

COMPREHENSIVE CURRICULUM DEVELOPMENT PLAN

PURPOSE

Developing effective court leadership and ensuring judicial branch employees possess the tools and skills to properly perform the administrative functions of a court are essential to upholding the competency of the Arizona Judiciary. The Judicial Staff Education Committee (JSEC) promotes the education standards established by the Arizona Supreme Court and opportunities to create professional, comprehensive curriculum. Educational programs are routinely assessed and evaluated in an effort to meet such standards and to ensure consistency, quality and equal representation for court personnel.

The JSEC recognizes the complex composition of leadership and staff that are required to support the Arizona Judiciary's diverse court organizational structures and administrative functions. The purpose of the development of core curriculum is to enhance the educational support provided to court personnel to better equip them with the hard and soft skills that are required to perform their specific job functions in generalized job position levels.

CURRENT REQUIREMENTS

Arizona Code of Judicial Administration § 1-302: Education and Training establishes the education standards for all judges, probation and court personnel in Arizona.

General requirements for court personnel:

Employee Status	# Hours	Required Education
Full-time	16	<ul style="list-style-type: none">▪ Ethics▪ Computer Security/Network Security▪ Live training (six hours)
Full-time (starting employment after January 1 st)	Prorated	
OR		
Part-time		

CHALLENGES (CURRENT REQUIREMENTS)

- 1) Training sessions offered to court personnel vary statewide.
- 2) Court personnel enroll in training sessions at their discretion that may not directly relate to their generalized position level or specific job functions.
- 3) Training coordinators are not provided with statewide standardized guidelines; they generally offer and develop training sessions at the local level, resulting in the inconsistent education of court personnel statewide.

COMPREHENSIVE CURRICULUM GOALS

- 1) Develop minimum competencies for all court personnel that align with generalized areas.
- 2) Develop targeted curriculum that provides competency training for court personnel that perform specific job functions in generalized position levels.
- 3) Develop resources for training coordinators that align with comprehensive curriculum requirements.
- 4) Develop purposeful selection of education based on the applicable competencies.

GENERAL DEVELOPMENT PHASES

Description
Identify competencies for court personnel.
Identify generalized position levels within the Arizona Judiciary.
Identify specific and overlapping competencies that support the job functions of court personnel within the generalized position levels.
Develop the comprehensive curriculum.
Identify resources to enable course and class development at the local court level.
Develop curriculum development guidelines for training coordinators.
Develop a curriculum clearinghouse.

OTHER CONSIDERATIONS

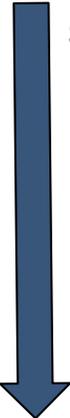
Considerations may be explored to enhance court personnel education statewide and to ensure Comprehensive Curriculum requirements are met.

- Further promote training coordinator networking to explore if local classes can be shared statewide and potentially standardized.
- Explore training coordinator “owners” that would offer classes to specialized groups statewide utilizing online methods or video conferencing.

Comprehensive Curriculum: Generalized Position Level Summary and Job Function Overlaps

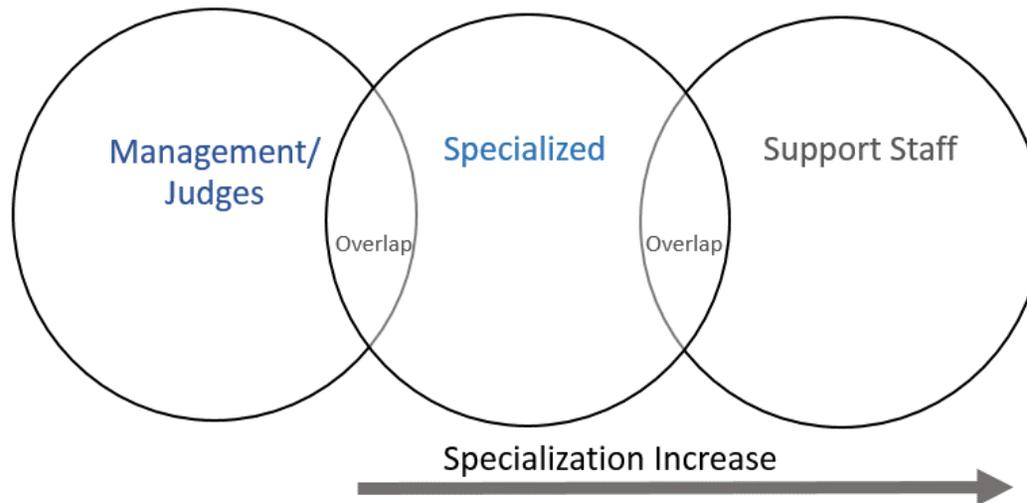
Comprehensive Curriculum Generalized Position Levels

	AOC	Court Community
Management/ Judges	Directors, Managers, Deputy Managers	Judges, Clerks of Court, Court Administrators, Supervisors
Specialized	Specialists V - VII	Training Coordinators, Security, ITD, Treatment Staff, Probation, Juvenile, Interpreters, Human Resources, Finance, Other
Staff	Specialists I - IV Administrative I - III	Court clerks, Support staff (other)



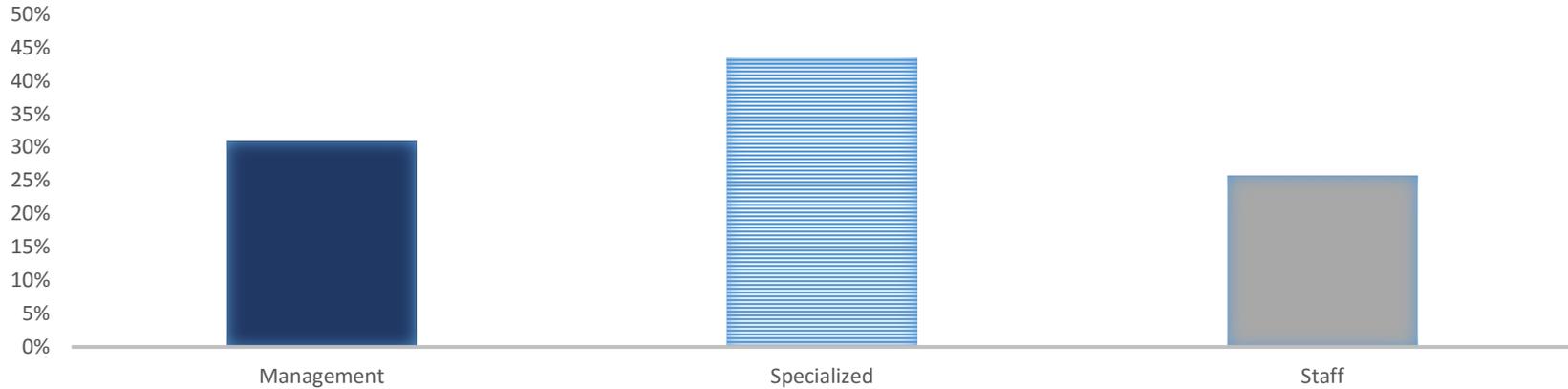
**Specialization
Increase**

General Position Levels & Job Function Overlaps



Judicial Staff Education Committee
Comprehensive Curriculum Development

POSITION PERCENTAGE



SUMMARY

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	Comprehensive Curriculum		AZ Judiciary Positions	
	Count		Count	%
Management	17		2,536	31%
Soft Skills	11			
Hard Skills	6			
Specialized	32		3,556	43%
Soft Skills	10			
Hard Skills	22			
Staff	16		2,109	26%
Soft Skills	7			
Hard Skills	9			

Competencies	Skill type	OVERLAP		
		Management/ Judges	Specialized	Staff
Purposes and Responsibilities of Courts	Soft			
Diversity, Fairness and Access	Soft			
Ethics	Soft			
Computer and Network Security	Hard			
Leadership	Soft		X	X
Goal-creation for individuals and teams	Soft		X	
Gaining public trust and confidence	Soft		X	X
Sustaining public trust and confidence	Soft		X	
Implementing Technology	Soft		X	
Managing Technology Projects	Soft			
Collaboration with outside agencies/other entities	Soft		X	
Customer Service	Soft		X	X
Time management	Soft		X	X
Professional development	Soft		X	
Active Listening	Soft		X	X
Financial knowledge	Hard		X	
Budget knowledge	Hard		X	
Understanding importance of public trust and confidence	Hard		X	X
Day-to-day operations	Hard		X	
Policies and Procedures - following? creating? Other? See Clerk of the Court	Hard			
Judicial Cannons	Hard			
Communication	Soft			X
Legal Boundaries	Soft	X		X
Public relations	Soft	X		X
Well-being (meditation, vicarious trauma, personal health)	Soft			
Identifying and recruiting faculty?	Soft	X		

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**Judicial Staff Education Committee
Comprehensive Curriculum Development**

Competencies	Skill type	Management/ Judges	Specialized	Staff
Dealing with budget constraints (training)	Soft	X		
Leadership development	Soft			X
Secondary trauma strategies	Soft			
Accountability	Soft	X		X
Teamwork	Soft			X
Contact IT Info - IT Communications (Statewide)	Hard	X		
Participate in TAC	Hard	X		
Certification Requirements	Hard	X		
New Employee Orientation	Hard	X		
Software knowledge	Hard			X
Hardware knowledge	Hard			
Safety	Hard	X		X
Treatment goals	Hard			
Treatment assessment tools	Hard			
Knowledge of HIPPA requirements	Hard			
Knowledge of Licensing requirements	Hard			
Knowledge of mandated requirements for specific offenders	Hard			
Training Coordinator roles and responsibilities	Hard	X		
Basics and theories of adult learning	Hard			
Knowledge of COJET requirements	Hard	X		
Fiscal management	Hard	X		
Workmen's Compensation/FMLA/ADA/Types of Leave	Hard	X		
Payroll	Hard	X		
Judicial Code of Conduct	Hard	X		
Sexual Harassment/Hostile Workplace/Grievance Process	Hard	X		
Employee Training	Hard	X		
Recruitment and Transfer Process	Hard	X		
Implicit bias	Soft	X	X	
Dealing with difficult people	Soft	X	X	
Professionalism	Soft		X	
Managing priorities and expectations	Soft	X	X	
Conflict management	Soft	X	X	
Legal Advice vs Legal Information	Soft		X	
Patience/Empathy	Soft		X	
Job skills	Hard		X	
Rules of Procedure	Hard	X	X	
Computer Skills/Microsoft office	Hard		X	
Emergency Preparedness	Hard	X	X	
Caseflow management	Hard	X		
Court processes	Hard	X	X	
Business writing, spelling, grammar	Hard	X	X	
CMS knowledge	Hard		X	
Telephone skills	Hard			
MAS standards	Hard	X	X	X
Title 6 - ????? Title 6 of the A.R.S. is Banks and Financial Institutions	?			

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Statewide FY 2015 Personnel Survey and Generalized Positions

Generalized Position Totals - FT Filled

	Count	% Filled
Management*	2,536	31%
Specialized	3,556	43%
Staff	2,109	26%
TOTAL FILLED	8,201	100%

*Management excludes judicial/magisterial

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		AZ Judiciary: Court Full Time Positions					
Personnel Type	Generalized Position Level	Supreme	Appeals	Superior	Justice	Municipal	FY 2015 Total
JUDICIAL	Management	5	22	176	88	83	374
OTHER MAGISTERIAL	Management	0	0	90	3	9	102
COURT ADMINISTRATOR	Management	1	0	14	5	49	69
LEGAL RESEARCH/ASSISTANCE	Specialized	23	54	52	0	1	130
BAILIFF/COURT SECURITY	Specialized	10	0	347	7	82	446
JUDICIAL SECRETARY	Staff	5	20	274	5	13	317
COURT REPORTER/TRANSCRIBER	Specialized	0	0	131	0	0	131
OTHER COURT ADMINISTRATIVE	Staff	310	2	534	20	95	961
CONSTABLE [1]	Specialized				3		3
CLERK OF COURT/CHIEF CLERK	Management	1	2	17	0	0	20
ADMINISTRATIVE DEPUTY CLERK	Management	1	4	139	80	66	290
DEPUTY CLERK	Management	7	16	1,036	530	530	2,119
COURT TECHNICAL SUPPORT	Specialized	97	4	171	14	29	315
COURT GENERAL SUPPORT	Staff	21	0	42	1	4	68
CHIEF PROB OFF/JUV COURT DIR	Management			20			20
PROB/DET SUPERVISOR	Specialized			215			215
PROB/DET ADMINISTRATIVE	Staff			136			136
FIELD PROBATION OFFICER	Specialized			993			993
PRE-SENTENCE PROB. OFFICER	Specialized			158			158
OTHER PROBATION OFFICER	Specialized			232			232
SURVEILLANCE OFFICER	Specialized			145			145
OTHER SURVEILLANCE	Specialized			72			72
TREATMENT/EDUCATION STAFF	Specialized			137			137
PROGRAM SUPPORT STAFF	Staff			72			72
SUPPORT STAFF	Staff			513			513
DETENTION SUPERVISOR	Specialized			66			66
DETENTION ADMINISTRATION	Management			18			18
DETENTION OFFICER	Specialized			503			503
DETENTION EDUCATORS	Specialized			10			10
DETENTION SUPPORT STAFF	Staff			42			42
Total - Filled Positions	NA	481	124	6,355	756	961	8,677
Vacant	NA		4	535	43	59	641
TOTAL PERSONNEL		481	128	6,890	799	1,020	9,318