

Judicial Council September 09, 2025

- □ Improve communication about the role and functions of the AOC and how AOC departments may assist employees in their jobs.
- □ Publish and maintain an AOC directory by name and by function on the Courts' intranet site or other location that is accessible by all employees.
- □ Offer more opportunities for judicial assistants and probation officers to serve on state level committees so that their input may be heard. Include staff who are knowledgeable about process and procedures in the decision-making processes that impact their jobs.



### **Implementation**

- □ Committees are posted on both the <u>Intranet</u> and the department <u>Google sites</u>. Awareness will be increased through the newsletter and links on the AOC site. Each committee listing will include a description and a point of contact.
- TCEs will communicate with staff committee processes and how they are represented.

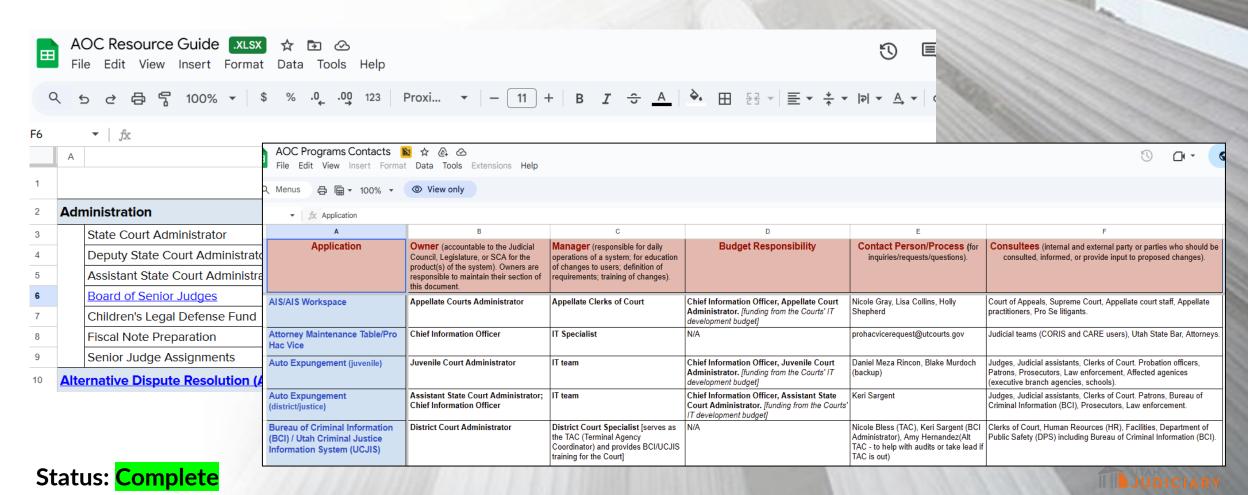


**Status: In Progress** 



### **Implementation**

The AOC Resource Guide and AOC Program Contacts are available on the intranet, with real-time updates to ensure the most current information.

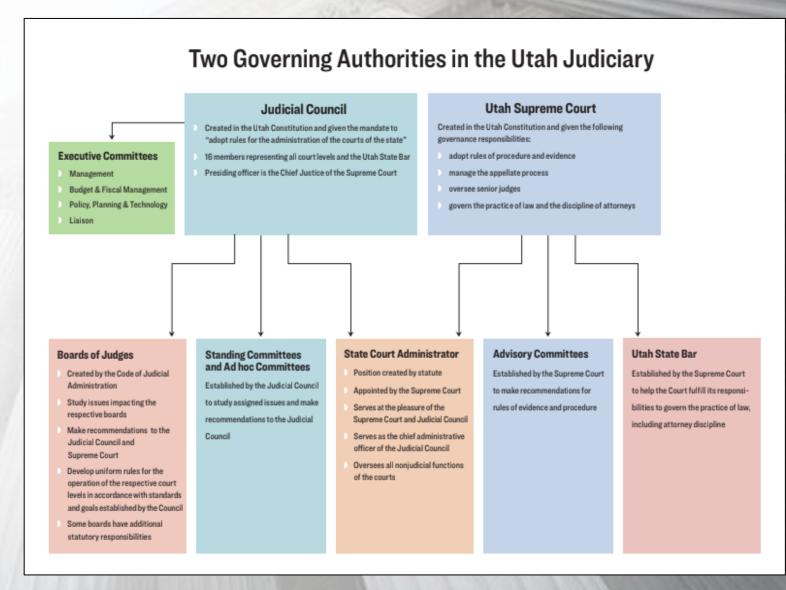


### **Implementation**

Judiciary Structure and Governance overview, presented by the SCA and DSCA, is now included in:

- New Employee Orientation
- New Judge Orientation
- Leadership Academy
- Various conferences

It will also be posted on the AOC site for broader access.



- Explore innovative ways to foster a more flexible work environment that supports productivity and work-life balance.
- Provide leadership training on recognizing and addressing employee stress and well-being.
- □ Conduct employee engagement and satisfaction surveys at regular intervals (every 3-5 years). Use survey data to facilitate listening sessions, analyze trends, and propose policy or procedural improvements.
- Ensure all employees understand the benefits available through the employee assistance program (EAP).



### **Implementation**

- Employee Newsletter now includes a standing Wellness Corner
- □ HR Website features a Mental Wellness page with resources
- EAP and ERG information added to New Employee Orientation
- ☐ Judicial Data & Research (AOC) will conduct employee and judicial officer satisfaction surveys

every 2–3 years, starting Fall 2026



#### WELLNESS CORNER: TAKING BACK CONTROL

How Focusing On What You Can Change Improves Mental Health

From the Tava Health Blog April 9, 2025

In today's world, it's easy to feel overwhelmed. Everywhere we turn, there are news reports of political tension, environmental disasters, and economic uncertainty. Social media adds even more pressure, constantly reminding us of what's happening across the world. It's normal to feel anxious about these things, but what if the key to a healthier,

happier life isn't formed in trained to change the world but in feeting on what's within a

control?

New Employee Orientation Agenda July 30, 31, and August 1, 2025

UTAH ST

#### July 30, 2025: Day 1

9:00am - 9:30am	Welcome and Introduction	
	John Bowers, Education Program Coordinator, AOC	
9:30am - 10:30am	Court Structure and Governance	
	Ron Gordon, State Court Administrator, AOC	
	Neira Siaperas, Deputy State Court Administrator, AOC	
10:30am - 10:45pm	Break	
10:45am - 11:45am	2:45am Purpose and Responsibility of the Courts	
	Lauren Andersen, Director of Judicial Institute, AOC	
12:00pm - 1:00pm	Lunch	
1:00pm - 1:30pm	Introduction to Human Resources and Benefits	
- •	Bart Olsen, Director of Human Resources, AOC	
	Annie Streuling, Human Resources Assistant, AOC	

#### Pathways to Mental Wellness

When we are mentally healthy, we enjoy our life, environment, and the people in it. We can be creative, learn, try new things, and take risks. We can better cope with difficult times in our personal and professional lives. Presunbrization is required for some meth health services, including all pitation mental health services, day treatment facilities, and intensive outpatient programs. We emphasize physical and mental well-being as key traits of effective and balanced emolymens.

n addition to the benefits, tools, and resources listed below, your sick and annual leave balances are additional tools that can be used to improve your nental well-being!

#### What is mental wellness?

"Mental wellness is an internal resource that helps us think, feel, connect, and function; it is an active process that helps us to build resilience, grow, and flourish

Download this Mental Health Tool Kit for hints on where to start your mental wellness journey.

#### Blomquist Hale Employee Assistance Program

The <u>Blomquist Hale Employee Assistance Program (EAP)</u> provides specialized assistance to address virtually any stressful life situation. This solutio focused assistance is offered free of charge to all state employees (even non-benefited) and their dependents.

Services are offered virtually, face-to-face, or via the phone. Contact <u>Biomquist Hale</u> at (800) 926-9619 to speak to a mental health professional anytim from anywhere.

ccess Blomquist Hale Webinars and Workshops

View Workshop Archive

#### Brightside Health

#### benefit eligible employees

Brightside Health is the latest addition to PEHP's mental health menu for employees. Brightside Health is available to all employees and their dependents who are currently enrolled on a PEHP medical plan. It's extra convenient since it is offered virtually. Once your online assessment form is submitted, a professional will contact you within 48 hrs (or sooner if it is urgent).

rightside Health does not replace Blomquist Hale, which is available to all employees, nor does it replace the current flexibility employees have to noose a provider within the network. This new benefit is available to any employee enrolled in a PEHP medical plan, including ACA medical-only plans. or more information, please take a look at this brochure.

nline assessment and additional information to get started can be found on their website

#### PEHP Mental Health Care & Services

### **Implementation**

The Exercise Policy has been modified to the Wellness Release Time. This is "intended to promote physical and mental health" of all employees.



#### HR08-3. Lunch, Break, Wellness Release Periods.

- 1) Management may require a minimum of 30 minutes non-compensated lunch period.
  - a) Lunch periods may not be used to shorten a work day.
  - b) This is not a universal requirement, but is at the discretion of local management and mindful of judiciary business needs.
- 2) An employee may take a 15-minute, compensated break period for every four hours worked.
  - a) Break periods may not be utilized to shorten a work day or lengthen a lunch period.
- Compensated wellness release time may be allowed at management discretion as set forth below.
  - a) Wellness release time is intended to promote physical and mental health and is not intended to provide extra time for personal matters.
  - b) An employee working a typical full time schedule of five days per week may be granted up to three days compensated wellness time per week for 30 minutes.





**Implementation** 

Human Resources has prepared a list of flexible work options to support productivity and work-life balance.

Status: Complete

## Options & Foster Flexibility Workplace

The following are options a manager may consider, but are not mandatory in any situation. The business needs of the district and court must also be considered.



#### Flexible Shift Start/End Times

Policy HR08-1 authorizes a manager to approve flexible start and end times that align with overtime provisions of policy.

#### Standard Telework/Remote Work Agreement

Depending on the nature of the job and business needs, some telework or remote work may be approved pursuant to HR08-2.

#### **Compressed Telework Scheduling**

On a regular cadence, most or all of an employee's normally inperson or hybrid work week could be remote, such as once per pay period, once per month, twice per quarter, etc.

#### Staggered Shift Scheduling

Provided that minimum office coverage is maintained, part of a team may arrive early and leave early while another part arrives late and leaves late. For example, 6am - 2pm, 10 am - 6 pm.

#### **Creative Hybrid Schedules**

Four 10-hour days per work week with one remote day; four 9hour days plus one 4-hour remote work day; or one quasiremote day per week in a quiet/private space at the courthouse.

#### Nature of Work Flexibility

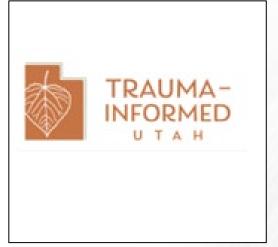
In-court clerks may be scheduled for alternating half-days in court rather than full days at once.

#### Days vs. Hours Flexibility and Performance Incentives

Employees may prefer a hybrid schedule based on telework hours rather than days (8 hours could be split across multiple days) and telework time could be offered as a performance incentive award.

### **Implementation**

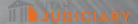
Trauma Informed Utah has partnered with the courts and trained Tiffany Power, Trial Court Executive, as a local representative. She is leading the development of a comprehensive training program and toolkit that will be available to all management and employees statewide.



### Trauma-Informed Approach

- · Understand how secondary traumatic stress impacts the workforce
- Recognize that exposure to trauma is a risk of the job
- · Understand that trauma can influence culture within an organization
- Secondary traumatic stress accounted for in direct services, programs, policies, procedures, staff development and training, etc.

**Status: In Progress** 



## Communication

- When legislative updates materials are disseminated, provide detailed explanations on how new legislation impacts processes and procedures.
- □ Develop and maintain clear communication strategies about staffing levels, efforts to increase salary, and changes in policy and procedure.



## Communication

#### **Implementation**

- □ Regular webinars with the SCA and DSCA will continue, providing updates on legislation, procedures, staffing, and salaries.
- ☐ All updates and webinar recordings will be posted on the AOC website.
- □ Additional opportunities to share legislative updates will be identified.
- ☐ A legislative process guide is being drafted to explain how legislative information is shared.

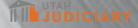
#### How have employees responded across the districts?

"AOC's state-wide webinar was helpful because it consolidated all the IOP-related information that was buzzing around and it provided a clear picture of the AOC's motivation and intentions behind the IOP initiative."

**Status: In Progress** 

"There were a lot of questions coming out of the webinar. The information that was put on the intranet page helped to answer some of the questions. Once the initiative was put into action it became clearer. People were generally happy to hear of the initiative happening."

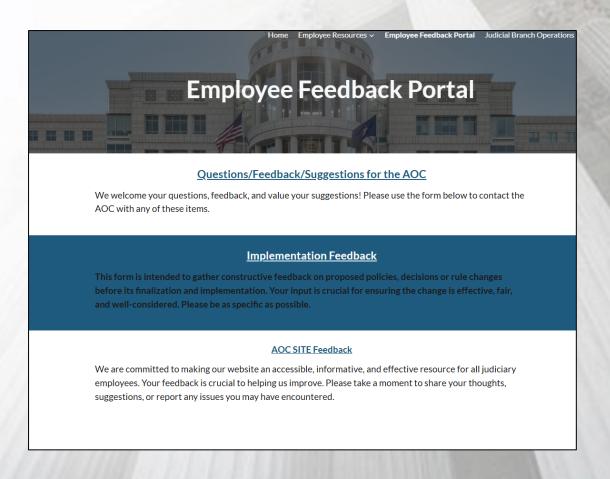
"Staff seemed to appreciate the live webinar and the fact that they could ask questions and get answers. I know a lot of our staff watched it after the fact. I also know that a lot of our staff navigate to the website to try and find answers to their questions. If they can't find the answer, they usually reach out to me or someone else on my management team."

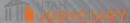


## Communication

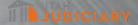
### **Implementation**

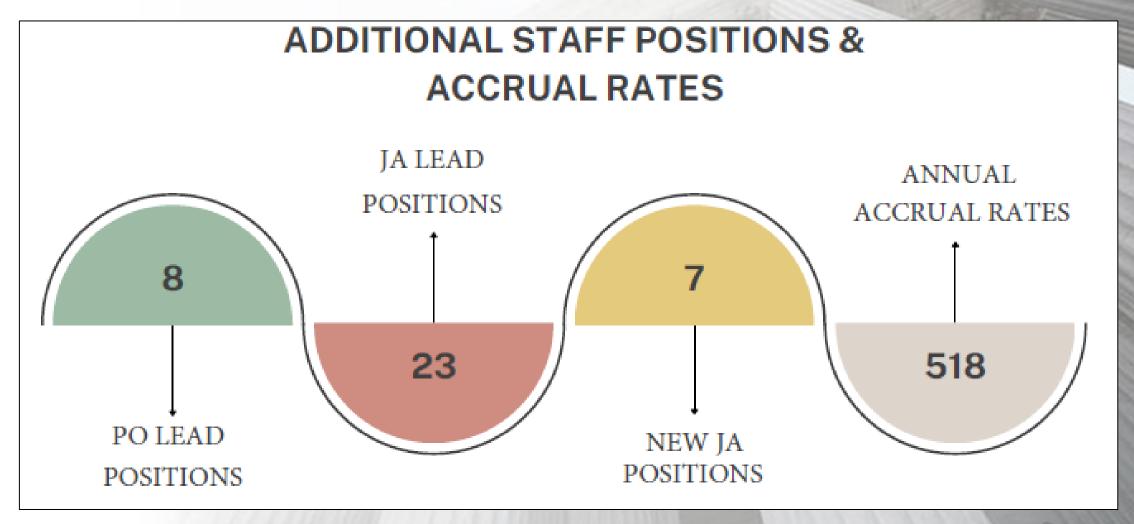
The AOC Google Site is being developed to provide employees with live updates and resources from all departments.

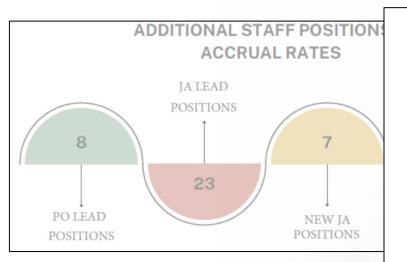


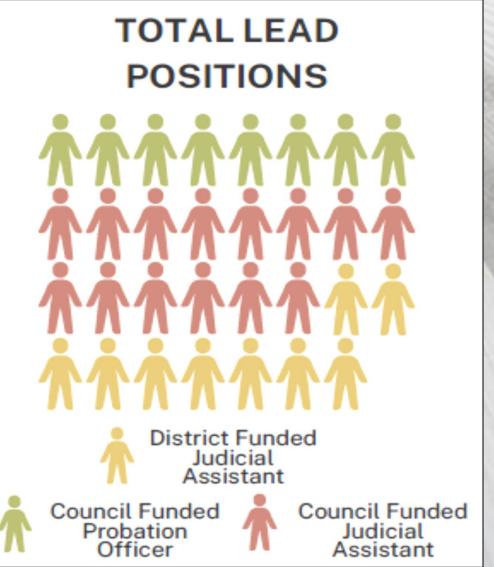


- Consider hiring additional judicial assistants.
- Ensure that the current classification and compensation study accounts for comparable market jobs, considering job descriptions, required qualifications, and pay structures.
- □ Consider linking the incentive program to innovative ideas that enhance workplace efficiency and effectiveness.
- □ Clearly communicate incentive program requirements to staff. Provide leadership guidance on award criteria to ensure fairness and understanding.

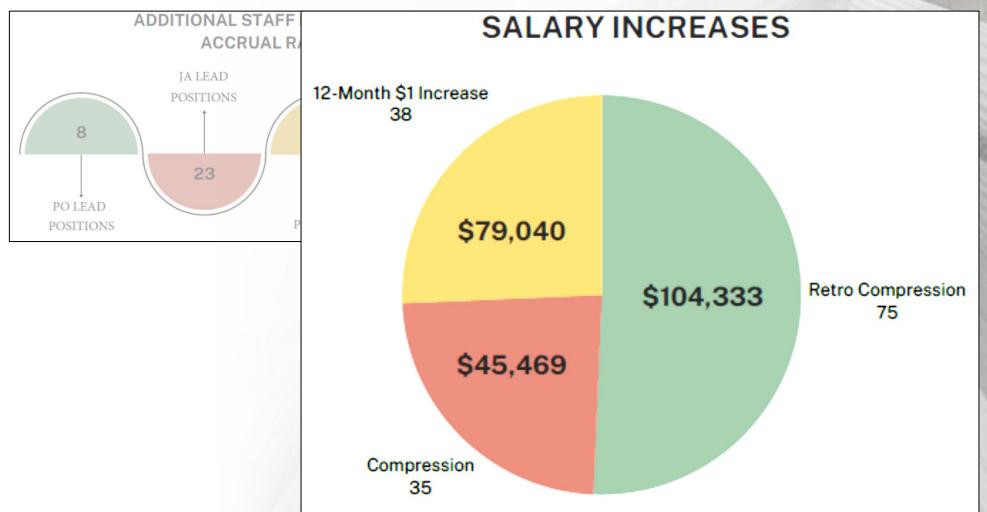




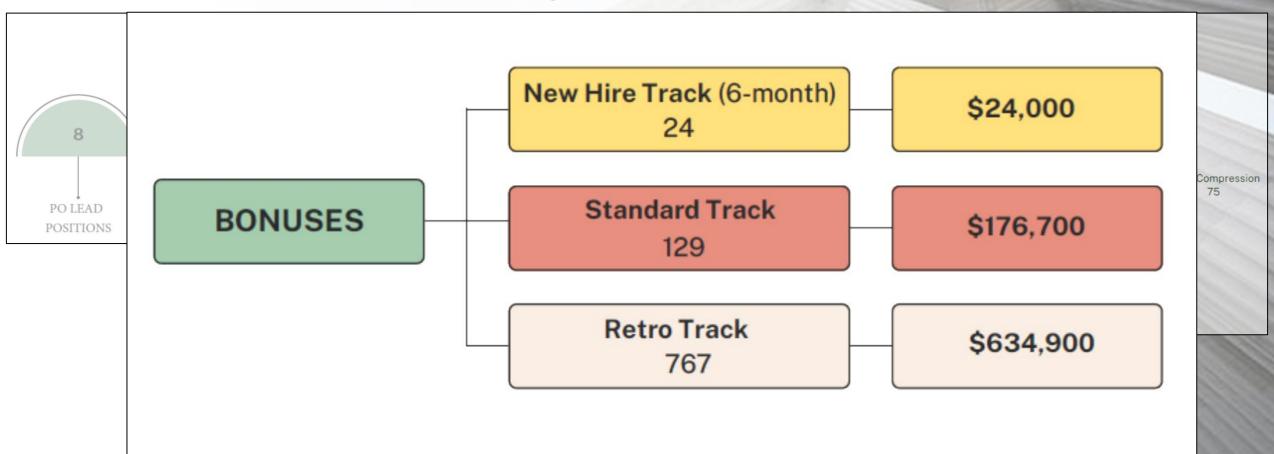




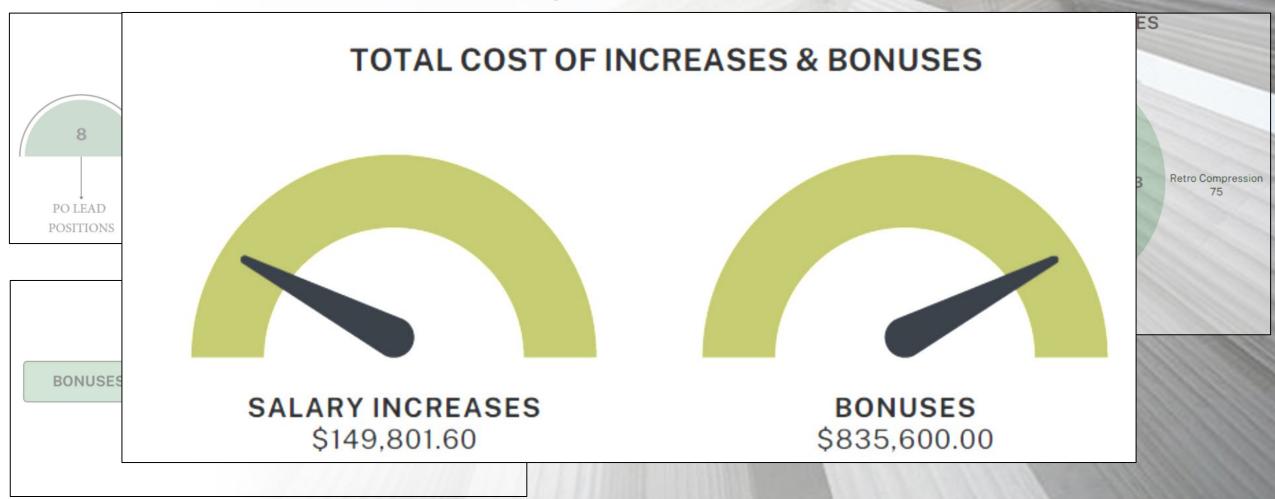






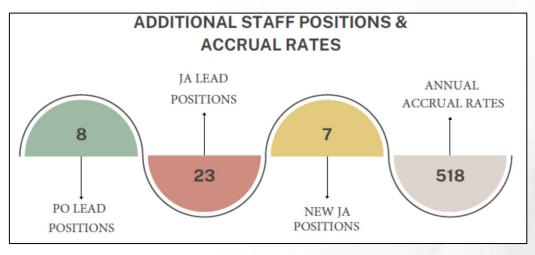


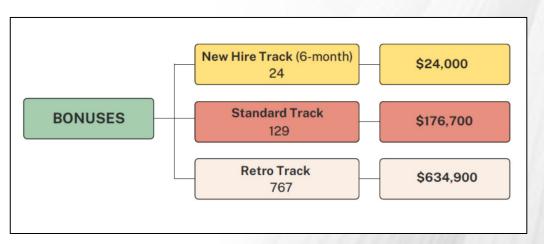


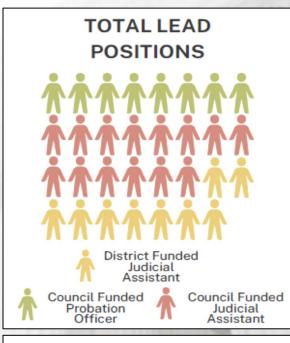


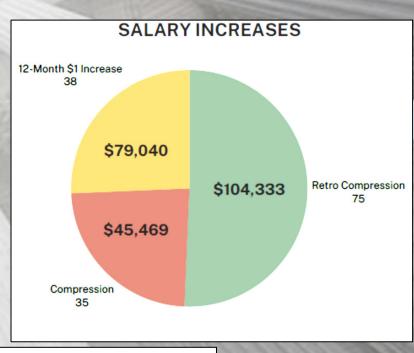


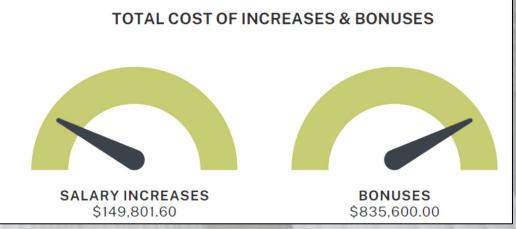
### **Implementation**

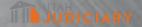












- ☐ Funding for incentive awards doubled to \$560,000, allowing for expanded award criteria.
- ☐ Increased funding allows for more awards to be given throughout the year, ensuring recognition is timely.
- ☐ With funding doubled, the program can now recognize a broader range of contributions, including:
  - Team collaboration and innovation
  - Leadership in mentoring and training
  - Community engagement and outreach
  - Building strong partnerships across agencies

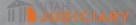




#### Recommendations

#### Pay For Performance

- □ HR should develop and deliver comprehensive training annually before pay for performance evaluations:
  - Make training mandatory and update it each year.
  - Provide separate training sessions for managers and employees to address their specific roles in the process.
- □ Develop a communication plan for pay for performance that includes everyone in the judicial branch.
- □ Implement a process that gives judges an opportunity to contribute feedback for the employee's evaluation within the pay for performance program.
- Require supervisors to discuss performance appraisal results with employees and to provide each staff member with a written copy of their performance appraisal.



### **Implementation**

- ☐ The pay-for-performance process is under review. Any changes will be communicated and training provided to employees and supervisors before the start of a performance year.
- Management will continue to incorporate feedback from judicial officers when evaluating employee performance.

#### 2) Evaluating Performance

- Management shall evaluate job performance and provide feedback to employees as described below:
  - The direct supervisor of an employee shall be responsible to complete and provide a written evaluation of the employee's overall job performance for that performance year.
  - ii) Management may determine another appropriate designee in the employee's line of management if the direct supervisor is unavailable to complete an employee performance evaluation.
  - iii) The direct supervisor (or designee) shall gather and consider job performance information from previous supervisors or managers during the performance year if supervisory changes occurred during the performance year.
  - iv) Management shall regularly seek and consider feedback from judicial officers about an employee's job performance as appropriate to the nature of the employee's job.

Effective: July 1, 2025

Access historical versions of policy here.

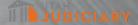


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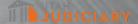




- Within the Education Department at AOC, and in coordination with HR establish a comprehensive onboarding training program delivered by HR staff
- Onboarding/Training should include:
  - Overview of benefits and step-by-step instructions on how to add/modify/remove benefits.
  - Information about the structure of the Judiciary, administrative authorities, AOC departments, and the purpose and role of each court level. Ensure this information is available on the courts' intranet.
  - Clarify reporting procedures for workplace concerns (e.g., where to report complaints).
  - Cover anti-harassment policies, attendance expectations, workplace drug policies, and other key regulations.
- □ Develop an in-person training curriculum, delivered by HR staff, specifically for new supervisors to ensure consistency in leadership practices.
- □ Training content should be updated immediately following any policy changes. Assign a designated AOC staff member responsible for tracking updates and ensuring training materials are revised within a set timeframe.



- □ Develop Comprehensive Leadership Training:
  - Implement leadership training for new supervisors, emerging leaders, and staff considering leadership roles.
  - Focus on building trust between leadership and staff, team development,
     managing difficult conversations, and fostering a positive work environment.
  - Offer training multiple times per year for greater accessibility and impact.
- Enhance training for probation officers and judicial assistants
- Regularly update DCJUST to provide staff with the most current and relevant information.



- Within the Education Department of the AOC, establish a Judicial Assistant and Probation Officer training division:
  - Appoint a division manager to oversee training coordinators, participate in the legislative review process, and act as a liaison to the clerks of court, providing updates on pending legislation and new laws.
  - Define training regions and allocate an appropriate number of training coordinators to each.
  - The training coordinators should be responsible for all program and procedural training for the JA/PO staff in their region and maintain office space in their local districts.
  - Collaborate as a team to develop a consistent, standardized curriculum aligned with Judicial Council policies.



### **Implementation**

- ☐ Incentive Awards now include new categories recognizing employee training and mentoring, providing added support for Training Coordinators.
- New Lead PO and Lead JA roles will ease Training Coordinator workloads, with many districts planning to use them as mentors for new employees.
- □ Additional Leadership Academies are being explored to expand supervisor training opportunities.
- ☐ Probation is piloting a new Supervisor Observation Guide, which will be rolled out statewide to ensure consistent leadership practices.

**Status: In Progress** 



#### **Implementation**

- The Education Department is developing a New Judicial Assistant Orientation.
   The Probation Department is finalizing a statewide onboarding manual for new Probation Officers.
- ☐ The Education Department is exploring a creation of a new Education Coordinator position to support Judicial Assistant training. Funding would be required for this position
- □ A Judicial Assistant Training Committee has been formed, led by the Education Department. The committee will identify statewide processes that could be standardized, helping to reduce Training Coordinator workload and streamline onboarding.
- Leadership is also meeting with higher education partners to explore expedited training options for Judicial Assistants. The Training Committee will identify skills that could be incorporated into higher education programs.

**Status: In Progress** 



### **Implementation**

A new LMS is currently being piloted. Key features to support training and onboarding include:

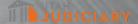
- ☐ Training on using the Utah Judiciary website
- ☐ Training on Judiciary structure and acronyms
- Quizzes to reinforce retention of information
- ☐ Training on secondary trauma
- ☐ Tangible and non-tangible incentives for completing trainings

	nplete your onboarding please meet with your Training C s the following:	Coordinator and
Questi	on 1 of 9 (required)	
Locate	and review the Utah Judiciary website	
Choose a	date	
		<b>D</b>





- IT Training Materials
- ☐ Create written manuals for all equipment and software used by judicial assistants, judges, and probation officers.
- □ Include a troubleshooting section with step-by-step instructions to support quick issue resolution.
- **IT Support and Communication**
- Establish a communications protocol for field staff to complete IT tickets, and when they may call for assistance.
- Establish a standardized IT response process, including expected response times, escalation procedures, and status updates.



#### Recommendations

#### **Application Testing**

- Require comprehensive field testing before any application is rolled out.
- Test applications alongside complementary systems to prevent functionality issues (e.g., past issues like CYNAP affecting FTR).
- Avoid letting calendar deadlines dictate deployment—applications should only launch when fully vetted and functional.

#### **IT Stipends**

- Provide ongoing training for staff receiving IT stipends to ensure they stay up to date with technical requirements.
- ☐ Grant administrative privileges as needed to enable efficient application access and support.

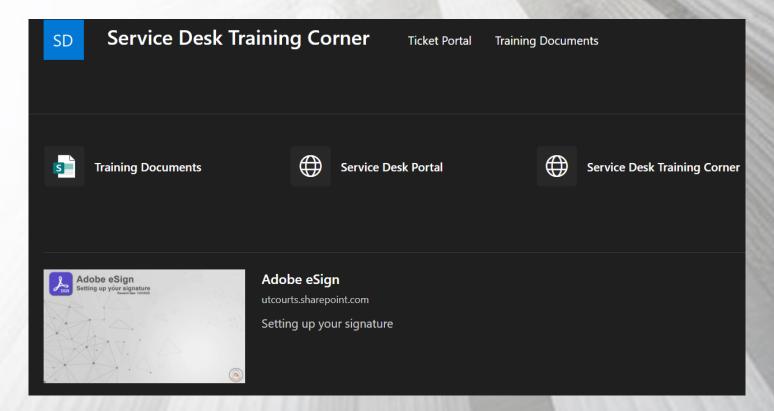


### **Implementation**

□ The IT Department has developed a Training Corner with resources for all staff and judicial officers, including "How To" documents on Adobe, Gmail, M365, and Webex applications.

Awareness will be promoted through the newsletter, local Training Coordinators, and the

AOC website.

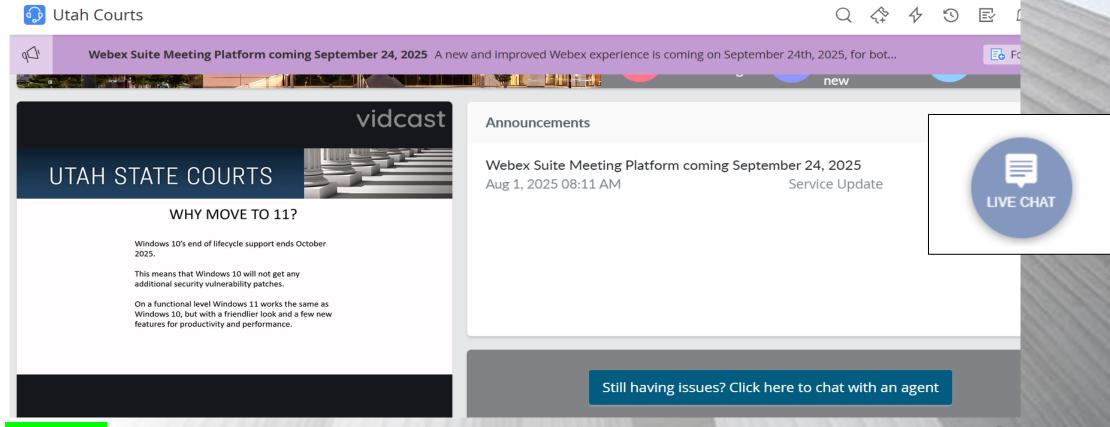






### **Implementation**

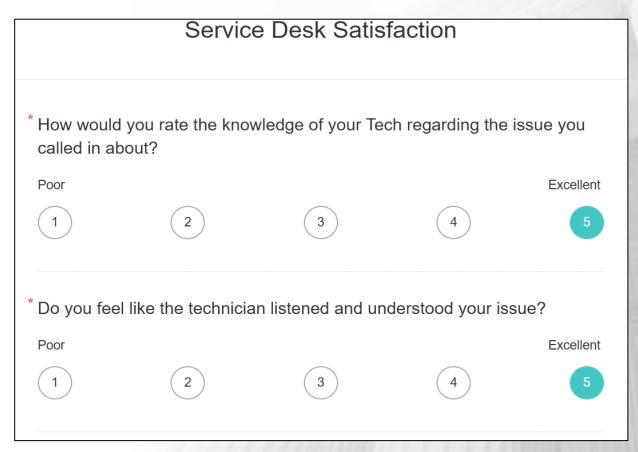
- □ IT has developed a Google Site and Service Desk Portal with updates and training videos.
- □ Staff and judicial officers can easily access IT support through the portal, including a live chat feature.

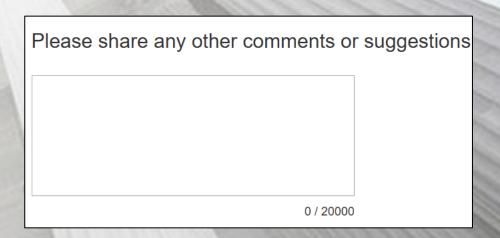




## **Implementation**

IT has implemented a Service Desk Satisfaction Survey to collect employee feedback and measure satisfaction. The survey includes an open comment and suggestion box for additional input.







### **Implementation**

- □ IT has completed process documents for entering and escalating tickets, including contact information (phone and email) for IT employees.
- 25 IT Stipend employees are stationed across the state and receive ongoing training on IT procedures.

	Escalating Service Desk Tickets	Explanation
1	If not satisfied:  1. If you are the ticket originator, you can escalate by replying to any ticket-related email using the words escalate, escalated or escalation in the body or subject of the email. The Service Desk rep assigned to the ticket is copied along the Service Desk Manager and 4 other IT managers  2. If you are escalating a ticket for someone else, or to escalate without the Service Desk rep copied, email HDescalations@utcourts.gov and include the ticket number. This goes to just the Service Desk Manager and the 3 additional IT managers.  3. If you've lost your ticket number, please escalate directly from the help desk portal by using the "reply" function.	The Service Desk manager's (Taz Hatch) task is to make sure all tickets are completed timely and properly. He directly manages all of the support technicians. The first line of escalation is covered to the left and will get the fastest service available. We are happy to listen to any suggestions, questions or concerns you may have with the service you have received.  The Service Desk manager will also manage escalation within the IT department. If you need extra help the best way is to work with Taz Hatch rather than calling or emailing another manager directly. Remember - using this process automatically loops in 4 additional IT managers.  If this is a critical situation, call Taz Hatch @801-238-7597
2	If still not satisfied with the response, please contact the the Infrastructure Services Manager, Jace Kinder, by email at <a href="mailto:jacek@utcourts.gov">jacek@utcourts.gov</a> or call at 801-238-7557  Or  Deputy Director of IT, Todd Eaton, by email at <a href="mailto:todde@utcourts.gov">todde@utcourts.gov</a> or call at 801-578-3868	If things have gone wrong or you still have concerns, we want to hear it and make things right. After you have talked to the Service Desk manager we would be happy to figure out how we can improve our first response and how we can better solve the issues.  Don't forget to reference the ticket number so the issue can be reviewed and determine how best to proceed.
3	If you are unable to reach Todd, contact our CIO Brody Arishita at <u>brodya@utcourts.gov</u>	Don't forget to reference the ticket number so the issue can be reviewed and determine how best to proceed.



### **Implementation**

IT is working with Training Coordinators and will attend their meetings to share updates and provide training opportunities on CARE, CORIS, and MyCase.







**Status: In Progress** 



# Summary

