Workforce Management

Key concepts   Job Analysis and Classification   Performance Management   Workforce Planning

Executive Summary

People are the most important resource in the courts. Human talent is at the center of every court function, which together strategically operate to further the court's mission, vision, core values and goals. Court leaders must work every day to secure, manage, educate, and motivate court staff. To do this, court leaders should have specific, technical expertise and knowledge of relevant laws, legal rulings and policies relating to day-to-day operations along with a host of human resource related skills and capabilities.

Learning Objectives

As a result of this education, participants will be able to:

- Identify the components of workforce management and describe how the relate to the purposes and responsibilities of courts.
- Describe the various methods of job analysis and use those methods to create appropriate job descriptions and recruit qualified applicants for court positions.
- Create a performance management appraisal system for court employees that produces a high-performance work culture.
- Develop a strategic workforce plan to address staffing needs for the court.

- Assess the education and training needs of the court to improve staff development and performance.
- Assess and recommend appropriate compensation and benefit structures.
- Evaluate potential areas of risk to court personnel and establish and implement policies to prevent or mitigate those risks.
- Analyze a typical employee relations problem and determine a strategy for resolution.
- Identify a needed business process or organizational change and create a plan for successful change management.

Activities

There are corresponding activities for each learning objective, including:

- Designing performance criteria
- Staff training and development assessment

Curricular Resources

The full curriculum has a detailed listing of relevant resources and a bibliography.

- Visuals and charts
- Sample documents-forms-questionnaires and activities

Workforce Management Curriculum

Revised July 2024

Section 1 | The Principle Case for Workforce Management
- Purposes and Responsibilities of Courts
- Vision, Mission, Goals, and Objectives of the Court

Section 2 | Job Analysis and Classification
- The Foundational Component
- Methods of Data Collection in Job Analysis
- Uses of Job Analysis

Section 3 | Performance Management
- Reasons for Performance Management
- Common Types of Performance Management Systems
- Elements of Performance Management Systems
- Performance Review Process
- Performance Criteria
- Common Problems/Pitfalls with Performance Management
- Common Rating Errors

Section 4 | Workforce Planning
- Levels of Workforce Planning
- Workforce Planning Model
- Steps in Workforce Planning

Section 5 | Employee Development/Professional Staff Development
- Assessing the Training and Education Needs of Court Employees
- Areas Where Training Need is Revealed
- Developing a Training Program

Section 6 | Developing and Updating Compensation and Benefit Plans
- Compensation Strategic Planning and Design
- Compensation Structure
- Benefit Programs

Section 7 | Risk Management
- Areas of Risk in Personnel Management
- Responsibilities Related to Human Resources

Section 8 | Employee Relations
- A Positive Court Culture
- Conflict Resolution
- Employee Satisfaction
- Relationship Management and Development
- Employee Conduct

Section 9 | Organizational Change Management
- Strategy for Managing Change
- Managing Impediments to Change
- Measuring Success of Change

General Resources:

Workforce Management – NACM CORE® Curriculum
nacmnet.org/competency/workforce-management

NACM CORE®: What Court Professionals Need to Know
nacmnet.org/nacm-core

The CORE® in Practice – a Guide to Strengthen Court Professionals through Application, Use, and Implementation
nacmnet.org/wp-content/uploads/THE-CORE-IN-PRACTICE-Guide-2023.pdf

National Association *for* Court Management