256	121	122	23	26	25	17	-	-	-	-	-	-
Manufacturing.....	292	39.5	247.50	249.50	195.00-281.00	-	-	15	49	31	19	35	21	67	16	16	15	6	-	2	-	-	-	-	-	-
Nonmanufacturing.....	3,373	38.5	205.50	195.00	166.00-230.50	47	348	582	460	540	492	316	122	189	105	108	6	20	25	15	-	-	-	-	-	-
Public utilities.....	706	39.0	250.00	229.50	206.00-287.50	-	-	4	16	159	174	51	44	106	62	41	4	7	21	15	-	-	-	-	-	-
Accounting clerks, class A.....	1,337	38.5	241.50	228.50	197.00-266.00	-	26	97	114	192	243	99	80	222	112	87	21	25	2	17	-	-	-	-	-	-
Manufacturing.....	121	39.0	274.50	281.00	245.00-304.00	-	-	-	11	17	2	1	-	55	10	4	13	6	-	2	-	-	-	-	-	-
Nonmanufacturing.....	1,216	38.0	236.50	222.00	194.50-266.00	-	26	97	103	175	241	98	80	167	102	83	6	19	2	15	-	-	-	-	-	-
Public utilities.....	392	38.5	289.00	279.50	217.00-298.00	-	-	-	-	13	126	16	24	86	62	39	4	7	15	-	-	-	-	-	-	-
Accounting clerks, class B.....	2,328	38.5	190.00	182.50	159.00-214.50	47	320	500	395	379	268	252	63	34	9	35	2	1	23	-	-	-	-	-	-	-
Manufacturing.....	171	39.5	228.50	235.00	185.00-266.00	-	-	15	38	14	17	34	21	12	6	12	2	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	2,157	38.5	187.00	176.50	157.00-211.00	47	320	485	357	365	251	218	42	22	3	23	-	1	23	-	-	-	-	-	-	-
Public utilities.....	314	39.5	226.50	202.50	195.00-239.00	-	-	4	16	146	48	35	20	22	-	2	-	-	21	-	-	-	-	-	-	-
Payroll clerks.....	557	38.5	215.50	217.00	181.00-240.00	-	8	92	83	43	157	76	29	37	4	21	1	1	5	-	-	-	-	-	-	-
Nonmanufacturing.....	512	38.5	211.50	215.00	177.50-234.00	-	8	92	82	35	150	69	23	34	3	12	-	-	4	-	-	-	-	-	-	-
Key entry operators.....	3,178	39.5	178.00	171.00	150.00-194.00	139	446	963	657	459	204	90	106	46	28	11	1	24	-	-	-	-	-	-	-	-
Manufacturing.....	71	39.0	225.50	210.00	177.00-281.50	-	-	10	18	7	7	3	7	5	6	7	1	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	3,105	39.5	177.50	170.00	150.00-193.50	139	446	953	639	452	197	87	101	41	22	4	-	24	-	-	-	-	-	-	-	-
Public utilities.....	102	38.5	278.50	273.50	246.50-301.50	-	-	-	3	7	6	11	19	19	11	-	-	-	24	-	-	-	-	-	-	-
Key entry operators, class A.....	520	39.0	215.00	213.50	184.50-244.00	3	18	42	89	76	129	45	73	23	15	7	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	510	39.0	213.50	213.50	184.50-240.00	3	18	42	89	76	128	44	73	20	13	4	-	-	-	-	-	-	-	-	-	-
Key entry operators, class B: Manufacturing.....	61	39.0	210.00	197.50	173.00-256.00	-	-	10	18	7	6	2	7	2	4	4	1	-	-	-	-	-	-	-	-	-
Nonmanufacturing: Public utilities.....	85	38.5	276.00	269.00	242.00-353.00	-	-	-	3	7	8	11	15	17	-	-	-	-	24	-	-	-	-	-	-	-

See footnotes at end of tables.

Table A-1. Weekly earnings of office workers in Richmond, Va., June 1980 —Continued

Occupation and industry division	Number of workers	Average weekly hours ^a (standard)	Weekly earnings (in dollars) ^b			Number of workers receiving straight-time weekly earnings (in dollars) of —																				
			Mean ^c	Median ^d	Middle range ^e	Under 110	110 end under 120	120-130	130-140	140-150	150-160	160-180	180-200	200-220	220-240	240-260	260-280	280-300	300-320	320-340	340-360	360-380	380-400	400-420	420-440	440-460
Key entry operators, class B.....	351	39.0	172.00	164.50	154.00- 177.00	-	2	2	23	32	66	156	26	22	2	1	12	-	-	-	4	3	-	-	-	-
Manufacturing.....	30	38.0	172.00	170.00	164.00- 181.50	-	-	-	3	-	18	8	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Nonmanufacturing.....	321	39.0	172.00	164.00	154.00- 176.00	-	2	2	23	29	66	138	18	21	2	1	12	-	-	-	4	3	-	-	-	-
Public utilities.....	59	39.0	214.00	192.00	162.00- 261.50	-	-	-	4	8	13	7	5	2	1	12	-	-	-	4	3	-	-	-	-	-

See footnotes at end of tables.

APPENDIX C

APPENDIX D:

VIRGINIA CIRCUIT COURT PERSONNEL SYSTEM STUDY:

CLASSIFICATION METHODOLOGY

APPENDIX D

VIRGINIA CIRCUIT COURT PERSONNEL SYSTEM STUDY:

CLASSIFICATION METHODOLOGY

- Step 1: Organize personnel inventory and position description information.
- a. Construct schedule of office descriptions using key management indicators (caseload, staff size, funds accounted for), have available for reference during classification process.
 - b. Prepare inventory/classification schedules by listing names, present job titles, and present salary.
 - c. Match personnel to position description data.
- Step 2: Rate each position by determining appropriate classification points.
- a. For each position type, determine KNOWLEDGE FACTOR POINTS using Rating Chart 1, (attached). Refer to position description to measure Broadness of Duties; refer to class specifications to determine required education and experience for positions generally associated with that job class (see Exhibit 3).
 - b. For each position type, determine KNOWLEDGE APPLICATION FACTOR points, using Rating Chart 2 (attached). In analyzing tasks listed on position description, refer to Clerk's Advisory Committee Procedures Evaluation to measure Task Complexity (degree of difficulty column). Evaluate Available Solutions by analysis of job tasks.
 - c. For each position type, determine ACCOUNTABILITY FACTOR POINTS, using Rating Chart 3 (attached). Refer to position description data on "Number Employees Under Supervision" to measure Supervisory Responsibility. Refer to Clerk's Advisory Committee Procedures Evaluation to measure Impact on Operations ("Consequence of Error" column--include this in an overall judgment of Impact on Operations dimension).
 - d. Compute classification points:

Knowledge Factor Points
Knowledge Application Factor Points
+ Accountability Factor Points

Classification Points

Enter total on inventory/classification schedule.

APPENDIX D

- e. Use classification points to assign each position type to an appropriate proposed class and level within a class series. If the appropriate classification involves a single class (no class series available), check to make sure the points fall within the assigned range. If it does not, some adjustment either to the position rating, the allocation of point ranges to classes, or the number of available classes must be made.

Step 3: Adjust classification system.

Based upon the initial classification of positions in small courts, adjust the classification system. Possible adjustments are:

- a. Construct new job class(es) and specifications.
- b. Adjust assignment of job classes to classification points on Job Class Relative Value Chart.
- c. Refine class specifications.

Step 4: Re-classify positions.

In light of changes to classification system and methodology, review all classified positions and conform classifications to adjusted system.

Step 5: Using the table connecting classification points to salary ranges, determine the appropriate proposed salary range for each position type and enter same on inventory/classification schedule.

Step 6: Compile results of all inventory/classification schedules by determining the number of positions assigned to each job class, by grouping by size of court.

APPENDIX D

POSITION CLASSIFICATION RATING CHART 1:

KNOWLEDGE FACTOR

Breadness of Duties (Across Functional Areas)

	Limited	Related	Diverse	Comprehensive
Min. Educ. Min. Exp.	20	40	60	80
Min. Educ. Mod. Exp. OR Mod. Educ. Min. Exp.	40	60	80	100
Mod. Educ. Mod. Exp. OR Min. Educ. Subst. Exp. OR Subst. Educ. Min. Exp.	60	80	100	120
Mod. Educ. Subst. Exp. OR Subst. Educ. Mod. Exp.	80	100	120	140
Subst. Educ. Subst. Exp.	100	120	140	160

Required Education and Experience

APPENDIX D

KNOWLEDGE FACTOR: DIMENSION DEFINITIONS

Breadness of Duties

- Limited:** Works primarily in one functional area within the Circuit Clerk's Office with occasional duties in a limited number of other areas, usually as a back-up or substitute.
- Related:** Works primarily in one or a few functional areas with regular but limited duties in other areas.
- Diverse:** Has primary responsibility in more than one functional area with regular, substantive duties in other areas as well. Responsible for limited managerial duties.
- Comprehensive:** Has primary operational or managerial responsibilities in several functional areas; works at least occasionally in virtually all areas. Has responsibility for substantial managerial duties.

Education and Experience

- Minimal Education:** High School diploma or less.
- Moderate Education:** Two to four years of post-secondary education.
- Substantial Education:** At least four years of post-secondary education with subsequent supplemental educational activity, or graduate level education.
- Minimal Experience:** 0-2 years experience related to job tasks, or 0-4 of generally applicable experience indirectly related to job tasks.
- Moderate Experience:** 2-4 years experience related to job tasks, or 4-6 years of generally applicable experience indirectly related to job tasks.
- Substantial Experience:** Over 4 years related experience or Over 6 years of generally applicable experience indirectly related to job tasks.

APPENDIX D

POSITION CLASSIFICATION RATING CHART 2:

KNOWLEDGE APPLICATION FACTOR

Task Complexity

	Repetitive	Patterned	Variable	Intricate	Creative
Strict Routine	20	40	60	80	100
Semi-Routine	40	60	80	100	120
Standardized	60	80	100	120	140
Clearly Defined	80	100	120	140	160
Broadly Defined	100	120	140	160	180
Abstractly Defined	120	140	160	180	200

Available Solutions

APPENDIX D

KNOWLEDGE APPLICATION FACTOR: DIMENSION DEFINITIONS

Task Complexity

- Repetitive:** Job tasks are relatively simple and identical in nature yielding few problem solving challenges.
- Patterned:** Job tasks are relatively simple, moderately varied in nature, and present a limited number of problem solving challenges, many of which are on a recurring basis.
- Variable:** Job tasks are of differing degrees of complexity presenting a variety of problem solving challenges, only some of which are on a recurring basis.
- Intricate:** Job tasks are consistently complex in nature, presenting a wide variety of problem solving challenges, few of which are on a recurring basis.
- Creative:** Job tasks are highly diverse and consistently complex presenting a wide variety of problem solving challenges many of which are non-recurring.

Available Solutions

- Strict routine:** Task completion and problem solving entail simple rules and defined instructions for action.
- Semi-routine:** Task completion and problem solving entail somewhat diversified procedures and readily applicable precedents to action.
- Standardized:** Task completion and problem solving entail diversified procedures and specified general standards for action.
- Clearly Defined:** Task completion and problem solving entail undefined procedures and precedents but specifically delineated policies and principles for action.
- Broadly Defined:** Task completion and problem solving entail generally specified policies and principles for action.
- Abstractly Defined:** Task completion and problem solving entail generally undefined policies and principles for action, creativity in devising solution approaches and skilled research to determine appropriate alternatives.

APPENDIX D

POSITION CLASSIFICATION RATING CHART 3:

ACCOUNTABILITY FACTOR

Supervisory Responsibility

	None	Minimal	Moderate	Substantial	Maximal
Minimal	20	40	60	80	100
Moderate	40	60	80	100	120
Substantial	60	80	100	120	140
Maximal	80	100	120	140	160

Impact on Operations
(Consequence of Error)

APPENDIX D

ACCOUNTABILITY FACTOR: DIMENSION DEFINITIONS

Supervisory Responsibility

- None: No supervisory responsibilities.
- Minimal: No formal supervisory responsibility but substantial guidance to subordinate positions. Performed under direction of supervisor.
- Moderate: Formal supervisory responsibility for 1-5 positions. May work under direction of higher level supervisor.
- Substantial: Formal supervisory responsibility for 6-12 positions. May work under direction of higher level supervisor.
- Maximal: Formal supervisory responsibility for more than 12 positions. Generally is highest supervisory position.

Impact on Operations

- Minimal: Low consequence of error, much review of work output by supervisor or others.
- Moderate: Some consequence of error with little review of work output, or substantial consequence of error with much review of work output by supervisor or others.
- Substantial: Considerable consequence of error, generally with some review of work output by supervisor or others.
- Maximal: Great consequence of error with little or no review of work output by supervisor or others.

D

E

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APPENDIX E:

CLERK'S ADVISORY COMMITTEE
PROCEDURES EVALUATION FORM

APPENDIX E

CRITERIA RELATING CLERK'S PROCEDURES
RATINGS TO CLASSIFICATION RATING PROCESS

Task Complexity

- 0 - 2 Repetitive
- 2.1 - 3.0 Patterened - Variable
- 3.1 - 4.0 Variable - Intricate
- 4.1 - 5.0 Intricate - Creative

Consequence of Error

- 0 - 2 Minimal
- 2.1 - 3.5 Moderate
- 3.6 - 4.5 Substantial
- 4.6 - 5.0 Maximal

Knowledge, Abilities and Skills

- 0-2.0 Minimal Education/ Minimum Experience
- 2.1 - 4.0 Min./Mod.; Mod./Min.; Mod./Mod.; Min./Subst.;
Subst./Min.
- 4.0 - 4.5 Mod./Subst.; Subst./Mod.
- 4.6 - 5.0 Subst./Subst.

CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid or experienced level-clerk	Other Comments
I. CIRCUIT COURT-- A. Criminal Cases					
1. Receive new warrants/indictments from Commonwealth Attorney; index new case, capture "vital" information, assign case number.	3.2	2.8	3.2	mid-exp	
2. Set up case file for new case (may include internal case file index or register of actions sheet).	2.2	2.8	2.6	ent-mid	
3. Schedule initial appearance date (e.g. trial date); notify attorneys; prepare calendars.	3.6	3.6	3.6	exp	
4. Schedule subsequent appearance dates; notify attorneys, prepare attorneys.	3.5	3.5	3.7	exp	
5. Receive praecipes, prepare motions docket.	3.0	3.2	3.2	mid	
6. Prepare docket for term days.	3.7	3.5	4.0	mid-exp	
7. Process bond documents, administer oaths, docket bond information.	2.8	3.0	2.8	ent-mid	
8. Process criminal case related documents--receive, tax, docket, and file numerous document types, such as Grand Jury results, motions, judgments sentencing information.	4.0	4.2	4.0	mid-exp	

APPENDIX E

CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid or experienced level clerk	Other Comments
I. CIRCUIT COURT-- A. Criminal Cases					
9. Prepare and issue executions, summons, subpoenas, and other matters of service; maintain process book; collect process fee.	3.5	4.0	3.5	mid	
10. Prepare and file monthly copy of report of prisoners in local jails.					
11. Transmit abstract of judgment and copies of certain orders to the Director of the Department of Corrections.	3.0	4.5	3.0	mid	
12. Prepare reports and file other certain information with Central Criminal Records Exchange.	3.0	4.5	3.0	mid	
13. Notify Commonwealth Attorney of receipt of certificate of recognizance.	3.0	3.0	3.0	ent	
14. Issue process of arrest (at discretion and direction of Circuit Clerk).	3.0	4.5	3.0	mid	
15. Receive certificate of conviction and recognizance on appeal and forward same to judge.	4.0	4.0	4.0	mid	

APPENDIX E

CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE I. CIRCUIT COURT-- A. Criminal Cases	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid, or experienced level clerk	Other Comments
16. Forward certain informa- tion to Division of Motor Vehicles regarding con- victions for driving under the influence.	3.0	3.2	3.0	ent-mid	
17. Be present for deposi- tion of rape victim.					
18. Maintain judgment book; make entrees, index cases, etc.	3.0	4.6	3.6	mid	
19. Maintain order book, make entrees, etc.	3.8	4.0	3.8	mid-exp	
20. Determine disposition of costs of criminal cases.	3.4	3.6	3.6	mid	

APPENDIX E

CLERKS' ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE I. CIRCUIT COURT-- B. Civil Cases (Law & Chancery)	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Receive new filings; index new filings, ob- tain certain information.	3.5	4.0	3.5	mid	
2. Compute and collect filing fees, generate and issue receipt.	3.5	3.5	3.5	mid	
3. Setup case files for new cases (may include pre- paring certain internal case file documents).	3.5	3.5	3.5	mid	
4. Process publication doc- uments and coordinate publications. For exam- ple, issue order of pub- lication against non- resident defendant in divorce case.	4.5	4.5	4.5	mid-exp	
5. Process civil case doc- uments (law and chan- cery)--receive, tax, docket, and file numer- ous types such as plead- ings, motions, orders, and judgments.	3.5	3.5	3.5	mid	
6. Prepare and issue sum- mons, subpoenas, execu- tions, and other matters of service; maintain process book; collect process fee.	3.0	3.5	3.5	mid	

APPENDIX E

CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
I. CIRCUIT COURT-- B. Civil Cases (Law and Chancery)					
7. Assist with civil case scheduling; notification of attorneys; preparation of calendar.	3.7	3.7	3.7	mid-exp	
8. Provide certain information to State Registrar of Vital Statistics in divorce, annulment cases.	2.8	3.6	3.0	mid	
9. Issue notice of forfeiture; issue warrant to seize property based on a written information.	3.8	4.4	4.0	mid-exp	
10. Maintain judgment book; index cases; make entries.	4.0	5.0	4.0	mid-exp	
11. Maintain order book; make entries, etc.	3.6	4.0	3.6	mid-exp	
12. Enter dismissal of injunction bill when dissolved; process bond for injunction; receive injunction orders.	3.8	3.8	3.8	mid-exp	
13. Enter facts proved in case during vacation of court when signed and certified by judge.	3.5	3.5	3.5	mid	
14. File certificate of facts proved with papers in the cause.	3.6	3.6	3.6	mid-exp	

APPENDIX E

CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE I. CIRCUIT COURT-- B. Civil Cases (Law and Chancery)	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
7. Assist with civil case scheduling; notification of attorneys; preparation of calendar.	3.7	3.7	3.7	mid-exp	
8. Provide certain information to State Registrar of Vital Statistics in divorce, annulment cases.	2.8	3.6	3.0	mid	
9. Issue notice of forfeiture; issue warrant to seize property based on a written information.	3.8	4.4	4.0	mid-exp	
10. Maintain judgment book; index cases; make entries.	4.0	5.0	4.0	mid-exp	
11. Maintain order book; make entries, etc.	3.6	4.0	3.6	mid-exp	
12. Enter dismissal of injunction bill when dissolved; process bond for injunction; receive injunction orders.	3.8	3.8	3.8	mid-exp	
13. Enter facts proved in case during vacation of court when signed and certified by judge.	3.5	3.5	3.5	mid	
14. File certificate of facts proved with papers in the cause.	3.6	3.6	3.6	mid-exp	

APPENDIX E

CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE I. CIRCUIT COURT-- B. Civil Cases (Law and Chancery)	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
15. Issue writ of <i>fieri facias</i> on judgment for money.	3.5	5.0	4.0	mid-exp	
16. Issue summons for debtors examination by creditor.	3.0	3.0	3.5	mid	
17. File assignment of judgment.	3.5	5.0	4.0	mid-exp	
18. Confession of judgment-- collect fees, docket, issue execution, file confession of judgment, send order to judgment debtor.	4.5	4.5	4.5	exp	
19. Perform duties in pre- serving testimony of witnesses where no case in progress.	3.0	3.5	3.0	mid	
20. File deposition in suit papers.	2.0	2.0	2.0	ent	
21. Deliver equity suit papers to commissioner in chancery if requested.	2.0	2.0	2.0	ent	
22. Maintain and make entries in Chancery Docket, Law Docket.	3.5	4.0	4.0	mid	
23. Transfer case documents to another court.	2.5	2.5	2.5	ent-mid	

APPENDIX E

CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

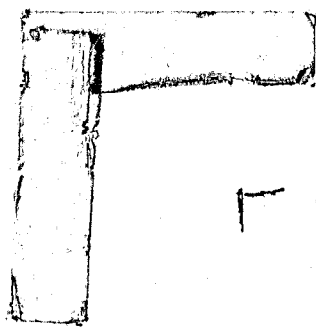
PROCEDURE I. CIRCUIT COURT-- B. Civil Cases (Law and Chancery)	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
24. Remove case from docket after two years (of in- activity); notify attor- neys and clients.	3.6	3.6	3.2	mid	

APPENDIX E

CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
I. CIRCUIT COURT-- C. In-Court Duties					
1. Swearing-in jurors and witnesses, charging juries.	4.0	4.0	4.0	exp	
2. Reading court dockets.	4.0	4.0	4.0	mid-exp	
3. Marking and receiving exhibits.	3.0	3.0	3.0	mid-exp	
4. Preparing minutes of court proceedings, recording same.	4.0	5.0	5.0	exp	
5. Assisting in juror selection process.	3.0	3.0	3.0	exp	
6. Prepare orders (after court) according to judge instruction.	4.5	5.0	5.0	exp	
7. Prepare and keep track of bench warrants, scire facias, capias, and rules to show cause documents.	4.5	5.0	5.0	exp	

APPENDIX E



CONTINUED

4 OF 5

CLERKS' ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE I. CIRCUIT COURT-- D. Probate/Estates	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Qualify will; issue cer- tificate of qualification.	4.6	4.8	4.6	exp	
2. Index probated wills.	3.0	3.8	3.0	mid-exp	
3. Process and prepare pro- bate documents--order, list of heirs, inven- tories, settlements, etc.	4.2	4.4	4.2	mid-exp	
4. Taxing costs--computing and collecting probate taxes.	4.0	3.8	4.0	mid-exp	
5. Appoint guardians and personal representatives of decedents who die intestate, committees, and trusteeships.	4.6	4.8	4.6	exp	
6. File and index final orders.	3.4	3.6	3.4	mid-exp	
7. File clerk's orders, e.g. allowing appeal.	3.4	3.4	3.4	mid-exp	
8. Maintain will book, record index and retain all wills admitted to probate.	3.6	4.0	3.6	mid-exp	
9. Appoint appraisers.	3.3	3.3	3.3	mid-exp	

APPENDIX B

CLERKS' ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE I. CIRCUIT COURT-- D. Probate/Estates	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
10. Order Sheriff to take estate into custody where no administrator or executor qualified within two months.	4.0	4.0	3.5	mid-exp	
11. Grant letters of administration in due form if requested by personal representative; grant letters of administration in case of an individual dying intestate.	4.5	4.5	4.0	mid-exp	
12. Grant administration with will annexed under defined conditions.	4.5	4.5	4.0	mid-exp	
13. Record certain probate acts in clerk's order book.	4.5	4.5	4.0	mid-exp	
14. Keep wills of living persons; compute and collect fees.	3.0	3.0	2.5	mid	

APPENDIX E

CLERKS' S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE I. CIRCUIT COURT-- E. Adoptions	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Receive, tax, docket, and file adoption docu- ments; (maintain sepa- rate order books, case files, and indices).	3.8	4.0	4.0	mid	
2. Send interlocutory order to the Commissioner of Welfare (also order re- voking interlocutory adoption).	3.2	3.2	3.2	mid	
3. Forward copy of adoption petition to Commissioner of Welfare for prelimin- ary investigation and report.	3.2	3.4	3.2	mid	
4. Provide certain docu- ments and information to State Registrar of Vital Statistics.	3.0	3.0	3.2	mid	

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CLERKS'S ADVISORY COMMITTEE PROCEDURES EVALUATION FORM

PROCEDURE I. CIRCUIT COURT-- F. Traffic Records	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Keep full record of designated types of traffic cases.	3.5	3.5	3.5	mid	
2. Certify that abstracts have been sent to Division of Motor Vehicles.	3.0	3.0	3.5	mid	
3. Forward abstracts of record in certain traffic cases to Division of Motor Vehicles.	4.0	4.5	4.0	mid	

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PROCEDURE I. CIRCUIT COURT-- G. District Court Records	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Receive and index Dis- trict Court warrants and summonses.	2.4	3.0	2.6	ent-mid	
2. Issue execution for un- collected fines and costs.	2.8	3.0	3.0	mid	
3. Prepare abstracts of District Court judgments.	3.2	4.5	3.5	mid	
4. Compute and assess fees for handling District Court records.	3.3	3.3	3.3	mid	

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PROCEDURE I. CIRCUIT COURT H. Jury Management	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Assist jury commissioners in selection of master jury list.	3.0	3.0	3.0	mid	
2. Notify jury commissioners of their appointment; enter appointment in order book.	3.5	3.5	3.5	mid	
3. Assist in selection of jurors for specified term.	3.0	3.0	3.0	mid	
4. Assist Sheriff in summoning of jurors for service.	3.0	3.0	3.0	mid	
5. Transmit orders making juror allowances to comptroller, local treasurers, and each juror.	4.0	4.5	4.0	mid-exp	
6. Enter in court's minutes the juror compensation paid; receive from Sheriff a statement of juror fees and mileage.	3.5	3.5	3.5	mid	
7. Receive list of veniremen for grand jury; issue facias for grand jury.	3.5	3.5	3.5	mid-exp	

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PROCEDURE I. CIRCUIT COURT-- I. Appeals	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Receive, tax, docket, and file appeals from District Court and Do- mestic Relations/Juve- nile Court.	3.4	3.4	3.6	mid	
2. Prepare record on appeal to Supreme Court.	4.2	4.4	4.6	exp	

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PROCEDURE I. CIRCUIT COURT H. Jury Management	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Assist jury commissioners in selection of master jury list.	3.0	3.0	3.0	mid	
2. Notify jury commissioners of their appointment; enter appointment in order book.	3.5	3.5	3.5	mid	
3. Assist in selection of jurors for specified term.	3.0	3.0	3.0	mid	
4. Assist Sheriff in summoning of jurors for service.	3.0	3.0	3.0	mid	
5. Transmit orders making juror allowances to comptroller, local treasurers, and each juror.	4.0	4.5	4.0	mid-exp	
6. Enter in court's minutes the juror compensation paid; receive from Sheriff a statement of juror fees and mileage.	3.5	3.5	3.5	mid	
7. Receive list of veniremen for grand jury; issue facias for grand jury.	3.5	3.5	3.5	mid-exp	

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PROCEDURE II. BOOKKEEPING/ACCOUNTING	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Post fiscal data: gather, assemble, tabulate, proof, extend, balance, summarize fiscal and related data.	4.0	4.5	4.0	mid	
2. Audit documents for proper revenue and expenditure classifications.	3.5	4.5	4.0	mid	
3. Code data according to prescribed accounting procedure.	3.0	4.5	3.5	mid	
4. Audit, update, and correct bond, escrow, condemnation fund and support/garnishment schedules.	4.0	4.0	4.5	mid-exp	
5. Prepare requisitions, purchase orders, requests for quotations, receiving reports, pay vouchers.	4.0	4.5	4.5	mid-exp	
6. Audit inventory of supplies and equipment.	3.0	3.0	3.0	ent-mid	
7. Audit daily balances.	4.0	4.5	4.5	mid-exp	
8. Prepare bank deposits, make deposits, reconcile bank statements.	2.5	4.5	3.5	mid-exp	

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PROCEDURE II. BOOKKEEPING/ACCOUNTING	Task Complexity	Conse- quence of Error	Require// Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
9. Prepare regular and special financial statements.	4.4	4.6	4.4	exp	
10. Check and tabulate budgetary estimates and allotments.	4.2	4.4	4.4	exp	
11. Maintain accounting and financial control records.	4.4	4.6	4.6	exp	
12. Assist in preparation, analysis, review and formulation of estimates of revenue, reimbursements, expenditures, and other accounts.	4.6	4.4	4.6	exp	
13. Assist in the analysis and verification of financial reports and statements.	4.6	4.6	4.6	exp	
14. Gather data for financial reports.	4.2	4.4	4.6	mid-exp	
15. Review and analyze accounts, records, financial statements, and fiscal procedures--interprets need for appropriate changes.	4.4	4.4	4.6	exp	
16. Prepare payroll reports.	4.0	4.0	4.0	exp	

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PROCEDURE	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
III. ELECTIONS					
1. Be present during examination of ballots on petition for recount.	4.0	4.0	4.0	mid-exp	
2. Receive delivery of absentee ballots.	3.5	3.5	3.5	mid-exp.	
3. Send copy of order of special election to State Board of Elections.	4.0	4.0	4.0	mid-exp	
4. Receive pollbooks and ballots after counting.	4.0	4.0	4.0	mid-exp	
5. Notify secretary of electoral board of notices of candidacy.	4.0	4.0	4.0	mid-exp	
6. Publish and post notice of referendums.	4.0	4.0	4.0	mid-exp	
7. Give notice to Commonwealth Attorney on appeal of denial of registration by petition.	4.0	4.0	4.0	mid-exp	
8. File monthly report to Secretary of State Board of Elections of persons judged incompetent and those restored to competency.	3.5	3.5	3.5	mid-exp	

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PROCEDURE III. ELECTIONS	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid, experienced level clerk	Other Comments
9. File certified copies of election results with governing bodies for referendums.	4.0	4.7	4.0	exp	
10. Publish notice of election after judge sets election date.	3.4	4.2	3.6	mid	
11. Certify election results certified by election commissioners to governing body.	4.0	4.0	4.0	exp	

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PROCEDURE IV. FIDUCIARIES	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Appoint guardian for child living out of state having an estate in Virginia.	4.5	5.0	4.5	exp	
2. Keep list of securities for lawful investment by fiduciaries provided by State Corporation Commission.	2.5	2.5	2.5	mid	
3. Record fiduciary reports.	3.0	3.0	3.0	mid	
4. Record and index inventories and accounts of sales in will book.	3.0	3.0	3.0	mid	
5. Furnish certain information about fiduciaries to commissioner of accounts.	3.5	3.5	3.5	mid	
6. Mail process to fiduciary when served on clerk as agent for service of process.	3.5	3.5	3.5	mid	
7. Keep book on settlement of Receivers and Commissioners.	3.0	3.0	3.0	mid	
8. Appoint Special Commissioners.					

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PROCEDURE	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
V. MARRIAGE LICENSES					
1. Determine that applicants meet legal requirements of state laws.	3.2	3.8	3.2	mid	
2. Prepare and issue license document.	2.8	3.8	2.8	mid	
3. Swear applicants.	2.4	3.4	2.4	mid	
4. Certify copy of license to Bureau of Vital Statistics.	2.6	3.6	2.4	mid	
5. Index and file license.	2.6	3.4	2.4	mid	
6. Be present during consent to marry by parents or guardians.	3.0	4.0	3.2	mid	
7. Report to Commonwealth Attorney a list of marriage licenses not returned by a minister.	3.0	3.0	2.8	mid	
8. Maintain marriage register.	2.8	4.0	3.2	mid	

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PROCEDURE VI. OATHS OF OFFICE AND BONDS	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. File orders approving bonds of trustees in bankruptcy; index same.	2.0	3.0	2.0	mid	
2. Record all bonds taken by Circuit Clerk; keep bond book.	3.0	4.0	3.0	mid	
3. Administer oaths and take affidavits.	3.0	3.0	3.0	mid	
4. Record certificate of cancellation of financial responsibility bonds in deed book.	3.5	5.0	3.5	mid-exp	
5. Enter qualification papers in order book.	3.0	2.5	3.5	mid	
6. Send to Comptroller copy of certain bonds and orders.	2.5	3.0	2.5	mid	
7. Prepare bonds taken by or given before clerk, judge, or court.	3.5	4.5	4.0	mid	
8. Qualify local public officers (county and/or city).	2.5	2.5	2.5	mid-exp	
9. Administer oaths necessary or proper for an official act.	2.5	2.5	2.5	mid-exp	

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PROCEDURE VI. OATHS OF OFFICE AND BONDS	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
10. Administer oaths to Notary Publics.	2.6	3.0	2.6	mid	
11. Advise the Auditor of Public Accounts of the name of all public officers; report to Secretary of the Commonwealth regarding all public officers in the county, incorporated towns, and cities of the second class.	3.0	3.2	3.0	mid-exp	

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PROCEDURE VII. OTHER RECORDS AND REPORTS	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Prepare and submit monthly statistical report to the Supreme Court.	4.0	3.0	4.0	mid-exp	
2. Microfilm designated documents, e.g. deed, judgments, orders, wills, charters.	4.0	5.0	4.5	mid-exp	
3. Check quality of microfilm.	4.0	4.0	4.5	exp	
4. Index and maintain microfilm records; route copies to designated locations.	4.0	5.0	4.5	mid-exp	
5. Procedures involving charters.	3.5	4.0	3.0	mid	
6. Procedures involving passports.	3.0	3.0	3.0	ent	
7. Procedures involving financial statements.	3.0	4.0	3.0	mid	
8. Procedures involving servicemen discharges.	3.0	3.0	3.0	mid	
9. Procedures involving game and fish licenses.					
10. Physician registration; marriage celebrant registration.	3.0	3.0	3.0	mid	

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PROCEDURE VII. OTHER RECORDS AND REPORTS	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
11. Procedures as clerk of local government.					
12. Receive and process re- quests for copies of numerous document types.	2.6	2.4	2.4	ent-mid	
13. Process and file ficti- tious name filings.	2.8	3.6	3.0	ent-mid	
14. Process and file lunacy records.	1.6	2.3	2.0	ent	

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PROCEDURE	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
VIII. REAL ESTATE (Land Records)					
1. Process and record deeds:	4.5	4.5	5.0	exp	
a. Review for proper recording (proper county and authentic signature)					
b. Determine and collect tax amount.	4.5	4.5	5.0	exp	
c. Assign instrument number.	4.0	4.0	4.0	exp	
d. Index recording, keep daily index of death, contracts, etc.	4.0	5.0	4.0	exp	
e. Duplicate instrument, send copy to Department of Taxation.	3.5	3.5	4.0	mid-exp	
f. Doublecheck accuracy of recording.	4.5	4.5	4.0	mid-exp	
2. Receive, record, and index delinquent taxes on real estate.	3.0	3.0	3.0	ent	
3. Compute redemption costs of land sold for taxes.	3.0	3.0	3.0	mid	
4. Making marginal releases of deeds of trust, liens, etc.	4.0	5.0	4.0	mid-exp	

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PROCEDURE VIII. REAL ESTATE (Land Records)	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
5. Receiving, taxing, indexing, and processing all deeds of conveyance, deeds of trust, leases, options, contracts, mechanics liens, licenses pendings, etc.	4.2	4.8	4.4	exp	
6. Keep current list of delinquent taxes.	3.2	4.2	3.2	mid-exp	
7. Record and index in deed book a copy of findings of incompetency or restoration to competency; notify Board of Elections.	3.2	3.2	3.2	mid-exp	
8. Keep state highway plot book.	2.8	3.4	2.8	ent-mid	
9. Collect local recording tax.	4.2	4.6	4.4	mid	
10. Keep assessment book.	2.7	2.7	2.7	mid	
11. File and index tax warrants as a judgment.	3.4	4.6	3.6	mid	
12. Endorse and record receipt time and index federal tax lien.	3.6	4.8	3.8	mid	
13. File and index certified orders of federal bankruptcy courts (admitted to record) in deed books	3.4	4.8	3.6	mid-exp	

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PROCEDURE VIII. REAL ESTATE (Land Records)	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
14. Attest to assignments of debts secured by real estate; record same in deed book margin.	3.5	4.5	3.5	mid-exp	
15. Record and index in deed book certain trust instruments.	4.0	5.0	4.5	mid-exp	
16. File memoranda or notices of liens in miscellaneous lien book or deed book; index in deed book.	4.0	5.0	4.5	mid-exp	
17. Record and index mechanic's liens.	4.0	5.0	4.5	mid-exp	
18. File, record, and index plot of special commissioners settling boundary line disputes between jurisdictions.	3.0	4.0	3.5	mid	
19. File official maps after adoption.	3.5	3.5	4.0	mid	
20. Collect and record real estate transfer fees.	4.0	4.0	4.0	mid-exp	
21. File and docket burial contracts.	4.0	4.0	4.0	mid-exp	
22. Prepare and deliver a fee simple deed to the state upon purchase of land sold for delinquent taxes.	3.5	3.0	3.5	mid-exp	

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PROCEDURE IVVV: REAL ESTATE (Land Records)	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
23. Record and index change of name in deed book; transmit a certified copy of such order to the Department of Vital Statistics.	3.4	4.0	3.4	mid	
24. Admit, record, and index memoranda of <i>lis pendens</i> or attachment.	3.6	5.0	3.4	mid-exp	

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PROCEDURE IX. MISCELLANEOUS PUBLIC SERVICE	Task Complexity	Consequence of Error	Required Knowledge, Ability, Skill	Performed by entry, mid experienced level clerk	Other Comments
1. Receiving and answering correspondence.	3.5	3.0	4.0	mid	
2. Responding to inquiries from public in person and by telephone.	3.5	3.5	3.5	mid	
3. Assist public in searching for records.	3.5	3.0	4.0	mid	
4. Processing requests for copies of records.	3.0	3.0	3.0	mid	
5. Distributing forms.	2.0	2.0	2.0	mid	

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PROCEDURE X. OTHER PROCEDURES	Task Complexity	Conse- quence of Error	Required Knowledge, Ability, Skill	Performed by ent., mid., exper. clerk	Other Comments

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APPENDIX F:
CLASS SPECIFICATIONS
FOR VIRGINIA CIRCUIT COURT PERSONNEL SYSTEM
WITH EQUAL EMPLOYMENT OPPORTUNITY
JUSTIFICATION FOR QUALIFICATION STANDARDS

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QUALIFICATION STANDARDS

In 1965, the Equal Employment Opportunity Commission (EEOC) was created to enforce Title VII of the 1964 Civil Rights Act. The EEOC is concerned with any employment and selection practices that may discriminate against minority groups and women. EEOC guidelines define "selecting practices" in a very broad sense and include any formal standardized measure or technique of appraising people that are used in employment decisions. Basically, the Act and subsequent federal decisions¹ require that all qualifications standards be validated-- that is, the job requirements such as education and experience, must be related to the functions of the job itself and must relate to the potential employee's ability to perform the required job tasks.

The qualification standards developed for the Virginia Circuit Courts Personnel System have been designed to be as flexible as possible without sacrificing basic knowledge requirements. They are intended to allow minorities and women to enter the system on a fair and equitable basis and will not exclude such persons by unnecessary qualification requirements.

For example, each of the twenty classes require a minimum of a high school education.² While it should be recognized that possession of a high school diploma demonstrates a basic level of skills in such areas as writing, math, etc., those skills can be obtained by other methods. For this reason many positions (with the exception of upper level management and professional) allow a substitution of experience for education

¹Griggs v Duke Power, 401 U.S.A.24 (1971)

²All classes allow a G.E.D. or other equivalent to satisfy this educational requirement.

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and experience/education qualifications in "any combination which provides" the necessary knowledge, abilities, and skills. An example of these qualifications standards can be found in the following classes:

Deputy Clerk I
Deputy Clerk II
Deputy Clerk III
Clerk Typist I
Clerk Typist II
Clerk Typist III
Cashier
Court Account Clerk I
Court Account Clerk II
Accountant
General Clerk
Legal Secretary/Executive Secretary
Microfilm Technician I
Microfilm Technician II

Many of the above mentioned positions require a high school diploma and experience, with the amount of required experience increasing as the level of job complexity increases. For example, a Deputy Clerk II position requires a high school diploma or equivalent and at least two years experience while a Deputy Clerk III requires a high school diploma and four years of experience. In both instances, any combination of education and experience which provides the necessary knowledge and abilities can be substituted. Naturally, the experience and/or education being acceptable as a substitute should also increase commensurate with the job difficulty. For example, the Chief Deputy I position requires graduation from high school or equivalent and at least five years of progressively responsible experience in a court environment. While the applicant is still allowed to substitute, such can not be done based on "any combination"; rather substitution can only be made on a year-for-year basis--

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one year of education for one year of experience. The classes governed by this qualification technique are of an upper level class, requiring a much higher degree of skill than those previously mentioned. Included among them are the following:

Chief Deputy I
Chief Deputy II
Administrative Assistant
Management Analyst

The Judicial Council personnel office should constantly monitor the effectiveness of the qualification standards as they are applied in the various Circuit Courts. If it becomes apparent that the persons actually being employed do not possess the requisite abilities, the general requirements may have to be increased. On the other hand, the more rural courts may experience a difficulty in recruiting persons with the necessary qualifications. Regardless, the Judicial Council personnel office should maintain a constant review and evaluation of these requirements.

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CIRCUIT COURT

DEPUTY CLERK I

Class Dimensions

Positions in this class provide clerical support in one or more functional areas of the Circuit Court Clerk's Office. The Deputy Clerk I performs limited to related tasks of a patterned, semi-routine or standardized nature*. Positions in this class have no or minimal supervisory responsibility; job tasks have a moderate consequence of error.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed).

- receives criminal and civil filings; sets up case files; prepares summons, subpoenas, and other matters of service;
- records case information in appropriate files and record books;
- indexes wills, orders, adoptions, District Court warrants, and qualification papers;
- administers oaths; qualifies local public officers;
- issues marriage licenses; indexes and files licenses; compiles reports on marriages submitted to the Bureau of Vital Statistics;
- processes passports, military discharges, game and fish licenses, and physician registrations;
- responds to inquiries from public in person and by telephone; assists public in searching for records;
- records fiduciary reports; indexes inventories and accounts of sales in will book;
- receives deeds, assigns number and indexes; records and indexes change of name; receives, records, and indexes delinquent taxes on real estate;

*As defined in the classification methodology..

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- performs other duties at a comparable level of complexity as directed by supervisor.

Qualification Standards

Graduation from high school or equivalent with 1-2 years experience related to job tasks, or any combination of education and experience which provides the following knowledge, abilities and skills: some knowledge of modern office practices and procedures; ability to follow oral and written instructions; the ability to maintain effective working relationships; skill in operating standard office equipment; some knowledge of the functions of the Circuit Court.

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CIRCUIT COURT

DEPUTY CLERK II

Class Dimensions

Positions in this class have primary responsibility for clerical support in one or more functional areas of the Circuit Court Clerk's office. The Deputy Clerk II performs related or diverse tasks with a variable degree of complexity and of a semi-routine or standardized nature. Positions in this class exercise a minimal to moderate degree of supervision; job tasks have a moderate to substantial consequence of error. Duties differ from the Clerk I level in that incumbents perform tasks of greater complexity requiring some technical expertise in aspects of office operations and have more supervisory responsibility.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all of the duties which may be performed.)

- may perform any or all duties of Deputy Clerk I;
- attends court and takes accurate minutes of proceedings; administers oaths; oversees exhibits; processes orders of the court; swears in jurors;
- assists in jury selection process;
- prepares cases for appellate proceedings;
- computes costs of criminal cases; computes and assesses fees for handling District Court records;
- responds to telephone and counter inquiries; sorts, routes documents, and initiates correspondence responding to a court-related inquiry or requesting information;
- assists in training Deputy Clerk I positions; may occasionally assume duties of Deputy Clerk III;
- processes and prepares probate documents; computes and collects fees for probate matters;

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- prepares docket for term days;
- compiles various monthly reports;
- processes civil case documents in law and chancery areas;
processes publication documents and coordinates publication;
- performs other duties as directed by supervisor.

Qualification Standards

Graduation from high school or equivalent and at least two years of experience related to job tasks or any combination of education and experience which provides the following knowledge, abilities and skills. considerable knowledge of the operation of the Circuit Court and case processing activity; considerable knowledge of modern office practices; the ability to work independently and in a high pressure work environment; ability to make consequential work decisions in accordance with laws, regulations, and court policies and procedures; ability to express ideas clearly and concisely, orally and in writing, and to establish and maintain effective working relationships; skill in the operation of all equipment used in the office operation.

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CIRCUIT COURT

DEPUTY CLERK III

Class Dimensions

Positions in this class have primary responsibility for several aspects of clerical support in one or more functional areas of the Circuit Court Clerk's office. The Deputy Clerk III performs diverse tasks with variable to intricate degrees of complexity and of a clearly to broadly defined nature. Positions in this class exercise a moderate to substantial degree of supervision; job tasks have a substantial consequence of error. Duties differ from the Clerk II level in that incumbents are knowledgeable of practically all the clerical functions and some administrative aspects of the respective area in which the incumbent works. Duties require supervisory skills and technical expertise to provide advice and assistance to subordinates.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all of the duties which may be performed.)

- may perform any or all duties of Deputy Clerk I and II;
- assigns specific tasks to subordinates and establishes work schedules; supervises staff and work production;
- institutes changes within division or area to accommodate new policies and laws; assures proper application of procedure within area of responsibility;
- responds to correspondence related to division or area;
- compiles various reports as required;
- may maintain inventory control process;
- receives taxes, docket appeals from District Court and Domestic Relations/Juvenile Court;

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- prepares record on appeal to Supreme Court;
- assists with case scheduling; notification of attorneys; preparation of calendars;
- prepares various required statistical reports to Supreme Court and other state agencies;
- performs other duties as directed by supervisor.

Qualification Standards

High school graduation or equivalent and at least four years of progressively responsible experience in a court setting or any combination of education and experience which provides the following knowledge, abilities, and skills: thorough knowledge of the operation of the Circuit Court and all aspects of case processing activity; thorough knowledge of modern office management practices; ability to plan, assign and supervise the work of subordinates; the ability to work effectively in a high-pressure environment; ability to make consequential work decisions in accordance with laws, regulations, and court policies and procedures; ability to express ideas concisely, orally and in writing, and to establish effective working relationships; skill in the operation of all equipment used in the office operation.

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CIRCUIT COURT

CHIEF DEPUTY CLERK I

Class Dimensions

Positions in this class provide supervisory and, depending on court size, clerical support in one or more functional areas of the Circuit Court Clerk's Office. The Chief Deputy I generally performs tasks of a variable to intricate nature with clearly-defined to broadly defined solutions. Positions in this class can exercise a substantial to maximal degree of supervisory responsibility; job tasks have a substantial consequence of error. This position is under the immediate supervision of the Circuit Clerk or a higher level Chief Deputy. In small courts, positions in this class may assume all responsibilities of the Circuit Clerk in his/her absence.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- may establish and maintain inventory control for supplies and equipment;
- supervises and assists in balancing daily receipts and accounts;
- coordinates the calling of jurors for trials with the jury sheriff;
- supervises the preparation of daily civil trials, the typing of dockets, the maintenance of daily statistical data on criminal and civil cases processed and the preparation of statistical reports;
- supervises deputy court clerks within department in their duties of issuing marriage licenses, gun permits, notary public commissions, releasing deeds of trust, recording of deeds, recording and releasing lien judgments, indexing, recording, reproducing, filming and verifying deeds and charters;

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- supervises the recordation of fictitious names, abstracts, partnerships, administering of oaths, probate and fiduciary matters;
- maintains training and leave records of departmental personnel; ensures compliance with all procedures pertaining to litigation, general or criminal matters;
- maintains liaison and working relations with offices of the Commonwealth and City Attorneys, law offices, and vendors;
- coordinates the formulation of departmental supplies and equipment needs for budgetary input;
- supervises the issuance of arrest warrants, complaints, subpoenas and other court processes;
- supervises the maintenance of court records, issues, notices, bonds, subpoenas, writs and other court orders as authorized;
- supervises the docketing of all court cases and maintenance of docket files; the preparation of reports on civil cases started, money received on judgment and cost, cash bonds and deposit slips;
- supervises the issuance of abstracts, subpoenas, capias and motions for judgment; assigns and supervises the work of all subordinate departmental heads;
- processes correspondence and prepares activity reports;
- may perform any or all duties of the Deputy Court Clerk position;
- performs other duties as directed by Circuit Clerk.

Qualification Standards

Graduation from high school or equivalent and at least five years progressively responsible experience in court environment. Related education may be substituted year for year for experience. The incumbent should possess the following knowledge, abilities and skills: thorough knowledge of the functions of the Circuit Court; thorough knowledge of civil, criminal, mental illness, domestic relations, accounting procedures, and land records; knowledge of effective office management practices;

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ability to plan, organize and supervise personnel engaged in work requiring accuracy and attention to detail; ability to supervise various sized clerical units; ability to communicate effectively orally and in writing; ability to operate all equipment used in the office; and ability to handle stress and high pressure situations.

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CIRCUIT COURT

CHIEF DEPUTY CLERK II

Class Dimensions

Positions in this class provide managerial and supervisory support in the operation of the Circuit Court Clerk's Office. The Chief Deputy Clerk II generally performs diverse tasks of a variable, broadly defined nature. Positions in this class exercise a moderate to substantial degree of supervisory responsibility; job tasks have a substantial consequence of error. This position reports directly to the Circuit Clerk or may be under the general supervision of a Chief Deputy III in a large court. This class differs from the level I position in that the majority of time is spent in a supervisory capacity as opposed to participation in line operations. In some courts, positions in this class may assume all responsibilities of the Circuit Clerk in his/her absence. This position would exist in primarily larger courts, as defined by the number of employees requiring supervision.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

may establish and maintain inventory control for supplies and equipment;

supervises and assists in balancing daily receipts and accounts;

coordinates the calling of jurors for trials with the jury sheriff;

supervises the preparation of daily civil trials, the typing of dockets, the maintenance of daily statistical data on criminal and civil cases processed and the preparation of statistical reports;

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- supervises deputy court clerks within department in their duties of issuing marriage licenses, gun permits, notary public commissions, releasing deeds of trust, recordation of deeds, recording and releasing lien judgments, indexing, recording, reproducing, filming and verifying deeds and charters;
- supervises the recordation of fictitious names, abstracts, partnerships, administering of oaths, probate and fiduciary matters;
- maintains training and leave records of departmental personnel; ensures compliance with all procedures pertaining to litigation, general or criminal matters;
- maintains liaison and working relations with offices of the Commonwealth and City Attorneys, law offices, and vendors;
- coordinates the formulation of departmental supplies and equipment needs for budgetary input;
- supervises the issuance of arrest warrants, complaints, subpoenas and other court processes;
- supervises the maintenance of court records, issues, notices, bonds, subpoenas, writs and other court orders as authorized;
- supervises the docketing of all court cases and maintenance of docket files; the preparation of reports on civil cases started, money received on judgment and cost, cash bonds and deposit slips;
- supervises the issuance of abstracts, subpoenas, capias and motions for judgment; assigns and supervises the work of all subordinate departmental heads;
- processes correspondence and prepares activity reports;
- may perform any or all duties of the Deputy Court Clerk or Chief Deputy I;
- performs other duties as directed by Circuit Clerk.

Qualification Standards

Graduation from high school or equivalent and at least six years progressively responsible experience in court environment. Related education may be substituted year for year for experience. The incumbent should possess the following knowledge, abilities and skills: thorough knowledge of the functions of

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the Circuit Courts; thorough knowledge of criminal, mental illness, domestic relations, accounting procedures, and land records; knowledge of effective office management practices; ability to plan, organize and supervise personnel engaged in work requiring accuracy and attention to detail; ability to supervise various sized clerical units; ability to communicate effectively orally and in writing; ability to operate all equipment used in the office; and ability to handle stress and high pressure situations.

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CIRCUIT COURT

CLERK TYPIST I

Class Dimensions

Positions in this class provide routine clerical support in the Circuit Court Clerk's office. The Clerk Typist I has limited duties and performs tasks of a patterned, semi-routine nature. Positions in this class have no supervisory responsibility; job tasks have a moderate consequence of error.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- processes, sorts, checks for accuracy and files applications, purchase orders, financial records, police records, legal documents and other records and documents in accordance with established systems; opens and distributes mail;
- sets up and types from copy, rough draft, dictating machine or general instructions, technical reports, forms, accounting and financial statements, letters, payrolls, receipts, vouchers, or other materials;
- processes a variety of involved forms and records which may require a knowledge of legal terminology;
- attends a counter or reception desk; operates centrex or related telephone equipment; receives incoming telephone calls; supplies information;
- operates duplicating machines and other office machines and equipment;
- performs other duties at a comparable level of complexity as directed by supervisor.

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Qualification Standards

Graduation from high school or equivalent or any combination of education and experience which demonstrates the following knowledge, abilities, and skills: knowledge of modern office practices, procedures and equipment; knowledge of business English, punctuation, spelling and arithmetic; knowledge of departmental rules, procedures and functions; ability to make arithmetical computations and tabulations accurately and with reasonable speed; ability to understand and follow moderately complex oral and written instructions; skill in the operation of a typewriter.

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CIRCUIT COURT

CLERK TYPIST II

Class Dimensions

Positions in this class provide routine clerical support in the Circuit Court Clerk's office. The Clerk Typist II has limited duties and performs tasks of a patterned semi-routine nature. Positions in this class have no supervisory responsibility; job tasks have a moderate consequence of error. This level differs from the level I position in that a greater degree of experience is required.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- processes, sorts, checks for accuracy and files applications, purchase orders, financial records, police records, legal documents and other records and documents in accordance with established systems; opens and distributes mail;
- sets up and types from copy, rough draft, dictating machine or general instructions, technical reports, forms, accounting and financial statements, letters, payrolls, receipts, vouchers, or other materials;
- may assist in training Clerk Typist I position;
- processes a variety of involved forms and records which may require a knowledge of legal terminology;
- attends a counter or reception desk; operates centrex or related telephone equipment; receives incoming telephone calls; supplies information;
- operates duplicating machines, varitypers and other office machines and equipment;
- performs other duties at a comparable level of complexity as directed by supervisor.

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Qualification Standards

Graduation from high school or equivalent including or supplemented by courses in typing; and some experience in typing and general clerical work or experience as a Clerk Typist I or any combination of education and experience which provides the following knowledge, abilities, and skills: knowledge of modern office practices, procedures and equipment; knowledge of business English, punctuation, spelling and arithmetic; knowledge of departmental rules, procedures and functions; ability to set up and type a variety of accounting, statistical and financial statements, letters, special records and reports; ability to make arithmetical computations and tabulations accurately and with reasonable speed; ability to understand and follow moderately complex oral and written instructions; skill in the operation of a typewriter.

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CIRCUIT COURT

CLERK TYPIST III

Class Dimensions

Positions in this class provide routine clerical support in the Circuit Court Clerk's office. The Clerk Typist III has limited duties and performs tasks of a patterned, semi-routine nature. Positions in this class may have some supervisory responsibilities over lower level Clerk-Typist positions; job tasks have a moderate consequence of error. Level III of this class series differs from Level II in that some supervisory responsibility may be exercised and this position may occasionally perform duties not requiring deputization of the Deputy Court Clerk I.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- processes, sorts, checks for accuracy and files applications, purchase orders, financial records, police records, legal documents and other records and documents in accordance with established systems; opens and distributes mail;
- sets up and types from copy, rough draft, dictating machine or general instructions, technical reports, forms, accounting and financial statements, letters, payrolls, receipts, vouchers, or other materials;
- processes a variety of involved forms and records which may require a knowledge of legal terminology;
- assists in training lower level Clerk Typists;
- attends a counter or reception desk; operates centrex or related telephone equipment; receives incoming telephone calls; supplies information;
- operates duplicating machines, varitypers and other office machines and equipment;
- assists Deputy Clerk in performing duties not requiring deputization;

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- performs related work as required.

Qualification Standards

Graduation from high school or equivalent including or supplemented by courses in typing; and thorough experience in typing and general clerical work or some experience as a Clerk Typist II or any combination of education and experience which provides the following knowledge, abilities, and skills: knowledge of modern office practices, procedures and equipment; considerable knowledge of business English, punctuation, spelling and arithmetic; considerable knowledge of departmental rules, procedures and function; ability to set up and type a variety of accounting, statistical and financial statements, letters, special records and reports; ability to make minor decisions in accordance with precedents and regulations and to apply these to work situations; ability to make arithmetical computations and tabulations accurately and with reasonable speed; ability to understand and follow moderately complex oral and written instructions; skill in the operation of a typewriter.

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CIRCUIT COURT

CASHIER

Class Dimensions

This is responsible cash processing and related clerical work. Work involves responsibility for handling large amounts of money without loss and for counting and recording monies received and disbursed. Work is performed under direct supervision permitting some latitude in work methods, but within well defined guide lines and controlling precedents.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- receives money from the public in payment of penalty assessments; verifies penalty assessment envelopes with batch number; validates the contents of envelopes and compares with citation for monies due; validates defendant's copy with cash, check, or money order; writes cash receipts;
- segregates unidentified monies or other penalty assessment documents for later validation and places in a suspense file; totals daily batch, showing amounts of cash and checks to be deposited;
- disposes of monies received for delinquent citations, notices to appear or other extraordinary matters through correspondence;
- summarizes regular and suspense items, showing date and batch numbers, number of receipts validated, receipts verified, suspense items validated, and validates suspense items not validated;
- performs related work as required.

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Qualification Standards

Graduation from high school, and some experience in processing and accounting for large sums of money or any combination of education and experience which provides the following knowledge, abilities and skills: knowledge of office procedures and methods; knowledge of bookkeeping practices and ability to keep simple cash accounts and other financial records; ability to make accurate and rapid calculations; ability to understand and carry out oral and written instructions; ability to meet the public and to create a favorable impression; ability to be bonded when a requisite of the position; and skill in the operation of common office machines.

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CIRCUIT COURT

COURT ACCOUNT CLERK I

Class Dimensions

Positions in this class provide bookkeeping and specialized clerical support in maintaining the fiscal records of a Circuit Court Clerk's Office. The Court Account Clerk I performs related tasks of a patterned semi-routine nature in processing financial records. Positions in this class have no or minimal supervisory responsibility; job tasks have a moderate to substantial consequence of error.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- posts accounting data by hand or machine to ledgers, control sheets, books, registers, journals, and makes routine adjustments to accounts; takes trial balance and prepares routine financial statements;
- checks, evaluates, and reviews travel expense sheets and supporting documents submitted for reimbursement; determines amount due based on state rules and regulations;
- prepares requisitions and checks invoices; maintains a voucher register; posts and balances by account;
- prepares daily and monthly cumulative reports and takes and prepares routine and/or proceduralized financial reports;
- receives, records and deposits cash receipts; prepares daily tabulations and reports of cash receipts; distributes receipts to proper funds following established routines; makes daily entries in cash receipts ledger; prepares checks for deposit;
- classifies receipts and disbursements in accordance with established codes, referring questionable allocations to superiors; maintains billing and posting of charges and credits to accounts; prepares summary sheets and trial balances;

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- may perform secondary non-accounting clerical functions in addition to normal accounting clerical responsibilities, such as maintaining departmental personnel and payroll records;
- maintains current records of expenditure by project or other category;
- assists in the compilation of expenditure data for budget projections;
- performs other duties at a comparable level of complexity as directed by supervisor.

Qualification Standards

Graduation from high school, including or supplemented by courses in bookkeeping; and some experience in bookkeeping or any equivalent combination of education and experience which provides the following knowledge, abilities and skills: knowledge of the principles, methods and practices of bookkeeping; knowledge of modern office practices, methods and appliances; some knowledge of departmental bookkeeping and financial procedures and related laws and regulations; ability to make arithmetical computations rapidly and accurately; ability to prepare financial reports and to keep financial records of average complexity; ability to operate office machines; ability to understand and follow brief oral instructions in regard to accounting problems.

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CIRCUIT COURT

COURT ACCOUNT CLERK II

Class Dimensions

Positions in this class provide bookkeeping and specialized clerical support in maintaining the fiscal records of a Circuit Court Clerk's office. The Court Account Clerk II performs diverse tasks with a variable degree of complexity and of a standardized nature in the maintenance and processing of financial records. Positions in this class exercise a minimal to moderate degree of supervision; job tasks have a substantial consequence of error. Duties differ from the Account Clerk I level in that incumbents perform tasks of greater complexity requiring unusual technical expertise in aspects of bookkeeping procedures and generally have more supervisory responsibility.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- posts accounting data by hand or machine to ledgers, control sheets, books, registers, journals, and makes routine adjustments to accounts; takes trial balance and prepares routine financial statements;
- checks, evaluates, and reviews travel expense sheets and supporting documents submitted for reimbursement; determines amount due based on state rules and regulation;
- prepares requisitions and checks invoices; maintains a voucher register; posts and balances by account;
- prepares daily and monthly cumulative reports and takes and prepares routine and/or proceduralized financial reports;
- receives, records and deposits cash receipts; prepares daily tabulations and reports of cash receipts; distributes receipts to proper funds following established routines; makes daily entries in cash receipts ledger; prepares checks for deposit;

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- classifies receipts and disbursements in accordance with established codes, referring questionable allocations to superiors; maintains billing and posting of charges and credits to accounts; prepares summary sheets and trial balances;
- may perform secondary non-accounting clerical functions in addition to normal accounting clerical responsibilities, such as maintaining departmental personnel and payroll records;
- keeps up to date records of expenditure by project or other category;
- trains and may supervise Court Account Clerk I position;
- assists in the compilation of expenditure data for budget projections;
- performs related work as required.

Qualification Standards

Graduation from high school, including or supplemented by courses in bookkeeping; and at least two years experience in bookkeeping or any equivalent combination of education and experience which provides the following knowledge, abilities and skills: considerable knowledge of the principles, methods and practices of bookkeeping; considerable knowledge of modern office practices, methods and appliances; considerable knowledge of departmental bookkeeping and financial procedures and related laws and regulations; ability to make arithmetical computations rapidly and accurately; ability to prepare financial reports and to keep financial records of average complexity; ability to operate office machines; ability to understand and follow brief oral instructions in regard to accounting problems.

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CIRCUIT COURT

ACCOUNTANT

Class Dimensions

Positions in this class perform professional accounting duties in preparing and maintaining fiscal records in the Circuit Court Clerk's Office. The accountant performs related tasks of an intricate nature with clearly defined solutions available. Positions in this class generally have no supervisory responsibilities; job tasks have a substantial impact on operations. Work requires the exercise of independent judgment on technical accounting and related problems. Positions in this class report to the Circuit Clerk or Chief Deputy III.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed).

- performs all central accounting and required fiscal reporting of an administrative unit; instructs, advises and assists accounting and related personnel throughout the unit on accounting procedures;
- audits fiscal activities by analyzing and verifying records received; audits integrated fund status; performs mathematical check of submitted reports; performs accounting and budgeting activities;
- analyzes, reviews and audits expenditures funded by grants; advises grant administrators of necessary budgetary adjustments; prepares fiscal reports;
- reviews proposed capital outlays; determines costs, advantages and disadvantages of purchase; advises locations of capital items approved for purchase;
- prepares and submits required reports on the status of judicial funds; prepares deposits;

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- assists in the analysis and verification of financial reports and statements, accounts and records of expenditures, revenues, and other financial transactions;
- posts financial transactions to ledgers and assists in the development of trial balances;
- reviews and analyzes accounts, records, financial statements, and fiscal procedures, and interprets need for appropriate changes.
- performs other duties as directed by supervisor.

Qualification Standards

Graduation from a four-year college or university with major course work in accounting; and moderate experience in accounting and fiscal operations, or any combination of education and experience which provides the following knowledge, abilities, and skills: thorough knowledge of accounting principles and procedures, and of their application to a variety of accounting transactions and problems; considerable knowledge of budgetary principles and procedures and application to budget preparation and control processes; considerable knowledge of office procedures, practices, systems and equipment as applies to financial operations; ability to apply accounting principles to the maintenance of voluminous financial and accounting transactions; ability to analyze and evaluate accounting problems and to discern those requiring policy determinations by superiors; ability to prepare financial reports and statements in accordance with predetermined requirements; ability to express ideas clearly orally and in writing.

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CIRCUIT COURT

GENERAL CLERK

Class Dimensions

Positions in this class perform simple, routine clerical duties in the Circuit Court Clerk's Office. Duties of the General Clerk are limited and of a repetitive strictly-routine nature. Positions in this class have no supervisory responsibility; job tasks have a minimal impact on operations.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- makes photo copies of documents;
- operates postage machine and delivers mail to appropriate persons;
- maintains filing station by controlling distribution and receipt of files;
- assists in routine clerical projects such as sorting, tabulating and collating;
- performs other work as directed by supervisor.

Qualification Standards

Graduation from high school or equivalent or any combination of experience and education which demonstrates the ability of the applicant to perform basic office functions.

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CIRCUIT COURT

LEGAL SECRETARY/EXECUTIVE SECRETARY

Class Dimensions

Positions in this class perform a broad scope of secretarial, clerical, and legal technical activities for a Circuit Court Judge or Circuit Clerk. Positions in this class perform related secretarial duties of a variable degree of complexity with standardized solutions available. The Legal Secretary/Executive Secretary exercises no to minimal supervisory responsibility; job tasks have a moderate consequence of error.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- receives and reads incoming mail; retains and composes answers to procedural correspondence for supervisor's approval;
- takes and transcribes dictation pertaining to legal memoranda, rulings, orders, petitions, briefs, issue summaries, manuals and policies;
- read and routes incoming mail, takes telephone calls and interviews callers; maintains office files and records;
- schedules appointments meetings and conferences;
- performs related work as directed by supervisor.

Qualification Standards

Graduation from high school and at least two years secretarial experience or any equivalent combination of education and experience which provides the following knowledge, abilities and skills: knowledge of legal terms and phraseology; legal forms and documents and their processing, knowledge of office practices, methods, and appliances; knowledge of letter writing, correct punctuation,

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spelling, and grammatical usage; knowledge of court procedures; knowledge of sources for checking legal citations; ability to take and transcribe dictation, type rapidly and accurately; ability to understand and follow written and oral instructions; ability to prepare legal reports and correspondence independently; ability to perform complex clerical work and accept responsibility; ability to analyze situations accurately and take effective action; ability to deal tactfully with public.

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CIRCUIT COURT

ADMINISTRATIVE ASSISTANT

Class Dimensions

Positions in this class provide administrative and staff assistance to supervisor by reviewing, controlling, prioritizing and coordinating the work of professional staff. This post is characterized by its relationship with professional/technical staff. Typical assignments include major responsibilities for controlling, coordinating, reviewing and prioritizing the professional and technical components of the work of such staff. These positions require a substantial knowledge of the professional and technical activities concerned. These positions can be distinguished from clerical posts by the formal delegation of priorities in planning major work items; responsibility for review and correction of technical and professional work of others; delegated authority to act in specific matters of substance and to explain, interpret and to apply complex rules and procedures having significant impact; and the development of significantly new procedures/policies which affect the work of more than the employing unit. This position may be distinguished from the higher Administrative Assistant classes in that it does not have or exercise generalized authority to act for others, supervisory authority is limited or absent and incumbents are expected to refer exceptionally difficult items to superiors.

Example of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed).

o prepares budget estimates from historical data and planning information;

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- conducts studies and research projects on departmental or agency problems and projects; prepares reports;
- supervises, or arranges for, the reproduction of publications, documents or reports;
- represents supervisor at meetings, speaks for him/her on administrative and policy matters;
- answers inquiries, questions and correspondent on departmental matters;
- determines administrative practices and methods for most efficient office procedures;
- prepares correspondence for signature of supervisor, signs correspondence as administrative assistant;
- monitors training program and progress for staff and personnel employed in the agency;
- works with other functional areas in coordinating programs, plans and operations;
- performs other work as required.

Qualified Standards

A Bachelor's degree in business administration, public administration or closely allied field. Court or office work experience may be substituted for education on a year for year basis, provided that at least one year included court experience. The Administrative Assistant I should possess the following knowledge, abilities and skills: basic administration procedures; office practices; correspondence preparation; state and departmental policies; management procedures and practices; effectively direct work of others; plan and conduct the operation of an office; prepare coherent and meaningful reports; write clearly and effectively; work with others in developing programs and plans.

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CIRCUIT COURT

MANAGEMENT ANALYST

Class Dimensions

This is professional technical work in analyzing and developing improved managerial procedures and practices in a large Circuit Court Clerk's Office. Work involves analyzing organizational units and managerial, technical and clerical processes and related functions; evaluating and recommending improvements in managerial policies and practices, organization methods and procedures; developing and controlling forms and records and analyzing personnel, space, equipment and materials utilization. Assignments are received in the form of specific projects which may be of short or long term duration and are accompanied by general instructions as to method, with independent use of initiative as to detailed procedures. Work is subject to periodic review while in process and reports and recommendations are reviewed by a superior before they are released.

Examples of Work Performed (Any one position may not include all of the specific duties listed, nor do the examples cover all the duties which may be performed.)

- analyzes departmental operating practices and procedures, record systems, forms, office layouts, personnel requirements and various other phases of organization and administration;
- performs research and develops standards, control methods, management analysis techniques and work measurement devices; performs statistical sampling, work flow of office space charting, work simplification and measurement; prepares reports of results; makes recommendations for corrective measures.
- documents precise assignments of current duties and responsibilities of positions on position descriptions and prepares organization charts;

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- prepares and revises manuals, bulletins, handbooks, memoranda and other instructional materials;
- confers with departmental unit supervisors and high level administrators on administrative and procedural problems; gives technical advice in effecting operating efficiencies;
- performs related work as directed by supervisor.

Qualification Standards

Graduation from an accredited four year college or university, with major course work in public or business administration or related field; plus any combination of job-related experience or germane graduate education totaling one year. The Management Analyst should possess the following knowledge, abilities, and skills: considerable knowledge of the theories, principles and practices of organization and management; considerable knowledge of the principles and practices of public administration; considerable knowledge of procedures analysis, work simplification and forms and records control; considerable knowledge of the principles and practices of field operations, work production, flow of work, forms, records systems and staff utilization; ability to assist in the preparation of charts, layouts, forms, handbooks, memoranda and other media of information and instruction; ability to prepare reports and to present facts clearly and concisely, orally and in writing.

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CIRCUIT COURT

MICROFILM TECHNICIAN I

Class Dimensions

Positions in this class perform limited tasks of a repetitive nature in the operation of a semi-automatic microfilm machine in producing legible film copies of court and land documents. Positions in this class generally have no supervisory responsibility; job tasks have a minimal to moderate consequence of error.

Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- checks files to be filmed for completeness; prepares records for filming; photographs records; checks processed film for quality;
- gives a file number to all records to be filmed; indexes processed film;
- cleans and maintains all microfilming machines and related equipment; makes labels for microfilm containers;
- double checks that all materials to be photographed have been recorded on film; destroys old records; updates microfilm records;
- performs other duties at a comparable level of complexity as directed by supervisor.

Qualification Standards

Graduation from high school, or equivalent; some experience in general office work or any combination of experience and education which provides the following knowledge, abilities, and skills: some knowledge of office procedures and methods; some knowledge of the principles and practices of photographic dupli-

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cating; ability to maintain a record filing system; ability to understand and carry out oral and written instructions.

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CIRCUIT COURT

MICROFILM TECHNICIAN II

Class Dimensions

Positions in this class perform limited tasks of a repetitive nature in the operation of a semi-automatic microfilm machine in producing legible film copies of court and land documents. Positions in this class may have minimal supervisory responsibility; job tasks have a moderate consequence of error. Duties differ from the Technician I class in that incumbents have more experience and some supervisory responsibility.

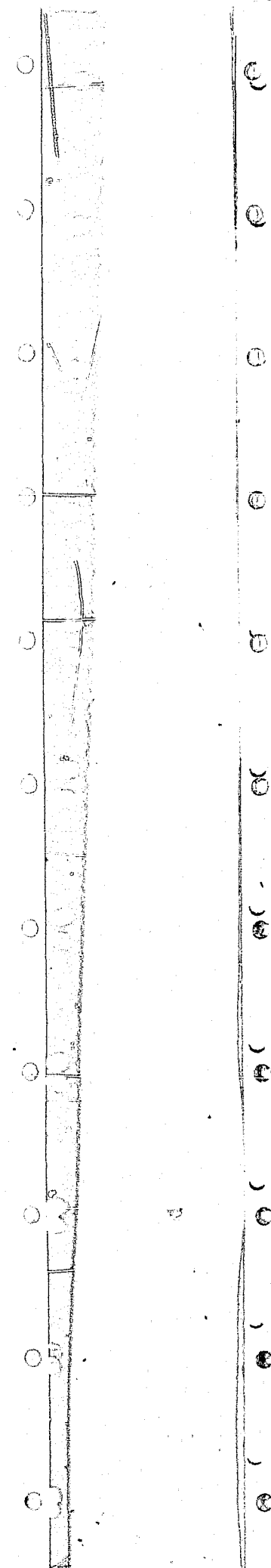
Examples of Work Performed (Any one position may not include all of the duties listed, nor do the examples cover all the duties which may be performed.)

- checks files to be filmed for completeness; prepares records for filming; photographs records; processes film and checks it for quality;
- gives a file number to all records to be filmed; indexes processed film;
- makes prints from microfilm records at the request of the public;
- cleans and maintains all microfilming and related equipment; splices film; makes labels for microfilm containers;
- cuts microfilm and prepares equipment for filming; double checks that all materials to be photographed have been recorded on film; destroys old records; updates microfilm records;
- performs other duties at a comparable level of complexity as directed by supervisor.

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Qualification Standards

Graduation from high school and some experience in microfilm operation or any combination of education and experience which provides the following knowledge, abilities, and skills: knowledge of general office practices and procedures; some knowledge of the principles and practices of photographic duplicating; some knowledge of photographic terminology, procedures and equipment; some knowledge of the regulations, policies and procedures of the department to which assigned; ability to maintain a record filing system; ability to understand and carry out oral and written instructions.



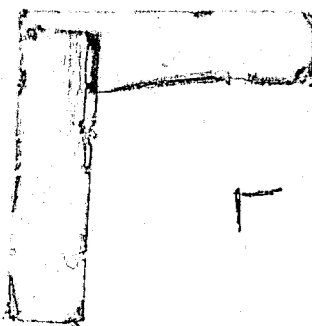
APPENDIX G:

RANKING OF CIRCUIT COURT CLERK'S
OFFICES BY KEY MANAGEMENT FACTORS

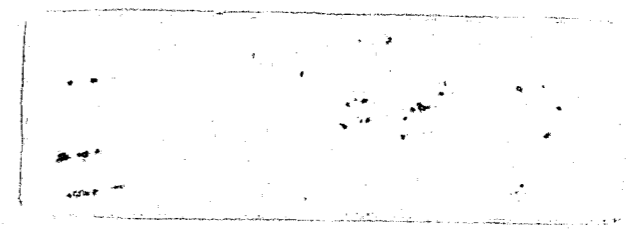
RANKING OF CIRCUIT COURT CLERK'S OFFICES BY KEY MANAGEMENT FACTORS

Counties/Cities	1980 Projected Population	Percentage of Total Population	1979 Fees and Commissions	Percentage of Total Fees and Commissions	1980 Project. Cases Commenced	Percent- age of Total Cases Commenced	Present FTE's	Percent- age of Total FTE's	Total Manage- ment Factor Points
Accomack	32,900	.637	93,829	.594	432	.323	4.3	.564	2.118
Albemarle	54,400	1.050	172,894	1.095	891	.666	7.0	.918	3.729
Alleghany	13,100	.254	60,100	.381	443	.331	4.0	.524	1.490
Amelia	9,000	.174	27,083	.172	73	.055	2.0	.262	.663
Amherst	28,300	.548	79,745	.505	516	.386	4.6	.603	2.042
Appomattox	12,200	.236	37,715	.239	302	.226	1.0	.131	.832
Arlington	150,000	2.905	564,449	3.574	2,723	2.040	21.1	2.766	11.285
Augusta	53,600	1.038	147,508	.934	1,418	1.060	9.3	1.219	4.251
Bath	5,300	.103	26,170	.166	153	.114	3.1	.406	.789
Bedford	31,500	.610	135,697	.859	628	.470	5.0	.655	2.594
Bland	6,500	.126	33,444	.212	108	.081	2.1	.275	.694
Botetourt	22,500	.436	88,246	.559	523	.391	5.1	.669	2.055
Brunswick	16,100	.312	70,752	.448	261	.195	3.1	.406	1.361
Buchanan	37,000	.717	98,507	.624	706	.528	7.3	.957	2.826
Buckingham	11,600	.225	31,875	.202	185	.138	1.7	.223	.788
Campbell	46,900	.908	119,553	.757	988	.739	4.1	.537	2.941
Caroline	18,000	.349	61,385	.389	255	.191	3.1	.406	.935
Carroll	24,200	.469	71,938	.456	496	.371	4.0	.524	.920
Charles City	6,800	.132	14,942	.095	69	.052	2.2	.288	.567
Charlotte	12,800	.248	38,150	.242	294	.220	2.3	.302	1.012
Chesterfield	139,000	2.692	474,931	3.007	2,511	1.828	17.8	2.334	9.861
Clarke	9,400	.182	33,097	.210	233	.174	1.4	.184	.750
Craig	4,200	.081	15,497	.098	68	.051	-0-	-0-	.230
Culpepper	23,100	.447	77,222	.489	460	.344	4.4	.577	1.857

APPENDIX G



CONTINUED



RANKING OF CIRCUIT COURT CLERK'S OFFICES BY KEY MANAGEMENT FACTORS

Counties/Cities	1980 Projected Population	Percentage of Total Population	1979 Fees and Commissions	Percentage of Total Fees and Commissions	1980 Project. Cases Commenced	Percent- age of Total Cases Commenced	Present FTE's	Percent- age of Total FTE's	Total Manage- ment Factor Points
Cumberland	7,600	.147	26,525	.168	101	.076	1.5	.197	.588
Dickenson	21,200	.411	60,887	.386	420	.314	4.0	.524	1.635
Dinwiddie	22,000	.426	52,304	.331	275	.206	1.3	.170	1.133
Essex	8,500	.165	30,773	.195	217	.162	.9	.118	.640
Fairfax	571,200	11.062	2,240,291	14.187	11,103	8.302	80.4	10.540	44.091
Fauquier	31,900	.618	133,423	.845	678	.507	5.9	.773	2.743
Floyd	11,000	.213	30,629	.194	250	.187	1.8	.236	.830
Fluvanna	10,700	.207	35,619	.226	121	.090	2.1	.275	.798
Franklin	33,700	.653	89,756	.568	1,256	.939	6.0	.797	2.947
Frederick	30,100	.583	118,857	.753	539	.403	5.5	.721	2.460
Giles	16,700	.323	64,831	.411	374	.280	3.9	.511	1.525
Gloucester	19,000	.368	72,454	.459	424	.317	2.5	.328	1.472
Goochland	12,000	.232	46,808	.296	285	.213	2.3	.302	1.043
Grayson	15,800	.306	53,161	.337	444	.332	2.9	.380	1.355
Greene	7,700	.149	28,898	.183	158	.188	1.5	.197	.647
Greensville	10,500	.203	54,307	.344	338	.253	2.8	.367	1.167
Halifax	30,800	.596	103,769	.657	626	.468	4.4	.577	2.298
Hanover	55,000	1.065	148,113	.938	688	.514	8.5	1.114	3.631
Henrico	179,500	3.476	490,131	3.104	4,060	3.036	22.0	2.884	12.500
Henry	57,300	1.110	129,928	.823	1,885	1.410	9.4	1.232	4.575
Highland	5,100	.060	18,198	.115	74	.055	2.0	.262	.492
Isle of Wight	20,800	.403	61,004	.386	485	.363	2.8	.367	1.519
James City	23,100	.447	101,195	.641	862	.645	7.5	.983	2.716
King George	10,400	.201	47,946	.304	188	.141	2.2	.288	.934

APPENDIX G

RANKING OF CIRCUIT COURT CLERK'S OFFICES BY KEY MANAGEMENT FACTORS

Counties/Cities	1980 Projected Population	Percentage of Total Population	1979 Fees and Commissions	Percentage of Total Fees and Commissions	1980 Project- Cases Commenced	Percent- age of Total Cases Commenced	Present FTE's	Percent- age of Total FTE's	Total Manage- ment Factor Points
King & Queen	6,400	.124	16,929	.107	97	.073	1.0	.131	.435
King William	8,800	.170	30,182	.191	94	.070	2.0	.262	.693
Lancaster	10,300	.199	43,051	.273	73	.055	2.0	.262	.789
Lee	27,000	.523	59,446	.376	1,047	.783	3.2	.420	2.102
Loudoun	60,100	1.164	232,436	1.472	1,370	1.024	9.7	1.272	4.932
Louisa	18,500	.358	61,732	.391	561	.419	3.1	.406	1.574
Lunenburg	12,800	.248	29,746	.188	181	.135	1.3	.170	.741
Madison	10,400	.201	32,189	.204	190	.142	2.0	.262	.809
Mathews	8,700	.168	27,036	.171	76	.057	.5	.066	.462
Mecklenburg	30,300	.587	101,237	.641	411	.307	4.8	.629	1.264
Middlesex	7,700	.149	28,346	.180	108	.081	1.0	.131	.341
Montgomery	63,200	1.224	139,595	.884	1,249	.934	6.5	.852	3.894
K 'son	11,900	.230	52,580	.333	237	.177	3.1	.406	1.146
New Kent	8,500	.165	45,771	.290	221	.165	2.1	.275	.895
Northampton	16,000	.310	38,373	.243	265	.198	2.0	.262	1.013
Northumberland	9,900	.192	36,882	.234	152	.114	2.2	.288	.828
Nottoway	14,300	.277	37,419	.237	266	.199	1.2	.157	.870
Orange	18,000	.349	63,407	.402	638	.477	3.3	.433	1.661
Page	19,900	.385	64,989	.412	390	.292	5.0	.655	1.744
Patrick	16,300	.316	43,521	.276	399	.298	2.5	.328	1.218
Pittsylvania	65,000	1.259	133,843	.848	1,212	.906	8.8	1.154	4.167
Powhatan	13,000	.252	36,444	.231	192	.144	1.0	.131	.758
Prince Edward	16,800	.325	50,857	.322	299	.224	2.1	.275	1.146
Prince George	21,500	.416	64,693	.410	321	.240	2.0	.262	1.328
Prince William	146,600	2.839	643,993	4.078	3,137	2.346	4.4	.577	9.840
Pulaski	34,100	.660	89,309	.566	972	.727	1.9	.249	2.202

APPENDIX G

RANKING OF CIRCUIT CLERK'S OFFICES BY KEY MANAGEMENT FACTORS

Counties/Cities	1980 Projected Population	Percentage of Total Population	1979 Fees and Commissions	Percentage of Total Fees and Commissions	1980 Project. Cases Commenced	Percent- age of Total Cases Commenced	Present FTE's	Percent- age of Total FTE's	Total Manage- ment Factor Points
Rappahannock	6,000	.116	24,076	.152	138	.103	1.9	.249	.620
Richmond	6,900	.134	21,132	.134	113	.084	.9	.118	.470
Roanoke	67,600	1.309	197,660	1.252	1,560	1.167	10.0	1.311	5.039
Rockbridge	16,800	.325	73,216	.464	762	.570	3.4	.446	1.805
Rockingham	56,700	1.098	218,465	1.383	678	.507	8.0	1.049	4.037
Russell	29,200	.566	62,049	.393	673	.503	3.3	.433	1.895
Scott	25,500	.494	57,414	.364	724	.541	2.9	.380	1.779
Shenadoah	28,000	.542	89,060	.564	469	.351	4.7	.616	2.073
Smyth	33,100	.641	67,267	.426	896	.670	4.1	.537	2.274
Southampton	19,700	.382	66,728	.423	527	.394	4.0	.524	1.723
Spotsylvania	31,000	.600	140,057	.887	378	.283	7.7	1.009	2.779
Stafford	38,700	.749	144,068	.912	948	.709	6.1	.800	3.170
Surry	5,700	.110	18,471	.117	104	.078	1.2	.157	.462
Sussex	11,000	.213	41,746	.264	283	.212	1.9	.249	.938
Tazewell	52,000	1.007	122,360	.775	1,291	.965	5.3	.695	3.442
Warren	21,000	.407	78,221	.495	521	.390	4.1	.537	1.829
Washington	42,800	.829	119,894	.759	927	.693	—	—	2.281
Westmoreland	14,300	.277	49,493	.313	203	.152	2.3	.302	1.044
Wise	46,200	.895	127,112	.805	2,003	1.498	6.4	.839	4.037
Wyth	24,800	.480	70,056	.444	512	.383	4.2	.551	2.358
York	35,000	.678	108,320	.686	857	.641	4.0	.524	2.529
TOTAL	3,104,450		10,915,407		69,312		469.2		243.765

APPENDIX G

RANKING OF CIRCUIT CLERK'S OFFICES BY KEY MANAGEMENT FACTORS

Counties/Cities	1980 Projected Population	Percentage of Total Population	1979 Fees and Commissions	Percentage of Total Fees and Commissions	1980 Project. Cases Commenced	Percent- age of Total Cases Commenced	Present FTE's	Percent- age of Total FTE's	Total Manage- ment Factor Points
Alexandria	104,500	2.024	393,647	2.493	3,458	2.586	20.7	2.714	9.817
Bristol	21,200	.411	56,137	.355	489	.366	2.5	.328	1.460
Buena Vista	6,700	.130	21,170	.134	217	.162	1.0	.131	.557
Charlottes- ville	40,000	.775	94,662	.599	968	.724	4.8	.629	2.727
Chesapeake	118,000	2.285	329,727	2.088	2,584	1.932	21.9	2.871	9.176
Clifton Forge	4,700	.091	16,544	.105	153	.114	1.6	.210	.520
Colonial Heights	18,000	.349	43,357	.275	343	.256	2.0	.262	1.142
Danville	43,700	.846	131,019	.830	1,474	1.102	6.3	.826	3.604
Fredericksburg	17,700	.343	49,227	.312	388	.290	2.1	.275	1.220
Hampton	129,000	2.498	288,307	1.826	2,679	2.003	9.7	1.272	7.599
Hopewell	24,100	.467	58,292	.369	645	.482	2.4	.315	1.633
Lynchburg	65,100	1.261	195,924	1.241	2,286	1.709	10.0	1.311	5.522
Martinsville	18,000	.349	64,555	.409	1,311	.980	5.1	.669	2.407
Newport News	145,100	2.810	271,974	1.722	4,100	3.066	18.0	2.360	9.958
Norfolk	278,000	5.384	669,118	4.237	14,879	11.126	45.0	5.899	26.646
Petersburg	42,000	.813	103,040	.652	783	.585	7.0	.918	2.968
Portsmouth	107,000	2.072	264,523	1.675	4,219	3.155	21.0	2.753	9.655
Radford	12,700	.246	27,980	.177	198	.148	1.1	.144	.715
Richmond Div. I	152,842	2.960	373,390	2.364	6,697	5.008	29.7	3.890	10.721
Richmond Div. II	60,657	1.175	148,185	.938	1,454	1.087	8.7	1.141	4.341

APPENDIX G

RANKING OF CIRCUIT CLERK'S OFFICES BY KEY MANAGEMENT FACTORS

Counties/Cities	1980 Projected Population	Percentage of Total Population	1979 Fees and Commissions	Percentage of Total Fees and Commissions	1980 Project Cases Commenced	Percent- age of Total Cases Commenced	Percent- age of Present FTE's	Total FTE's	Total Manage- ment Factor Points
Roanoke	99,000	1.917	N/A	N/A	3,362	2.514	19.0	2,491	6.922
Salem	25,000	.484	58,533	.371	621	.464	4.2	.551	1.870
Staunton	21,500	.416	55,941	.354	753	.563	3.0	.393	1.726
Suffolk	48,000	.930	152,446	.965	2,175	1.626	9.7	1,272	4.793
Virginia Beach	254,500	4.929	891,351	5.644	7,211	5.392	30.5	3,998	19.963
Waynesboro	16,500	.320	47,819	.303	430	.322	2.3	.302	1.247
Winchester	24,000	.465	69,334	.439	543	.406	4.3	.564	1.874
TOTAL	1,897,499		4,876,202		64,420		293.6		150.783

APPENDIX G

APPENDIX H:
JUDICIAL COST MODEL FOR
STAFFING DECISION CRITERIA
(Colorado)

APPENDIX H

THE JUDICIAL COST MODEL
1980-1981

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PREFACE

In 1977 the Chief Justice appointed the Judicial Planning Council for the purpose of establishing goals and objectives for the court system as well as implementing programs to achieve those goals and objectives. One of the first tasks of the Council was to ask court employees, including judges, clerks, administrators and probation officers, to identify the major problems facing the court system. In overwhelming numbers they responded that one of the major problems facing the system was a lack of credibility with funding sources. A second major area of concern was with equitable distribution of financial and personnel resources.

In response to those concerns, the Council adopted the following goal:

The Judicial System must develop improved methods for the determination of the needs of an efficient judicial system. Areas to be addressed include: staffing inequities; pay inequities; and inadequate input by trial courts into decisions at the state level.

In order to accomplish those objectives the Council directed the office of the State Court Administrator to establish liaison and credibility by developing long range plans which would include standards for: workload and performance; staffing; case processing; case reporting; facilities and forecasting.

In order to implement those goals and objectives, the staff began the development of the Judicial Cost Model.

The issues that the Cost Model was developed to address had existed since 1970 when the State of Colorado assumed the funding of all courts of record except the Denver County Court and municipal courts. Although one of the advantages of state funding is the elimination of uneven local funding of court services, the judicial district budgets which were in existence in 1977 seemed to have eliminated few of those inequities. Some courts were overstaffed while most were severely understaffed. Some courts had the latest in office equipment and supplies, while others survived on relics from bygone eras and literally counted paper clips and pens. Thus, the Cost Model was developed to insure that the quality of justice received by any citizen of Colorado did not depend on where he or she lived in the state.

THE COST MODEL

The Judicial Cost Model was developed by the State Court Administrator as a cost related management system with the ability to provide greater quality, availability and uniformity of court services. The model integrates the budget process with the overall management of the courts.

The ability to provide judicial services, like other governmental services, is based on the availability of funds and other resources. Those funds and resources are provided from the state general fund. The level and source of funding is set by the Colorado General Assembly and to that extent, the Assembly establishes the limits of judicial services to be provided.

Once those funds are appropriated and the limits of state-wide services set, the equitable allocation of those resources is the key to uniformity of services. Improved quality and availability of services can only be accomplished by improving efficiency, or with additional funds. Additional funds can be obtained only when the needs, costs and benefits are demonstrated in a manner or format readily understood and accepted by funding authorities and the public.

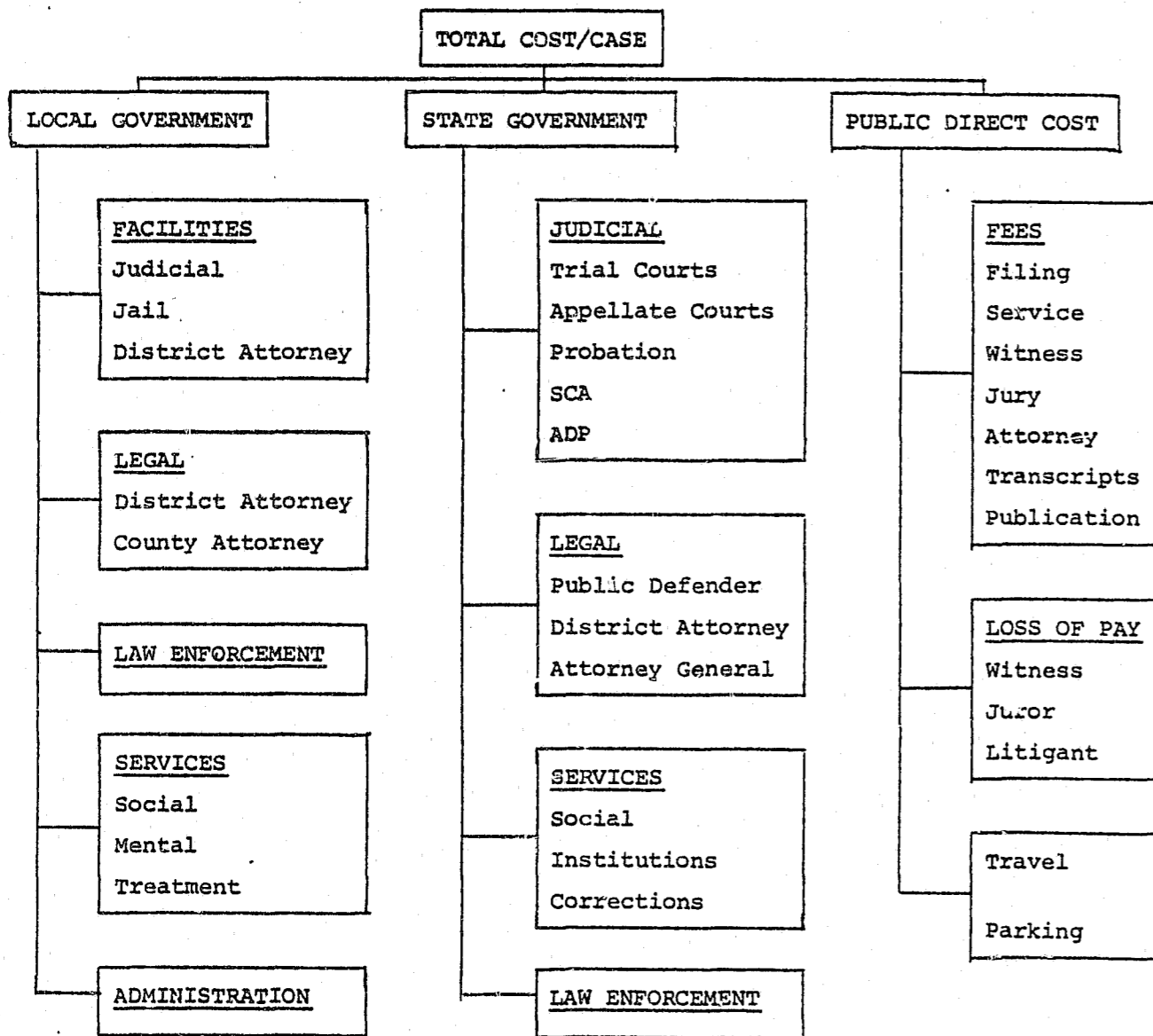
The Cost Model is a pictorial and analytical representation of all costs associated with a case, regardless of the source of funds. The concept avoids the typical situation where one public agency changes procedures to "save public dollars." Generally, the action will create costs for another public agency, thus increasing the total costs to the taxpayers.

The underlying assumption of the Cost Model is that at any established level and quality of the delivery of justice, the most efficient administration will provide those services at the lowest cost per case. Progress toward that goal is determined by lowering the cost per case, or improving the quality of justice at the same cost per case. All costs are adjusted for inflation. Additional improvements are accomplished by comparing public benefits with the additional cost per case and convincing the funding authorities of the justification of those increased costs.

The Justice System Cost Model as seen in Figure 1 represents the total cost per case and the various sources of the costs and their relationships to the three major direct funding sources: local government, state government and the public. It can be seen that changes made in any of the components without evaluation of the impact on all of the other components and on the total cost per case could lead to some undesirable or unplanned results.

FIGURE 1

THE JUSTICE SYSTEM COST MODEL



A separate model can be developed for each of the components. The Judicial Cost Model illustrated in Figure 2 represents state costs associated with the Judicial Department. Figure 3 illustrates the trial court component of the Judicial Cost Model. Figure 4 represents the personnel services portion of the trial court component. Finally, Figure 5 illustrates the model for the analysis of trial court operating costs.

FIGURE 2

THE JUDICIAL DEPARTMENT COST MODEL

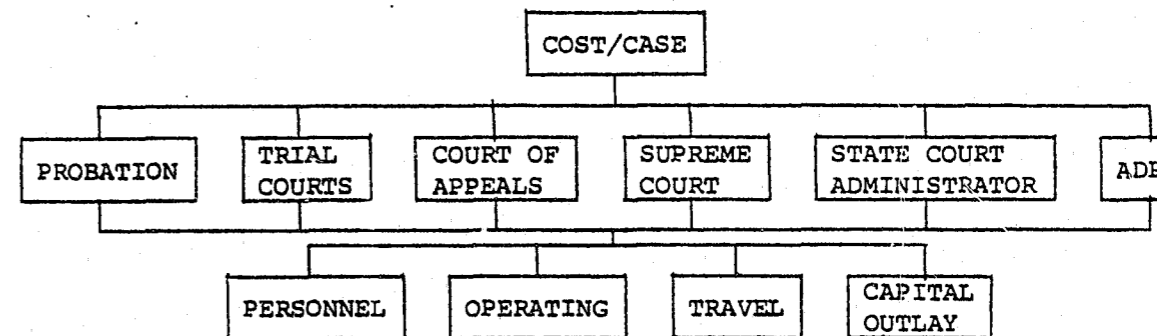


FIGURE 3

TRIAL COURT COST MODEL

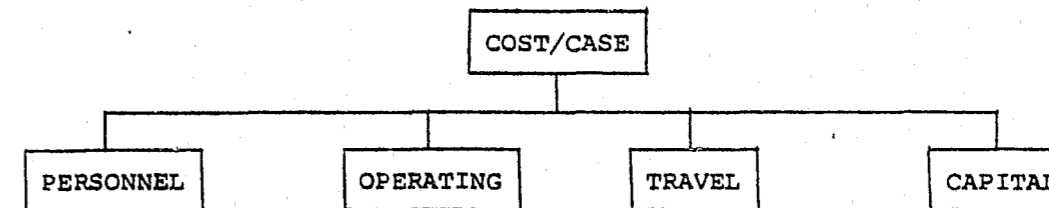


FIGURE 4
TRIAL COURT PERSONNEL COST MODEL

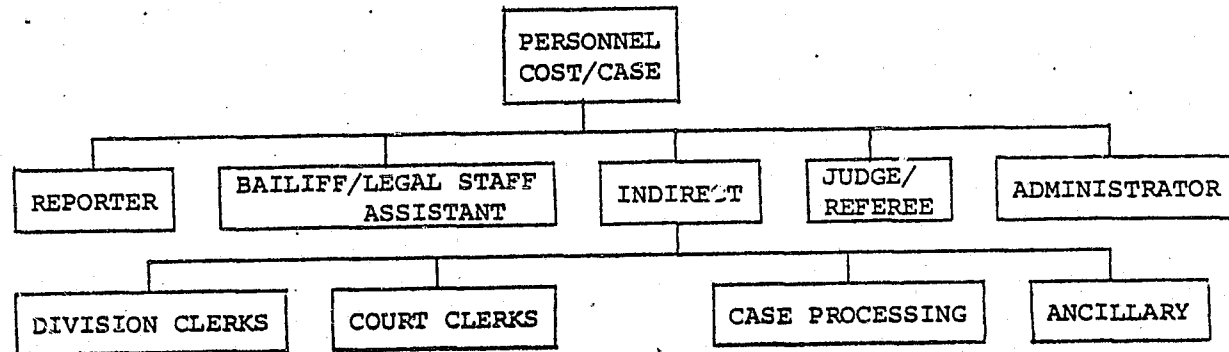
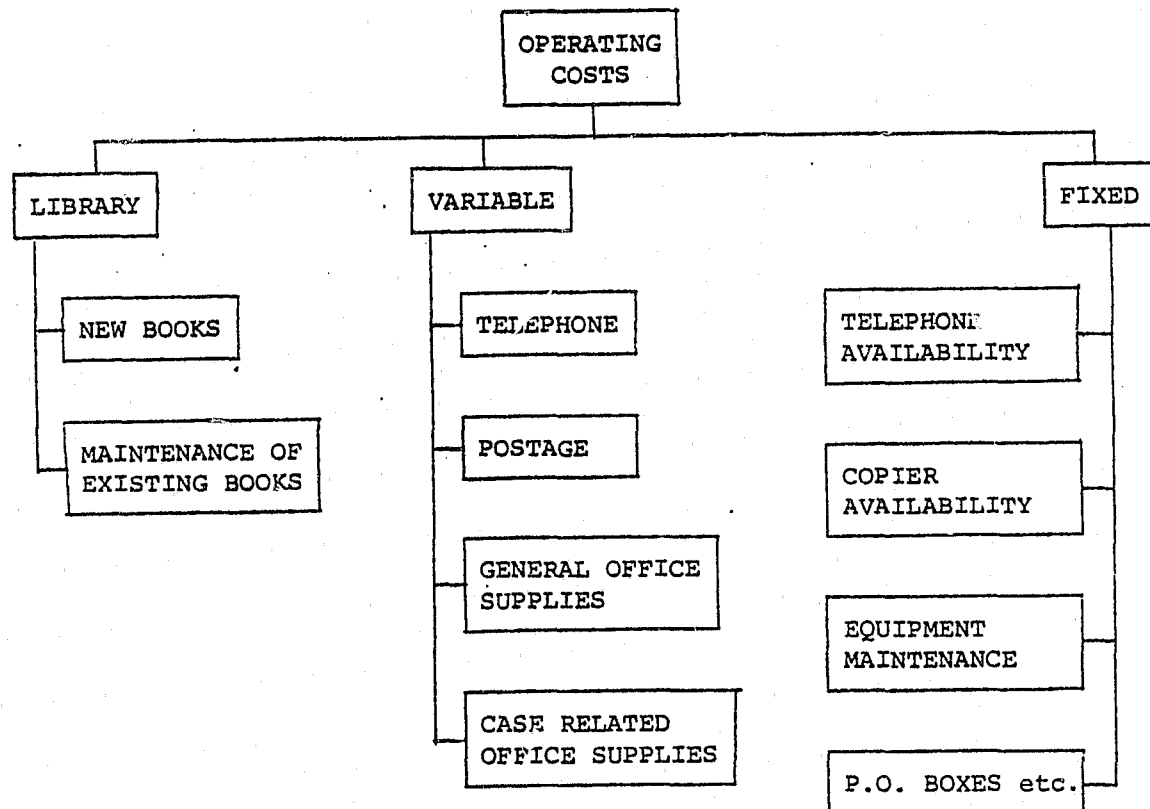


FIGURE 5
TRIAL COURT OPERATING COST MODEL



At this time, the following standards and techniques for implementation of the Cost Model have been developed:

1. Workload standards for Judges.
2. Workload standards for Clerical personnel.
3. Workload standards for Administrators.
4. Standards for case related operating costs.
5. Case projection techniques.

These standards, in conjunction with case projection technology, provide the bases for annual budget requests for court personnel and operating costs. They are also the bases for the allocation and transfers of available personnel and operating funds to the various judicial districts.

The Cost Model is also a valuable tool in the preparation of fiscal impact statements for proposed legislation. It is the model against which all proposed substantive changes in court processing or jurisdiction should be evaluated.

ANALYSIS

The first step in the analysis was to determine how the courts were actually performing with measurable workload, equipment, facilities and existing procedures. Since it was assumed that the level and quality of services provided in fiscal year 1976-1977 were satisfactory, the following assumptions are applicable to the entire analysis:

1. The measurable product of the judicial system is the resolution of cases. Therefore, all costs of the system are assigned to cases.
2. All personnel in the court, with the exception of judges, reporters and bailiffs and administrators are concerned with indirect support for each court filing.
3. The use of actual staffing and termination figures for FY 1976-1977, FY 1977-1978, 1978-1979 and 1979-1980, realistically represent actual work accomplished with existing procedures, equipment and facilities.
4. Future performance should not be reduced if all factors remained constant.

Analysis of data and development of standards was completed for personal services and operating expenses in the trial courts.

The common measurement of cost in dollars allows a comparison and analysis of the various rural and urban courts and judicial districts that make up the complex and widespread Colorado court system. This evaluation led to the development of standards consistent with the goal of uniformity of judicial services.

The same common measurement of cost allows one to evaluate the availability of court services compared with their costs. For example, the initial personnel standards were based on actual performance by judges and other court personnel for the Fiscal Years 1976-1977 and 1977-1978. Each year, another year's performance is evaluated and the standards reconfirmed or increased. In this manner, improvements in the court system are measured and the higher levels of performance become the minimum required for the future. It should be noted that standards normally do not drop. The only reason that performance would be reduced is in the event some legislation is passed which would add to the court workload without affecting the number of cases filed.

The following table illustrates the changes in the personnel standards since the initial Cost Model. The results can be interpreted as demonstrating greater availability of judicial services for the same cost.

TABLE 1
PERSONAL SERVICES STANDARDS & PERCENT INCREASE
FY 1979-1980 THROUGH FY 1981-1982

	FY 79-80	FY 80-81	FY 81-82	FY 79-80 through FY 81-82
DISTRICT COURTS				
JUDGE-URBAN	930	930	930	NC
JUDGE-RURAL	775	775	807	4%
CLERK-URBAN	255	264	276	8%
CLERK-RURAL	210	212	223	6%
COUNTY COURTS				
JUDGE B	4,065	4,065	4,434	9%
CLERK B	1,181	1,128	1,175	4%
CLERK C&D	897	897	897	NC

* Revised to reflect inclusion of county court reporters in FY 1980-81.

PERSONAL SERVICES

The Trial Court Personnel Cost Model illustrated in Figure 4 depicts five major categories of trial court employees. Two of the categories, judge/referee and indirect staff are directly related to cases and are most appropriate for Cost Model analysis. The other categories, reporters, bailiffs/legal staff assistants, and administrators are dependent categories and standards are based on a direct relationship to the number of judges/referees, or total personnel.

The category of indirect personnel was analyzed as follows:

1. The cost per termination was determined for each county in county court and for each judicial district in district court. Costs were based on average salaries of all indirect personnel.
2. Indirect support categories were totalled.
3. Costs were analyzed to determine if grouping of courts was supported by actual performance. This analysis showed that there were similarities in indirect personnel cost per termination that were comparable to known differences in size and mode of operation. The results of the analysis attributed the differences to urban and rural configurations in district court and whether the county court had a full time judge available.
4. Standards were established for the cost of indirect personnel per case by taking a "reasonable average" of all costs within the above groupings. The "reasonable average" was established by:
 - a) evaluating all costs in the groupings;
 - b) eliminating those costs that were significantly higher than the absolute average;
 - c) averaging the balance;
 - d) comparing the actual performance over the two years; and
 - e) selecting the average cost representing the highest performance level.

Tables 2 through 5 show the costs per case for indirect personnel from fiscal year 1976-1977 to 1979-1980 and the resultant standards.

APPENDIX H

TABLE 2
INDIRECT STAFFING STANDARDS
URBAN DISTRICT COURT

DISTRICT	COUNTY	COST PER CASE			
		FY 1976-77 @ \$12,525 per FTE	FY 1977-78 @ \$13,000 per FTE	FY 1978-79 @ \$13,672 per FTE	FY 1979-80 @ \$15,594 per FTE
1	JEFFERSON	\$ 45.23	\$ 53.35	\$ 49.28	\$ 56.98
2	DENVER DISTRICT	70.71 ^{1,2}	78.82 ^{1,2}	68.01 ²	66.86
2	DENVER JUVENILE	70.71	78.82	127.84 ²	116.40 ²
2	DENVER PROBATION	70.71	78.82	103.59 ²	100.78 ²
4	EL PASO	41.89	42.85	46.34	49.21
8	LARIMER	66.07	68.62	52.98	56.42
10	PUEBLO	57.74	56.27	56.02	56.21
17	ADAMS	44.52	49.41	58.17	55.67
18	ARAPAHOE	59.51 ³	57.35 ³	57.03	62.05
18	DOUGLAS	59.51 ³	57.35 ³	55.57	80.11 ²
19	WELD	73.74 ²	94.30 ²	76.20	83.27 ²
20	BOULDER	46.30	49.52	52.79	49.78
21	MESA	31.63	33.34	38.38	56.03
	TOTAL	\$ 392.89	\$ 410.71	\$ 446.56	\$ 509.21
	STANDARD COST PER CASE	\$ 49.11	\$ 51.33	\$ 51.84	\$ 56.58
	STANDARD NUMBER OF TERMINATIONS PER FTE PER YEAR	255	253	264	276

¹ All courts in the Second District were calculated during FY 1976-77 and 1977-78.

² Costs not included in calculations.

³ Arapahoe and Douglas counties were calculated together as the Eighteenth District during FY 1976-77 and FY 1977-78.

APPENDIX H

TABLE 3
INDIRECT STAFFING STANDARDS
RURAL DISTRICT COURT

DISTRICT	COST PER CASE			
	FY 1976-77 @ \$12,255 per FTE	FY 1977-78 @ \$13,000 per FTE	FY 1978-79 @ \$13,672 per FTE	FY 1979-80 @ \$15,594 per FTE
1 (Gilpin County only) ¹			\$ 65.30	\$ 72.19
3	\$ 78.92	\$ 69.71	91.26 ²	69.55
4 (Teller County only) ¹			64.99	75.08
5	77.69	63.94	62.06	76.36
6	45.01	46.56	39.31	56.23
7	60.81	58.92	64.99	73.11
8 (Jackson County only) ¹			59.44	59.98
9	82.70 ²	102.87 ²	63.27	75.69
11	46.28	50.98	54.40	58.01
12	78.81	70.33	60.84	74.35
13	78.60	79.42	78.14	78.01
14	99.44 ²	52.44	64.90	73.19
15	103.38	112.04	77.33	100.52 ²
16	66.12	58.37	67.62	66.58
18 (Elbert & Lincoln Counties only) ¹			65.29	71.97
22	67.02	67.80	81.13	104.99 ²
TOTAL	\$599.25	\$618.47	\$969.01	\$980.30
STANDARD COST PER CASE	\$ 66.58	\$ 61.85	\$ 64.60	\$ 70.02
STANDARD NUMBER OF TERMI- NATIONS PER FTE PER YEAR	188	210	212	223

¹ During FY 1976-77 and 1977-78, only districts composed of rural counties were used in the analysis.

² Costs not included in calculations.

TABLE 4
INDIRECT STAFFING STANDARDS
CLASS B COUNTY COURT

COUNTY	COST PER CASE			
	FY 1976-77 @ \$12,525 per FTE	FY 1977-78 @ \$13,000 per FTE	FY 1978-79 @ \$13,672 per FTE	FY 1979-80 @ \$15,594 per FTE
ADAMS	\$ 12.22	\$ 12.36	\$ 14.26 ¹	\$ 14.70
ARAPAHOE	11.96	12.48	12.66	13.99
BOULDER	13.90	13.59	13.37	14.90
CLEAR CREEK	9.47	11.48	13.73	16.08
DOUGLAS	9.00	10.50	10.45	10.72
EL PASO	10.06	10.04	11.80	13.87
JEFFERSON	12.83	9.73	11.11	12.70
LA PLATA				18.94 ¹
LARIMER	14.82 ¹	15.62 ¹	15.02 ¹	17.08 ¹
MESA	10.62	12.94	13.23	12.55
PUEBLO	12.78	14.14 ¹	15.82 ¹	17.79 ¹
WELD	12.52	11.09	12.67	12.71
TOTAL	\$115.36	\$104.21	\$ 99.02	\$106.14
STANDARD COST	\$ 11.54	\$ 11.58	\$ 12.37	\$ 13.27
STANDARD NUMBER OF TERMINATIONS PER FTE PER YEAR	1,085	1,122	1,105	1,175

¹ Costs not included in calculations.

TABLE 5
INDIRECT STAFFING STANDARDS
CLASS C & D COUNTY COURT

COUNTY	COST PER CASE			
	FY 1976-77 @ \$12,525 per FTE	FY 1977-78 @ \$13,000 per FTE	FY 1978-79 @ \$13,672 per FTE	FY 1979-80 @ \$15,594 per FTE
ALAMOSA	\$ 12.59	\$ 14.59	\$ 15.06	\$ 15.51
ARCHULETA	19.90	20.03	25.72	24.99 ¹
BACA	15.56 ¹	18.30	26.39	37.35 ¹
BENT	28.38 ¹	24.30	23.83	11.47
CHAFFEE	9.22	12.19	10.07	15.95 ¹
CHEYENNE	27.15 ¹	30.10 ¹	41.35 ¹	51.00 ¹
CONEJOS	8.74	6.53	10.72	19.05
COSTILLA	9.78	12.97	13.77	15.81
CROWLEY	20.17	15.90	38.19 ¹	26.89 ¹
CUSTER	24.61	22.61	62.54 ¹	81.83 ¹
DELTA	13.78 ¹	9.47	7.70	17.03 ¹
DOLORES	52.70 ¹	89.43 ¹	80.74 ¹	96.66 ¹
EAGLE	16.07	13.90	11.29	13.82 ¹
ELBERT	19.36	20.00	38.05 ¹	38.71 ¹
FREMONT	17.84	18.94	17.88	17.77
GARFIELD	9.52	11.89	14.30	13.74
GILPIN	17.31	15.06	18.98	25.49
GRAND	10.40	9.23	12.73	18.41
GUNNISON	10.20	8.95	9.42	8.79 ¹
HINSDALE	69.38 ¹	24.85 ¹	141.13 ¹	133.66 ¹
HUERFANO	14.72 ¹	15.84 ¹	16.21 ¹	17.54 ¹
JACKSON	28.57 ¹	31.14 ¹	52.58 ¹	80.66 ¹
KIOWA	30.07 ¹	31.10 ¹	32.05 ¹	42.45 ¹
KIT CARSON	14.40	13.68	21.97	31.77
LAKE	10.14	9.83	12.24	15.75
LA PLATA	15.79	22.48		
LAS ANIMAS	9.68	10.33	17.07	17.75
LINCOLN	16.69	14.60	23.64	27.12
LOGAN	12.02	11.67	11.24	12.13
MINERAL	12.55	10.80	17.96	14.37
MOFFAT	14.83	9.24	16.77	15.23
MONTEZUMA	16.59	16.20	16.63	19.49
MONTROSE	10.37	9.40	13.85	20.12
MORGAN	8.62	9.39	9.98	13.43

TABLE 5
INDIRECT STAFFING STANDARDS
CLASS C & D COUNTY COURT

COUNTY	COST PER CASE			
	FY 1976-77 @ \$12,525 per FTE	FY 1977-78 @ \$13,000 per FTE	FY 1978-79 @ \$13,672 per FTE	FY 1979-80 @ \$15,594 per FTE
OTERO	\$ 7.71	\$ 7.70	\$ 16.19	\$ 17.58
OURAY	18.12	14.28	24.22	26.58
PARK	16.17	12.33	16.09 ¹	19.23 ¹
PHILLIPS	20.75	25.77	82.20 ¹	57.97 ¹
PITKIN	17.59	14.04	17.53	38.82
PROWERS	13.59 ¹	14.70	14.72	23.02
RIO BLANCO	27.41 ¹	19.43	20.03	19.64
RIO GRANDE	10.81	13.08	15.18	18.85
ROUTT	14.48	16.22	17.30	7.33
SAGAUCHE	8.76	8.82	17.06 ¹	24.53 ¹
SAN JUAN	8.20	10.54	56.57 ¹	36.93 ¹
SAN MIGUEL	10.66	14.36	31.24 ¹	56.71 ¹
SEDGWICK	18.91	20.50	21.70	46.49 ¹
SUMMIT	14.07	12.65	12.22	21.08
TELLER	10.74	9.50	8.27 ¹	4.39 ¹
WASHINGTON	15.74	16.34	40.58 ¹	39.87 ¹
YUMA	18.01	20.50	26.38	31.19
TOTAL	\$614.12	\$683.83	\$622.28	\$662.84
STANDARD COST PER CASE	\$ 13.96	\$ 14.55	\$ 16.38	\$ 17.91
STANDARD NUMBER OF TERMINATIONS PER FTE PER YEAR	897	893	835	871

¹ Costs not included in calculations.

The determination of workload standards for judges and referees required a different methodology than that used for clerical staffing. It can be shown that productivity of a judge/referee will increase as workload or filings increase, until, at a certain point, productivity will level off and will not increase with increased filings.

This is confirmed by inspection of the graphs shown as Figures 6-8. The graphs illustrate the cost vs. filings for county courts for two fiscal years. The "leveling off" points represent actual performance by the judge or referee. These points were selected as the standard workload measures for judges and referees. As with indirect staff, cost standards were converted to terminations per judge or referee.

FIGURE 6
THE RELATIONSHIP OF CASE FILINGS TO COST PER CASE
JUDGES AND REFEREES URBAN DISTRICT COURTS
FY 1978-79 & FY 1979-80

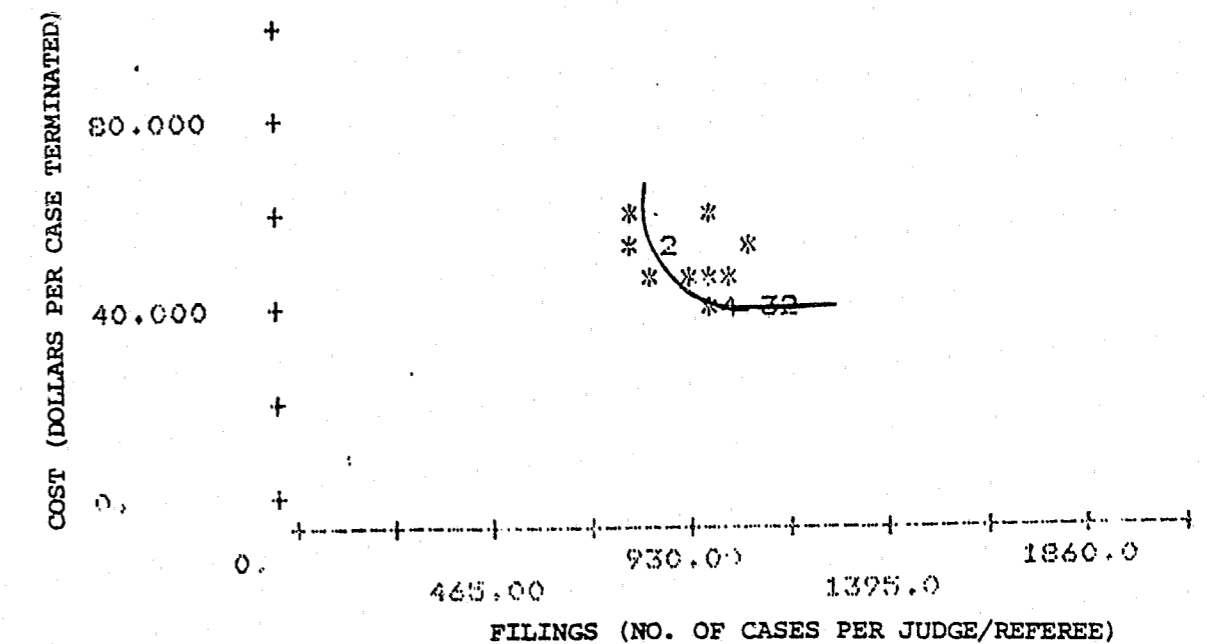


FIGURE 7

THE RELATIONSHIP OF CASE FILINGS TO COST PER CASE

JUDGES AND REFEREES COUNTY COURTS

FY 1978-79 & FY 1979-80

(COSTS FOR C & D COUNTIES ARE SET BY STATUTE EFFECTIVE JULY 1, 1980)

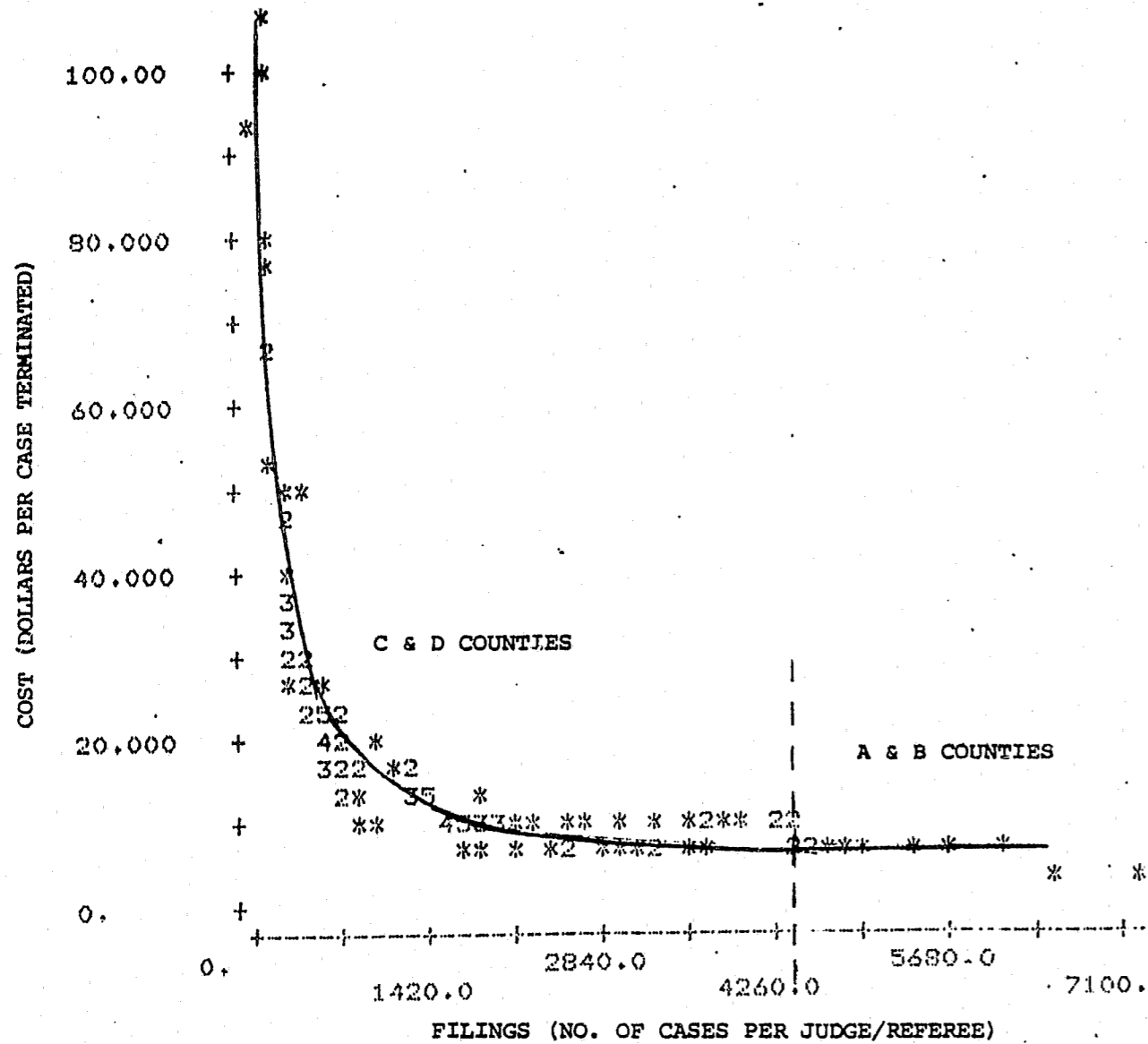
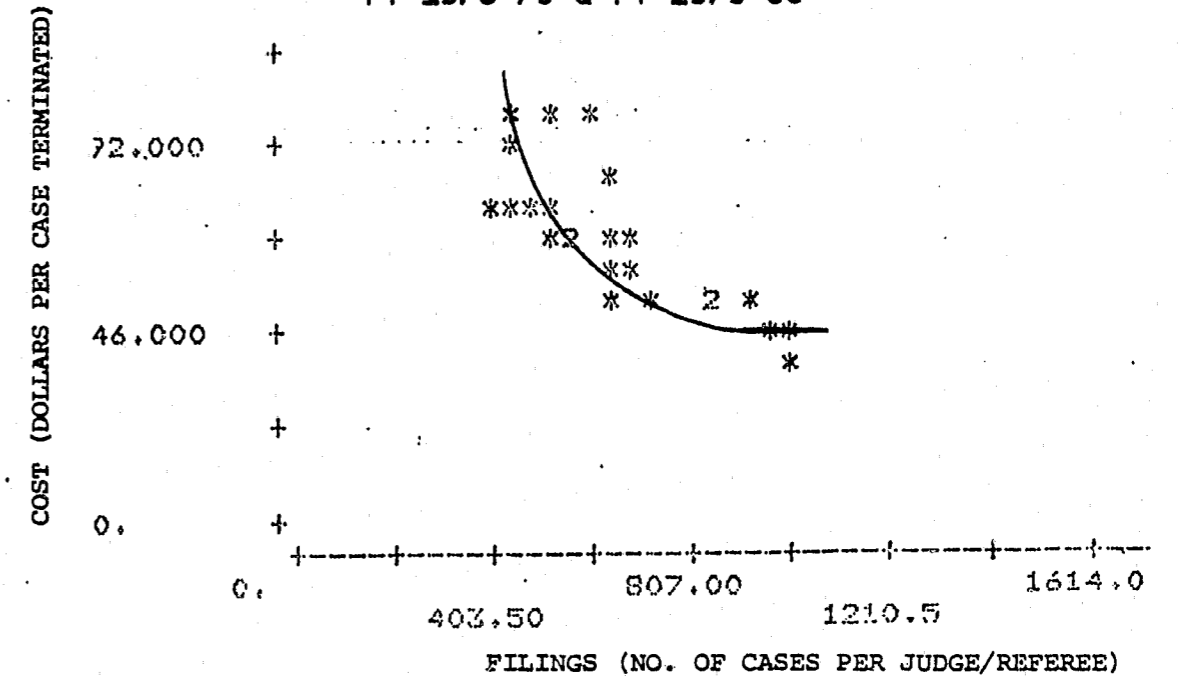


FIGURE 8

THE RELATIONSHIP OF CASE FILINGS TO COST PER CASE

JUDGES AND REFEREES RURAL DISTRICT COURTS

FY 1978-79 & FY 1979-80



As was mentioned earlier, standards for bailiffs/legal staff assistants, court reporters and administrators were not considered to be related directly to filings. Rather, bailiffs/legal staff assistants and reporters are considered to be dependent upon the number of judges and referees, while the number of administrators needed are a function of total staff size. It should be noted here that this does not disregard workload as the determining factor in staffing since judges and referees and total staff are both functions of workload.

The standard for bailiffs and legal staff assistants is one for every judge in district court and one for every full-time or Class B judge in county court. The reporter standard is one reporter for each district court judge.

The administrative standard is based on a redistribution of existing authorized administrative positions. Thus, the resulting standard is one administrator for every twenty staff with a minimum of one administrator per district.

OPERATING

The Trial Court Operating Cost Model illustrated in Figure 5 depicts the three major categories of operating costs. Two of these categories, fixed and library, are considered to be independent of the number of cases in a court and therefore not suitable for direct Cost Model analysis. For example, fixed costs include the costs of having telephone service available and this cost varies from county to county and from building to building. In most counties the courts share space with county agencies in buildings owned and operated by the county; thus, the courts have no choice but to use these facilities including such things as a county switchboard, without any control over the cost or ability to select cheaper cost alternatives.

Variable operating costs include those costs that are most closely associated with the number of filings in a court and include items such as case jackets, legal forms, telephone and postage. Actual expenditure in these categories were analyzed for FY 1977-78, 1978-79 and FY 1979-80 to arrive at an average cost per case for the following type of courts.

TABLE 6
TRIAL COURT VARIABLE OPERATING COST STANDARDS

	COST PER CASE		
	FY 1979-80	FY 1980-81	FY 1981-82
DISTRICT COURTS			
URBAN	\$ 3.65	\$ 3.65	\$ 3.91
RURAL	4.65	5.47	5.85
RURAL HQ*	6.10	5.97	6.39
COUNTY COURTS			
CLASS B	.90	1.00	1.07
CLASS C & D	1.00	1.07	1.14
COMBINED	2.30	2.47	2.64
COMBINED HQ*	2.30	2.69	2.88

* HQ is the county of residence of the Chief Judge or District Administrator.

CASELOAD FORECASTING

The Caseload Projection Model is the foundation upon which the budget is requested and resources are allocated. The projection technique is an econometric modelling of court filings for each court in the state.

Econometric modelling is a form of multiple regression analysis. It is assumed that each case type within each county is related to one or more of the demographic variables listed in Table 7. The table indicates which of the demographic variables were used to project court case types. All demographic variables are not used for each county.

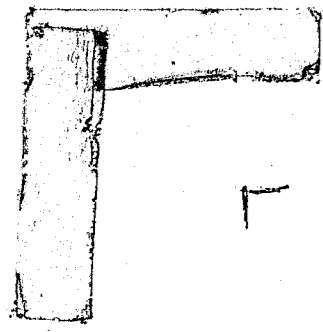
When the case projection is completed, projected filings are used to compute next budget request. This is a simple process of dividing the projected filings by the appropriate standards to arrive at future personnel needs.

The projection model is monitored and updated three times each year. Additional demographic variables are added when they become significant and current demographic variables are monitored to insure they are consistent with the old data. For example, social services data are not used, as the definition of what they are collecting is not consistent from year to year.

TABLE 7

DEPENDENT AND INDEPENDENT VARIABLES IN
THE COLORADO COURT FORECASTING MODEL

Independent Variables	COUNTY COURT				DISTRICT COURT					
	Civil Claim	Small fic	Traf- meanor	Misde-	Domestic Relation	Civil	Pro- bate	Juve- nile	Mental Health	Crim- inal
TIME.....	X	X	X	X	X	X	X	X	X	X
POPULATION.....	X		X	X	X	X	X	X	X	X
MARRIAGE.....					X	X			X	X
NET SALES.....	X			X	X	X		X	X	X
MOTOR VEHICLE PASSENGER REGISTRATION....	X		X	X	X		X	X		
BIRTHS.....	X			X	X			X		X
RESIDENTIAL VALUATIONS.....	X			X	X	X				
INDUSTRIAL VALUATIONS.....					X	X				
NUMBER EMPLOYED..	X		X		X	X	X	X	X	X
FOOD STAMP BONUS..	X				X			X		
LIQUOR OUTLETS...	X		X	X	X	X		X		X
COMMERCIAL VALUATIONS.....	X			X	X	X				
MOTOR VEHICLE REGISTRATION....	X		X	X	X			X		X
DIVORCES.....	X		X	X	X	X		X		X
FOOD STAMP PARTICIPANTS....						X			X	
DEATHS.....							X			
ILLEGITIMATE BIRTHS.....	X							X	X	X
FOOD STAMP SALES..	X		X	X				X	X	X
SCHOOL ENROLLMENT								X		X



END