

# Judicial Workload Assessment | 2024

## Superior Court of Arizona

### Mohave County



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During this study, we were fortunate to collaborate with a dedicated advisory committee that played a pivotal role in refining the approach and content of the assessment. The Judicial Needs Assessment Committee, which included judicial officers from across the county and members of the court administration team, was instrumental in shaping the direction of this project.

### Judicial Need Advisory Committee

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**The Honorable Steven C. Moss,**  
*Superior Court Judge, Presiding Judge*

**The Honorable Megan A. McCoy,**  
*Superior Court Judge, Associate  
Presiding Judge*

**The Honorable Derek Carlisle,**  
*Superior Court Judge, Presiding  
Criminal Judge*

**The Honorable Rick Williams,**  
*Superior Court Judge, Presiding  
Juvenile Judge*

**Kip Anderson,** *Court Administrator*

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## EXECUTIVE SUMMARY

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In October 2023, the Mohave County Superior Court requested that an independent, objective assessment of judicial staffing needs be conducted for judges in the county's Superior Court.

Workload assessments provide courts with objective information about judicial staffing needs based on the amount of time required to process different case types. This information is useful in determining the number of judicial officers needed to cover the courts' work based on the number and types of cases filed.

Since 2012, Mohave County Superior Court has relied on a judicial needs assessment model to determine court staffing needs for judicial officers. Over time, the integrity of workload standards is affected by multiple influences, including changes in legislation, court rules, legal practice, technology, and administrative factors. To measure the impact of these influences, supplemental time study data must be gathered and incorporated into the model. Recognizing the utility and need to update the 2012 workload assessment model, Mohave County Superior Court contracted with the National Center for State Courts (NCSC) to conduct an evidence-based assessment of the workload for judicial officers in Mohave Superior Court. The State Justice Institute funded this project under grant number SJI-24T007.

The Mohave County Superior Court selected members to serve on a Judicial Needs Assessment Committee (JNAC) to oversee this project. With guidance from the JNAC, the NCSC consultants designed and conducted the study to produce a workload assessment model for judges in Mohave Superior Court.

The workload assessment included the collection of two types of data: (1) worktime data recorded by judicial officers during a twelve-week period and (2) a survey of participating judicial officers requesting their assessment of the extent to which they have adequate time to perform their duties to their satisfaction. From this data, the NCSC developed case weights (or average case processing times) for the case types included in the data collection.

The case weights reflect the average number of case-related minutes that judicial officers spend per year processing each case type; they are based on worktime recorded by time study participants in the Mohave County Superior Court during a twelve-week study period. The JNAC reviewed and approved the case weights and other components of the workload assessment model.

This study is comprehensive and reliable because:

1. It was designed and conducted by NCSC consultants who are national experts in developing weighted caseload models for courts and other justice system agencies.

2. All judicial officers participated in the study, substantially enhancing the data's credibility and validity.
3. It included a survey of superior court judges to assess whether they have adequate time to achieve reasonable levels of quality in performing their duties. The adequacy of time survey data assisted in determining the reasonableness of the case weights, which were based solely on the worktime data.

NCSC consultants organized the project around the following primary tasks:

1. *Development of the research design.* The JNAC, appointed by the presiding judge, met with the NCSC consultants in February 2024 to provide guidance for the workload assessment. The JNAC provided advice and feedback on the overall study design, which case types and activities to include in the weighted caseload model, the methodology, content, and schedule of the training sessions before the time study, and the duration of the time study. The JNAC also provided feedback and recommendations on key issues in the final report.
2. *Mohave Superior Court judicial time study.* One hundred percent of the superior court judicial officers participated in the twelve-week time study conducted between March 25, 2024, and June 16, 2024. Before the time study began, an NCSC consultant conducted two one-hour training webinars during a two-week period to provide detailed instructions on how all participants should track and record their work time. The NCSC also provided written instructions and an online help link to participants who had questions about recording time and categorizing information. During the time study, all judicial officers who handle judicial work kept records of all time spent on case-related and non-case-specific activities and entered their work time data in the NCSC's secure online data entry website.
3. *Adequacy of Time Survey.* After the time study data collection period, nine judicial officers, which included six superior court judges, one presiding judge, and two commissioners/judges pro-tem, completed an online adequacy of time survey regarding the sufficiency of time available during regular working hours to do their work. The survey results revealed that judicial officers believe they "usually" have enough time to handle their daily tasks effectively but feel stressed about meeting deadlines and completing work. However, the word 'usually' implies that judges sometimes believe they cannot always complete their work on time. Since they are required to meet mandatory timeframes to complete their work, their workload is a cause for concern.
4. *Data Analysis and development of preliminary case weights.* NCSC staff analyzed the data collected from the time study and adequacy of time survey and then drafted reports, including tables and preliminary case weights, for review by the JNAC.

5. *JNAC review, discussion, and decision-making.* The NCSC and JNAC held a meeting in August 2024 to review the data and make final decisions based on the time study data and adequacy of time survey.

During this meeting, the JNAC reviewed and discussed the findings from the time study, including preliminary case weights and results from the adequacy of time survey. A significant part of the meeting focused on whether to adjust the case weights based on the survey findings and supplemental analysis.

6. *Preparation of the Final Report.* After the August meeting, NCSC staff developed a draft report of findings for the JNAC to review. The final report explains in detail each step in the research and data analysis process for this workload assessment and the development of the workload assessment model. This model is sufficiently flexible and provides the Mohave County Superior Court with the framework to determine the approximate need for judicial officers within Mohave County. The updated model shows the Mohave County Superior Court should have 13.66 full-time equivalent (FTE) judicial officers to manage the current workload effectively.

7. *Recommendations.* The NCSC advises the Mohave County Superior Court to evaluate the following recommendations concerning the continued use of the workload assessment model.

- 7.1. Update the workload assessment model annually by inserting new case filings from the most recent year of reliable filings or the average of the most recent three years of reliable filings.

- 7.2. Regularly update the FTE values for pro-tem judges handling judicial work.

- 7.3. Conduct a comprehensive review of the workload assessment model every five to seven years. This review should include a time study in which all or most Mohave County Superior Court judicial officers participate.

- 7.4. Use this model as a starting point to determine the need for judicial officers and how to allocate resources across the Mohave County Superior Court's Kingman, Lake Havasu, and Bullhead City locations because some inputs cannot be accounted for quantitatively.

## INTRODUCTION

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Funding bodies and the public increasingly call upon the courts and other government agencies to be more efficient—to “operate more like a business.” One challenge for courts in responding to this demand is determining the appropriate number of judicial officers required to provide high-quality services.

Since 2012, Mohave County Superior Court has relied on a workload assessment model to determine court staffing needs for judicial officers who preside over the Mohave County Superior Court<sup>1</sup>. Over time, the integrity of workload standards is affected by multiple influences, including changes in legislation, court rules, legal practice, technology, and administrative factors. To measure the impact of these influences, supplemental time study data must be gathered and incorporated into the model. Recognizing the utility and need to update the 2012 workload assessment model, the Mohave Superior Court sought the assistance of the National Center for State Courts (NCSC) to conduct a workload assessment study to generate case weights through the process of a time study in which judicial officers tracked their time for a twelve-week period. A technical assistance grant through the State Justice Institute supported this project<sup>2</sup>.

A clear measure of court workload is central to determining how many judicial officers are needed to process all cases filed. Adequate resources are essential for the Mohave County Superior Court to effectively process court business without delay while delivering quality service to the public. Meeting these challenges involves objectively assessing the number of judicial officers required to handle the caseload and whether those resources are being allocated and used prudently. In response, court leaders nationwide often use empirically based workload assessments to provide a strong foundation of resource needs.

Different types of cases require different amounts of judicial workload; for example, a felony case typically requires more case processing time than a traffic case. Unlike resource allocation methods that are based on population or raw, unweighted caseloads, the weighted caseload methodology explicitly incorporates the differences in judicial workload associated with different types of cases, producing a more accurate and nuanced profile of the need for judicial officers in Mohave Superior Court.

Specifically, the current study accomplished the following:

1. Utilized a methodology that bases the development of case weights on all work recorded by Mohave County Superior Court judicial officers,

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<sup>2</sup> <https://www.sji.gov/> Grant #SJI-24T007



2. Included a twelve-week data collection period to ensure sufficient data to develop valid case weights,
3. Included participation from 100% of Mohave County Superior Court judicial officers,
4. Accounted for superior court judicial work for all phases of case processing,
5. Accounted for non-case-related activities and travel that are a normal part of daily work and
6. Established a transparent and flexible model to determine the need for superior court judicial officers county-wide.

Based on a survey of judicial officers (adequacy of time), the participants ranged in the years in which the courts have employed them from one and three years to over 16 years. Approximately 56% of the participants have been employed with the Mohave Superior Court for eleven or more years. This variation in time on the job likely translates into differing case processing times and efficiencies.

This report explains the workload assessment and weighted caseload methodology and results in detail and offers recommendations for the model's ongoing use.

## The Weighted Caseload Methodology

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The weighted caseload methodology of workload assessment is grounded in the understanding that different types of court cases vary in complexity and, consequently, in the amount of judicial officer work they generate. For example, a typical felony creates a greater need for judicial officer resources than the average traffic case. The weighted caseload methodology calculates judicial officer need based on the court's total workload.

The weighted caseload formula consists of three critical elements:

1. *Case filings* and counts or the number of new cases or counts of each type filed each year (or the average of the most recent three years).
2. *Case weights*, which represent the average amount of time required to handle each type of case throughout the course of a year.
3. The *year value*, or the amount of time each judicial officer has available to work in a year.

The total annual workload is calculated by multiplying the annual filings and counts (or a three-year average of annual filings and counts) for each case type by the corresponding case weight, then totaling the workload across all case types. The court's workload is then divided by the year value to determine the total number of full-time equivalent judicial officers needed to handle the workload.

## The 2024 Workload Assessment

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The workload assessment's findings are based on a time study in which participants tracked their worktime for twelve weeks. The data were entered into the NCSC's proprietary and secure data entry system.

The JNAC consisted of four Mohave County Superior Court judges, the court administrator, the deputy court administrator, and the program specialist. None of the commissioners served on this committee.

The JNACs' role was to advise the NCSC on selecting case types and activities, the time study design, and policy decisions regarding developing case weights and a need model. The JNAC met in February 2024 to define the study's parameters and again in August to review the data and make final decisions regarding the case weights and workload assessment model.

The workload assessment was conducted in two phases:

1. A *time study* in which all judicial officers were asked to record all case-related and non-case-related work over twelve weeks. The study provided an empirical description of the amount of time currently devoted to processing each case type and the division of the workday between case-related and non-case-related activities.
2. A *quality adjustment* process to ensure that the final weighted caseload models incorporate sufficient time for efficient and effective case processing. The quality adjustment process included an adequacy of time survey asking judicial officers about the amount of time currently available to perform their work, including their perceived levels of work-related stress and whether the current pace of work is sustainable, and a review and acceptance of the case weights by the JNAC.

## CASE TYPES AND EVENTS

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One of the primary tasks at the first JNAC meeting in February 2024 was to establish the case type and event categories upon which to base the time study. The case types, case-related events, and non-case-related events describe all the work required and expected of the Mohave Superior Court judicial officers.

## Case Type Categories

The JNAC was charged with establishing case-type categories that satisfied the following requirements:

- The case type categories are both mutually exclusive and collectively exhaustive, meaning that any given case falls into one, and only one, case type category.
- Categories are logically distinct.
- There are meaningful differences among categories in the amount of judicial officer work required to process the average case.
- There are enough case filings within each category to develop a valid case weight.
- Filings for each case type category or its component case types are tracked consistently and reliably by the Mohave County Superior Court.

Drawing from the 2012 workload assessment, the JNAC defined five case-type categories. Figure 1 lists the JNAC-defined case type categories. Appendix A provides a more detailed description of the case types.

Figure 1

<b>CASE TYPES</b>
<b>CRIMINAL</b>
Capital Cases
Felony
Other Criminal
<b>CIVIL</b>
Civil
Protective Orders
Election Cases
Other Civil
<b>DOMESTIC RELATIONS</b>
Pre-Adjudication
Post-Adjudication
Title IV-D Child Support
<b>PROBATE/OTHER</b>
Estates/Trusts
Guardianships/Conservatorships
Mental Health
Other
<b>JUVENILE</b>
Adoption
Delinquency
Dependency
Severance
Other

## Tasks and Activities

Judicial officers perform a variety of functions in and out of court that can be directly related to the processing of cases (case-related activities) as well as non-case-related activities. NCSC staff worked closely with the JNAC to develop a comprehensive list and description of these essential activities. The list of activities was an organizing tool to guide data collection during the time study. Figure 2 shows the case-related activities of judicial officers, and a more detailed description is included in Appendix B.

The workload assessment model is based on a uniform amount of time judicial officers have available to perform all their work annually, including case-related and non-case-related tasks. To determine judicial staffing needs, the average amount of time spent on non-case-related activities is held constant for each group, and the remainder of time

Figure 2

<b>CASE-RELATED ACTIVITIES</b>
<b>IN COURT</b>
Pre-Trial
Jury Trial
Bench Trial/Non-Trial Disposition
Post-Trial/Post Adjudication
Probation Violations
Post-Conviction Relief
Default
Treatment Court Activity (Juvenile and Adult)
<b>OUT OF COURT</b>
Reviewing Files/ Research/ Orders/ Writing Decisions
Treatment Court Activity (Juvenile and Adult)
Post-Judgment: Reviewing Files/Research/Orders/Writing Decisions
Post-Conviction Relief
Probation Violations

available is calculated to determine the average amount of time available for judicial officers to perform case-related work. This is a critical component of the weighted caseload model, so knowing how much time is spent on both case-related and non-case-related work is essential.

## Non-Case-Related Events

Work unrelated to a particular case before the court, such as court management, committee meetings, travel, and judicial education, is also an essential part of the workday. To compile a detailed profile of judicial officers’ non-case-related activities and provide an empirical basis for constructing the day and year values, the JNAC defined non-case-related event categories for judicial officers. To simplify the task of completing the time study forms and aid in validating the time study data, vacation and other leave and time spent filling out time study forms were included as non-case-related events. A list of non-case-related activities for judicial officers is provided in Figure 3, and a more detailed description is included in Appendix C.

Figure 3

NON-CASE-RELATED ACTIVITIES
Non-Case-Related Administration
Judicial Education and Training
Community Activities, Education, Speaking Engagement
Committee Work and Related Meetings
Travel Time
PTO/Holiday/Other Leave
NCSC Time Study Data Reporting
Other

## TIME STUDY

The time study phase of the workload assessment measured current practice—the amount of time judicial officers currently take to process cases of each type and time spent on non-case-related work. For twelve weeks, all judicial officers engaged in judicial work were asked to track their working time by case type and event. Separately, court administration provided counts of filings by case type category. The NCSC used the time study and filing data to calculate the average number of minutes currently spent processing cases within each case type category (preliminary case weights).

## Data Collection

### *Time Study*

During the twelve weeks from March 25 through June 16, 2024, judicial officers handling judicial work were asked to track their time by case type category and activity or by a non-case-related event. Participants were instructed to record all working time, including time spent processing cases outside of regular working hours, if applicable, and all non-case-related work. Participants tracked their time in five-minute increments using a web-based form.

All time study participants were asked to attend a webinar training module explaining how to categorize and record their time to maximize data quality. In addition to the live training

module, participants were provided with a recording of the training webinar and web-based reference materials. Additionally, there was a help desk link on the data entry form that time study participants could use to ask questions when necessary. The web-based data collection method allowed time study participants to verify that their data was accurately entered and permitted real-time monitoring of participation rates, helping to maximize the quality and completeness of the time study data.

As shown in Figure 4, the judicial officer participation rate was 100%. This level of participation ensured sufficient data to develop an accurate and reliable profile of Mohave County Superior Court's current practice.

**Figure 4**

<b>JUDICIAL OFFICER</b>	<b>PARTICIPATION RATE</b>
Court Commissioner/Judge Pro Tem (4)	100%
Presiding Judge (1)	100%
Superior Court Judge (6)	100%
<b>TOTAL</b>	<b>100%</b>

## Caseload Data

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To translate the time study data into the average amount of time expended on each type of case (preliminary case weights), it was first necessary to determine the number of individual cases of each type filed annually. Court administration provided filing data for each case type category for fiscal years 2018 through 2023. The caseload data for fiscal years 2021, 2022, and 2023 were then averaged to provide an annual filing count within each case type category. Using an annual average rather than the caseload data for a single year minimizes the potential for any temporary fluctuations in caseloads influencing the case weights. Case filings are provided in Figure 5 on the next page.

Figure 5

ANNUAL FILINGS (FISCAL YEAR)				
CASE CATEGORY	2021	2022	2023	AVERAGE (2021-23)
<b>Criminal Felony</b>				
Capital Cases	0	0	0	0
Felony (includes Grand Jury)	1,470	1,435	1,453	1,453
Other	583	544	576	568
<b>Civil</b>				
Civil General	710	698	755	721
Protective Orders	501	604	543	549
Election Cases	1	6	2	3
Other	786	797	894	826
<b>Domestic Relations</b>				
Pre-Adjudication (Dissolution, Paternity, etc., through final orders)	1,380	1,339	1,303	1,341
Post-Adjudication (Modifications and Enforcements for Dissolution, Paternity, etc.)	375	402	352	376
Title IV-D Child Support	75	77	113	88
<b>Juvenile</b>				
Adoption	151	132	133	139
Delinquency	208	269	302	260
Dependency	229	192	153	191
Severance	55	45	45	48
Other (incl. Emancipation)	3	1	5	3
<b>Probate/Other</b>				
Estates/Trusts	493	686	595	591
Guardianships/Conservatorships	234	219	185	213
Mental Health	151	164	148	154
Other (incl. Adult Adoptions)	399	422	384	402
<b>Treatment Court</b>				
Adult	67	49	45	54
Juvenile	40	33	36	36

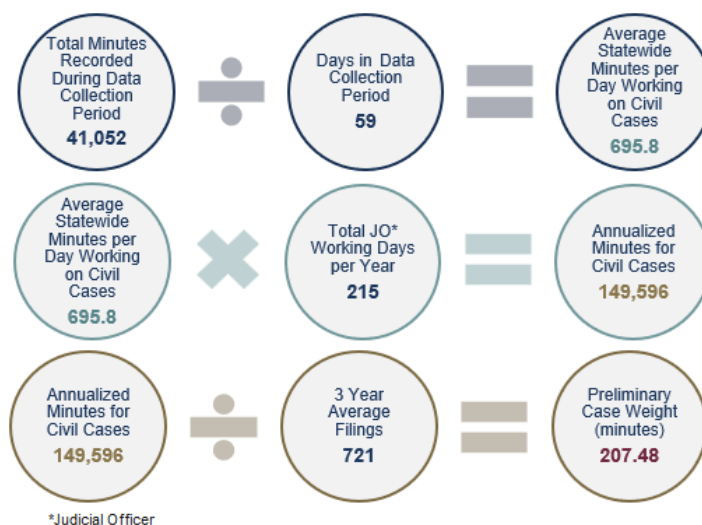
## Preliminary Case Weights

The workload assessment model accounts for the fact that case types vary in complexity and require different amounts of judicial officer time and attention. Relying solely on the sheer number of cases to assess the demands placed on judicial officers ignores the varying levels of resources needed to process different types of cases.

Following the data collection period, the time study and caseload data were used to calculate preliminary case weights. A preliminary case weight represents the average amount of time a judicial officer currently spends processing a case of a particular type, from initial filing activity to all post-disposition matters in a one-year period. The use of separate case weights for each case type category accounts for the fact that cases of varying levels of complexity require different amounts of judicial case processing time.

The preliminary case weights were calculated by (1) adding all time spent by judicial officers on each case type during the 60-day data collection period, (2) dividing the total amount of time for each case type by 59 (the number of days in the time study<sup>3</sup>) – to determine the average daily amount of work time, (3) multiplying the daily average time by the number of days judicial officers are expected to work in a year (the year value), which yields the annual amount of work time on each case type, for judicial officers, and (4) dividing the annual work time by the number of cases filed for each case type during the most recent and representative 3-year average of filings (FY2021, 2022 and 2023). This result provides a picture of the average amount of case-related time currently spent by all judicial officers in Mohave County Superior Court on each identified case type. Figure 6 illustrates the calculations for determining the preliminary case weight for a civil case in Mohave County Superior Court.

Figure 6



Based on the time study example above, judicial officers spend 149,596 minutes of case-related time on civil cases annually. Dividing that time by the 3-year average number of civil cases filed (721) yields a preliminary case weight of 207.48 minutes, or 207 minutes rounded to a whole number.

Figure 7 on the next page shows the complete set of preliminary case weights for Mohave County Superior Court judicial officers.

<sup>3</sup> Memorial Day is not included in the calculation because it is accounted for in the year value.

Figure 7

CASE TYPE	PRELIMINARY CASE WEIGHT (minutes)
Criminal: Capital Cases	
Criminal: Felony	278
Criminal: Other	8
Civil: General	207
Civil: Election Cases	105
Civil: Protective Orders	26
Civil: Other	30
Domestic Relations: Pre-Adjudication	120
Domestic Relations: Post-Adjudication	178
Domestic Relations: Title IV-D Child Support	130
Juvenile: Adoption	9
Juvenile: Delinquency	126
Juvenile: Dependency	315
Juvenile: Severance	99
Juvenile: Other	
Probate/Other: Estates/Trusts	42
Probate/Other: Guardianships/Conservatorships	163
Probate/Other: Mental Health	34
Probate/Other: Other (including Adult Adoptions)	5
Treatment Court: Adult	726
Treatment Court: Juvenile	332

## QUALITATIVE FEEDBACK

The preliminary case weights generated during the time study measure the amount of time judicial officers currently spend handling various types of cases but do not necessarily indicate whether this is the amount of time they *should* spend on each case. To provide a qualitative assessment of whether current practice allows adequate time for quality performance, time study participants were provided the opportunity to complete an adequacy of time survey.

### Adequacy of Time Survey

In late June 2024, all judicial officers were asked to complete a web-based adequacy of time survey, which included a series of questions related to the data collection period and their current workloads.

The survey's adequacy of time section included nine questions intended to identify whether respondents feel they have the capacity to do their work within the time available. Specific questions included whether respondents have enough time regularly to get work done during the workday, complete necessary tasks, meet deadlines without rushing, and take lunch and breaks during the day. It also asked respondents whether they have the necessary training, tools, and resources to do their work and if they have the time to assist the parties and ensure they understand what is expected of them.



The next block of questions builds on the previous set, with three questions gauging work stress and pace. The last section asked respondents about barriers to accomplishing their work.

The survey also allowed respondents to comment on each section and provide additional details. Nine judicial officers completed the survey, including six superior court judges, one presiding judge, and two court commissioners/judges pro-tem. The adequacy of time and work pace questions were answered on a scale of one to five, with five indicating always or almost always and one indicating never. Figure 8 below summarizes the survey results; Appendix D presents them in detail.

**Figure 8**

<b>ADEQUACY OF TIME</b>	<b>AVERAGE SCORE</b>
I have sufficient time, on a regular basis, to get my work done.	3.56
I am able to accomplish what needs to be done during the workday.	3.22
When I start a task, I typically have the time to complete that task.	3.44
I have the tools and resources to do my job efficiently and effectively.	4.11
The reliability and speed of the internet connections are sufficient for me to complete my work.	4.44
I have enough time to adequately assist court users and ensure they understand what is expected of them.	4.00
There is sufficient time for learning opportunities aligned with my job duties.	3.33
I am regularly able to meet deadlines without rushing at the last minute.	3.22
I have time available to take lunch and breaks throughout the day.	3.11
<b>WORK PACE &amp; STRESS</b>	<b>AVERAGE SCORE</b>
I rarely feel stressed about deadlines or commitments.	1.89
I rarely feel stressed or overwhelmed by the amount of work I have to complete.	2.44
The pace at which I work is sustainable.	3.22

The survey data provided information to help the JNAC determine whether the case weights derived from the time study data are sufficient to allow judicial officers to complete work in a timely and high-quality manner. Findings from the adequacy of time survey are

### Adequacy of Time Survey Findings

*Was the data collection period typical?* 78% of survey respondents agreed that it was. Those who disagreed stated they were on vacation or fewer trials were held during the study period.

*Was time recorded to the appropriate case type according to the instructions provided?* 78% of respondents felt they tracked their time correctly. Some participants stated they may have forgotten to log time spent on administrative tasks, working after hours, or on weekends.

*Adequacy of Time, Work Pace, and Stress.* Respondents’ ability to get work done comes at a price. The survey questions addressing time had an average response score of 3.6, which implies that, for the most part, participants feel they have enough time to get their work done and have what they need to do their work. However, the questions about the pace of the work and associated stress level offset that result as the respondents scored below average (2.5). Survey respondents rush to meet deadlines and often do not have time to take breaks or eat lunch during the day.

*Obstacles.* Judicial officers cited not having enough judges, staff, or attorneys as the most pressing barrier, followed by a heavy workload and dealing with interruptions, all of which contribute to a stressful work environment. Figure 9 shows the breakdown of those responses.

**Figure 9**

OBSTACLES	RESPONDENTS	%
Not enough judges/court staff/attorneys	6	24%
Heavy volume of cases and workload	5	20%
Constant interruptions and having to multi-task	5	20%
Lack of time	3	12%
Lack of funding	2	8%
Lack of security	1	4%
Insufficient pay/benefits	1	4%
Assisting self-represented litigants	1	4%
None	1	4%

## JNAC REVIEW OF CASE WEIGHTS & QUALITATIVE REVIEW

After completing the time study and the adequacy of time survey and analyzing the results, the NCSC staff conducted a final in-person meeting with the JNAC on August 22, 2024. The JNAC reviewed tables prepared by NCSC staff that included findings from the time study, the proposed case weights, and the qualitative input from the adequacy of time survey. During this meeting, the JNAC discussed the non-case-related and travel time values derived from the time study and reviewed the case weights for accuracy. Recommendations to adjust a case weight required a specific rationale to determine the appropriate time for the case weight and a consensus from the JNAC that the adjusted case weight is reasonable. This section summarizes the feedback regarding the case weights and factors affecting case processing.

The JNAC members talked about how work-related stress affects their bench. They agreed that although there may be a decline in certain types of filings, the complexity of cases presented before the court is increasing and a contributing factor. Legislative, rule,

and resulting procedural changes increase documentation needs, hearing requirements, and the human capital needed to get the work done. For example, more technology-generated data, a rise in the inclusion of police body camera footage in cases, and the involvement of protracted and intricate medical records in other cases require lengthy review. One member remarked that the “low-hanging fruit” or straightforward case no longer exists and that most cases today, regardless of the case type, are meatier and often more fraught with emotion.

The committee also discussed the public’s changing attitude toward the court system and its impact on the safety and security of the public, judicial officers, and staff. Several concerns were raised about the lack of security in the Bullhead and Lake Havasu court locations, where judicial officers and staff do not have secure parking and only one bailiff in the facility. This also creates more anxiety about the workplace and poses a risk for judicial officers and staff who work late, especially during the winter when there are fewer daylight hours.

### **Non-Case-Related Time and Travel Time**

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Since the prior workload assessment, non-case-related time per judicial officer has decreased from 80 minutes daily to 62 minutes; however, the judicial officers agreed that the administrative work is more cumbersome than in 2012. This lower average time may also mean more time is needed but unavailable because the pressure to get everything done on the bench might mean letting the non-case-related tasks slide.

Five judicial officers are also assigned to be “Presiding Judges” over specific case types, adding additional managerial and facilities-related duties to their caseload. Analyzing non-case-related time by presiding and non-presiding judges shows that presiding judges spend an average of 86 minutes daily on non-case-related tasks, and non-presiding judges spend 32 minutes. The JNAC agreed to keep the non-case-related time value at 62 minutes because it accounts for both presiding and non-presiding judge time.

The JNAC also reviewed the work-related travel time and added nine minutes per FTE daily to account for annual continuing legal education (CLE) that did not occur during the study. The JNAC estimated that the training location is 4.5 hours one way, or nine hours (540 minutes) round-trip per year per judge. All eleven judges attend CLE (11x 540 minutes = 5,940 minutes added to the total travel minutes from the time study, or 15,591 minutes, divided by the number of days in the study (59), the product of which is divided by the number of judicial officers (11). Non-case-related and travel time is shown in Figure 10.

Figure 10

NON-CASE-RELATED TIME	TIME STUDY MINUTES	ALL PJ TIME (n=6)	NON-PJ TIME (n=5)	PJ
Non-Case-Related Administration	30,342	22,718	7,624	9,582
Community Activities, Speaking Engagements	2,445	1,404	1,041	504
Committee Work and Related Meetings	6,202	5,644	558	2,909
Other	930	834	96	753
Total Non-Case-Related Time	39,919	30,600	9,319	13,748
Average Non-Case-Related Time Per FTE Per Day	62	86	32	233
Total Travel (work related/reimbursable)	9,651	9651	0	2692
Average Travel Per FTE Per Day	15	27	0	46
Revised Travel Per FTE Per Day	24	36	9	55

PJ = Presiding Judge

## Case Weight Adjustments

### Criminal

Capital cases and felonies were collapsed to form one weight because there were no capital cases during the study period. The case weight for 'other criminal,' which includes search warrants, was increased from eight to twenty minutes to account for the time not recorded during the data collection period. The JNAC estimates that 20-30 search warrants are processed weekly, or 1,300 yearly.

### Civil

The JNAC discussed the general civil case weight (207), which includes contracts, torts, and real property, and thought the weight appeared low compared to the case weight of 245 in 2012<sup>4</sup>. However, the current civil case weight was broken out differently than in 2012, where there were five different case type categories<sup>5</sup>. Ultimately, they decided not to change the weight because it could not be compared to the 2012 case weight. There are also fewer jury trials than in pre-COVID.

During the time study period, there was little to no activity on election cases. However, it was estimated that these cases require ten days of judicial hearing time every other year, so the JNAC agreed to add 4,500 minutes (10 days x 450 minutes/day) to account for this time, increasing the case weight from 105 to 1,500.

<sup>4</sup> The average for all civil case weights was 201 in the previous study. Without other civil, the case weight was 245.

<sup>5</sup> 2012 civil case types included tort-motor vehicle, tort-non-motor vehicle, complex civil (including medical malpractice, construction defect, elder abuse, and homeowners' claims), contract and other civil (eminent domain, JP civil appeal, name change, non-classified)

## Domestic Relations

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Orders for protection have increased by almost 70% since the previous study, and judicial officers feel overwhelmed by workload and compassion fatigue. The JNAC agreed that the case weights for orders for protection and IV-D cases are appropriate and decided to combine pre- and post-adjudication activities because separating the case counts is too complex and less accurate.

## Juvenile

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The JNAC agreed that the juvenile division can handle the current workload. Since the COVID-19 pandemic has ended, dependency filings have decreased, but delinquency filings have increased. The JNAC decided that the juvenile adoption case weight was too low, especially since dependency filings are lower and there was a slight increase in adoption filings (from an average of 122 minutes in the previous study to 139 over the last three years). They decided to increase the case weight to 25 minutes from 9 minutes to be more consistent with the previous case weight of 25.69 minutes because this category also includes all adoptions, including private, agency, stepparent, etc.).

The juvenile-other category also did not reflect the current practice, and insufficient time was captured during the data collection period. The JNAC agreed to increase the case weight to 5 minutes for emancipation hearings, which are rare and do not require much time (estimated 1-2 per year).

## Probate

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The JNAC agreed that probate judges and attorneys are efficient and attributed this partly to remote hearings. They also decided that the data collection period did not reflect a typical year. Arizona is a snowbird community with an influx of residents and visitors during the more temperate times of the year.

The JNAC noted a trend in adult adoptions as part of insurance and estate planning and added five minutes to adjust for time not included in the data collection period. The probate/other category averages one adult adoption per month.

In 2020, probate rules were amended to allow certain civil, juvenile, or family law proceedings to be filed or consolidated with a probate case.<sup>6</sup> JNAC members remarked that they had noticed an increase in these cases, which could increase case processing time because the cases are more demanding.

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<sup>6</sup> [17B A.R.S. Rules Probate Proc., Rule 3](#)

## Treatment Court

The JNAC agreed that treatment court weights are appropriate but noted this may change because the filings are steadily increasing. Because one judicial officer staffs the adult and juvenile treatment courts, the hearing schedule cannot accommodate weekly hearings for both courts, so the juvenile treatment court meets twice a month, and the adult treatment court meets weekly.

## Jury Trial

JNAC members agreed that a lack of jury trial time was logged during the data collection period but did not adjust the case weights because of their unpredictable nature; for example, a trial may settle before the hearing begins, or there may be fewer witnesses, so the expected length of the trial is shorter than initially planned. NCSC staff provided the JNAC with a model to illustrate the impact of a jury trial on a case weight, which is included in Appendix E. This model can be used to assist the Mohave County Superior Court in adjusting resources when there is a jury trial.

Figure 11 shows the final case weights. The case weights and the number of cases filed are critical factors in calculating the need for Mohave County Superior Court judicial officers. The next section of this report focuses on these calculations.

**Figure 11**

CASE TYPE	FINAL CASE WEIGHT (minutes)*
Criminal: Felony & Capital Cases	279
Criminal: Other	20
Civil: General	207
Civil: Election Cases	1,500
Civil: Protective Orders	26
Civil: Other	30
Domestic Relations: Pre- and Post-Adjudication	133
Domestic Relations: Title IV-D Child Support	130
Juvenile: Adoption	25
Juvenile: Delinquency	126
Juvenile: Dependency	315
Juvenile: Severance	99
Juvenile: Other	5
Probate/Other: Estates/Trusts	42
Probate/Other: Guardianships/Conservatorships	163
Probate/Other: Mental Health	34
Probate/Other: Other (including Adult Adoptions)	5
Treatment Court: Adult	726
Treatment Court: Juvenile	332

\* Revised from preliminary case weight.

## CALCULATING JUDICIAL RESOURCE NEED

Three factors contribute to calculating the judicial resource need in the workload assessment model. These include caseload data (filings), case weights, and the year value. The year value is equal to the amount of time each judicial officer has available for case-related work on an annual basis. The relationship among the filings, case weights, and year value is expressed in Figure 12.



Multiplying the case filings by the corresponding case weight calculates the total annual workload in minutes. Dividing the workload by the judicial officer year value yields the total number of full-time equivalent (FTE) judicial officers needed to manage the workload.

Arriving at the judicial officer year value is a three-stage process that requires calculating the number of days per year available for judicial officers to perform work (work year) and then determining the number of business hours each day available for case-related work as opposed to non-case-related work (work day). Multiplying these two measures and multiplying the product by sixty minutes equals the judicial officer year value.

All workload studies are based on developing a standard work day and work year in which judicial officers are expected to work.

### Work Year

Calculating the “average” work year requires determining the number of days per year that judicial officers have to perform case-related matters. The JNAC determined the work year with input from the NCSC project team. This value was calculated by subtracting weekend days, holidays, personal leave (illness and vacation), and time spent attending judicial conferences and seminars from the calendar year. The 2012 study used a work year value of 219 days available per year for judicial officers to process cases, and the current study uses a work year value of 215 days. The JNAC agreed to add three additional days to the leave category and one extra day to judicial education. This calculation is shown in Figure 13.

**Figure 13**

WORK YEAR	DAYS
<b>Total Days per Year</b>	<b>365</b>
<i>Subtract Non-Working Days:</i>	
Weekends	-104
Holidays	-10
Vacation/Sick/Personal Days	-30
Training & Conferences	-6
<b>Total Available Workdays per Year</b>	<b>215</b>
<b>Total Available Work Minutes per Year</b>	<b>96,750</b>

## Day Value

The day value represents the amount of time each judicial officer has available for case-related work each day. Beginning with 7.5 work hours per day<sup>7</sup>, non-case-related time and work-related travel time are deducted. Data collected during the time study established the average amount of time associated with non-case-related activities (62 minutes)<sup>8</sup> and the average amount of time associated with work-related travel per FTE per day (24 minutes). Figure 14 shows the calculation for the day value.

Figure 14

<b>DAY VALUE (Total Case-Related Minutes/FTE/Day)</b>	
<b>Work Hours per Day</b>	<b>9.00</b>
<b>Subtract Breaks:</b>	
Lunch Break	-1.00
2 15-minute breaks	-0.50
<b>Total Available Work Hours/Day</b>	<b>7.50</b>
Total Available Work Minutes/Day	450
<b>Non-Case-Related Time (in minutes)</b>	<b>62</b>
<b>Travel Time (in minutes)</b>	<b>24</b>
Day Value (Total Available Case-Related Minutes/Day)	364
Work Year (Total Available Judicial Work Days/Year)	215
<b>Judicial Year Value</b>	<b>78,260</b>

## Judicial Year Value

The judicial year value is the product of the number of days in the work year (215) multiplied by the day value, which is then expressed in terms of minutes per year. This calculation is shown in Figure 15.

Figure 15

<b>JUDICIAL YEAR VALUE (Day Value x Work Year)</b>	
Day Value (Total Available Case-Related Minutes/Day)	364
Work Year (Total Available Judicial Work Days/Year)	215
<b>Judicial Year Value</b>	<b>78,260</b>

## Final Judicial Need Model

To calculate the number of judicial officers needed in Mohave County Superior Court and by division, average annual case filings over a three-year period (FY 2021, 2022, 2023) for each case type were multiplied by corresponding case weights to compute the annual

<sup>7</sup> The 7.5-hour workday assumes a 9-hour standard period of time (e.g., 8:00 a.m. to 5:00 p.m.) with a 1-hour lunch break and two 15-minute breaks. This is consistent with the work day established by the Fair Labor Standards Act (FLSA).

<sup>8</sup> In the 2012 time study, non-case-related time was 80 minutes per day per judge. However, due to the increased judicial demand, judges are unable to dedicate enough time to administrative duties as they are using that time to process cases.



workload in minutes associated with that case type. The workload was summed across all case types, then divided by the judicial year value (see Figure 15), or the amount of time each judicial officer has available for case-specific work in one year. This yields the total number of judicial officers required to handle Mohave County Superior Court’s case-related workload and non-case-related responsibilities.

Figure 16 shows the workload assessment model for Mohave Superior Court, and Figure 17 shows the FTEs needed by each division.

**Figure 16**

<b>SUPERIOR COURT OF ARIZONA MOHAVE COUNTY WORKLOAD ASSESSMENT MODEL</b>		<b>CASE WEIGHT</b>	<b>FILINGS*</b>
	Felony & Capital Cases	279	1,453
<b>CRIMINAL</b>	Other	20	568
	General	207	721
	Election Cases	1,500	3
	Protective Orders	26	549
<b>CIVIL</b>	Other	30	826
<b>DOMESTIC RELATIONS</b>	Pre & Post Adjudication**	133	1,717
	Title IV-D Child Support	130	88
	Adoption	25	139
	Delinquency	126	263
	Dependency	315	191
	Severance	99	48
<b>JUVENILE</b>	Other	5	3
	Estates/Trusts	42	591
	Guardianships/Conservatorships	163	213
<b>PROBATE/ OTHER</b>	Mental Health	34	154
	Other (including Adult Adoptions)	5	402
<b>TREATMENT COURT</b>	Adult	726	54
	Juvenile	332	36
	Total Cases		8,019
	Case-specific Work Minutes (sum of WT x cases)		1,068,747
	Judicial Officer Annual Availability (215 days)		96,750
	Subtract Annual Non-Case-Related Time		13,330
	Subtract Annual Travel Time		5,160
	Judicial Officer Annual Case-Related Availability		78,260
	Judicial Officer FTE Demand		<b>13.66</b>
	Current Allocated Judicial Officers FT		11
	Total Current Judicial Officer Allocation		11.1
	Total Judicial Surplus/Deficit (-)		<b>-2.57</b>

\*3-Year Average Cases Filed (FY 2021, 2022, 2023)

\*\*Pre-Adjudication (Dissolution, Paternity, etc., through final orders), Post-Adjudication (Modifications and Enforcements for Dissolution, Paternity, etc.)

**Figure 17**

FTE NEED BY DIVISION	NEED	CURRENT STAFFING	+/-
Criminal	5.32	4.0	1.32
Civil	2.46	2.0	0.46
Domestic Relations	3.06	2.3	0.76
Juvenile	1.30	1.5	-0.20
Probate	0.85	0.6	0.25
Treatment Court	0.65	0.6	0.05

Applying these computations, the judicial need model indicates a need for 13.66 full-time equivalent (FTE) judicial officers to handle the current workload effectively. The current number of FTEs available is 11.1, resulting in a net need for 2.57 additional FTEs.

## RECOMMENDATIONS

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The NCSC encourages the Mohave County Superior Court to consider the following recommendations regarding the ongoing use of the workload assessment model.

### Recommendation 1

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NCSC recommends updating the workload assessment model annually by inserting new case filings from the most recent year of reliable filings or the average of the most recent three years of reliable filings.

### Recommendation 2

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NCSC recommends regularly updating the FTE values for pro-tem judges handling judicial work. As these values can change, it is important to recognize their potential impact on resource implications within Mohave County Superior Court.

### Recommendation 3

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Over time, the integrity of any workload assessment model may be affected by external factors such as changes in legislation, case law, legal practice, court technology, and administrative policies. NCSC recommends that the Mohave County Superior Court conduct a comprehensive review of the workload assessment model every five to seven years. This review should include a time study in which all or most Mohave County Superior Court judicial officers participate.

### Recommendation 4

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The weighted caseload model presented in this report should be the starting point for determining the need for judicial officers and how best to allocate resources in Mohave County's Superior Court. However, an objective model cannot account for qualitative

issues. These include differences between court locations in demographics and local practices, jury trial rates, the proportion of cases involving self-represented parties, and cases with litigants requiring court interpreting services. These factors can result in longer or shorter case processing times and should be taken into consideration.

## APPENDIX A: CASE TYPES

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### CRIMINAL

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1. Capital Cases
  2. Felony (includes Grand Jury)
  3. Other Criminal (includes Fugitive Warrant, Search Warrant, Criminal Appeals from Limited Jurisdiction Court, Rule 11 from Limited Jurisdiction Court)
- 

### CIVIL

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1. Civil (includes Contract, Tort, Real Estate, Construction Defects)
  2. Election Cases
  3. Protective Orders
  4. Other Civil (includes Eminent Domain, JP Civil Appeal, Name Change, Non-Classified, Tax Foreclosure, Tax Liens, Domestication of Foreign Judgment, Application for Release of Excess Proceeds)
- 

### DOMESTIC RELATIONS

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1. Pre-Adjudication (Dissolution, Paternity, etc., through final orders)
  2. Post-Adjudication (Modifications and Enforcements for Dissolution, Paternity, etc.)
  3. Title IV-D Child Support
- 

### PROBATE/OTHER

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1. Estates/Trusts
  2. Guardianships/Conservatorships
  3. Mental Health
  4. Other (includes Adult Adoptions)
- 

### JUVENILE

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1. Adoption
  2. Delinquency
  3. Dependency
  4. Severance
  5. Other (includes Emancipation)
-

## APPENDIX B: CASE-RELATED ACTIVITIES

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### IN COURT

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#### 1. Pre-Trial

Includes the initial appearance/arraignment, grand jury, pretrial hearings and motions, pretrial conferences, calendar calls, in and out-of-court settlement conferences, evidentiary hearings, and pretrial management conferences.

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#### 2. Jury Trial

This includes all activities occurring during a jury trial, including jury selection and activities until the verdict is entered—or until a guilty plea, settlement, or dismissal is entered before the verdict.

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#### 3. Bench Trial/Non-Trial Disposition

This includes all judicial activities occurring during a non-jury trial through the entry of final judgment/decision by the judicial officer or through the entry of guilty plea, settlement, or dismissal prior to final judgment/decision by the judicial officer (excluding writing opinions/decisions).

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#### 4. Post-Trial/Post Adjudication

This includes sentencing/dispositional hearings, post-judgment activity, writs and related activities, and sentence review hearings. *Note: Measure this as a case weight.*

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#### 5. Probation Violations

For criminal cases only. Includes all activity related to probation violations. We will collect it as an activity, analyze it as a case type, and develop a case weight.

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#### 6. Post-Conviction Relief

This is for criminal cases only. It includes all activity related to PCRs. We will collect it as an activity, analyze it as a case type, and develop a case weight.

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#### 7. Default

For domestic relations and civil cases only. We will collect and include it as an activity within the case weight breakdown.

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#### 8. Treatment Court Activity (Juvenile and Adult)

We will collect it as an activity, analyze it as a case type, and develop a case weight.

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## OUT OF COURT

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**1. Reviewing Files/Research/Orders/Writing Decisions**

Includes search warrants (at home and in chambers), under advisement, research for and writing decisions, anything in chambers, or otherwise out of court.

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**2. Treatment Court Activity (Juvenile and Adult)**

We will collect it as an activity, analyze it as a case type, and develop a case weight.

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**3. Post-Judgment: Reviewing Files/Research/Orders/Writing Decisions**

Post-judgment work in chambers or otherwise out of court. We will collect it as an activity, analyze it as a case type, and develop a case weight.

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**4. Post-Conviction Relief**

This is for criminal cases only. It includes all activities related to PCRs. We will collect it as an activity, analyze it as a case type, and develop a case weight.

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**5. Probation Violations**

For criminal cases only. Includes all activity related to probation violations. We will collect it as an activity, analyze it as a case type, and develop a case weight.

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## APPENDIX C. NON-CASE-RELATED ACTIVITIES

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### 1. Non-Case-Related Administration

Includes work directly related to the administration or operation of the court.

- Personnel issues
- Case assignment
- Calendaring
- Email
- Management issues
- Internal staff meeting
- Budget
- Presiding Judge Administrative Time

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### 2. Judicial Education and Training

This includes continuing education and professional development (COJET), reading advance sheets, statewide judicial meetings, and out-of-state education programs permitted by the state.

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### 3. Community Activities, Education, Speaking Engagement

Includes time spent on community and civic activities in your role as a judge, e.g., speaking at a local bar luncheon, attendance at rotary functions, or Law Day at the local high school. This activity also includes preparing or officiating at weddings for which you are not paid.

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### 4. Committee Work and Related Meetings

This includes all committee meeting times (local, county, state, or other) and any committee-related work. Travel to and from committee meetings is recorded as travel time (item #5 below).

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### 5. Travel Time

Includes all work-related travel except your average commuting time to and from your regular assignment.

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### 6. PTO/Holiday/Other Leave

This includes any holiday/military leave time or paid time off. DO NOT record statewide recognized holidays, as they have already been accounted for in determining the Judge Year Value.

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### 7. NCSC Time Study Data Reporting

Includes all the time associated with recording time for the time study.

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### 8. Other

Includes all other work-related but non-case-related tasks that do not fit the above categories.

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# MOHAVE COUNTY SUPERIOR COURT

## Workload Assessment Study Adequacy of Time Survey Report

**MEETING DATE**  
August 22, 2024



**COURT MANAGEMENT  
CONSULTANTS**  
Suzanne Tallarico  
Amy Kehner  
Anthony Kim



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## DEMOGRAPHICS

**TABLE 1. RESPONDENT'S POSITION**

Superior Court Judge	3	33%
Presiding Judge	4	44%
Court Commissioner/Judge Pro Tem	2	22%
<b>TOTAL</b>	<b>9</b>	<b>100%</b>

**TABLE 2. HOW MANY YEARS HAVE YOU WORKED FOR THE MOHAVE SUPERIOR COURT?**

Less than one year	0	0%
1-3 years	1	11%
4-5 years	2	22%
6-10 years	1	11%
11-15 years	3	33%
16+ years	2	22%
<b>TOTAL</b>	<b>9</b>	<b>100%</b>

**TABLE 3. LOCATION RESPONDENTS WORK IN**

Bullhead	3	33%
Kingman	5	56%
Lake Havasu	1	11%
<b>TOTAL</b>	<b>9</b>	<b>100%</b>

# TIME STUDY PERIOD

**TABLE 4. DURING THE TIME STUDY, WAS YOUR WORK/WORKLOAD REPRESENTATIVE OF A TYPICAL 4-WEEK PERIOD?**

Yes	7	78%
No	2	22%
<b>TOTAL</b>		<b>9</b>
		<b>100%</b>

**PLEASE EXPLAIN HOW YOUR WORK WAS DIFFERENT DURING THE SURVEY PERIOD:**

- 1 There was a lot more time off than normal. The work was also lower court volume than routine.

**TABLE 5. DURING THE TIME SURVEY PERIOD, WAS THERE WORK YOU ENGAGED IN THAT DID NOT GET REPORTED?**

Yes	2	22%
No	7	78%
<b>TOTAL</b>		<b>9</b>
		<b>100%</b>

**TELL US WHAT WORK DID NOT GET REPORTED:**

- 1 Sometimes forgot to enter time for administrative phone calls and meetings that occurred after hours.
- 2 Committee, Town site and case review/settlement conference work done remotely.

## ADEQUACY OF TIME

TABLE 6. ADEQUACY OF TIME

QUESTION:	1 ALMOST NEVER	2 RARELY	3 SOMETIMES	4 OFTEN	5 ALMOST ALWAYS	N/A	AVERAGE SCORE
I have sufficient time, on a regular basis to get my work done.	1	1	1	4	2	0	3.56
I am able to accomplish what needs to be done during the workday.	1	1	3	3	1	0	3.22
When I start a task, I typically have the time to complete the task.	0	1	4	3	1	0	3.44
I have the tools and resources to do my job efficiently and effectively.	1	0	0	4	4	0	4.11
The reliability and speed of the internet connections are sufficient.	0	0	1	3	5	0	4.44
I have enough time to adequately assist court users and ensure they understand what is expected of them.	0	1	1	3	3	1	4.00
There is sufficient time for learning opportunities aligned with my job duties.	0	2	4	1	2	0	3.33
I am regularly able to meet deadlines without rushing at the last minute.	1	1	4	1	2	0	3.22
I have time to take lunch and breaks throughout the day.	3	0	1	3	2	0	3.11

### WHAT TOOLS OR RESOURCES DO YOU NEED:

- Staff. I have one assistant, and no help from any paralegal or clerk. It would help if we had another person helping in prep, able to research issues, and people who caught the easy cases to settle them early with an ADR staff.

TABLE 7. WORK PACE AND STRESS

QUESTION:	1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE	N/A	AVERAGE SCORE
I rarely feel stressed about deadlines or commitments.	3	4	2	0	0	0	1.89
I rarely feel stressed or overwhelmed by the amount of work I have to complete.	2	3	2	2	0	0	2.44
The pace at which I work is sustainable.	1	2	1	4	1	0	3.22

## OBSTACLES

**TABLE 8. WHAT OBSTACLES (IF ANY) ARE CURRENTLY IN YOUR WAY FROM ACHIEVING SUCCESS IN YOUR JOB?**

OBSTACLES	NUMBER OF RESPONDENTS	% OF RESPONDENTS
Not enough judges/court staff/attorneys	6	24%
Heavy volume of cases and workload	5	20%
Constant interruptions and having to multi-task	5	20%
Lack of time	3	12%
Lack of funding	2	8%
Lack of security	1	4%
Insufficient pay/benefits	1	4%
Assisting self-represented litigants	1	4%
None	1	4%

## ADDITIONAL COMMENTS

**WHAT OBSTACLES ARE CURRENTLY IN YOUR WAY FROM ACHIEVING SUCCESS IN YOUR JOB -OTHER RESPONSES:**

- 1 I can get the work done. However, it often requires skipping lunch, breaks, and working more than a 40-hour week and often interferes with family vacation and other time off compared to other employees.
- 2 My calendar often feels unforgiving; I do not have time to participate in trainings, committee work, and community events like I probably should. I rarely take time for lunch or breaks during the day, and on most days, I am away from my home at least 10-12 hours.
- 3 Regarding security: The criminal divisions have bailiffs but not the other courts. I have serious concerns about protection in the family law court. A bailiff in the courtroom would provide everyone more protection against potential violence. This is a funding issue.
- 4 We never run out of work. Some of the questions on this survey are difficult to answer because the answers are not black and white. We are busy people and we could always use more help, but we also have enough to get things done.

# APPENDIX E: JURY TRIAL CASE WEIGHTS

Figure A

Work Time Reported During 60-day Study Period (March 25 - June 14, 2024)

	IN COURT ACTIVITIES								OUT OF COURT ACTIVITIES					TOTAL			
	Pre-Trial	Jury Trial	Bench Trial/ Non-Trial Disp.	Post-Trial/ Post Adjud.	Probation Violations	PCR	Default	Total	Reviewing Files/ Research/ Orders/ Writing Decisions	Post-Judgment	PCR	Probation Violations	Total	In Court/ Out of Court	Annualized Mminutes	Avg. Annual Filings	Case Weight
<b>CRIMINAL</b>																	
Felony & Capital Cases	21577	17065	6973	6588	3329	91		55,623	43450	9170	1707	1427	55754	111,376	405,863	1,453	279
<b>CIVIL</b>																	
General	4,858	2,066	5,183	186			916	13,209	24,573	3,270			27,843	41,052	149,596	721	207

Inside the Numbers - % of Time per Activity

	IN COURT ACTIVITIES								OUT OF COURT ACTIVITIES				Total Percent of Time
	Pre-Trial	Jury Trial	Bench Trial/ Non-Trial Disp.	Post-Trial/ Post Adjud.	Probation Violations	PCR	Default	Reviewing Files/ Research/ Orders/ Writing	Post-Judgment	PCR	Probation Violations		
<b>CRIMINAL</b>													
Felony & Capital Cases	19.37%	15.32%	6.26%	5.91%	2.99%	0.08%	0.00%	39.01%	8.23%	1.53%	1.28%		100%
<b>CIVIL</b>													
General	11.83%	5.03%	12.62%	0.45%	0.00%	0.00%	2.23%	59.86%	7.96%	0.00%	0.00%		100%

Inside the Numbers - Minutes per Activity

	IN COURT ACTIVITIES								OUT OF COURT ACTIVITIES				Case Weight
	Pre-Trial	Jury Trial	Bench Trial/ Non-Trial Disp.	Post-Trial/ Post Adjud.	Probation Violations	PCR	Default	Reviewing Files/ Research/ Orders/ Writing	Post-Judgment	PCR	Probation Violations		
<b>CRIMINAL</b>													
Felony & Capital Cases	54.05	42.75	17.47	16.50	8.34	0.23	0.00	108.84	22.97	4.28	3.57		279.00
<b>CIVIL</b>													
General	24.50	10.42	26.13	0.94	0.00	0.00	4.62	123.91	16.49	0.00	0.00		207.00

Figure A provides a breakdown of the case weights by the activity. Where available, actual frequencies for bench and jury trials were used to compute the figures in the tables below. Since an accurate accounting of each case-related activity frequency is not readily available, the JNAC provided estimates that were used in the tables below which illustrate how the time and frequency of each activity contributes to the overall case weight.

For example, in a felony or capital case, pre-trial activities occur in all cases. During the time study, jury trial activities are 54 minutes or 19% of the case weight. Using the case weight from the time study, if a jury trial occurs, in approximately 5% of cases, the event time for the jury trial will increase - from 43 minutes to 827 minutes, or 1.8 days for the jury trial. The case weight increases from 279 minutes, or 0.6 days to 2,771 minutes – or on average it takes 6 days for a judge to process a felony/capital case.

Criminal Jury Trials	Total # Trials	Total Filings	Jury Trial Rate
2021	64	1,470	4.35%
2022	78	1,435	5.44%
2023	83	1,453	5.71%
Average	75	1,453	5.17%

Criminal: Felony/Capital Cases		Avg. Event Time (minutes)	X	Est. Event Frequency	=	Time Study Result (Minutes - Case Wt)
In Court Activities	Pre-Trial	54	X	100.00%	=	54.1
	Jury Trial	827	X	5.17%	=	42.7
	Bench Trial/ Non-Trial Dispositions	18	X	94.83%	=	17.5
	Post-Trial/ Post Adjudication	28	X	60.00%	=	16.5
	Probation Violations	834	X	1.00%	=	8.3
	Post-Conviction Relief	23	X	1.00%	=	0.2
	Default	0	X	0.00%	=	0.0
Out of Court Activities	Reviewing Files/ Research/ Orders/ Writing Decisions	109	X	100.00%	=	108.8
	Post-Judgment	23	X	100.00%	=	23.0
	PCR	855	X	0.50%	=	4.3
	Probation Violations	0	X	0.00%	=	3.6
		2771				279

Similarly, using the data from the time study and the jury trial rate provided by Mohave County Superior Court, jury trial activities occur in 0.70% of cases. Therefore, the jury trial portion of the case weight increases from 10.4 minutes to 1,492 minutes. In this scenario, a general civil case, which would take 0.46 days to process, increases to 4.5 days.

Civil Jury Trials	Total # Trials	Total Filings	Jury Trial Rate
2021	9	710	1.27%
2022	3	698	0.43%
2023	3	755	0.40%
Average	5	721	0.70%

General Civil Cases		Avg. Event Time (minutes)	X	Est. Event Frequency	=	Time Study Result (Minutes - Case Wt)
In Court Activities	Pre-Trial	24	X	100.00%	=	24.5
	Jury Trial	1492	X	0.70%	=	10.4
	Bench Trial/ Non-Trial Dispositions	26	X	99.30%	=	26.1
	Post-Trial/ Post Adjudication	9	X	10.00%	=	0.9
	Probation Violations	0	X	0.00%	=	0.0
	Post-Conviction Relief	0	X	0.00%	=	0.0
	Default	0	X	0.00%	=	4.6
Out of Court Activities	Reviewing Files/ Research/ Orders/ Writing Decisions	124	X	100.00%	=	123.9
	Post-Judgment	330	X	5.00%	=	16.5
	PCR	0	X	0.00%	=	0.0
	Probation Violations	0	X	0.00%	=	0.0
		2006				207