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## **WORKLOAD MEASUREMENT SYSTEM**

The primary objective of this research is to develop a performance measurement system that will look at work processes for non-judicial staff and will become a framework for measuring work processes within the Office of the Circuit Clerk of St. Louis County. This measurement system will provide the clerk with a viable and successful method of resource management due to a legislative enactment that required a mandatory reduction of non-judicial staff.

To develop the framework for measuring work processes, two separate groups (Summons and Docketing) were used to demonstrate the use of these measurers. One of these groups, the Associate Civil Summons Group, was used because it experiences a high volume of activity and consistency of routine paperwork. The processing is very structured and repetitive. The second group used was the Associate Civil Docketing Group. This group routinely processes complex case activity work. The work varies with each assignment and the process is not easily tracked. A total of three studies were conducted two of which included an attorney and

an employee questionnaire. These two groups were used to solicit their perceptions about the court and its operational efficiencies. The third questionnaire was conducted with court administrators in order to get a general idea of their interest and concerns about the project.

- The methodology used to measure the productivity of the employees as well as determining the data necessary to measure the efficiency and effectiveness of the court was by use of the multiple regression system and work sampling method. Employees completed a data collection information form that identified each task related to their job. Under each task the employee was asked to identify each step taken to complete the task. These documents were thoroughly reviewed and later compared with time logged to determine if unnecessary steps were taken to achieve the same objectives. Employees kept track of this by logging their time for three consecutive weeks. The data was collected and the time for each task was determined per employee. Once the time for each task was determined an average of the observed times were computed. Once the time was determined for that task, it was added to a case event category and the time it took to process the case event was determined. Time for specified tasks was determined by the percentage of the time these tasks were processed. A result of the calculation was that 2 FTE were needed. In order to arrive at the number of FTE positions needed, the following elements were used in the calculation.

- The total number of clerk hours available per year was determined,
- The total cases for processing per calendar year, per clerk.

The attorney and employee questionnaire was used as a tool to identify potential processing problems that could have been missed in a time and motion study. The attorney questionnaire was also used as a means for measuring customer satisfaction. The questions were generated based on the actual tasks being performed on a daily basis and from prior feedback given

to us by the attorneys.

### **Research Findings**

The research findings indicated that the Associate Civil Docketing division and the Summons/Central Control Division was not adequately staffed. In addition, the survey findings indicated that most of the smaller courts in Missouri do not have performance standards or a workload measuring system. Further, these courts saw no benefit in having a workload measurement system installed. The attorney questionnaire however, did generate a concern by them in the area of processing summonses. The employee's assumptions of performance were above average in this area.

### **Final Recommendations**

- Utilize the workload processing measurements and tools as outlined in this research to develop performance standards for each division within the Office of the Circuit Clerk, St. Louis County.

After findings have been determined within all divisions, use that information to reallocate staff, restructure and realign the organization to increase productivity and improve overall management of the courts.

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This [research paper](#) is available in its entirety in portable document format. To access, you must first obtain and install the Adobe Acrobat Reader



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