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**WORKLOAD ASSESSMENT MODEL
FOR THE
PUERTO RICO MUNICIPAL COURT:**

Final Report

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EXECUTIVE SUMMARY

- The Chief Justice of the Puerto Rico Supreme Court, through the Office of Court Administration, retained the consulting services of the National Center for State Courts in September 2002 to conduct separate, but coordinated, workload assessment studies for the Superior and Municipal Courts of Puerto Rico to provide quantitative documentation of the resource needs of the Commonwealth's trial courts.
- Data collection for the new filing-based workload assessment study for the Municipal Court took place from October 28 to December 4, 2002 in all 13 regions in the Commonwealth of Puerto Rico.
- Seventy one Municipal Court judges completed time-study recording forms representing a total of 78,589 minutes of case related and non-case related Municipal Court work.
- New filing data from fiscal year 2002 were provided by the Puerto Rico Office of Court Administration's Office of Statistics.
- The Puerto Rico Municipal Court Judges Workload Assessment Committee (WAPC) contributed to the study by determining case types and case type categories for data collection, suggested participants, and an estimate of the available judge year.
- The workload assessment model for the Municipal Courts estimates that 101.48 judges are needed to process the fiscal year 2002 case filings. This demonstrates an overall judicial deficit of 2.48 judges in the Municipal Court.¹
- This shortage of judicial resources is compounded by the lack of an adequate number of support staff and the inadequacy of current court facilities in many locations throughout the Commonwealth's 13 regions.
- The results of the study further conclude that judges in Puerto Rico are devoting substantially more time per day to the resolution of cases than judges and judicial officers in other states. Municipal Court judges spend 6.8 hours per day on case related activity and 1.2 hours per day on non-case related activity.
- The study revealed that there is a sizeable concern among the judges about barriers to effective case management. The local legal culture in Puerto Rico is based on the philosophy that judges

¹ A minus figure means judge need. A judicial reform bill proposed by the Puerto Rico legislature is pending. The bill proposes changes in jurisdiction for Superior Court judges and funding an additional 30 judges. Conversely, the bill also proposes decreasing the number of Municipal Court judges by 20 judgeships.

are devoted to the work of administering justice, not just disposing of cases. Therefore, judges are unable to strictly enforce procedural deadlines and apply broadly recognized case management principles without fear of being overturned or sanctioned. Thus, the obligation for movement of limited jurisdiction cases in the system is shifted from the litigants and their advocates to the judges, and opportunities for speedy resolutions of disputes are diminished.

- Further complicating the inadequacy of the current authorized number of judges to deal with the caseload is the number of judicial vacancies that exist throughout the Commonwealth. As a result of these vacancies, primarily in the Superior Court, judicial resources are being diverted from the Municipal Court to fill the gap. As a result of this realignment of resources, service to the public and access to the court system for many pro se litigants has been suffering.
- The validation of the Puerto Rico Municipal Court Workload Assessment Model on the 2002 new filings was completed and supported the statistical validity and soundness of the model for judicial resource management.
- The quantitative workload assessment model must be tempered with qualitative considerations and interpreted within the social, cultural, and political framework in Puerto Rico. This was accomplished and, except for two areas of concern, Municipal Court judges determined that they were performing quality work in all areas of related and non-related case processing.

I. Introduction

Judicial leaders in the Commonwealth of Puerto Rico face continual challenges of effectively managing rising caseloads, disposing of court business without delay, and delivering quality service to the public. Two constant and recurring problems are inherent within these challenges: (1) objectively assessing the number of judges required to handle current and future caseloads and (2) deciding whether judicial resources are being allocated and used appropriately. In response to these multiple and sometimes conflicting challenges and problems, judicial leaders are increasingly turning to more sophisticated techniques to provide quantitative documentation of judicial resource needs in the trial courts. Assessing the judicial workload through the development of a workload assessment model is a rational, credible, and practical method for determining the need for judges and judicial officers and presenting the objective results of such a study to the legislature.

The National Center for State Courts (NCSC) was commissioned by the Chief Justice of the Supreme Court of Puerto Rico through the Office of Court Administration (OCA) to conduct a judicial workload assessment study. This judicial workload assessment study was designed to measure the workload of the Puerto Rico Municipal Court. During the study period there were 105 authorized Municipal Court judgeships, 99 were active, and working in Puerto Rico's 13 judicial regions and 71 participated in the study. The Municipal Court in Puerto Rico is a court of limited general jurisdiction. However, when they are authorized by the Chief Justice, judges of this court can also hear general jurisdiction in the Superior Court. The Municipal Court hears minor civil and less serious criminal case types within each region generally and operate under the powers and jurisdiction conferred by the Constitution and other law.

This report details the methodology of the Puerto Rico Municipal Court Workload Assessment Study and presents a workload assessment model containing differentiated case processing times and standards for each of the major case types handled by the Municipal Court.²

² A workload assessment model is a quantitative representation of the inter-related variables that work together to determine judicial resource needs. A change in one variable will affect other variables and the total determination of judicial resource needs. The term "model" is commonly used in the social sciences to denote this relationship of variables.

Specific objectives of the judicial workload assessment study were as follows:

- To conduct a quantitative evaluation of judicial resources in the Commonwealth.
- To provide accurate, easily understandable criteria to assess the need for additional judicial resources in the Municipal Court.
- To provide a valid method for determining the need for additional judicial resources among the Commonwealth's regions.
- To measure the effect of changes in new case filings for individual case types or case processing procedures on the need for judicial resources.

II. Overview of a Workload Assessment Model

Cases filed in courts vary in complexity. Different types of cases require different amounts of time and attention from judges, other judicial officers, and court support staff. Focusing on raw case counts, without allowing for differences in the amount of work associated with each case type creates an opportunity for the misperception that equal numbers of cases filed for two different case types represent an equivalent amount of work for the court. For example, a complex misdemeanor case has a much greater impact on the resources of a court than a simple traffic case. Furthermore, certain civil cases in a Municipal Court may require continued judicial attention.

A workload assessment is a resource assessment methodology that is being adopted by an increasing number of court systems to determine the need for judges and other judicial officers. The method “weights” cases to account for the varying complexity and need for judicial attention among court cases. By weighting court cases, a more accurate assessment can be made of the amount of judicial time required to process the court’s caseload, i.e., the judicial workload. Moreover, workload assessment models have the advantage of providing objective and standardized assessments of judicial resource needs among courts that vary in population and caseload mix.

The core of the workload assessment model is a time study whereby judges keep track of the amount of time they spend on the various case types. When the new filing information for a fiscal year and time-study complexity of cases data are analyzed for the same time period, it is possible to construct a “case weight” for each case type. The case weights represent the average bench and non-bench time (in minutes) required to reach a disposition for each case type. When a case weight is applied to current or projected case filing numbers, it results in a measure of judicial workload. And, when the measured workload is divided by the amount of time available per judicial officer, an estimate of judicial resource requirements results. This approach, which involves few complicated procedures, is sufficiently rigorous to measure resource needs and evaluate resource allocations.

It is important to remember that even the most widely used and accepted resource assessment techniques, including the workload assessment model, will not objectively determine the *exact* number of judges needed to stay current with caseloads. No quantitative resource assessment *model* by itself can accomplish that goal. Instead, a quantitative model can only *closely approximate* the need for judicial resources. The results can then be used in concert with other considerations, including legislative initiatives, budget constraints, population trends, and other

more qualitative, court-specific factors that may differentially affect the need for judicial resources. For example, based on the number of case filings the model may estimate that a rural, less densely settled region might need fewer judicial full-time equivalents (FTE's) than are currently allocated. However, this quantitative estimate needs to be tempered with the knowledge that a rural court has more traveling requirements and scheduling gaps than an urban court for a variety of reasons. This type of qualitative factor is not taken into consideration in the quantitative model, and legislative policymakers must be cognizant of this limitation.

For instance, rural areas may require more judges than the model estimates to provide reasonable access to judicial services. Additionally, factors such as the practice styles of local attorneys often have a significant impact on case processing times. What might be considered an efficient presentation to a court in a larger city might be considered too rushed in a less pressured environment. In a smaller court, something as trivial as one defendant who fails to appear may waste a good part of a judge's morning if there is no other court business that can be dealt with while the judge is waiting. Usually, in the more populated regions and larger urban courts there exists economy of scale effects that are reflected in faster processing times and the ability to process more cases in a judge year because these larger courts have the ability to work more efficiently by implementing judicial divisions of labor through specialized dockets. Due to qualitative factors such as these, it is important to remember that the quantitative model is only one piece of information in evaluating the need for judicial resources.

III. Methodology

This section describes the new filing-based methodology of a workload assessment study in general. The following section (Section IV) describes the tailoring of the new filing-based methodology to the Puerto Rico Municipal Court.

Steps in the Model

The NCSC project team used the new filing-based workload assessment algorithm to construct the Puerto Rico Municipal Court judicial workload assessment model. The new filing-based model is a very straightforward model. The steps are as follows:

- *Step 1: selection of representative sample courts* – as a rule only a sample of courts participate in the study and the results are then extrapolated to the rest of the Commonwealth. The sample chosen must be representative of the Commonwealth as a whole. Note: At the request of the Chief Justice of Puerto Rico, all judges of the Municipal Court were asked to participate in the study.
- *Step 2: categorization of case types* – all the case types heard in the court must be collapsed into fewer categories to facilitate reporting and to ensure that enough data on various case types will be reported during the time study to avoid a sampling error.
- *Step 3: decision of study period length* – the length of the required reporting period must be sufficient to ensure enough time study data will be gathered for the various case types so that sampling error will not be a problem.
- *Step 4: time study* - judges keep track of the amount of time they spend processing the different case types and all their other judicial activities for a specific period of time.
- *Step 5: disposition count* – the number of closed cases for the different case types are counted for the same period of time. Note: Since dispositional information was not available, only new filing data was used to determine judge need in the Municipal Court.
- *Step 6: construction of the case weights* – the total number of minutes spent processing each case type is divided by the total number of new filings for the case type. The results are the case weights: the average number of minutes needed to process the different case types.
- *Step 7: filings count* – the number of new filings for the different case types are counted for a year's worth of time for each court.

- *Step 8: calculation of the workload* – the case weight for each case type is multiplied by the number of filings for that case type to determine the workload of each court, resulting in the amount of judicial resource time required to process the caseload.
- *Step 9: determination of the judge year value* – the average amount of time in minutes a judge has available during the year to process his or her workload.
- *Step 10: judicial resource count* – the number of judicial resources (judges) are counted for each Municipal Court in each region.
- *Step 11: calculation of judicial resource needs* – the workload is divided by the judge year value to determine the number of judicial resources needed to process the workload in all courts.
- *Step 12: comparison of actual judicial resources and required judicial resources* – the number of judicial resources required to process the caseload of the Municipal Court is subtracted from the number of judicial resources currently working in the Municipal Court. A positive difference shows that there are more judicial resources than needed and a negative difference shows that there are fewer judicial resources than needed.

Although the steps in a workload assessment algorithm are straightforward and do not require any calculations beyond arithmetic, there are hidden pitfalls and assumptions that must be addressed to ensure a valid model. The confidence in conclusions drawn from any research endeavor depends on the adequacy and accuracy of the data collected to support the research. For example, different courts may count filings and new filings differently. One court may count all charges against one defendant filed on the same day as one filing (and hence one disposition), while another may count each charge as a separate filing (and hence separate new filings). The way of counting filings and new filings should be standardized to ensure that the workload assessment model compares like values, and therefore provides an accurate assessment of the resource need.

It is also necessary to determine the average amount of time a judge takes for vacation, illness, and conferences during the construction of the model. The Puerto Rico Judges' Workload Assessment Committee (WAPC) comprised of Municipal Court judges was formed to help tailor the workload assessment methodology to Puerto Rico. For example, decisions on categorization of the case types and an estimation of judge year length were made by the steering committee in consultation with the NCSC project team.

Step 1 – Sample Site Selection

As a rule, it is not necessary that all the courts participate in the time study. Rather, representative selections of sites (which reflect the variability in the regions) participate, and their times are extrapolated to the rest of the Commonwealth. The set of sampling criteria used in the selection of sites includes a mixture of court sizes, some rural and some urban courts, some specialized and some unspecialized courts, a geographical mix of courts, courts with a reputation for efficient case processing, and an interest in participating on the part of the judges.

Step 2 – Case Type Categorization

The more case type categories that are included in a workload assessment study, the larger the data samples need to be in order to guarantee statistical validity. Efforts need to be made to include enough categories of case types to develop realistic and reasonable case weights, while minimizing the burden and costs associated with the judicial time study. The criterion that guides the case type categorization is aggregation of case types within one category of similar type and complexity that are processed in a similar manner in terms of judicial time.

Step 3 – Length of Study Period Decision

The length for the time-study portion of the study is determined by the number of Municipal Courts participating, the number of judges participating, the number of case types being measured, and the volume of filings.

An important point to remember is that the study period is a *snapshot in time*. There is no attempt made in this workload assessment study to follow specific cases from filing to disposition. Rather, the new filing-based workload assessment methodology is designed to take a snapshot of court activity and compare the *input* of judicial time to the *output* of time spent on case processing. Keeping data collection to a specified time period means few cases will actually complete the journey from filing to disposition during the study period. Yet, because the focus of the study is on *how long* it takes to handle various case types given the number of new filings reported for that time period, it is not necessary to actually track any given case from start to finish. What is necessary is the gathering of time data on all judicial activities during the time study.

Each participating court processes a number of each type of case to be weighted in varying *stages* of the case life cycle (some particular types of cases are in the pretrial phase, other similar types of cases are in the trial phase, while still others of the same type of case are in the post-trial

stage). Moreover, if the study period is representative, then the mix of pre-trial, trial, and post-trial activities conducted for each type of case, as well as the time devoted to each type of event, will be representative of the type of work entering the court throughout the year. Therefore, the study period provides a direct measure of the amount of judicial time devoted to processing each type of case to be weighted over the life of the case. Thus, this time study is a composite of separate (though similar) cases observed at various points in the case life cycle.

Step 4 – Time Study

The time study is the core of a workload assessment study and the participating judges collect the data as they work throughout the day. The judges record the time spent on various case types on a recording form, one form per day. All time spent on judicial matters throughout the day or in the evening or on weekends is to be recorded. Judicial matters include bench and non-bench time processing cases, case-related and non-case related work, and time judges spend traveling from their assigned court to another courthouse or region. Non-case related activity is a catchall category that includes legal research and writing time that cannot be attributed to a specific case, staff meetings, general office and administrative tasks, and other judicial duties such as speaking at the local high school or civic organization about the judicial system.

Step 5 – Disposition Count

A count of dispositions can be important to the construction of a valid workload assessment model when using disposition-based methodology. Although dispositional (cases closed) information was not available to the NCSC project team, the number of dispositions can be collected several ways; by the judges themselves during the time study, by the clerks of court after the study period ends, or using the reports the clerks of court make to the Office of Court Administration. As with the filings, in the future if this data is used to update the model, it is important to be sure that all courts in the Commonwealth are counting dispositions filings in the same way to ensure that like events are being compared in the final model.

Step 6 – Case Weight Construction

Case weight construction occurs after all recording forms have been recorded in a database and the database has been checked for inconsistencies and errors. The total numbers of minutes per case type for all the judges are summed and the resulting number of minutes is divided by the

number of new filings for that case type. The result is called the case weight, the average number of minutes required to process each case type in the Commonwealth. Case weight construction accounts for all the minutes recorded by the judges. Note: Non-casework and travel time are not included in the case weight construction, but are included in the determination of judge year value.

A question that needs to be addressed is how many different case weights per case type are used for an accurate calculation. Often the Commonwealth's larger urban courts have faster average processing times because of the inherent economies of scale that a larger court possesses. For example, a larger urban court can create specialized courts that can work more efficiently than unspecialized courts. Also, a smaller court with less activity is more prone to scheduling gaps and concomitant dead time than a larger court that has many defendants waiting to appear before the judge if one defendant does not appear. So, should larger and faster urban courts have different case weights than the smaller courts in the Commonwealth? Guideline 9 in *Assessing the Need for Judges and Court Support Staff*³ recommends that a single set of case weights for judges within the Commonwealth is preferable to multiple weights. However, one should evaluate differences in time requirements or case mix across courts of different sizes to determine if separate weights are needed. Another way to deal with differences engendered by economies of scale is to adjust the caseloads of these courts to correct for the differences and use a single case weight. For example, in a small rural Municipal Court, it may be demonstrated that, on average, it may take twice the amount of time for a judge to handle a Rule 60 Civil Tort case than it takes in a large urban Municipal Court. When implementing the model, you may wish to give the small rural court in this example a credit for twice the number of filings that actually occurred, to account for the difference in judicial time needed.

Step 7 – Filings Count

The number of filings per court is used to both validate the model and apply the model to new fiscal year filing data. For example, the filings from the previous year are traditionally used to validate the model. The results can then be compared to the existing complement of judicial resources within each region to substantiate the accuracy of the case weights. The crucial question is: could all of the cases filed and disposed in the previous year have been processed according to

³ V.E. Flango and B.J. Ostrom, *Assessing the Need for Judges and Court Support Staff*, National Center for State Courts (1996).

the weights assigned? If the answer is affirmative, this lends considerable credence to the resulting case weights. If, however, the answer is negative, the case weights may need further revision.

Once the model is validated, the OCA's Office of Statistics can replace the previous year's filing numbers with actual or estimated filings for future years to see where judicial resources are indicated. For example, ten years of historic filing data by case type could be projected ten years into the future and the new filings numbers substituted into the model to see what changes ten years will bring in judicial resource needs. Or, if new legislation is contemplated that will, for example, change a class of misdemeanors to felonies, or additional federal requirements are added to an area of juvenile cases, the additional time required to process the new workload and additional judicial resource requirements can be calculated. To provide realistic estimates of future judgeship needs, the workload assessment model should be applied to projected filings by court.

Step 8 – Workload Calculation

The workload calculation transforms the *caseload*, i.e., the raw new filings count, into the *workload* (the number of minutes required to process the cases). The workload calculation is the sum of the product of the individual case weights multiplied by the number of filings for that case type.

Step 9 – Judge Year Value Determination

The judge year value is an estimate of the amount of time the *average* judge has available to process cases during the year. It is a subset of the amount of time that the average judge *works*. The judge year value reflects how much time is available to each judge to process the case-related events (both in court activities and in chambers case-related administrative activities) that are accounted for in the case weights. The calculation of the judge year value is essentially a two step process: (1) determine the number of days actually available per year for judges to process cases and (2) determine the number of hours per day that judges spend on case-related work.

Many assumptions underlie the determination of the judge year value. To determine the number of days available to process cases, weekends, holidays, and time related to vacations, illness, and attendance at judicial conferences, meetings, and seminars are subtracted from the calendar year. It is easy to determine the number of weekends and holidays in a year. It is more difficult to determine the average amount of time taken for vacation, illness, and judicial conferences. Note: Because the study period may not be representative of the year as a whole, the

WAPC was asked to review the average amount of time taken for vacation, illness, and judicial conferences.

To determine the number of hours in a day available to process cases, it is first necessary to determine how long a workday is expected of the judges and how long is taken on average for lunch and breaks. This information is usually obtained from the steering committee. Once that is determined, an average amount of time for non-case related work also must be subtracted from the day because this time is not available to process cases. For example, if a judge who has to interview candidates for a personnel vacancy or to participate on a committee uses time during those days, this time is non-case related and cannot be used to process cases. Information on the number of minutes spent on such non-case related work is collected by the judges during the time study. These data are then divided by the number of days worked to obtain an average amount of non-case related work.

Non-case related activity can also vary among regions based on differing levels of staff support. It is possible to calculate a weighted time that takes the time difference into consideration. This average amount of non-casework time is also subtracted from the judge year value.

Step 10 – Judicial Resource Count

The total number of judges assigned (judicial resources) to each Municipal Court in each region must be enumerated. Judicial resources include the number of judges (measured FTE) that are available to assist in processing the judicial workload in each region.

Step 11 – Judicial Resource Needs Calculation

The number of judicial resources *needed* is calculated by dividing the adjusted workload of a court (the number of minutes required to process the cases) by the adjusted judge year value (the average number of minutes a judge has available to process cases). The result is the number of judges needed to process the workload.

Step 12 – Comparison of Actual vs. Required Judicial Resources

The last step is to compare the actual judicial resources measured in FTEs and the required judicial resources measured in FTEs as estimated by the model. This is only the beginning in deciding the judicial resource allocation across a jurisdiction. The model needs to be interpreted by joining the knowledge from the quantitative model with qualitative knowledge of the unique

characteristics of the Commonwealth and qualitative knowledge of case processing, in general, to determine the judicial resource needs and allocation.

IV. Puerto Rico Municipal Courts Workload Assessment Model

This section of the report details the construction and components of the Puerto Rico Municipal Court Workload Assessment Model.

A. Sample Site Selection

Puerto Rico has more than 99 Municipal Court judges operating in one or more locations in 13 regions. Based on the request of the Chief Justice of Puerto Rico, all Municipal Court Judges from each of the Commonwealth's 13 regions were asked to participate in the study. This sample size ensured that all factors of court variability (in size, rurality, and geography) were taken into consideration in the final model. This type of maximum participation is exceptional and provided the NCSC project team an extensive body of data that resulted in a more accurate analysis with a negligible rate of error.

B. Case Type Categorization

The WAPC participated in a conference with the NCSC project team to decide the categorization of case types. The entire caseload of the Municipal Courts was divided into 18 mutually exclusive case types for the workload assessment study. The judicial case types were:

- Protection Orders 121,54,284
- Other Expedited Orders
- Rule 6 (Adults Only)
- Rule 23 Preliminary Hearings
- Traffic Ticket Revision
- Bail (Any Type of Action)
- Rule 60 Civil Tort
- Ley 140
- Menores (1st and 2nd hearings)
- Ley 67
- Ley 342
- Probation Revocation
- Other Cases (Matters)
- Ley 408

C. Length of Study Period Decision

Based on their experience with workload assessment studies in other jurisdictions, the NCSC project team determined that two months of data collection would be needed. The judicial data collection period commenced on October 28, 2002 and ended on December 4, 2002. Over five weeks of data collection proved to be sufficient time to collect enough data for all the case types to avoid a sampling error.

D. Time Study

The information needed for the time study, i.e., case type, amount of time spent, number of minutes, etc., was incorporated into a recording form. Also included on the form was identifying information (judge identification number, the Municipal Court and region the work was performed in, and the date). A copy of the recording form is included in Appendix B. The NCSC project team from October 1 to October 10, 2002 presented a general orientation session on the project for all Municipal Court Judges and then from October 18 to October 23, 2002 presented a data collection training session for the judges who were participating in the study. A copy of the data collection instructions given to the judges at the data collection training session is found in Appendix A.

A total of 71 of the 99 active judges⁴ participated in the time study and recorded more than 78,589 minutes of Municipal Court judicial time spent on case related work.

E. New Filing Count

New filing data from July 1, 2001 to June 30, 2002 was received from the Office of Court Administration's Office of Statistics. The NCSC had a great deal of difficulty identifying certain new filing data in order to place them in each case category determined by the WAPC. This and the fact that new filing data is contained in three automated case processing systems and in one manual system made the preparation of case filing data in case categories a time consuming and labor intensive task. For example, there is ACT: a rudimentary, automated "flat-file" system which captures data from a 3x5 paper card system; there is TRIB (only used by the Superior Court)—an on-line, interactive system developed in 1985 for the Courts; and there is SIAT—an on-line, interactive system developed in 1992 for the then-District and Municipal Courts. Note: subsequent to the development of SIAT, the District Courts and now Municipal Courts were merged into a single first-instance jurisdiction, and a new intermediate-level appellate court was added in 1995. Besides an emerging drug court case tracking system, there is also an auxiliary system that counts non-case-related work activities of municipal judges (preliminary appearances, etc.). Note: Despite the fact that data for the study was contained in these systems, all new filing data was correctly categorized and accurately analyzed by the NCSC project team.

⁴ During the study period 71 judges of 99 active judges participated in the study and there were 6 vacancies resulting in a total of 105 authorized Municipal Court judgeships.

F. Case Weight Construction

The case weights were constructed by totaling the number of minutes recorded for a case type and dividing by the number of new filings for the case type. The total number of minutes shown in Table 1 includes a distribution of case-related administration and calendar call minutes for which no case type was recorded. The number of additional minutes of case-related administration to add for case weight construction was determined by the proportion of the case type to annual case filings. The addition of the case-related administration minutes to the total number of minutes added several minutes to each case weight. The case weights demonstrate the average amount of judge time from filing through post judgment activity a Municipal Court judge spends on each case. For example, a traffic case took 9.0 minutes of judicial time (both in-court and in-chambers time) to process. This is not to say that each case is resolved within the time allotted in the case weight. The case weights are a representation of the aggregate caseload that demonstrates the average time required for a particular case type. Case weights include Municipal Court cases types in which little judicial involvement is required as well as cases requiring a great deal of judge time.

Table 1. Municipal Court Case Weights in Minutes per Case

Protection Orders 121, 54, 284	46.00
Other Expedited Orders	6.00
Rule 6 (Adults Only)	12.00
Rule 23 Preliminary Hearings	14.00
Traffic Ticket Revision	9.00
Bail (Any Type of Action)	5.00
Rule 60, Civil Tort, Small Claims	36.00
Ley 140	32.00
Menores (1 st and 2 nd Hearings)	39.00
Ley 67	80.00
Ley 342	41.00
Probation Revocation	54.00
Other matters	5.00
Ley 408	18.00

G. Filings Count

The filings by Municipal Court case type for fiscal year were obtained for fiscal year 2002 from the Office of Court Administration's Office of Statistics.⁵

H. Workload Calculation

The workload is the sum of the individual case weights multiplied by the number of filings for that case type. The workload is the workload assessment for the Municipal Court in Puerto Rico. It shows the number of judges required to process the case mix in the Municipal Court.

I. Judge Year Value

The judge year value is the amount of time an average judge has to process his or her workload in a year. The judge year value was documented by the OCA and certain categories such as training and travel time was estimated by the WAPC with input from the NCSC consultants and validated through the time study. The amount of time the average judge has for case processing was estimated to be eight hours of work a day for 193 days a year, which is 1,310 hours or 78,589 minutes. The eight-hour workday does not include time for lunch, breaks, or other interruptions. The judge year value then needs to be adjusted for the amount of time a judge must travel and for the amount of time a judge spends on non-case related work. Both travel time and non-case related activity time were tracked in the judicial time study. The average travel and non-case related activity time were then subtracted from the judge year value because they represent time not available for processing cases. This information coupled with the number of judge days available each year results in the number of hours/minutes available for Municipal Court judges to process cases each year. The annual hours and minutes available per judge are shown in Table 2 for each category.

⁵ New filing data from Municipal Courts in Baranquitas, Corozal, Gurabo, and Culebra were combined with new filing data in other Municipal Courts in regions. New filing data that may have not been available or not reported by any of these courts was not significant enough to effect the development of the case weights or the outcome of the study.

Table 2. Annual Municipal Court Judge Hours/Minutes Available for Case Processing

Annual Hours/Minutes Available	Hours	Minutes
Base	2920	175,200
Weekends	832	49,920
Holidays	200	12,000
Vacation	240	14,400
Sick leave	40	2,400
Conferences/Seminars	64	3,840
Travel	20	1,201
Non-Case Related Administration	72	4,321
Other Judicial Activities	142	8,529
Subtotal	1,610	96,611
Adjusted Hours/Minutes Available	1,310	78,589

J. Workload Standards

Workload Standards are then generated for each category of court by dividing the number of judge minutes available per year (shown in Table 2) by the case weight (average number of minutes per case shown in Table 1) to determine the number of cases a single judge could be expected to handle in one year if he or she was only handling that particular case type.

For example, the number of minutes required to handle the average traffic case was 9 minutes. The number of minutes available per year for a judge to process cases is 78,589 minutes. Dividing the number of minutes available per year for each category by the number of minutes required, on average, to handle each case filed results in the number of cases of a particular type a single judge could handle in one year (i.e., $78,589 / 9 = 8,732$ traffic cases). The resulting workload standards per judge/per year for each case type are shown in Table 3.

Table 3. Annual Municipal Court Judge Workload Standards

Municipal Court Cases Types	Municipal Court Workload Standard
Protection Orders 121, 54, 284	1,708.46
Other Expedited Orders	13,098.17
Rule 6 (Adults Only)	6,549.08
Rule 23 Preliminary Hearings	5,613.50
Traffic Ticket Revision	8,732.11
Bail (Any Type of Action)	15,717.80
Rule 60, Civil Tort, Small Claims	2,183.03
Ley 140	2,455.91
Menores (1 st and 2 nd Hearings)	2,015.10
Ley 67	982.36
Ley 342	1,916.81
Probation Revocation	1,455.35
Other matters	15,717.80
Ley 408	4,366.06

K. Judicial Resource Count

At the start of the data collection period, 99 Municipal Court judges or the number of judicial resources were listed as active. This number of Municipal Court judges currently allotted to the regions was obtained from the Puerto Rico OCA.

L. Required Judicial Resources

The number of judicial resources needed to process the workload in the Municipal Court is calculated by dividing the number of filings by the workload standard. The result is the number of judges required to process the workload in the Municipal Court.

V. Puerto Rico Municipal Court Workload Assessment Model Interpretation

A. Judicial FTE Needs Estimated by the Model

Based on FY 2002 filings, the judicial workload assessment model estimates that overall the Municipal Courts currently need an additional 2.48 judges.*

Table 4. Overall Municipal Court Judge Need by Region

Region	Judge Need
Aguadilla	2.11
Aibonito	.98
Arecibo	-2.74
Bayamon	-2.01
Caguas	-0.05
Carolina	2.39
Fajardo	.06
Guayama	.70
Humacao	1.30
Mayaguez	1.60
Ponce	-2.32
San Juan	-4.15
Utuado	-0.35
TOTAL	-2.48

* FY 2002 filing projections provided by the Puerto Rico Office of Court Administration

B. Proposed Judicial Reform

Prior to the finalization of this study, Puerto Rico's Governor proposed a legislative reform bill that recommends the elimination of 20 Municipal Court judgeships, as it eliminates their authority to sit on preliminary hearings and eliminates almost all adjudicatory functions in civil cases; only cases where the claim is \$5,000 or less and Regla 60 (collection cases up to \$5,000). In turn, the proposed bill authorizes the creation of 30 additional Superior Court judgeships.

C. Qualitative Factors Affecting the Determination of Judicial Resources

Qualitative factors also can affect judicial resource needs. There can be legal *cultural* differences that result in some case types taking longer in some regions within the Commonwealth.

For example, the practice styles of local attorneys often have a significant impact on case processing times. What might be considered an efficient presentation to a court in a larger city might be considered too rushed in a less pressured environment. The dynamics of local scheduling practices can also influence the interpretation of the model. In a smaller court, something as trivial as one defendant who fails to appear may waste a good part of a judge's morning if there is no other court business that can be dealt with while the judge is waiting. Another qualitative factor to consider when interpreting the model is that rural areas may require more judges than the model estimates to provide reasonable access to judicial services.

Another qualitative factor that often needs to be considered is the economies of scale that may affect the interpretation of the model. Usually in the more populated regions and larger urban courts there exists economy of scale effects that are reflected in faster processing times and the ability to process more cases in a judge year because these larger courts have the ability to work more efficiently. For example, a larger court can have a judicial division of labor that leads to specialization.

While a workload assessment model provides a baseline from which to establish the need for judges, no set of statistical criteria will be so complete that it encompasses all contingencies. In addition to the statistical information, individual characteristics, such as the availability of courtroom space must be examined before any changes to a court's judicial complement are recommended. The following outline describes a general procedure that can be undertaken if the workload assessment estimates indicate a particular court is *under-judged*.

1. Determine whether the judges and administrative staff of the particular court believe they need additional judicial resources through a systematic procedure to solicit local opinion. Input also should be sought from the Commonwealth or local court administrator, members of the bar, and other local leaders. A procedure should be established to obtain local input in writing.
2. Examine caseload trends over time to determine whether caseloads are increasing, decreasing, or remaining steady. Also, attention should be paid to whether the court has an unusual caseload mix.
3. Review court organization to ensure that the court is structured and managed to make the most effective use of additional resources.

4. Explore options that will address concern over judicial workload without increasing the number of permanent, full-time judges. Options include (a) making greater use of judicial officers, (b) utilizing retired judges on a part-time or contractual basis, (c) using alternative dispute resolution, and (d) simplifying the procedures for less complex cases.
5. Keep in mind that judicial productivity, and hence the need for new judges, also depends on the effectiveness of court staff and the available technology. Without the proper type and level of support, judges may be performing some tasks that could be delegated to qualified staff or perhaps new court technology could support more efficient administrative procedures (e.g., case screening, case clustering, and case tracking).
6. Annual judge time available to process cases is affected by increases in administrative activity, committee work, education, and training, etc. These changes should continue to be evaluated and factored into the assessment.

The workload assessment approach provides an objective measure of the judicial resources needed to resolve cases effectively and efficiently. Like any model, it is most effective as a *guide* to workloads, not a rigid formula. The numbers need to be tempered by a qualitative assessment that must be an integral part of any judicial workload assessment.

In order to further assess the qualitative factors that affect the process of justice in the Municipal Court in Puerto Rico, an Adequacy of Time Survey was administered to judges that participated in the data collection phase of the study. The results of the survey are shown in Table 5.

Table 5. Qualitative Analysis: Adequacy of Time Survey

I generally Have enough time ...	Average	Results
With Respect to Pre-Trial Activities:	6.03	Very Frequently
to conduct the advisement or first appearance	6.15	Very Frequently
to conduct pre-trial/preliminary hearings and motions	5.05	Frequently
to conduct hearings on temporary custody, support, etc (Family)	4.83	Frequently
to consider home study, social/psych. evaluation (Family)	5.55	Very Frequently
to interact appropriately with pro se litigants	4.80	Frequently
to conduct settlement conferences	4.40	Occasionally
to take pleas	5.89	Very Frequently
to prepare and issue orders	5.65	Very Frequently
to adequately review the case file	5.70	Very Frequently
to adequately explain orders and rulings	6.13	Very Frequently
to treat members of the bar appropriately	5.64	Very Frequently
to perform case management activities	6.33	Very Frequently
to treat parties appropriately	5.89	Very Frequently
to monitor timeliness of required case events		
With Respect to Trial:	5.79	Very Frequently
to prepare for a trial (or contested hearing)	6.03	Very Frequently
to conduct a trial (or contested hearing)		
With Respect to Post-Trial Activities:	5.94	Very Frequently
to treat parties, particularly pro se, appropriately	5.03	Frequently
to review post-judgment motions, presentence reports, and other relevant information	4.58	Frequently
to hold sentencing and other necessary hearings, including modifications	5.08	Frequently
to prepare and issue orders, including bench warrants if appropriate	5.03	Frequently
to write legal opinions		
With Respect to General Court Management	4.87	Frequently
to participate in the administration of the court	5.00	Frequently
to supervise and evaluate staff	4.77	Frequently
to conduct general and legal research	4.79	Frequently
to participate in judicial education and training		
to participate in public outreach and education	3.71	Occasionally

I generally have enough time . . .

With Respect to Pre-Trial Activities:

- to treat parties appropriately
- to conduct pre-trial/preliminary hearings and motions
- to treat members of the bar appropriately
- to conduct the advisement or first appearance
- to monitor timeliness of required case events
- to prepare and issue orders
- to adequately explain orders and rulings
- to adequately review the case file
- to perform case management activities
- to interact appropriately with pro se litigants
- to conduct hearings on temporary custody, support, etc (Family)
- to consider home study, social/psych. evaluation (Family)
- to conduct settlement conferences
- to take pleas

With Respect to Trial:

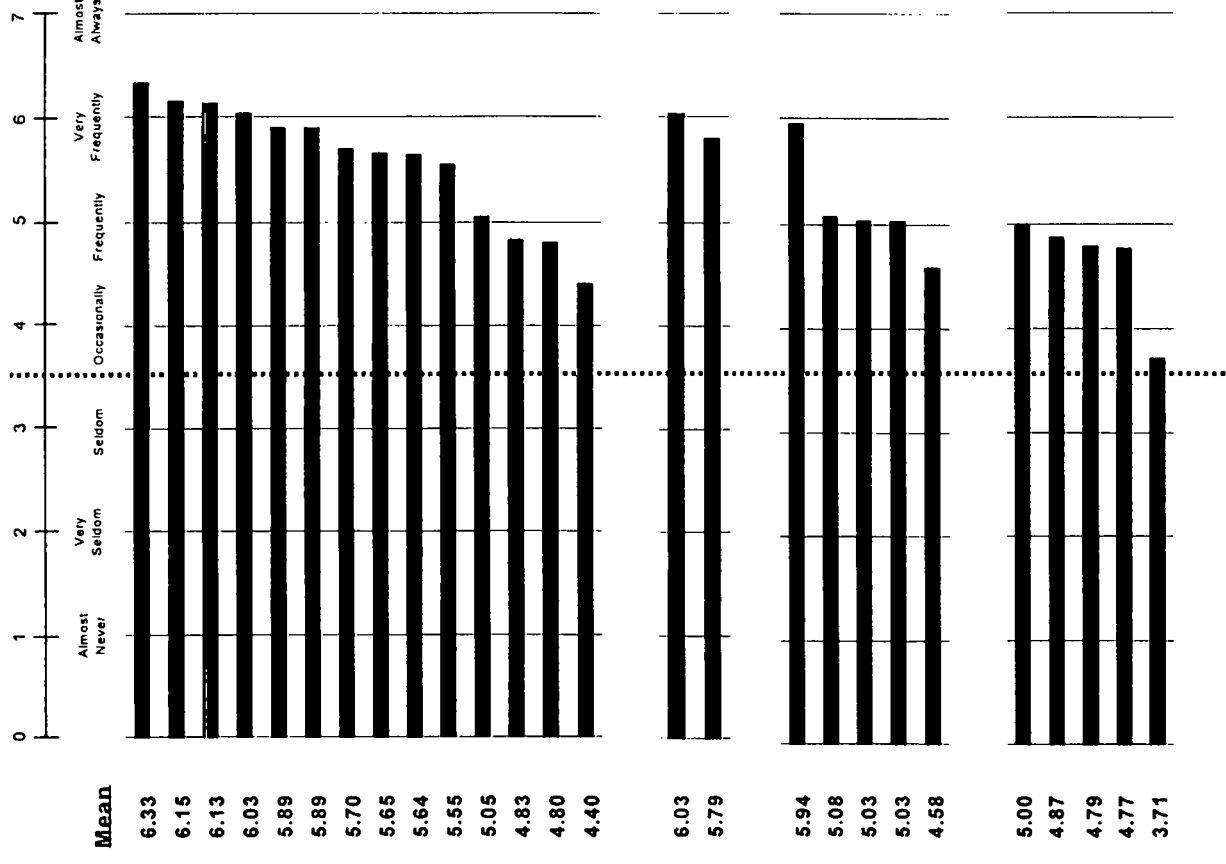
- to conduct a trial (or contested hearing)
- to prepare for a trial (or contested hearing)

With Respect to Post-Trial Activities:

- to treat parties, particularly pro se, appropriately
- to prepare and issue orders, including bench warrants if appropriate
- to review post-judgment motions, presentence reports, and other relevant information
- to write legal opinions
- to hold sentencing and other necessary hearings, including modifications

With Respect to General Court Management

- to supervise and evaluate staff
- to participate in the administration of the court
- to participate in judicial education and training
- to conduct general and legal research
- to participate in public outreach and education



Comment: To introduce quality into the formulation of workload standards, the NCSC developed an instrument that was administered to judges across the Commonwealth. The purpose of the instrument was to enable judicial officers to evaluate their court's performance and if they had enough time to perform certain tasks. There were three parts of the assessment. The first part asked them to assess whether they need more or less time in the three phases of case resolution (pre-trial, trial, and post-trial) to do a reasonable job. The second part asked them to assess if adequate time is available for them to perform the non-case related aspects of the work of the court. The third part gave the respondents the opportunity to note if there are other areas where more or less judicial time is needed to do a reasonable job. The results from the survey are displayed in Table 5 above.

In the Adequacy of Time Survey Municipal Court judges identified that in almost every instance they had adequate time to perform case and non-case related activity with the following exceptions. In the area of pre-trial matters, they occasionally had enough time to take pleas in cases. In the area of general court management, again they felt they occasionally had enough time to participate in public outreach and education. After analysis, the results of the Adequacy of Time Survey did not affect judge need in the Municipal Court.

VI. Keeping the Workload Assessment Model Current and Future Use of the Model

In the absence of any significant changes in case processing, court structure, or jurisdiction over cases in the Puerto Rico Judicial System, the case weights developed during the course of this study should be accurate for several years. However, periodic updating is necessary to ensure that the case weights continue to accurately represent judicial workload. Increased efficiency in the gathering of new filing and dispositional statistical data, statutory or procedural changes, or implementation of various automated caseflow management initiatives over time may result in significant changes in case processing. There should be no reason to redo the study or to undertake a complete sampling of time study data in the Commonwealth. Instead, efforts should be made to identify only those case types for which time study data may have changed significantly from the initial study results. Relatively small-scale samples then can be taken from certain judges working in regions in the Commonwealth to assess whether any adjustments to certain case weights are warranted.

The workload assessment models are tools that can be used effectively in judicial resource management. The 2002 fiscal year new filings data were used to validate the model, and indicate the judicial resources need as of June 30, 2002. Over the last five years, filings in Puerto Rico's Municipal Court have increased. Therefore, since the need indicated is based on FY 2002 filings, it can be concluded that the need for judicial resources in the Municipal Court for the current fiscal year maybe greater than the need indicated in this report; especially in light of the fact that a new judicial reform act will increase the jurisdictional duties of Superior Court judges and, as a result, will reduce the number of Municipal Court judges by 20 and require at least 30 more Superior Court judges. Hence, the real power of the workload assessment model lies in its ability to accurately predict future judicial resource needs by analyzing existing and projecting future caseloads.

VII. Other Considerations

During the conduct of the workload assessment study, several other considerations regarding how caseload and inadequate judicial resources has affected case processing and access to justice in the Commonwealth were acknowledged. Although these items were not directly identified as a result of the study, they were discussed by members of the WAPC as significant considerations that can create delay in the Municipal Court and ultimately affect the public's access to justice. The following are examples of these considerations.

As identified in the study, a shortage of judicial resources is compounded by the lack of an adequate number of support staff and the inadequacy and/or lack of court facilities in many locations throughout the Commonwealth's 13 regions.

The results of the study further concluded that Municipal Court judges in Puerto Rico are devoting substantially more time per day to the resolution of cases than judges and judicial officers in other states. They spend 6.8 hours per day on case related activity and 1.2 on non-case related activity. Given the number of cases and judicial resources available Municipal Court judges continue to spend a great deal of time processing cases.

The study revealed that there is a sizeable concern among the judges about barriers to effective case management. The local legal culture in Puerto Rico is based on the philosophy that judges are devoted to the work of administering justice, not just disposing of cases. Therefore, judges are not always able to strictly enforce procedural deadlines and apply broadly recognized case management principles without concern of being overturned or sanctioned. Thus, the obligation for movement of limited jurisdiction cases in the Municipal Court is shifted from the litigants and their advocates to the judges, and opportunities for speedy resolutions of disputes are diminished.

Further complicating the inadequacy of the current authorized number of judges necessary to deal with the caseload is the number of judicial vacancies that exist throughout the Commonwealth. As a result of these vacancies (primarily in the Superior Court) judicial resources are being temporarily reassigned from the Municipal Court to fill the gap. As a result of this realignment of resources, judges and clerks in both court systems are working harder and service to the public and access to the court system for many pro se litigants has been affected.

VIII. Conclusion and Recommendations

Data received through this workload assessment study indicate that Municipal Court judges in Puerto Rico are, on average, currently working approximately 193 days per year in order to meet the workload demands inherent in the current caseload. However, in this period of time they are working 6.8 hours on case related activity and 1.2 hours on non-case related activity;⁶ work figures that are higher than similar courts in the states. It would be a difficult, if not impossible task, to sustain this pace of work over a prolonged period of time. Thus, absent the infusion of additional resources, the efficient operation of the current system will begin to decline.

Based upon the data analyzed by the NCSC project team, the case weights for the Municipal Court in Puerto Rico demonstrated a need for an additional 2.48 judges⁷. Additionally, the need for judges in the Municipal Court does not accommodate the proposed judicial reform legislation that recommends an alteration in case jurisdiction that will require a reduction of 20 Municipal Court judges and an addition of approximately 30 Superior Court judges.

Again, it is important to note that no quantitative assessment method can precisely determine the number of judges required within a court. However, quantitative methods, such as this judicial staffing model can approximate the need for staff and provide a point of reference or standard for comparing relative need among courts. Other measures, both qualitative and quantitative, may be used in conjunction with the caseload standards to support the assessment of need. In particular, should the standards show the need for a fractional judge position (less than the full-time equivalent), additional assessments as to the relative workload per judge within the Municipal Court may be useful. Other useful measures may include analysis of budget constraints, population trends, and other factors that may differentially affect the need for judicial resources across the Commonwealth. Finally, additional information should be included with the weighted caseload standard calculation as part of a court's needs assessment package, when local resource needs are perceived differently from the weighted caseload system findings.

⁶ The case related and non-case related time Municipal Court judges reported during the study included evening, weekend and on call work.

⁷ This figure does not take into consideration the six judicial vacancies that existed in the Municipal Court during the study period.

The weighted caseload standard calculation should be used as a benchmark that may be adjusted according to evidence provided by additional objective measures of need.

APPENDIX A

INSTRUCTIONS

**INSTRUCCIONES PARA LA
EVALUACIÓN DE
VOLUMEN DE TRABAJO JUDICIAL**

**para Tribunales Municipales
del Estado Libre Asociado de Puerto Rico**

Octubre 2002

**NATIONAL CENTER FOR STATE COURTS
División de Servicios de Consultoría para Tribunales
1331 17th. Street, Suite 402
Denver, CO 80202
303-293-3063
FAX: 303 296-9007**

INSTRUCCIONES

Evaluación del Volumen de Trabajo en los Tribunales Municipales de Puerto Rico Formulario para Compilación de Datos

Registre su tiempo desde el 28 de octubre de 2002 hasta el 22 de Noviembre de 2002.

- Propósito** El objetivo de este proyecto es medir el volumen de trabajo con que se enfrentan los jueces en los Tribunales Municipales y de Primera Instancia de Puerto Rico, y producir un modelo ponderado. Un estudio de tiempo de la evaluación del volumen de trabajo o estudio de "volumen de trabajo ponderado" se aparta de la determinación de necesidad judicial basada estrictamente en el volumen de trabajo. La metodología del estudio de tiempo es considerada como el método general más eficiente para la medición del volumen de trabajo judicial.
- Confidencialidad** Esta evaluación de volumen de trabajo NO ES UNA EVALUACIÓN DE LA ACTUACIÓN INDIVIDUAL DE LOS JUECES. Uno de los componentes más importantes del modelo de evaluación de volumen de trabajo es la información del estudio de tiempo (por ejemplo, la cantidad de tiempo que un juez dedica a su volumen de trabajo, tiempo administrativo, tiempo de trabajo no relacionado con casos, y tiempo de viaje). Con dicho fin, necesitamos controlar y hacer seguimiento de los formularios que recibimos. Este es el motivo para anotar el número de identificación del juez y la fecha en todos los formularios de anotaciones. Pueden tener la seguridad que en el informe final no habrá identificación de jueces individuales, y que la información del estudio de tiempo registrada por los jueces individuales es almacenada en una fuente de datos de estudio de tiempos del National Center for State Courts con el solo fin de desarrollar un modelo de evaluación del volumen de trabajo. Solamente NCSC tiene la clave para identificar jueces en particular, y dicha clave será destruida cuando se reciba toda la información y antes de presentar el informe final.
- Instrucciones Generales** El objetivo de registrar el tiempo judicial es rendir cuenta de todo el trabajo judicial, ya sea dentro de los tribunales, cámaras, o fuera de los tribunales. El formulario para compilación de información está diseñado para registrar el tiempo dedicado a los distintos tipos de casos y actividades/actuaciones que constituyen vuestro volumen de trabajo judicial. La parte superior del formulario se utiliza para registrar información de identificación que será utilizada para seguimiento y convalidación. La información a ser registrada incluye: el número del juez, el tribunal dentro de la región, y la fecha en que el trabajo fue realizado. Las secciones remanentes del formulario incluyen divisiones con casilleros para marcar y rellenar, diseñados para registrar el tipo de caso específico, el tipo de actuación, la cantidad de minutos dedicados al tipo de caso/actividad, y el número de casos procesados.

FORMULARIO PARA LA COMPILACIÓN DE DATOS RELACIONADOS CON CASOS

Actividad Relacionada Con Casos Registre la cantidad de minutos que dedica a los distintos tipos de casos. El registro es por tipo de caso en vez de por caso individual. Se puede registrar tiempo suplementario para tipos de casos parecidos con la misma actividad. Por ejemplo, en un único día haga un registro para todos los casos civiles (tipo de caso) en los cuales usted tuvo una comparecencia inicial (actuación). En general, usted deberá completar una anotación para cada combinación de tipo de caso y código de actuación.

Ejemplo

Rogamos ver los formularios de muestra adjuntos

Identificación del Juez Registre su número de identificación en cada formulario. Encontrará su número de identificación de Juez en la parte interna de la cubierta de su carpeta de entrenamiento, en una etiqueta blanca. Si olvidara o traspapelara su número, rogamos llamar a Chris Ryan o John Douglas al 800-466-3063. La Oficina Administrativa de los Tribunales no conoce su número de identificación de Juez.

Tribunal Municipal En la parte superior de cada formulario relacionado con casos, incluya siempre el Tribunal Municipal donde el caso fue registrado. Si usted lleva a su propio tribunal trabajo iniciado en otro Tribunal Municipal para revisar, rogamos registrarlo bajo el Tribunal Municipal donde el caso fue registrado.

Fecha: En cada formulario, rogamos asegurarse de registrar la fecha en que usted realizó el trabajo registrado.

Tipos de Casos: Las definiciones para cada tipo de caso a ser registrado se encuentran más abajo.

TRIBUNALES DE PRIMERA INSTANCIA

- ☐ Órdenes de protección 121, 54, 284
- ☐ Otras órdenes dictadas
- ☐ Regla 6 (solo de adultos)
- ☐ Regla 23 Vistas preliminares
- ☐ Revisión de multas de tránsito
- ☐ Fianza (cualquier acción)
- ☐ Alegación de culpabilidad
- ☐ Regla 60, danos y perjuicios,
- ☐ Ley 140
- ☐ Menores (1^{as} y 2^{as} vistas)
- ☐ Ordenanzas municipales
- ☐ Ley 67
- ☐ Ley 342
- ☐ Revocación de probatoria
- ☐ Otros asuntos
- ☐ Ley 408

Tipo de Actuaciones

Cada tipo de caso deberá tener registrada una ACTUACIÓN relacionada. Solamente puede anotarse una actuación por registro. Si hubiera varias actuaciones durante una sesión de un solo caso, se debe registrar solamente la última actuación. Los aplazamientos y faltas de comparecencia se deberán registrar siempre bajo la actuación para la cual se había fijado fecha. Los códigos de actuaciones se definen a continuación.

- ☐ Procedimientos preliminares
- ☐ Juicios
- ☐ Emisión de órdenes
- ☐ Vistas
- ☐ Actividades después de una sentencia
- ☐ Actividad relacionada con un caso
- ☐ Investigación y redacción de resoluciones, sentencias y otras determinaciones

Información Adicional

Juicios de varios días

Un juicio de varios días deberá tener una sección completada en un formulario para cada día. Por ejemplo, si un juicio civil durara tres días, entonces se deberá completar un registro completo en tres formularios separados.

Cargos Múltiples:

En general, si el caso representa un incidente para el cual se han presentado cargos múltiples, tales como hacer un registro para el cargo mas grave. Si una persona está acusada con dos o mas cargos del mismo tipo de caso, tal como dos delitos menores, complete solamente un registro.

Recuento Doble del Tiempo:

Si usted verdaderamente está haciendo dos cosas a la vez, está permitido contar el tiempo dos veces. Por ejemplo, si usted está leyendo peticiones civiles mientras atiende un juicio con jurado, complete dos registros en un formulario para las dos actividades diferentes.

Comentarios por Escrito:

Los comentarios con respecto a cualquiera de los registros de un formulario deberán hacerse al dorso de ese formulario de compilación de datos.

Consejo: Muchos jueces que han hecho este tipo de estudio nos dicen que les resulta mas fácil utilizar una hoja de recuento para verificar sus tiempos durante el día. Los jueces suman sus tiempos al finalizar el día y lo registran en los formularios (o hacen que sus asistentes los registren en los formularios). Algunos jueces diseñan sus propias hojas de recuento y otros simplemente usan una hoja de papel de desecho.

FORMULARIO DE COMPILACIÓN DE INFORMACIÓN NO RELACIONADA CON CASOS

Actividad No Relacionada con Casos Es importante registrar todo el tiempo trabajado durante el día. De esta forma, el formulario no relacionado con casos incluye seis actividades que predominantemente se realizan fuera de la sala. Cada una se define a continuación.

Actividad

Administración/Actividad No Relacionada con Casos:

Incluye trabajo relacionado directamente con la *administración o manejo* del tribunal. Por ejemplo:

- cuestiones de personal
- asignación de casos
- reuniones internas de personal
- preparación de presupuesto
- fijación del calendario
- lectura de opiniones publicadas
- reuniones de comités

Bodas

Asuntos de ley electoral (J.I.P)

Orientaciones

Educación y Entrenamiento:

Obligaciones administrativas del tribunal

Reuniones

Licencia por vacaciones, enfermedad o por obligación militar

Incluye cualquier vacación, enfermedad u otros permisos de ausencia. NO registre los días feriados reconocidos por el Estado, dado que ya han sido tenidos en cuenta al determinar el Valor del Año del Juez.

Educación judicial

Incluye la educación continuada y el desarrollo profesional, reuniones judiciales estatales, y programas educativos fuera del estado permitidos por el estado ya sea como ponente o participante. También incluye el tiempo dedicado a la organización, planificación y preparación de dichos programas.

Tiempo dedicado a viajar:

Incluye el tiempo viajando desde y hacia un tribunal u otras instalaciones fuera del condado de residencia por cualquier asunto relacionado con los tribunales, inclusive para reuniones. El tiempo de viaje al tribunal dentro de su propio condado se considera “tiempo de traslado” local y NO deberá ser contado como tiempo de viaje. Una regla sencilla es registrar todo tiempo de viaje por el cual la Oficina Administrativa de los Tribunales le reembolsará por dicho millaje.

***Tiempo de Viaje los Fines de Semana:** Si Usted tiene que trabajar durante los fines de semana, como ser en el tribunal o en la cárcel de su propio condado, usted DEBERÁ registrar su tiempo de traslado local como tiempo de viaje. Nuevamente, NO registre su tiempo de traslado local de Lunes a Viernes.*

Otras:

Incluye toda otra tarea relacionada con trabajo pero no relacionada con casos que no pertenezca a las categorías anteriores.

★ Rogamos asegurarse de registrar su número de identificación de Juez y su tribunal municipal en la parte superior de cada formulario no relacionado con casos. También deberá asegurarse de registrar la fecha para cada anotación registrada en el formulario.

Misceláneas

Recuerde convertir horas en minutos (una actuación que duró 1 hora y 15 minutos deberá ser codificada como 75 minutos, una actuación que duró 2 horas deberá ser codificada como 120 minutos).

Fines de Semana: Registre la actividad judicial dentro y fuera de la sala del juzgado, incluyendo el tiempo dedicado a trabajar en su casa o durante los fines de semana.

Recesos y Tiempo Personal: No registre el tiempo de almuerzo, recesos o tiempo personal durante el día.

Tiempo para Completar los Formularios: No registre el tiempo dedicado a completar los formularios de este estudio, dado que Usted no realizará esta función después del 22 de Noviembre de 2002.

Formularios Adicionales de Registro: En su paquete hay un juego de formularios de registro para comenzar la evaluación. Usted podrá hacer copias (Xerox) de estos formularios, simplemente asegúrese que las copias sean de buena calidad.

Consejo: Antes de hacer copias del formulario, escriba su Identificación de Juez y Región en la parte superior del formulario, para que no tener que escribir esto a mano en cada formulario.

Envío de Formularios: Agrupe sus formularios por día y envíelos a fin de cada semana a:

**NCSC
Puerto Rico Workload Assessment
1331 Seventeenth Street
Suite 402
Denver, Colorado 80802-1554**

Para facilitar el registro ordenado de información, asegúrese de enviar los formularios sistemáticamente a fin de cada semana. No hay problema si la correspondencia no sale hasta el Lunes. Asegúrese de enviar el último paquete de formularios inmediatamente después del último día del estudio.

Preguntas

Si tuviera cualquier pregunta relacionada con el registro de tiempos en estos formularios, rogamos contactar a **Chris Ryan o John Douglas** al (800) 466-3063 o envíe un mensaje electrónico a o

Consejo: Este estudio no debería ocasionarle una gran dificultad ni debería privarle de una gran cantidad de su tiempo. Si tuviera algún problema, rogamos llamar a Chris o John. Esperamos muchas preguntas durante el período de compilación de información y le rogamos no dudar en llamarnos por cualquier motivo – ya sea para preguntar dónde registrar un caso o para pedir sugerencias sobre cómo completar los formularios de forma más eficiente.

Agradecemos su participación en esta evaluación tan importante!



APPENDIX B

DATA COLLECTION FORMS

FORMULARIO DE RECOPIACIÓN DE DATOS RELACIONADOS CON CASOS JUDICIALES **ESTUDIO EVALUATIVO DEL VOLUMEN DE TRABAJO EN LOS TRIBUNALES MUNICIPALES DE PUERTO RICO**

Identificación del juez:		Ubicación del Tribunal:		Fecha: <input type="checkbox"/> Octubre __, 2002 <input type="checkbox"/> Noviembre __, 2002	
TIPO DE CASO (marque solamente 1 casilla)					
<input type="checkbox"/> Órdenes de Protección, Leyes 54, 121, 284	<input type="checkbox"/> Revisión de multas de tránsito	<input type="checkbox"/> Ordenanzas municipales	<input type="checkbox"/> Procedimientos preliminares <input type="checkbox"/> Juicios <input type="checkbox"/> Emisión de órdenes <input type="checkbox"/> Vistas <input type="checkbox"/> Actividades después de una sentencia <input type="checkbox"/> Advitidad administrativa relacionada a un caso <input type="checkbox"/> Investigación y redacción de resoluciones, sentencias y otras determinaciones		
<input type="checkbox"/> Otras órdenes dictadas	<input type="checkbox"/> Fianza (cualquier acción)	<input type="checkbox"/> Ley 67	<input type="checkbox"/> Tiempo en minutos <div style="border: 1px solid black; width: 100px; height: 30px;"></div>		
<input type="checkbox"/> Regla 6 (solo de adultos)	<input type="checkbox"/> Alegación de Culpabilidad	<input type="checkbox"/> Ley 342	<input type="checkbox"/> Número de disposiciones <div style="border: 1px solid black; width: 100px; height: 30px;"></div>		
<input type="checkbox"/> Regla 23 Vistas preliminares	<input type="checkbox"/> Regla 60, danos y perjuicios,	<input type="checkbox"/> Revocación de Probatoria			
	<input type="checkbox"/> Ley 140	<input type="checkbox"/> Otros asuntos			
	<input type="checkbox"/> Menores (1 ^{as} y 2 ^{as} vistas)	<input type="checkbox"/> Ley 408 (24 horas y extensión 15 días)			
TIPO DE ACONTECIMIENTO (marque solamente 1 casilla)					
TIPO DE CASO (marque solamente 1 casilla)					
<input type="checkbox"/> Órdenes de Protección, Leyes 54, 121, 284	<input type="checkbox"/> Revisión de multas de tránsito	<input type="checkbox"/> Ordenanzas municipales	<input type="checkbox"/> Procedimientos preliminares <input type="checkbox"/> Juicios <input type="checkbox"/> Emisión de órdenes <input type="checkbox"/> Vistas <input type="checkbox"/> Actividades después de una sentencia <input type="checkbox"/> Advitidad administrativa relacionada a un caso <input type="checkbox"/> Investigación y redacción de resoluciones, sentencias y otras determinaciones		
<input type="checkbox"/> Otras órdenes dictadas	<input type="checkbox"/> Fianza (cualquier acción)	<input type="checkbox"/> Ley 67	<input type="checkbox"/> Tiempo en minutos <div style="border: 1px solid black; width: 100px; height: 30px;"></div>		
<input type="checkbox"/> Regla 6 (solo de adultos)	<input type="checkbox"/> Alegación de Culpabilidad	<input type="checkbox"/> Ley 342	<input type="checkbox"/> Número de disposiciones <div style="border: 1px solid black; width: 100px; height: 30px;"></div>		
<input type="checkbox"/> Regla 23 Vistas preliminares	<input type="checkbox"/> Regla 60, danos y perjuicios,	<input type="checkbox"/> Revocación de Probatoria			
	<input type="checkbox"/> Ley 140	<input type="checkbox"/> Otros asuntos			
	<input type="checkbox"/> Menores (1 ^{as} y 2 ^{as} vistas)	<input type="checkbox"/> Ley 408 (24 horas y extensión 15 días)			
TIPO DE ACONTECIMIENTO (marque solamente 1 casilla)					
TIPO DE CASO (marque solamente 1 casilla)					
<input type="checkbox"/> Órdenes de Protección, Leyes 54, 121, 284	<input type="checkbox"/> Revisión de multas de tránsito	<input type="checkbox"/> Ordenanzas municipales	<input type="checkbox"/> Procedimientos preliminares <input type="checkbox"/> Juicios <input type="checkbox"/> Emisión de órdenes <input type="checkbox"/> Vistas <input type="checkbox"/> Actividades después de una sentencia <input type="checkbox"/> Advitidad administrativa relacionada a un caso <input type="checkbox"/> Investigación y redacción de resoluciones, sentencias y otras determinaciones		
<input type="checkbox"/> Otras órdenes dictadas	<input type="checkbox"/> Fianza (cualquier acción)	<input type="checkbox"/> Ley 67	<input type="checkbox"/> Tiempo en minutos <div style="border: 1px solid black; width: 100px; height: 30px;"></div>		
<input type="checkbox"/> Regla 6 (solo de adultos)	<input type="checkbox"/> Alegación de Culpabilidad	<input type="checkbox"/> Ley 342	<input type="checkbox"/> Número de disposiciones <div style="border: 1px solid black; width: 100px; height: 30px;"></div>		
<input type="checkbox"/> Regla 23 Vistas preliminares	<input type="checkbox"/> Regla 60, danos y perjuicios,	<input type="checkbox"/> Revocación de Probatoria			
	<input type="checkbox"/> Ley 140	<input type="checkbox"/> Otros asuntos			
	<input type="checkbox"/> Menores (1 ^{as} y 2 ^{as} vistas)	<input type="checkbox"/> Ley 408 (24 horas y extensión 15 días)			

ESTUDIO EVALUATIVO DEL VOLUMEN DE TRABAJO EN LOS TRIBUNALES MUNICIPALES DE PUERTO RICO

FORMULARIO DE RECOPIACIÓN DE DATOS NO RELACIONADOS CON CASOS JUDICIALES

Anote las actividades que **no** constan en el Formulario de recopilación de datos relacionados con casos judiciales.

Incluya los asuntos administrativos, la preparación y educación judicial, las actividades comunitarias, el tiempo dedicado a viajar de un lugar a otro, la licencia por vacaciones o enfermedad y otras actividades comparables no relacionadas con causas judiciales.

Numero de identificación del Juez:	Región Judicial de: _____ Sala de: _____
------------------------------------	---

Fecha dia/mes/año (ej. 4/oct/2002)	Actividad (Marque solamente una)	Actividad (Descripción breve)	Tiempo real invertido (En minutos)
	<input type="checkbox"/> bodas <input type="checkbox"/> reuniones <input type="checkbox"/> investigación general <input type="checkbox"/> asistencia a la comunidad <input type="checkbox"/> obligaciones administrativas del tribunal y sus empleados <input type="checkbox"/> licencia por vacaciones, enfermedad u obligación militar <input type="checkbox"/> educación judicial <input type="checkbox"/> Otra actividad		
	<input type="checkbox"/> bodas <input type="checkbox"/> reuniones <input type="checkbox"/> investigación general <input type="checkbox"/> asistencia a la comunidad <input type="checkbox"/> obligaciones administrativas del tribunal y sus empleados <input type="checkbox"/> Licencia por vacaciones, enfermedad u obligación militar <input type="checkbox"/> educación judicial <input type="checkbox"/> Otra actividad		
	<input type="checkbox"/> bodas <input type="checkbox"/> reuniones <input type="checkbox"/> investigación general <input type="checkbox"/> asistencia a la comunidad <input type="checkbox"/> obligaciones administrativas del tribunal y sus empleados <input type="checkbox"/> Licencia por vacaciones, enfermedad u obligación militar <input type="checkbox"/> educación judicial <input type="checkbox"/> Otra actividad		