

**Kansas District Court  
Administrative  
Assistants Workload  
Assessment  
Study, 2020**

**Final Report**  
December 2020

THE NATIONAL CENTER FOR STATE COURTS

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Court Consulting Division  
National Center for State Courts



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# Kansas District Court Administrative Assistants Workload Assessment Study, 2020 Final Report

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# Executive Summary

## Introduction

Legislatures and the public increasingly call upon the courts and other government agencies to be more efficient – to “operate more like a business.” One of the challenges for courts in responding to this demand is determining the appropriate number of support staff required to provide high-quality services.

Since 2011, the Kansas Judicial Branch has relied on a data-driven weighted workload formula to establish the baseline needs for judges and court clerk staff in the district courts. The current study marks the first weighted workload study conducted for Administrative Assistants (AAs). Administrative Assistants provide direct support to judges through scheduling hearings and conferences, providing clerical services and additional administrative support to judges.

The Supreme Court appointed an Administrative Assistants Weighted Workload Advisory Group (hereafter, “advisory group”) to assist NCSC staff with this project. The advisory group included nine Administrative Assistants from across the state, each representing a different judicial district. The NCSC consultants, with guidance from the advisory group, designed and conducted a study to produce a weighted workload model for AAs in all Kansas District Courts.

The current study conducted by the NCSC included collection of three types of data: (1) actual work time data recorded by AAs during a four-week study in all 31 judicial districts; (2) a statewide survey of participating Administrative Assistants requesting their assessment of the extent to which they have adequate time to perform their duties to their satisfaction; and (3) extensive expert and experiential feedback from the Advisory Group in lieu of a full focus group discussion.

The case weights reflect the average number of case-related minutes that AAs spend per year processing each of 21 different case types; they are based upon work time recorded by AAs in all counties during the four-week study period. The case weights and other components of the weighted workload model were reviewed and approved by the advisory group.

The case weights take into account several changes that have occurred in the judicial branch over the last several years, including the impact of e-filing and the impact of managing a paperless system.

The current study was conducted in a manner consistent with past workload assessment studies conducted in Kansas, including the following:

- It was designed and conducted by NCSC consultants who are national experts in the development of weighted workload models for courts and other justice system agencies;
- An extraordinarily high percentage (97.3%) of all AAs statewide participated in the study, which lends to the credibility and validity of the data collected;

- It included the use of a statewide survey of AAs to assess whether they have adequate time to achieve reasonable levels of quality in performance of their duties; the Adequacy of Time survey data assisted in determining the adequacy of the case weights based solely on the work time data;
- The NCSC consultants conducted a single focus group meeting involving knowledgeable AAs from across the state to review and discuss the findings from the work time study and the Adequacy of Time survey. The focus group had eight volunteers sign up, but only two actually participated. While their feedback was useful, especially on how their jobs have changed since the pandemic was declared, it is not possible to rely on two people to speak for the experience of all AAs. The advisory group provided additional feedback on the information we were seeking from the focus groups, including feedback on factors that might not have been captured in the work time study. All qualitative input from knowledgeable AAs informed the discussion and decisions by the advisory group regarding the weighted workload model.

NCSC consultants organized the project around the following primary tasks:

1. **Development of the research design.** The advisory group, appointed by the Supreme Court, met with the senior NCSC consultants in September 2019 to provide guidance during the new weighted workload assessment study. The Supreme Court selected members of the advisory group to ensure representation

from geographically representative locations across the state, including representation from both rural and urban counties, and members with many years of experience. The advisory group provided advice and comment on: the overall study design; the identification of the case types to be included in the weighted workload model; the methodology and content of the training sessions prior to the work time study; the duration of the work time study; and the approach, location, and composition of the focus groups. The advisory group also provided feedback and recommendations on key issues covered in the final report.

2. **Administrative Assistants work time study.** Fully 97.3% of all AAs participated in the four-week study of work time conducted from February 3 - 28, 2020. The study's participants included AAs as well as those classified as Secretary I's and II's who perform AA work. Before the work time study began, a senior NCSC consultant conducted five one-hour training webinars and provided instructions on how AAs should record their work time; one session was recorded to allow AAs who could not attend the live sessions access to the training. The NCSC also provided both written instructions and an online help link to participants who had questions about recording time or categorizing information. During the study, AAs 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.** During the third week of the time study,

approximately 79% (118 of 150) of all AAs in Kansas completed this online questionnaire regarding the sufficiency of time available during the course of normal working hours to do their work. This survey revealed that most of the AAs indicated they “usually” have enough time to effectively handle their daily tasks.

4. **One Administrative Assistant focus group.** In August 2020, NCSC staff conducted one focus group discussion with AAs in to review the project and discuss preliminary findings from the work time study and Adequacy of Time Survey; this advisory group provided their feedback on the questions posed to the focus group participants to expand the input.
5. **Analysis of data and preparation of preliminary case weights.** NCSC staff analyzed the data collected from the work time study, Adequacy of Time Survey, and focus group discussions – then drafted reports, including tables and preliminary case weights for review and discussion by the advisory group. The work time study is limited to the work conducted by AAs.
6. **Advisory group review, discussion, and decision-making.** The advisory group held two post-data collection review meetings. At a meeting on May 20, 2020, the group reviewed and discussed preliminary findings from the work time study, including preliminary case weights and findings from the Adequacy of Time survey. After that meeting, NCSC staff conducted a more detailed analysis and developed more detailed and complete tables showing findings from the work time study and prepared for the focus group session in August. At the third in-

person meeting on October 1, 2020, the advisory group reviewed the more detailed tables showing work time data and a complete presentation of the weighted workload model prepared by NCSC staff, and reviewed the feedback from the focus group meetings. After considerable discussion, the advisory group was uncomfortable making changes to any components of the time study (case weights or non-case-related time) despite the fact that most AAs are experiencing increased time associated with administrative duties linked to holding remote hearings as well as increased cleaning duties when hearings are held in person. Focus group participants and AA working group members agreed that these increased duties can often take an additional 30 to 60 minutes per day. At this point; however, nobody knows whether the current way of conducting business is the “new normal” or whether things will eventually settle into a hybrid between current and old processes. The advisory group recommended discussing whether adjustments should be made to the case processing times sometime after the courts have safely settled into a post-pandemic reality.

7. **Preparation of the Final Report.** Based on the discussions by the advisory group during the October meeting, NCSC staff developed a draft report of findings.
8. **Findings.** The Final Report explains in detail each step in the research and data analysis process for this workload assessment and the construction of the weighted workload model. The weighted workload model is sufficiently flexible to

allow the OJA to determine the approximate need for AAs in each judicial district. Application of the weighted workload model reveals that statewide the Kansas District Courts should have at least **161.1** full-time equivalent (FTE) AAs to effectively handle the current workload. Statewide, the District Courts currently have **152.5** FTE AA positions<sup>1</sup>. This suggests statewide the District Courts are currently understaffed by a total of 8.6 FTE AA positions statewide; however, this does not account for the fact that some districts are overstaffed, and some are understaffed.

## Recommendations

The NCSC offers the following recommendations:

1. The NCSC recommends updating the administrative assistant need on an annual basis using the most recent case filings.
2. The NCSC recommends that the weighted caseload model presented in this report be the *starting point* for determining AA need in each county across the state. There are considerations that an objective weighted caseload model cannot account for that should be taken into account when determining AA staffing need level.
3. Over time, the integrity of the case weights is affected by multiple influences, including but not limited to, changes in legislation, legal practice, technology, and administrative factors. This is especially true with the current study, in that the pandemic that impacted the world essentially changed the way many courts process their cases, which will also likely impact case weights. Post-pandemic, no one knows if any of these changes, such as the use of remote hearings, will continue into the future. The OJA should consider conducting another time study for AAs after the pandemic and when they believe the courts are fully functioning again.

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<sup>1</sup> The AA positions are all state-paid positions within the judicial branch. In addition, 20 secretaries, who are performing the work of administrative assistants were

included in the study, and their work was interpreted as synonymous with AA work.

## I. Introduction

Legislatures and the public increasingly call upon the courts and other government agencies to be more efficient – to “operate more like a business.” One of the challenges for courts in responding to this demand is determining the appropriate number of judicial support staff required to provide high-quality services to the public.

Since 2011, the Kansas Judicial Branch has relied on data-driven weighted workload models to establish the baseline needs for judges and court clerks. The current study marks the first such study of Administrative Assistants (AAs), whose job function is to provide direct support to judges through scheduling hearings and conferences, providing clerical services and additional administrative support to judges.

The Supreme Court appointed an Administrative Assistants Weighted Workload Advisory Group (hereafter, “advisory group”) to assist NCSC staff with this project. The advisory group included nine AAs from nine judicial districts to provide representation from across the state. The NCSC consultants, with guidance from the advisory group, designed and conducted a study to produce a weighted workload model for AAs statewide.

The current workload assessment was conducted in a manner similar to previous workload studies conducted for the Judicial Branch. The current study involved collecting data on both case-related and non-case-related work time from participants in all 31 judicial districts.

As we report the findings from this study, it is important to note that we do so in the last quarter of calendar year 2020. The W.H.O declared COVID-19 to be a pandemic on March 11, 2020, and on March 13, 2020, a national emergency was declared in the United States concerning the outbreak. On March 16, 2020, Chief Justice Luckert issued an administrative order with restrictions to mitigate the spread of the virus and several additional administrative orders regarding the pandemic were subsequently issued. While the work time study was conducted during *normal* pre-pandemic times, it is clear that AA work during the pandemic has changed, and it is *expected* that some changes will continue into the future; however, the degree to which those changes will impact case processing times is difficult to quantify at this time.

This study is limited to determining the need for AAs only. The NCSC also substantially streamlined the work time data collection process and the training of participants prior to the start of the project by utilizing the newly developed online data entry system. Specifically, the current study accomplished the following:

- Utilized a methodology that bases the development of case weights on all work recorded by all AAs;
- Included participation from 97.3% of all AAs across the state;
- Included a four-week data collection period to ensure sufficient data to develop valid case weights;
- Accounted for all AA work engaged in;
- Accounted for non-case-related activities that are a normal part of AA work; and

- Established a transparent and flexible model that can determine the need for AAs in each judicial district.

The case weights take into account several changes that have occurred in the Judicial Branch over the last several years. Specifically, the case weights account for the impact of e-filing and the impact of managing a paperless system.

Based on a survey of AAs (Adequacy of Time), the participants ranged in the number of years in which they had been employed by the courts from less than one year to over 16 years. Just over 14% of the staff have been employed by the courts for less than three years; 31% have been with the courts for between four and ten years, 16% for eleven to fifteen years and 38% for over 16 years. This variation in time on the job, likely contributes to variation in efficiencies as well.

This report provides a detailed discussion of the workload assessment methodology and results and offers recommendations for the ongoing use of the model.

## II. Administrative Assistant Weighted Workload Advisory Group

The advisory group, appointed by the Supreme Court, functioned as a policy group to provide oversight and guidance throughout the workload assessment project. The advisory group included nine AAs

representing the 3<sup>rd</sup>, 6<sup>th</sup>, 10<sup>th</sup>, 18<sup>th</sup>, 25<sup>th</sup>, 27<sup>th</sup>, 29<sup>th</sup>, 30<sup>th</sup> and 31<sup>st</sup> Judicial Districts. The NCSC consultants, with guidance from the advisory group, designed and conducted a study to produce a weighted workload model for AAs across all Judicial Districts. The advisory group refined the approach and the content of the assessment and resolved important issues affecting data collection, interpretation, and analysis. During three meetings, the advisory group participated in the development of the workload assessment methodology and reviewed findings at each critical phase of the study and its completion.

One of the first responsibilities of the advisory group was to identify and define the parameters for which data would be collected during the workload assessment. This included identifying: (a) which staff should participate in the study; (b) the timeframe during which the data would be collected, and the length of time that needed to be captured; (c) the types of cases for which to generate case weights<sup>2</sup>; and (d) the tasks and activities (case-related and non-case-related) that AAs perform. The NCSC project team met with the advisory group in September 2019 to make decisions on these issues.

## III. Work Time Study

### Participants

The advisory group recommended that all AAs should record all their work time (case-related and non-case-related). Additionally, individuals who are classified as Secretary I's

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<sup>2</sup> Initially, the AA advisory group agreed to use the same case types used in the 2019 clerk weighted workload study; however, they agreed to use the slightly scaled-back list of case types identified for study by the District Court Judicial Officer Advisory Group.

or II's who were specifically assigned to perform AA work for a judge were also included in this study.

### Work Time Data Collection Period

To ensure consistency in the tracking of work time, NCSC consultants provided five webinars January 27 – 31, 2020, prior to data collection. One webinar was recorded and made available by the NCSC for viewing by those who could not attend one of the live webinars. The NCSC also provided written training materials and posted them online. Additionally, the NCSC provided assistance through a Workload Assistance Help-link, which was available both online and via telephone prior to and throughout the data collection period. Administrative Assistants reported their time each day via a secured and user-friendly data entry website maintained by the NCSC. Figure 1 shows the participation rate for the time study by judicial district.

**Figure 1: Kansas Administrative Assistants' Participation Rate by Judicial District**

Judicial District	Expected	Actual	Participation Rate
1	6	6	100%
2	4	3	75%
3	14	14	100%
4	3	3	100%
5	3	3	100%
6	4	4	100%
7	7	6	86%
8	5	5	100%
9	3	2	67%
10	21	21	100%
11	2	2	100%
12	1	1	100%
13	4	4	100%
14	1	1	100%
15	1	1	100%
16	2	2	100%
17	1	1	100%
18	27	26	96%
19	2	2	100%
20	3	3	100%
21	1	1	100%
22	2	2	100%
23	2	2	100%
24	1	1	100%
25	4	4	100%
26	1	1	100%
27	2	2	100%
28	3	3	100%
29	15	15	100%
30	2	2	100%
31	3	3	100%
Total	150	146	97.3

Figure 1 indicates a statewide participation rate of 97.3%; 146 of a possible 150 AAs participated, representing Administrative Assistants in each of Kansas' 31 judicial districts. This exceptional participation rate assures confidence in the accuracy and validity of the case weights derived from the work time data. Participants were instructed to record all

work-related time – both case-related and non-case-related – including work that was done beyond a 7.5-hour day.

## Work Time Data Collection Process

Administrative assistants recorded their time on a paper time-tracking form, and then transferred this information to the NCSC’s secure web-based data entry program. Once submitted, the data were automatically entered into NCSC’s secure database, which was accessible only to NCSC staff who analyzed the data. Collecting data from AAs across the state ensured that sufficient data were collected to provide an accurate average of case processing practices and times for all case types included in the study.

The work time study methodology allowed the NCSC’s analysts to collect a four-week snapshot of data and translate that data into an annual representation of AA work time. (See Appendix A for a detailed description of this methodology.)

## Survey on the Adequacy of Time

In addition to participating in the work time study, AAs were invited to complete a web-based Adequacy of Time (AOT) Survey during the final week of the work time study. This survey sought the views of AAs regarding the extent to which they have sufficient time to complete their work tasks to their satisfaction for each of the case types included in the study. Approximately 79% of all AAs completed the survey (118 of 150 AAs). The NCSC conducted the AOT survey because the case weights derived solely from the work

time study reflect the average amount of time AAs *currently* spend on each case type given the current level of staffing. The survey data provided information to help the advisory group determine whether the case weights derived from the work time data, which are grounded in the current level of staffing, are sufficient to allow staff to complete work in a timely and high-quality manner. Section V of this report provides more detail about and reviews a summary of the findings from the AOT survey.<sup>3</sup>

## Focus Groups

In August 2020, the NCSC consultants conducted one virtual focus group session with only two participants. The pair, one representing an urban district and the other representing a rural district, reviewed and offered feedback on preliminary results from the work time study and the AOT survey and discussed local factors that might not have been accounted for in the study, especially the changes that have impacted their work since the declaration of the pandemic in March. Since only two AAs participated in the focus group, the information they provided was supplemented with feedback on the same issues by the advisory group. Discussion of the feedback from the focus groups can be found in Section VI of this report.

## Data Elements in the Administrative Assistants’ Work Time Study

NCSC project staff met with the advisory group in September 2019 to determine the case type categories, case-related and non-

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<sup>3</sup> Also see Appendix E, which shows the complete findings from the Adequacy of Time Survey.

case-specific activities to be included in the work time study. The advisory group also discussed the purpose of the Adequacy of Time Survey and the purpose and locations of the focus groups. A more detailed description of the time study elements is provided next.

### Case Types

Every weighted workload model needs a set of case types, each of which is distinctive in nature (e.g., probate, civil, criminal, domestic) and complexity (e.g., felonies vs. misdemeanors). Including case types that differ in nature and complexity should result in case types that differ in the average amount of AA work time per case during the year. The greater the average amount of work time required to process a case, the greater the case weight for a given case type. To the extent that district caseloads vary not only in numbers, but also in nature and complexity, a weighted workload model will more accurately reflect the need for AAs than a model based solely on counting the number of cases in a given Judicial District. Following this logic, the advisory group recommended using the same case types used in the 2019 court clerk workload study; however, agreed to changes if made by Court Reporters or Judicial Officers (who met after the AAs), for whom work time studies were conducted during the same timeframe. Figure 2 provides the final case types agreed to by the three 2020 study groups (AAs, Court Reporters and District Court Judicial Officers).

### Filings

Figure 2 also shows the statewide number of filings during fiscal year 2019 for each case type, and the percentage of total filings for each case type.

## Tasks and Activities

Administrative Assistants 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 advisory group to develop a comprehensive list and description of these essential activities. The list of activities served as an organizing device to guide data collection during the time study. A list of the eleven case-related and the twelve non-case-related activities are provided in Figures 3 and 4. A more detailed description can be found in Appendices B, C and D, respectively.

The weighted workload model determines the annual amount of time AAs have available to perform all their work, including both case-related and non-case-related tasks, then subtracts the average amount of time spent on non-case-related activities to determine the average amount of time available for AAs to perform case-related work. This is a critical component of the weighted workload model, so knowing how much time AAs spend on both case-related and non-case-related work is important.

**Figure 2: Kansas District Court Case Filings Fiscal Year 2019**

Case Type	Percent of Total Filings
Care and Treatment/Sexually Violent Predator	.64%
All Other Probate Cases	2.38%
Regular Civil	2.93%
Small Claims	.90%
All Other Limited Civil Cases	22.37%
Protection from Abuse/Protection from Stalking (PFA/PFS)	2.68%
All Other Domestic	4.56%

Marriage Licenses	3.26%
Statutory Bond/Statutory Lien/State Tax/Misc. Civil	11.07%
Property Tax	2.73%
Felony Off-Grid/Capital Crimes	.07%
All Other Felonies (NOT including Felony DUI/Felony Traffic)	4.35%
Misdemeanors	2.71%
Other Criminal/Miscellaneous Criminal	.91%
Search Warrants	2.07%
DUI (Felony & Misdemeanor; Traffic & Criminal)	.76%
Misdemeanor Traffic (NOT including Misdemeanor DUI)	13.29%
Infractions (includes juvenile tobacco)	19.46%
Child in Need of Care	1.43%
Juvenile Offender (includes expungement)	1.33%
Problem-Solving Courts (all types)	.10%

**Figure 3: Case-Related Activities**

Scheduling
Case Processing
Arrest/Bench Warrants
Search Warrants
Document Management
Case-Related Correspondence
Case-Related Chief Judge AA Work
Customer Service
Courtroom Support/Monitoring
Jury Services
Problem-Solving Court Activities

**Figure 4: Non-Case-Related Activities**

Non-Case-Related Administration
Non-Case-Related Customer Service
Non-Case-Related Chief Judge AA Work
Problem-Solving Court Activities
Financial Management
Out-of-Courtroom Jury Services
Staff Education & Training
Committees, Other Meetings & Related Work
Work-Related Travel
Vacation, Illness & Other Leave
Other
Time study data reporting & entry

## Caseload vs Workload

A detailed picture of the percentage of case-related time AAs spend on cases statewide is presented in Figure 5. The greatest proportion of AA time during the work time study was spent on other felonies (31.26%), followed by time spent on other domestic (18.62%) and regular civil cases (16.02%).

Comparing the percentage of filings of each case type in Figure 2 with the percentage of time spent on each case type in Figure 5 reveals the utility of the weighted workload methodology. As previously shown in Figure

2, other limited civil case filings comprise 22.37% of all filings in the state, but Figure 5 shows they account for 2.19% of the workload. In addition, other felonies comprise only 4.35% of all filings in the state, but Figure 5 shows that AAs spend most of

their case-related time - 31.26% - on other felonies. These two tables confirm that caseload is not the same as workload; rather case complexity drives workload.

**Figure 5: Percentage of AA Staff Time Reported by Case Type and Case-Related Activity Type During the Work Time Study (February 3 – 28, 2020)**

Case Type	Scheduling	Case Processing	Arrest/Bench Warrants	Search Warrants	Doc. Mgt.	Case-Related Correspondence	Case-Related Chief Judge AA work	Cust. Svc.	Courtroom Support/Monitoring	Jury Services	PSC Activities	Percent of Total Time by Case Type
Care R TD/SVP	0.17%	0.23%	0.00%	0.00%	0.14%	0.05%	0.04%	0.02%	0.31%	0.00%	0.00%	0.96%
Probate Cases	0.88%	0.99%	0.00%	0.00%	0.32%	0.46%	0.06%	0.31%	0.28%	0.00%	0.00%	3.29%
Regular Civil	3.85%	4.10%	0.00%	0.01%	1.85%	1.77%	0.33%	0.52%	2.60%	0.99%	0.00%	16.02%
Small Claims	0.02%	0.06%	0.00%	0.00%	0.01%	0.01%	0.00%	0.01%	0.05%	0.00%	0.00%	0.16%
Other Limited Civil Cases	0.44%	0.73%	0.00%	0.00%	0.15%	0.26%	0.05%	0.07%	0.48%	0.00%	0.00%	2.19%
FFA/PFS	0.23%	0.33%	0.00%	0.00%	0.23%	0.17%	0.03%	0.18%	0.58%	0.00%	0.00%	1.74%
Other Domestic	5.52%	2.40%	0.00%	0.00%	2.56%	1.99%	0.41%	1.10%	4.62%	0.01%	0.00%	18.62%
Marriage Licenses	0.06%	0.03%	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.02%	0.00%	0.00%	0.12%
Statutory Bond/Statutory Lien/State Tax/Misc.	0.01%	0.01%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%	0.00%	0.00%	0.00%	0.03%
Property Tax	0.01%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
Felony Off-Gold/Capital Crimes	0.28%	0.24%	0.00%	0.01%	0.20%	0.09%	0.07%	0.02%	0.58%	1.45%	0.00%	2.93%
Other Felonies (NOT including Felony DUI/Felony	6.07%	8.04%	0.32%	0.00%	2.65%	1.49%	0.32%	0.69%	7.84%	3.75%	0.00%	31.26%
Miscellaneous	0.76%	2.36%	0.10%	0.01%	0.69%	0.19%	0.05%	0.24%	0.88%	0.13%	0.00%	5.40%
Other Criminal/Miscellaneous Criminal	0.80%	0.67%	0.03%	0.04%	0.64%	0.22%	0.16%	0.20%	0.63%	0.03%	0.00%	3.42%
Search Warrants	0.00%	0.00%	0.00%	0.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.27%
DUI (Felony & Miscellaneous/Traffic & Criminal)	0.23%	0.27%	0.01%	0.00%	0.09%	0.04%	0.00%	0.09%	0.34%	0.17%	0.00%	1.20%
Miscellaneous/Traffic (NOT including Miscellaneous	0.20%	0.26%	0.03%	0.00%	0.05%	0.03%	0.01%	0.14%	0.40%	0.01%	0.00%	1.14%
Infractions (Includes juvenile tobacco)	0.01%	0.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.18%
CINC (TPR)	0.68%	1.63%	0.00%	0.00%	0.34%	0.38%	0.10%	0.08%	1.90%	0.00%	0.00%	5.12%
Juvenile Offender (Includes expungement)	0.66%	1.64%	0.02%	0.00%	0.54%	0.21%	0.02%	0.16%	1.58%	0.03%	0.00%	4.86%
Problem-Solving Courts (all types)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.06%	1.06%
Column Totals	20.87%	23.99%	0.51%	0.44%	10.47%	7.36%	1.67%	3.84%	23.20%	6.58%	1.06%	100.00%

#### IV. Initial Case Weights

The data collected during the work time study allows for the construction of case weights for the case types defined by the advisory group. As described previously, the AA workload model accounts for the fact that case types vary in complexity and require different amounts of time and attention. Relying solely on the sheer number of cases to assess the demands placed on AAs ignores the varying levels of resources needed to process different types of cases effectively, as can be

seen by comparing the distribution of cases and time expenditures in Figures 2 and 5.

The initial statewide case weights were calculated using the following steps: (1) Start with the total case-related work time on a specified case type reported by AAs during the 19 days<sup>4</sup> of the work time study,

(2) Divide that number by 19 (the number of workdays in the data collection period) to determine the daily average amount of work time,

(3) Multiply the result of that calculation by 215 – the number of workdays per year –

<sup>4</sup> The work time study occurred during a four-week period of time, however, there was one holiday (Presidents' Day) during that period, so the study period actually included only 19 days.

which produces an estimate of the *annual* amount of case-related work time on the case type,<sup>5</sup> and then

(4) Divide the annual amount of work time on the case type by the number of cases filed for that case type during the most recent year.

Figure 6 provides an example of the calculation of the initial case weight for a misdemeanor. These same steps are used to calculate the case weight for each of the 21 case types in the Kansas AA weighted workload model.

Based on the work time study, AAs in Kansas spend a total of 705,822 minutes of case-related time on misdemeanor cases annually. Dividing that time by the number of FY 2019 misdemeanor cases filed (13,715) yields a preliminary case weight of 51.46 (rounded to 51) minutes per case. This number indicates that, on average, AAs in Kansas currently spend approximately 51 minutes per case processing all misdemeanor cases from filing to resolution, as determined by the work time study. The complete set of initial statewide case weights for AAs, developed using this method, is displayed in Figure 7.

### How this Study Accounted for Leave Time and Vacant Positions

The methodology used in this study accounts for all authorized staff positions, including positions that were vacant (n=2) and staff who were on vacation or other type of leave during the work time study period. This was accomplished through a weighting process to approximate the full complement of authorized AA staff.

- *Leave time:* All leave time, time associated with staff education and training, and time required to participate in the work time study were removed from the data and those minutes were weighted to reflect the work reported by those individual AAs when they were not on leave. (Leave and education time are accounted for in the AA staff work year described in Figure 11.)

- *Vacant positions:* The NCSC used a similar process to account for non-participating staff and vacant AA positions. For example, if a district had 10 authorized AA positions, but only 8 of those were filled, the work time recorded by the 8 AAs who participated in the study was weighted by 1.25 to accommodate the vacancies (10/8=1.25; 8 x 1.25=10). Using this method, 100 minutes of work time was treated as 125 minutes of work time.

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<sup>5</sup> The formula to annualize time study data per case type is as follows: ((case-related work time during the four-week study period / 19) \* 215); see Figure 6.

**Figure 6: Calculating Annualized Minutes and Preliminary Case Weights for Misdemeanor Cases**

<b>Developing Annualized Minutes</b>	
(1) Misdemeanor actual minutes of case-related work time recorded during the data collection period	62,375
(2) <i>Divide by</i> # of workdays in the data collection period	÷ 19
(3) <i>Multiply by</i> Total # of AA workdays per year	X 215
<i>Equals</i>	=
Statewide annualized case-related work minutes for misdemeanor cases	705,822
<b>Developing Initial Case Weight</b>	
Statewide annualized case-related work minutes for misdemeanor cases	705,822
(4) <i>Divide by</i> # of FY 2019 filings	÷ 13,715
<i>Equals</i>	=
<b>Initial Case Weight</b> (average minutes spent per simple misdemeanor case)	<b>51.46</b> <b>(rounded to 51)</b>

The initial case weights represent the *statewide average* amount of case-related time AAs across the state reported spending per case for each of the 21 case types during the study period.

**Figure 7: Initial Case Weights**

<b>Case Type</b>	<b>Initial Case Weights (Minutes)</b>
Care and Treatment/Sexually Violent Predator	39
All Other Probate Cases	36
Regular Civil	142
Small Claims	5
All Other Limited Civil Cases	3
Protection from Abuse/Protection from Stalking (PFA/PFS)	17
All Other Domestic	106
Marriage Licenses	1
Statutory Bond/Statutory Lien/State Tax/Misc. Civil	1
Property Tax	1
Felony Off-Grid/Capital Crimes	1,113
All Other Felonies (NOT including Felony DUI/Felony Traffic)	186
Misdemeanors	51
Other Criminal/Miscellaneous Criminal	97
Search Warrants	3
DUI (Felony & Misdemeanor; Traffic & Criminal)	41
Misdemeanor Traffic (NOT including Misdemeanor DUI)	2
Infractions (includes juvenile tobacco)	1
Child in Need of Care	92
Juvenile Offender (includes expungement)	95
Problem-Solving Courts (all types)	278

In addition to obtaining work time data from AAs, the NCSC team obtained two types of qualitative data to supplement the findings derived from the quantitative analysis. The qualitative data included: (1) responses to the AOT survey distributed to AAs regarding their views on the adequacy of time to perform and complete their work in a timely and high-quality manner; and (2) feedback from a focus group session.

## V. Adequacy of Time Survey

To gain perspective on the sufficiency of time to perform key case-related and non-case-related activities, the NCSC distributed a web-based (AOT) survey to all AAs in February 2020. Nearly 79% (118 of 150) of all AAs completed the survey. The work time study measured the amount of time AAs *currently* spend handling cases, but it did not reveal the amount of time AAs *should* spend on activities to ensure quality processing of cases. The AOT survey supplemented the work time study by assessing the extent to which staff members feel they have sufficient time to perform their work to their satisfaction.

Figure 8 shows the wording and layout of the AOT survey questions and response range. Specifically, for each of the 21 case types, respondents were asked to rate the extent to which they had sufficient time to process those cases. Participants were asked to evaluate the statement, “During the course of a normal work-week, to what extent do you have sufficient time to address the case-related aspects of your job at a level of quality to your satisfaction for the following case types?” Survey respondents were asked to identify one of five responses ranging from (1) “Almost Never” to (5) “Almost Always.” This question was followed with a question asking respondents to identify up to three main impediments to keeping up with case-related work in general and for each case type. Finally, respondents also rated their ability to attend to non-case-related activities. An example of the survey layout, illustrating the first question, is provided in Figure 8.

**Figure 8: Adequacy of Time Survey Layout**

During the course of a normal workweek, to what extent do you have sufficient time to address the case-related aspects of your job at a level of quality to your satisfaction for the following case types?					
5	4	3	2	1	NA
Almost Always	Often	Sometimes	Rarely	Almost Never	
1. Care & Treatment/Sexually Violent Predator					
2. Probate Cases					
3. Regular Civil					
4. Small Claims					
5. Other Limited Civil Cases					
6. Protection from Abuse/Stalking (PFA/PFS)					
7. All Other Domestic					
8. Marriage Licenses					
9. Statutory Bond/Lien, State Tax, Misc. Civil					
10. Property Tax					
11. Felony Off-Grid/Capital Crimes					
12. Other Felony					
13. Misdemeanors					
14. Other Criminal/Misdemeanor Criminal					
15. Search Warrants					
16. DUI (Felony & Misdemeanor - Traffic & Criminal)					
17. Misdemeanor Traffic (NOT Misdemeanor DUI)					
18. Infractions					
19. CINC					
20. Juvenile Offender					
21. All Problem-Solving Courts					

NCSC staff compiled the responses and analyzed the results of the survey. For each case type an average response score was generated.<sup>6</sup> A complete set of the results can be found in Appendix E.

An average rating of 3.0 (“Sometimes”) was utilized as a threshold to determine whether AAs felt they had adequate time. An average rating of less than 3.0 was deemed to mean most AAs believe they do *not* usually have enough time to perform their daily tasks for a given case or activity type, while an average rating of greater than 3.0 was deemed to mean most AAs believe they do usually have

<sup>6</sup> Responses of “Does Not Apply” were excluded from the average.

enough time to perform their daily tasks. Figure 9 presents the statewide average ratings from respondents for each of the case types and the non-case-related category. The findings show average scores ranged from a low of 3.87 (for Problem-Solving Courts) to a high of 4.40 (for Statutory Bond/Statutory Lien/State Tax/ Miscellaneous Civil), and average scores ranged from 3.68 (committees, other meetings and related work) to 4.20 (non-case-related Chief Judge AA work) for non-case-related activities. These findings support the conclusion that a majority of AAs believe they often have sufficient time to perform their case-related work. While the survey ratings indicate the perception that most AAs have sufficient time to engage in their work, some of the survey comments and focus group feedback belie this finding. For example, four AAs indicated that the decision to not allow participants to record multi-tasking as discreet activities (e.g., one hour of work doing two activities could be recorded as two hours) will result in incorrect case processing times. Some respondents indicated that they get their work done, but it requires working over lunch hours and/or working additional hours to complete their work. Three respondents remarked that the time study period represented an unusually light period of work and one indicated just the opposite. Finally, one respondent noted that she works for only one judge and that her workload is manageable; however, when she worked for two judges, the work was not manageable; this difference could account for some of the varying responses to this survey.

**Figure 9: Adequacy of Time Survey Findings by Case Type**

Case Type	Average Rating
-----------	----------------

Care and Treatment/Sexually Violent Predator	4.28
All Other Probate Cases	4.08
Regular Civil	4.14
Small Claims	4.19
All Other Limited Civil Cases	4.26
Protection from Abuse/Protection from Stalking (PFA/PFS)	4.25
All Other Domestic	4.13
Marriage Licenses	4.21
Statutory Bond/Statutory Lien/State Tax/Misc. Civil	4.40
Property Tax	4.14
Felony Off-Grid/Capital Crimes	4.13
All Other Felonies (NOT including Felony DUI/Felony Traffic)	4.08
Misdemeanors	4.05
Other Criminal/Miscellaneous Criminal	4.14
Search Warrants	4.21
DUI (Felony & Misdemeanor; Traffic & Criminal)	4.01
Misdemeanor Traffic (NOT including Misdemeanor DUI)	4.09
Infractions (includes juvenile tobacco)	4.32
Child in Need of Care	4.11
Juvenile Offender (includes expungement)	4.14
Problem-Solving Courts (all types)	3.87
<b>Non-Case-Related Work</b>	
Non-case-related administration	4.09
Non-case-related customer service	3.93
Non-case-related Chief Judge AA work	4.20
Problem-solving court activities	3.82
Financial management	3.83
Out-of-courtroom jury services	4.00
Committees, other meetings & related work	3.68

## VI. Focus Group

To gain perspective on the nature of the data collection period, reactions to initial study findings and the impact of the COVID-19 pandemic on case processing, the NCSC scheduled a virtual focus group with eight volunteers in August 2020. Prior to issuing travel bans and stay-at-home orders, four focus group sessions had been planned and would have been held in person in four

locations across the state. Given the impact of the pandemic on schedules and work, in general, the focus group schedule was moved from April to August. All administrative assistants received an email allowing any AA to volunteer to participate in the focus groups. Overall, eight administrative assistants did so; however, only two joined the session. Given such a small turnout, it is impossible to claim that their views and experiences are consistent with those of administrative assistants throughout the state; however, we did address the issue of change associated with the pandemic with the advisory group as a supplement to this discussion.

### **Administrative Assistant Focus Group Feedback**

Mostly, the two AAs who joined the call discussed how their work has changed since the pandemic was declared in March. One participant represented an urban judicial district, the other, a rural district and their perspectives were similar in some ways and different in others.

In the urban district, court staff and judges are mostly working from home and conducting hearings virtually, mostly using *BlueJeans*. Early on, not many people were familiar with the software – including court staff and attorneys outside the court – so it often fell to various court staff to provide training within and outside of the court system. At this point, most people are comfortable with the use of this technology to conduct remote hearings. In terms of internal communication between the administrative assistant and the judge, this is typically managed through text, email or telephone,

and there have been no problems with their communication.

In the rural district represented, judges and court staff are working at the courthouse and no one wants to work from home. In this particular district, IT support is limited, and people are concerned that there would be problems if they work from home. The administrative assistant with whom we spoke also indicated that there are frequent connectivity problems in rural Kansas, which further exacerbates problem with a reliance on remote hearings. The judge with whom the AA works does not believe that remote hearings should be used for court work.

Across the states, districts are using various software to conduct remote hearings, including Zoom, Webex and the aforementioned *BlueJeans* to conduct their remote hearings. Advisory group members echoed the two experiences mentioned above, indicating that their work has changed in a number of ways during the pandemic, in terms of requiring extra time to deal with managing remote hearings (educating on how to use the software, scheduling meetings, setting up meetings, cleaning courtrooms, etc.). Estimates of additional time to engage in these new activities is estimated to be between 30 and 60 minutes per day per AA; however, these estimates are based on only two focus group participants.

## **VII. Advisory Group’s Review of Case Weights and Qualitative Feedback**

After completing the work time study, the AOT survey, and the focus group discussions,

the NCSC staff conducted its third meeting (via webinar) with the advisory group on October 1, 2020. The advisory group reviewed tables prepared by NCSC staff showing findings from the work time study, the proposed final case weights, and the qualitative input from the Adequacy of Time survey and focus group feedback. One of the primary issues discussed at this meeting was whether to recommend any adjustment to any of the case weights based on the qualitative data from the AOT survey and focus group feedback.

After substantial discussion of these issues, and despite the concerns raised by some participants in the focus groups regarding the impact of changes related to the pandemic on their work, the advisory group agreed that they did not have any empirical basis with which to make changes to any elements of the work time study findings. For that reason, the initial case weights, shown in Figure 10, are identical to the initial case weights; likewise, even though they believe their non-case-related time has increased, they were reluctant to make any adjustments to that time.

**Figure 10: Final Case Weights**

Case Type	Final Case Weights (Minutes)
Care and Treatment/Sexually Violent Predator	39
All Other Probate Cases	36
Regular Civil	142
Small Claims	5
All Other Limited Civil Cases	3
Protection from Abuse/Protection from Stalking (PFA/PFS)	17
All Other Domestic	106
Marriage Licenses	1
Statutory Bond/Statutory Lien/State Tax/Misc. Civil	1
Property Tax	1

Felony Off-Grid/Capital Crimes	1,113
All Other Felonies (NOT including Felony DUI/Felony Traffic)	186
Misdemeanors	51
Other Criminal/Miscellaneous Criminal	97
Search Warrants	3
DUI (Felony & Misdemeanor; Traffic & Criminal)	41
Misdemeanor Traffic (NOT including Misdemeanor DUI)	2
Infractions (includes juvenile tobacco)	1
Child in Need of Care	92
Juvenile Offender (includes expungement)	95
Problem-Solving Courts (all types)	278

The final case weights, shown in Figure 10, are critical factors in the calculation of the need for Administrative Assistants. Their calculation is the focus of the next section of this report.

## VIII. Calculating the Need for Administrative Assistants

In every weighted workload assessment, three factors contribute to the calculation of need: case filings, case weights, and the AA's *annual available time for case work* (ATCW). The relationship of these elements is expressed as follows:

- **Case-related work time** = *Cases Filed* x *Case Weights*
- **Number of FTE staff needed**  
= *Case-related work time* ÷ *AA's ATCW value*

The Administrative Assistants' ATCW value represents the amount of time in a year that AAs have to perform case-related work. Arriving at this value is a three-stage process:

- (1) Determine how many days per year are available for AAs to perform work (the AA work year),
- (2) Determine how many business hours per day are available for case-related work as opposed to non-case-related work,
- (3) Multiply the numbers in steps 1 and 2, then multiply the result of that calculation by 60 minutes; this yields the AA ATCW value, which is an estimate of the amount of time (in minutes) the “average” AA has to do *case-related work* during the year.

### Step 1: Determine the Administrative Assistants’ Work Year

Calculating the “average” AA work-year requires determining the number of days per year that these employees have to perform case-related work. Obtaining this number involved working closely with the advisory group to deduct time for weekends, holidays, vacation, sick and personal leave and education/training days. After deducting these constants from 365 days, it was determined that AAs in Kansas have, on average, 215 days available each year to perform AA work (see Figure 11).

### Step 2: Determine the Administrative Assistants’ Workday

The workload formula assumes all AAs work a standard 7.5 hours per day (eight hours minus two 15-minute breaks). For purposes of the workload model, the workday is separated into two parts: the amount of time devoted to *case-related* activities (see Figure 3) and *non-case-related* activities (see Figure 4).

**Figure 11: Calculating the AA Work Year**

	Days	Minutes
<b>Total Year</b>		
(7.5 hours/day x 60 minutes = 450 minutes per day)	365	164,250
<b>Subtract</b>		
<b>Weekends</b>		
(450 minutes x 104 days)	- 104	46,800
<b>Holidays</b>		
(450 minutes x 12 days)	- 12	5,400
<b>Leave (vacation, sick &amp; other)</b>		
(450 minutes x 30 days)	- 30	13,500
<b>Professional development</b>		
(450 minutes x 4 days)	- 4	1,800
<b>Total Available Work Time</b>		
(450 minutes x 215 days)	215	96,750

Data collected during the work time study revealed that the average amount of time spent on non-case-related activities, including work-related travel, is 67 minutes per day per AA (32.01 days per year; see Figure 12).

### Step 3: Calculate the Administrative Assistants’ Annual Available Time for Case Work (ATCW) Value

Figure 12 shows the calculation of the ATCW value for AAs:

(1) Determine the total work time available each year. The committee determined that there are 215 workdays per year. Multiply 215 by 7.5 hours (total work time per day), then multiply that number by 60 (minutes per hour) to calculate the total available work minutes per year (96,750),

(2) Determine the average amount of *non-case-related* work time per year. This work time study found that AAs spent an

average of 67 minutes per day on non-case-related work (including AA's travel time). Multiply 67.2 by 215 total workdays, which yields 14,449 non-case-related work minutes (or 32.10 days) per year.

(3) Subtract the average non-case-related time in step 2 from the total available time in step 1 to determine the average available time for *case-related* work per year (i.e., 182.89 days, which equals 82,301 minutes per year).

**Figure 12: Administrative Assistants' Annual Available Time for Case-Related Work**

Year Value	Minutes per Day	Minutes per Year
Total Available Work Time	450	96,750
<i>Subtract</i>		
Average Non-Case-Related Time	65.63	14,110
Annual Travel Time	1.57	339
Total Working Minutes Available	382.8	82,301 <sup>7</sup>

#### Step 4: Calculate the Need for Administrative Assistants

Figure 13 shows the basic calculations to determine the total need for FTE AAs in Kansas.

(1) Determine the statewide *case-related work minutes* for AAs by multiplying the case weights for the 21 case types by the number of case filings for each of those case types during the most recent year for which filing statistics are available (FY 2019 for this study). The sum of these 21 calculations yields the estimated *annual case-related work minutes* for AAs.

(2) Divide the annual case-related work minutes in step 1 by the *annual available time for casework* (82,301 – as calculated in Figure 12).

As shown in Figure 13, these calculations indicate there is a need for 161.1 FTE AAs statewide.

<sup>7</sup> Figures in this table are based spreadsheet calculations that are carried out to several decimal points.

**Figure 13: 2015 Statewide Administrative Assistants' Need Model Summary**

	Minutes per Year
(1) Total FY 2019 casework minutes (sum of case weights x filings)	13,257,102
(2) Divide step 1 by	÷
Annual available minutes for casework	82,301
Equals	=
Total FTE AAs needed	161.1

These same steps were applied to the case filings in each county and then summarized by judicial district. Figure 14 shows a summary of the findings from this analysis.

### Findings

Figure 14 (below) shows the weighted workload model estimates for the number of FTE AAs needed (demand) in each judicial district and compares those numbers to the current number of *allocated* positions. The last column indicates the difference between the number of positions allocated and the number needed. Figure 14 indicates that the Kansas District Courts *need* **161.1** FTE AA positions statewide, which is 8.6 greater than the 152.5 positions currently *allocated*. It is important to note, however, that there are some judicial districts that need additional AAs and some that do not.

**Figure 14: Summary of the Weighted Workload Model Applied to Each District**

District	AA Demand	Current AA Allocation	Difference ("-" = surplus)
1	4.7	5.0	-0.3
2	3.0	4.00	-1.0
3	13.3	15.0	-1.7
4	3.4	3.0	0.4
5	2.2	3.0	-0.8
6	4.1	4.0	0.1
7	4.5	6.0	-1.5
8	5.8	5.0	0.8
9	3.6	3.0	0.6
10	21.1	21.0	0.1
11	4.9	2.0	2.9
12	1.8	1.0	0.8
13	3.2	4.0	-0.8
14	2.5	1.0	1.5
15	1.8	1.5	0.3
16	3.8	2.0	1.8
17	1.3	1.0	0.3
18	27.0	28.0	-1.0
19	2.4	2.0	0.4
20	3.8	3.0	0.8
21	3.1	1.0	2.1
22	1.9	2.0	-0.1
23	2.7	2.0	0.7
24	1.9	1.0	0.9
25	3.2	4.0	-0.8
26	3.4	2.0	1.4
27	4.5	2.0	2.5
28	4.8	3.0	1.8
29	9.6	16.0	-6.4
30	3.2	2.0	1.2
31	4.6	3.0	1.6
<b>Statewide Total</b>	161.1	152.5	8.6

Across the 31 judicial districts, 10 indicated having more AAs than they need as indicated by the staffing model presented above. The 21 districts that show a staff shortage range in need from .1 to 2.9 additional FTE.

## IX. Recommendations

The NCSC offers the following recommendations:

1. The NCSC recommends updating the administrative assistant need on an

annual basis using the most recent case filings.

2. The NCSC recommends that the weighted caseload model presented in this report be the *starting point* for determining AA need in each county across the state. There are considerations that an objective weighted caseload model cannot account for that should be taken into account when determining AA staffing need level.
3. Over time, the integrity of the case weights is affected by multiple influences,

including but not limited to, changes in legislation, legal practice, technology and administrative factors. This is especially true with the current study, in that the pandemic that impacted the world essentially changed the way many courts process their cases, which will also likely impact case weights. Post-pandemic, no one knows if any of these changes, such as the use of remote hearings, will continue into the future. The OJA should consider conducting another time study for AAs after the pandemic and when they believe the courts are fully functioning again.

# Appendices

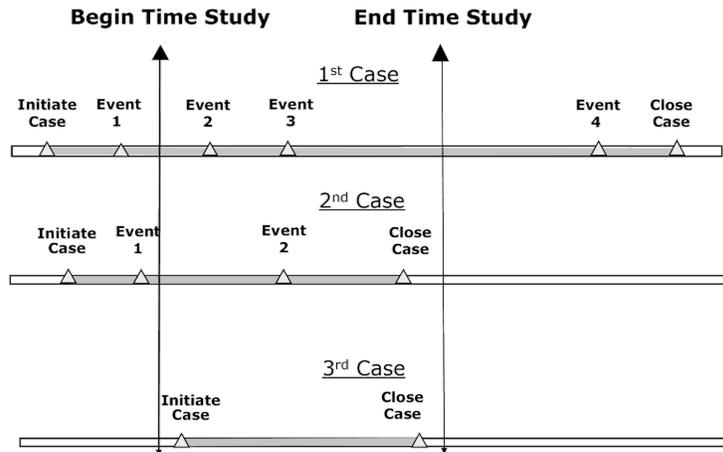
## Appendix A: Event-Based Methodology

Event-based methodology is designed to take a snapshot of AA activity and compare the time spent on primary case events to the number of cases entering the court. The study measures the total amount of AA work time performed in an average four-week period devoted to processing each particular type of case for which case weights are being developed. Because this method is a snapshot, few cases actually complete the journey from filing to final resolution during the study period. However, AAs in each county throughout the state are processing a number of each type of case in varying stages of the case life cycle. For example, during the four-week time study period, a given AA will handle the initiation of a number of new civil cases, while the same court will also have other civil cases (perhaps filed months or years earlier) on the trial docket, and still other civil cases in the post-judgment phase.

Moreover, if the sample period is representative, the mix activities conducted for each type of case, as well as the time devoted to each type of activity, will be representative of the type of work entering the court throughout the year. Therefore, data collected during the study period provides a direct measure of the amount of AA time devoted to the full range of key case processing events.

Time data are then combined with new filing numbers. For example, if AAs spent 150,000 minutes processing small claims cases and there were 2,500 such cases entered, this would produce an average of 60 minutes (or one hour) per small claims case ( $150,000 \text{ minutes} / 2,500 \text{ cases}$ ). This one-hour case weight is interpreted as the average time to process a small claims case from filing to final resolution – even though no individual case is tracked from start to finish within the four-week study period. Rather, the case weight is a composite of separate (though likely similar) cases observed at various points in the case life cycle. The figure below illustrates the Event-Based Methodology concept.

## Event-Based Time Study



Assume the figure above shows the progress of three separate small claims cases during the period of the four-week time study. It is not necessary that cases be tracked from start to finish. Instead, for each type of case examined, the study tracks the time spent on key processing events during each case's life cycle (case initiation, case processing, etc.). For example, Case 1 illustrates the time required to process the middle segment of case life; Case 2 the time required to process the end segment of case life; and Case 3 illustrates the time required to complete an entire case of minimal complexity. When the time spent on each event for these three cases is added together, the result is an estimate of the total amount of time needed to process a case, even though all cases are not tracked from start to finish. In the current study, because the time estimates are based on observations from thousands of individual case events for each case type, the methodology is highly reliable.

## Appendix B: Administrative Assistants' Case Type Definitions

<b>PROBATE</b>	<p><b>Care and Treatment/Sexually Violent Predator</b></p> <p><b>Probate Cases</b> Includes Adoption, Guardianship – Adult, Guardianship – Minor, Guardian/Conservatorship – Adult, Guardian/Conservatorship – Minor, Conservatorship/Trusteeship, Decedent Estate, Determination of Descent, and Other Probate (e.g. Will and Affidavit, Term of Life Estate, Term of Joint Tenancy, Transcripts from another venue, and Foreign Wills)</p>
<b>REGULAR CIVIL</b>	<p><b>Regular Civil</b> Includes Administrative Agency Appeals, Other Civil Appeals, Contracts (e.g. Buyer Plaintiff, Employment Dispute – Discrimination, Employment Dispute – Other, Fraud, Landlord/Tenant Dispute – Other, Landlord/Tenant Dispute - Unlawful Detainer, Other Contract, Seller Plaintiff or debt collection), Miscellaneous Civil (e.g. 60-1507, Habeas Corpus, Other Civil, Other Writs), Real Property (e.g. Eminent Domain, Mortgage Foreclosure, Other Real Property), and Torts (e.g. Asbestos Product Liability, Automobile Tort, Intentional Tort, Legal Malpractice, Medical Malpractice, Other Professional Malpractice, Other Tort, Premises Liability, Slander/Libel/Defamation, Tobacco Product Liability, Toxic/Other Product Liability)</p>
<b>LIMITED CIVIL</b>	<p><b>Small Claims</b></p> <p><b>Other Limited Civil Cases</b> Includes Contracts (e.g. Buyer Plaintiff, Employment Dispute – Discrimination, Employment Dispute – Other, Fraud, Landlord/Tenant Dispute – Other, Landlord/Tenant Dispute - Unlawful Detainer, Other Contract, Seller Plaintiff or debt collection), Other Real Property, Other Limited Civil, and Real Property (e.g. Eminent Domain, Mortgage Foreclosure, Other Real Property), and Torts (e.g. Asbestos Product Liability, Automobile Tort, Intentional Tort, Legal Malpractice, Medical Malpractice, Other Professional Malpractice, Other Tort, Premises Liability, Slander/Libel/Defamation, Tobacco Product Liability, Toxic/Other Product Liability)</p>
<b>DOM.</b>	<p><b>Protection from Abuse/Protection from Stalking (PFA/PFS)</b></p> <p><b>Other Domestic</b> (e.g. Marriage Dissolution/Divorce, Non-Divorce - Visitation, Custody, Support, Other Domestic, Paternity, UIFSA)</p>
<b>MISC. CIVIL</b>	<p><b>Marriage Licenses</b></p> <p><b>Statutory Bond/Statutory Lien/State Tax/Misc. Civil</b> Includes Liens (e.g. Hospital Lien, Lis Pendens, Mechanics Lien, Oil &amp; Gas Mechanics Lien, Subcontractor's Lien) and Miscellaneous (e.g. Coroner Report, Foreign Judgment - Out of County, Foreign Judgment - Out of State, Medical Malpractice Screening Panel, Miscellaneous Other)</p> <p><b>Property Tax</b></p>
<b>CRIMINAL</b>	<p><b>Felony Off-Grid/Capital Crimes</b> Includes Capital Murder, First Degree Murder, and Jessica's Law. Not to include Non-Grid/Capital Crimes (not to include non-grid)</p> <p><b>Other Felonies (NOT including Felony DUI/Felony Traffic)</b></p> <p><b>Misdemeanors</b></p> <p><b>Other Criminal/Miscellaneous Criminal</b> Includes Coroner Inquest, Fugitive / Extradition, Grand Jury, Inquisitions, Miscellaneous Other</p> <p><b>Search Warrants</b></p>
<b>TRAFF</b>	<p><b>DUI (Felony &amp; Misdemeanor; Traffic &amp; Criminal)</b></p> <p><b>Misdemeanor Traffic (NOT including Misdemeanor DUI)</b></p> <p><b>Infractions (includes juvenile tobacco)</b></p>
<b>JUV</b>	<p><b>CINC (TPR)</b></p> <p><b>Juvenile Offender (includes expungement)</b></p>
	<p><b>Problem-Solving Courts</b></p>

## Appendix C: Case-Related Activity Definitions

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### Scheduling

All activities related to scheduling for the judge, including but not limited to:

- Hearings
- Phone calls
- Entering into case management system
- Checking calendar and finding dates/availability
- Coordinating with attorneys

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### Case Processing:

- Scanning
- Preparing orders
- Preparing drafts of proceedings
- File entries
- Data entry
- E-filing
- Transcripts, recording machines or taking notes
- Caseflow management and statistical tracking

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### Arrest/Bench Warrants:

Any activity related to an arrest or bench warrant

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### Search warrants:

Any activity related to a search warrant

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### Document management

- Writing memos and opinions
- Journal entries
- Editing documents/reports
- Research

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### Case-related correspondence

- Composing and preparing routine letters, notices, and other materials
- Any other correspondence related to a specific case (e.g. jail mail)

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### Case-related Chief Judge AA work

Case-related work specifically directed by the chief judge and is only done by the chief judge AA

---

### Customer service

- Covering counter for general questions related to a specific case
- Answering phones
- Records requests
- General customer service related to a specific case

---

### Courtroom Support/Monitoring

- Prepare Docket
- Pull/Review Files for Court/Judge
- Set Up and Test/Maintain Recording Equipment/Laptops/Archiving
- Manage Exhibits
- Telephone Hearings, Video Conferencing
- All Court Support Work Conducted in the Courtroom/or Resulting from Court Hearings

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### Jury Services

- Case-specific Jury Work, Bailiff

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### Problem Solving Court Activities

Any **Case-Specific** Activities Associated with Problem Solving Courts

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## Appendix D: Non-Case-Related Activity Definitions

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### Non-case-related administration

Preparing correspondence  
Transcripts and materials from copy  
Preparing agendas for meetings or conferences  
Records management  
Destruction/ shredding  
Compiling and completing public reports and bulletins and disseminating public information

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### Non-case-related customer service:

Covering Counter for General Questions not Related to a Specific Case  
Answering Phones  
Responding to Correspondence, Email, Fax, etc. Regarding General Court Procedures  
Directing Courthouse Traffic  
Record Requests  
Marriage Licenses

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### Non-case-related chief judge AA work

Non-case-related work specifically directed by the chief judge and is only done by the chief judge AA

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### Problem Solving Court Activities

Non-Case-Related PSC Activities

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### Financial management

Add Requisitioning or ordering supplies and equipment  
Add Maintains budgetary status information

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### Out-of-Courtroom Jury Services

Any jury services not related to a specific case (e.g. Prior to a jury being impaneled)

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### Staff Education & Training

Continuing Education and Professional Development  
Conferences

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### Committees, Other Meetings & Related Work

Time Spent in State, Local or Other Work-Related Committee Meetings  
Staff or Other Meetings that are Job-Related  
Any Work Done (Prep or Post-Meeting) for these Meetings Outside of the Actual Meeting Time

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### Work-Related Travel Time

Any Reimbursable Travel  
Time Spent Traveling To and From Other Facility Outside One's County of Residence for any Court-Related Business, Including Meetings  
Traveling to the Court in One's Own County is Local "Commuting Time" (which should NOT be counted as Travel Time)

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### Vacation/Illness/Other Leave

Any Personal Leave Time  
DOES NOT Include Recognized Holidays (as they have already been accounted for in the Determination of the Staff Year Value)

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### Other

All Other Work-Related, but Non-Case-Related Tasks That do Not Fit in the Above Categories

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### Time Study Data Reporting & Entry

Record Time Spent Each Day to Record and Log the Time for the Weighted workload Study

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## Appendix E: Adequacy of Time Survey Results

The Adequacy of Time Survey was completed by 118 of 150 employed AAs (79%) at the time the survey was available.

### Survey Demographics

In which location do you work?		
1st District	5	4.2%
2nd District	3	2.5%
3rd District	11	9.3%
4th District	3	2.5%
5th District	2	1.7%
6th District	2	1.7%
7th District	6	5.1%
8th District	3	2.5%
9th District	3	2.5%
10th District	17	14.4%
11th District		.0%
12th District	1	.8%
13th District	3	2.5%
14th District	1	.8%
15th District	1	.8%
16th District	2	1.7%
17th District	1	.8%
18th District	22	18.6%
19th District	2	1.7%
20th District	2	1.7%
21st District	1	.8%
22nd District		.0%
23rd District	1	.8%
24th District	1	.8%
25th District	2	1.7%
26th District	2	1.7%
27th District	1	.8%
28th District	2	1.7%
29th District	13	11.0%
30th District	2	1.7%
31st District	3	2.5%
<b>Total</b>	<b>118</b>	<b>100.0%</b>

<b>How many years have you worked for the Kansas Courts?</b>		
Less than one year	3	2.5%
1-3 years	14	11.9%
4-5 years	15	12.7%
6-10 years	22	18.6%
11-15 years	19	16.1%
16+ years	45	38.1%
<b>Total</b>	<b>118</b>	<b>100.0%</b>

<b>During the course of a normal work-week, do you have sufficient time to keep up with the case-related work you are expected to do?</b>		
5 - Almost Always	40	34%
4 - Often	42	36%
3 - Sometimes	28	24%
2 - Rarely	7	6%
1 - Almost Never	1	1%
N/A - I do not do case-related work	0	0%
<b>Total</b>	<b>118</b>	<b>100%</b>

### All Case Types - Average Overall Scores

During the course of a normal work week or month, to what extent do you have sufficient time to perform the following types of work in a timely and high-quality manner to your satisfaction?							
Case Types	5 Almost Always	4 Often	3 Sometimes	2 Rarely	1 Almost Never	N/A I do not work on these cases	Average Score
Care and Treatment/Sexually Violent Predator	19	13	6	1	0	79	4.28
Probate Cases	17	10	8	3	0	80	4.08
Regular Civil	31	29	8	5	1	44	4.14
Small Claims	10	8	1	1	1	97	4.19
Other Limited Civil Cases	22	15	8	1	0	72	4.26
Protection from Abuse/Protection from Stalking	25	17	10	1	0	65	4.25
Other Domestic	29	19	10	4	1	55	4.13
Marriage Licenses	11	3	3	2	0	99	4.21
Statutory Bond/Statutory Lien/State Tax/Misc.	6	3	0	1	0	108	4.40
Property Tax	3	3	0	1	0	111	4.14
Felony Off-Grid/Capital Crimes	28	29	9	5	0	47	4.13
Other Felonies (NOT including Felony DUI/Felony	29	32	15	4	0	38	4.08
Misdemeanors	29	29	13	6	0	41	4.05
Other Criminal/Miscellaneous Criminal	34	30	9	7	0	38	4.14
Search Warrants	28	20	11	2	0	57	4.21
DUI (Felony & Misdemeanor; Traffic & Criminal)	23	33	12	5	0	45	4.01
Misdemeanor Traffic (NOT including Misdemeanor	17	19	7	3	0	72	4.09
Infractions (includes juvenile tobacco)	11	5	1	2	0	99	4.32
CINC (TPR)	17	10	8	1	1	81	4.11
Juvenile Offender (includes expungement)	15	13	4	3	0	83	4.14
Problem-Solving Courts (all types)	26	31	19	9	0	33	3.87

### Case-Related Activities

Please check up to THREE impediments to keeping up with your expected case related work:		
Activities	Number of Respondents	% of Respondents
Scheduling	47	40%
Case Processing	39	33%
Arrest/Bench Warrants	2	2%
Search Warrants	1	1%
Document Management	29	25%
Case-Related Correspondence	27	23%
Case-Related Chief Judge AA work	9	8%
Customer Service	34	29%
Courtroom Support/ Monitoring	32	27%
Jury Services	13	11%
Problem Solving Court Activities	9	8%
<b>NA - I do not need additional time</b>	<b>28</b>	<b>24%</b>

### Non-Case-Related Activities

During the course of a normal work week or month, to what extent do you have sufficient time to perform the following types of NON-case-related work in a timely and high-quality manner?							
	5 Almost Always	4 Often	3 Sometimes	2 Rarely	1 Almost Never	N/A	Average Score
Non-Case-Related Administration	39	34	19	4	1	21	4.09
Non-Case-Related Customer Service	38	38	26	10		6	3.93
Non-Case-Related Chief Judge AA Work	22	14	6	2	1	73	4.20
Problem Solving Court Activities	25	31	24	7	1	30	3.82
Financial Management	9	7	3	2	2	95	3.83
Out-of-Courtroom Jury Services	30	21	16	7		44	4.00
Committees, Other Meetings & Related Work	22	25	15	11	3	42	3.68

### Additional Comments (All comments are verbatim)

1	My judge allows me enough time to get my work done. She communicates greatly with me and follows through. We stay organized so we can plan on any unforeseen circumstances.
2	On the civil cases, this pertains to the criminal 1507's. Otherwise, we do not do civil cases.
3	In answering these questions - I make the time and take the time it is not a cut and dry answer as to the quality or the time that is spent. Working through lunch hours and coming in early and staying late are part of what we do and how we get things done, multi-tasking is also a very large part of what we do, and the survey was not a good measure of doing that efficiently. Impediments are a daily part of our job and dealing with the public.
4	My only comment is that the rate of pay doesn't even match up with our duties that we need to perform to make sure that our Judge is adequately prepared for the day.
5	The fact that multi-tasking was not accounted for is unrealistic. As an AA, our entire day is multi-tasking and having to pick only one option and account time for is not indicative of what we do every day. Therefore, I do not believe this work study will show an accurate picture of the duties of an AA for each division.
6	As a family court AA, we have to do many of the tasks at one time - overlapping. For example, we may be in the courtroom support/monitoring at the same time scheduling and having case-related correspondence. Those 2 tasks are ongoing all day. Since they overlap, it could be counted as more than an eight-hour day.
7	I only AA for the protection case judge. These cases happen on Friday afternoons from 1-5pm. I feel that my 20 hours over the last four weeks are accurately represented in my time study, but I didn't do much of the NON-case-related work.
8	Having sufficient time to complete all work varies from day-to-day depending on the number of phone calls for case-related work and non-case-related work. Within the past year or so, there has been an increase in the number of phone calls we receive from pro se litigants. Having sufficient time also depends on whether my judge has a jury trial scheduled, which requires more time than any other case-related activity.
9	When it's our turn to do PFA/S's we do it for 1 week and there are a lot of cases and when Judge is in Monday-Tuesday docket or in trial Wednesday-Thursday it's hard to get a "quick" signature. Monday and Tuesday dockets are all day dockets and we are in court all day. Emails, and phone calls are answered as soon as possible but sometimes not till Wednesdays.
10	About once every two weeks, I'm really pushed to get everything done and I remark "that is about as fast as I can work!" I have been here a long time and I'm very organized.
11	In the Criminal department, there was never enough time to handle everything with all of the added duties that the AA's are now expected to do with e-filing and all of the updating/scheduling on FullCourt. I am not currently assigned to a criminal court but had been for over 12 of the last 17 years and will likely be again next year.
12	Right now, we appear to be having a break in cases being filed by the County Attorney's Office. Not sure what the problem is but this is a first in the 7 years I have been here. It has given me the chance to catch up on all the Chief Judge operations and calendaring for future dockets. Just not the best time for a work study with that happening. We started the month of February with 4 jury trials scheduled in 2 counties and all 4 were resolved or continued. That left 8 days totally open on the calendar during the work week... a unique playing out of events. Thank you.
13	For the last 9 months I have taken over all the jury clerk duties since our jury clerk left.
14	The only times I have difficulty in getting the work done on specific cases on a specific day is when either the Court reporter is gone and I need to do the digital recording and the document management too and only on days we have a full docket for the day. If we do not have a full docket the next day, I do the document management for the previous day then, however, if we have several days in a row of full dockets and, I sometimes may need to stay extra to get all of the notices complete before starting another full docket day. All of this in conjunction of returning phone call, setting hearings and keeping up with the e-mails, etc.

15	This time study is not an accurate means to track my time. I am often handling multiple cases from in "other domestic" and "CINC" at the same time that there is not a way for me to track what I'm doing.
16	The only comment I would make is while I feel that I have enough time to get all of my duties done in a normal work week, I do only work for one Judge. In the past, I have had to cover for another Judge, and I was running pretty thin to accommodate two Judges. I believe that each Judge needs his/her own staff.
17	A normal work week varies from week to week depending on the needs of that week. This survey is hard to answer because of that.
18	The month covered by the survey was a very light month for us, so I don't feel it adequately reflects the amount of time usually spent. Also, there are lots of small tasks done all day, every day that I don't feel had a proper category to record them.
19	This survey we just finished is not adequate to show what is actually done daily. I feel it was a waste of my time to keep track the way the survey requested. The findings that will be made will not truthfully show the work done. (In my opinion.)
20	The A.A. position serves as the criminal clerk. The criminal clerk caseload leaves little time to actually act as an Administrative Assistant.
21	Going "paperless" sometimes seems more time consuming.
22	The amount of work time lost due to me having to bailiff and prepare for criminal jury trials varies but can be up to 24 hours a week or more. I feel like the month of work study didn't fairly gauge the time actually spent on jury trials. The average jury trial lasts 2 days. We set jury trials every Monday for 2-day trials and Thursdays for 1-day trials. February was a slow month however we've had 2 since the work study ended and several week-long jury trials set over the next few weeks. There's no one to cover my workload when I'm stuck in jury trial so there have been weeks where I would up to 65 hours just to try to get my other work done. I know I'm not the only criminal AA this happens to.
23	I always have time to do whatever my job requires of me.

## Appendix F: Kansas Administrative Assistants' Workload Model by Judicial District Based Upon Fiscal Year 2019 Case Filings

Case Type	Case Weight	Case Filings														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Care and Treatment/ Sexually Violent Predator	39.00	52	47	179	46	22	351	163	79	63	207	26	16	28	67	48
Probate Cases	36.00	282	270	848	275	140	238	298	295	292	1,636	375	245	301	158	214
Regular Civil	142.00	461	278	954	258	138	517	411	487	339	2,555	376	113	367	213	170
Small Claims	5.00	142	95	278	75	49	74	105	112	80	577	139	111	85	59	114
Other Limited Civil Cases	3.00	2,438	1,458	18,919	1,627	2,126	1,233	3,402	3,042	4,427	13,121	2,142	1,042	1,369	1,744	745
Protection from Abuse/ Protection from Stalking (PFA/PP)	17.00	668	176	1,150	331	129	197	609	418	246	1,086	411	63	206	118	107
Other Domestic	106.00	697	321	1,461	696	263	425	571	856	390	3,010	658	239	396	359	167
Marriage Licenses	1.00	534	237	914	337	199	295	716	670	377	2,721	333	156	308	170	149
Statutory Bond/Statutory Lien/State Tax/Misc. Civil	1.00	1,075	698	13,287	714	356	641	1,247	768	766	10,200	1,024	341	948	514	425
Property Tax	1.00	349	35	1	398	153	508	1	540	83	238	137	104	176	604	154
Felony Off-Grid/Capital Crimes	1,113.00	4	6	22	7	2	3	8	16	8	28	11	7	6	10	3
Other Felonies (NOT including Felony DU/Felony Traffic)	186.00	580	435	1,768	388	364	484	666	946	653	2,369	816	250	420	419	285
Misdemeanors	51.00	520	513	1,240	468	243	652	467	408	237	2,455	259	180	383	105	311
Other Criminal/Miscellaneous Criminal	97.00	148	87	1,257	52	22	290	43	122	39	373	109	17	45	3	47
Search Warrants	3.00	238	182	2,036	249	241	35	644	357	248	674	371	140	229	136	155
DUI (Felony & Misdemeanor; Traffic & Criminal)	41.00	100	153	286	94	52	95	216	106	84	541	87	36	94	25	48
Misdemeanor Traffic (NOT including Misdemeanor DU)	2.00	1,362	1,765	4,186	1,485	1,082	1,334	1,916	1,152	1,365	7,181	1,691	848	1,628	385	801
Infractions (includes juvenile tobacco)	1.00	1,185	2,309	4,404	2,525	2,946	1,400	3,297	3,223	2,141	8,260	2,554	2,387	3,353	1,436	2,977
CINC (TPR)	92.00	274	126	452	149	137	200	181	285	61	704	396	160	197	79	86
Juvenile Offender (includes expungement)	95.00	288	82	553	109	69	65	147	234	171	1,597	179	65	100	124	21
Problem-Solving Courts (all types)	278.00	0	0	46	0	37	0	0	0	0	70	0	0	0	0	0
Total Cases by Location		11,397	9,273	54,241	10,283	8,770	9,037	15,108	14,116	12,070	59,603	12,094	6,520	10,639	6,728	7,027
Case-specific Work Minutes (sum of WT x cases)		387,361	248,096	1,095,762	277,468	184,763	336,971	368,323	478,161	298,684	1,738,660	405,110	148,171	262,954	202,819	150,458
AA's Annual Availability		96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750
Subtract Annual Non-Case-Related Time		14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110
Subtract Annual Travel Time		339	339	339	339	339	339	339	339	339	339	339	339	339	339	339
AA Annual Case-Related Availability		82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301
AA FTE Demand		4.7	3.0	13.3	3.4	2.2	4.1	4.5	5.8	3.6	21.1	4.9	1.8	3.2	2.5	1.8
Current AA FTE Allocated		5.0	4.0	15.0	3.0	3.0	4.0	6.0	5.0	3.0	21.0	2.0	1.0	4.0	1.0	1.5
Total AA Surplus(-)/Deficit		-.3	-1.0	-1.7	.4	-.8	-.1	-1.5	.8	.6	-.1	2.9	.8	-.8	1.5	-.3

Kansas District Court Administrative Assistants' Weighted Workload Assessment Study, 2019

Case Type	Case Weight	Case Filings																State Total
		16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
Care and Treatment/Sexually Violent Predator	39.00	60	25	620	55	108	85	27	78	277	51	39	97	62	136	50	50	3,214
Probate Cases	36.00	209	204	2,037	178	390	224	242	226	176	223	261	339	285	593	316	264	12,034
Regular Civil	142.00	287	128	2,918	138	300	363	148	183	118	244	229	404	295	983	260	151	14,786
Small Claims	5.00	103	59	870	70	86	175	147	80	74	91	133	119	85	139	105	100	4,531
Other Limited Civil Cases	3.00	1,648	766	23,466	2,420	2,211	2,097	976	1,515	462	2,104	1,712	2,637	2,431	6,350	1,601	1,810	113,041
Protection from Abuse/Protection from Stalking (PFA/PP)	17.00	77	84	3,726	220	238	378	108	145	87	104	109	409	425	1,159	178	188	13,545
Other Domestic	106.00	355	168	5,836	326	440	457	324	270	149	418	325	636	547	1,477	368	441	23,046
Marriage Licenses	1.00	294	138	3,271	184	285	760	192	223	93	278	288	383	338	1,124	286	196	16,449
Statutory Bond/Statutory Lien/State Tax/Misc. Civil	1.00	936	254	8,464	495	625	849	416	459	280	963	1,010	759	2,326	4,013	588	495	55,936
Property Tax	1.00	480	833	2,715	251	346	117	152	786	7	765	1,411	554	168	6	885	829	13,786
Felony Off-Grid/Capital Crimes	1,113.00	19	2	66	5	8	8	2	4	6	9	9	5	9	33	6	12	344
Other Felonies (NOT including Felony DUI/Felony Traffic)	186.00	705	145	2,990	354	630	348	237	473	249	539	641	630	848	1,337	443	552	21,964
Misdemeanors	51.00	339	120	394	404	363	462	189	359	224	295	288	419	291	76	370	681	13,715
Other Criminal/Miscellaneous Criminal	97.00	38	40	423	18	14	53	19	41	202	9	70	1	11	31	134	863	4,621
Search Warrants	3.00	304	109	1,096	209	250	307	110	253	111	133	199	4	210	749	220	284	10,483
DUI (Felony & Misdemeanor; Traffic & Criminal)	41.00	112	23	400	77	94	83	44	105	50	107	106	90	98	178	142	89	3,815
Misdemeanor Traffic (NOT including Misdemeanor DUI)	2.00	1,939	730	13,353	919	1,748	615	1,037	1,749	864	1,945	1,813	1,139	1,435	5,518	2,464	1,722	67,171
Infractions (includes juvenile tobacco)	1.00	5,718	1,484	10,383	849	4,977	1,302	1,498	5,349	3,011	2,502	2,196	1,648	2,356	2,483	5,509	2,664	98,326
CNC (TPR)	92.00	193	50	613	71	225	108	121	116	70	220	197	343	278	745	170	223	7,230
Juvenile Offender (includes expungement)	95.00	129	62	1,050	59	111	109	66	58	38	93	129	218	240	339	83	120	6,708
Problem-Solving Courts (all types)	278.00	0	0	131	50	0	0	0	0	0	0	0	18	82	20	0	46	500
Total Cases by Location		13,945	5,424	84,822	7,352	13,449	8,900	6,055	12,472	6,543	11,093	11,165	10,852	12,820	27,489	14,178	11,780	505,245
Case-specific Work Minutes (sum of WT x cases)		315,089	103,449	2,223,088	201,252	310,134	256,167	152,282	219,471	154,401	265,956	280,113	367,035	395,024	789,054	260,755	380,071	13,257,102
AA's Annual Availability		96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750
Subtract Annual Non-Case-Related Time		14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110	14,110
Subtract Annual Travel Time		339	339	339	339	339	339	339	339	339	339	339	339	339	339	339	339	339
AA Annual Case-Related Availability		82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301	82,301
AA FTE Demand		3.8	1.3	27.0	2.4	3.8	3.1	1.9	2.7	1.9	3.2	3.4	4.5	4.8	9.6	3.2	4.6	161.1
Current AA FTE Allocated		2.0	1.0	28.0	2.0	3.0	1.0	2.0	2.0	1.0	4.0	2.0	2.0	3.0	16.0	2.0	3.0	152.5
Total AA Surplus(-)/Deficit		1.8	.3	- 1.0	.4	.8	2.1	-. 1	.7	.9	-. 8	1.4	2.5	1.8	-. 6.4	1.2	1.6	8.6