Department of Justice (DOJ)
Executive Office for Immigration Review (EOIR)

Legal Case Study
Summary Report

April 6, 2017

Booz | Allen | Hamilton

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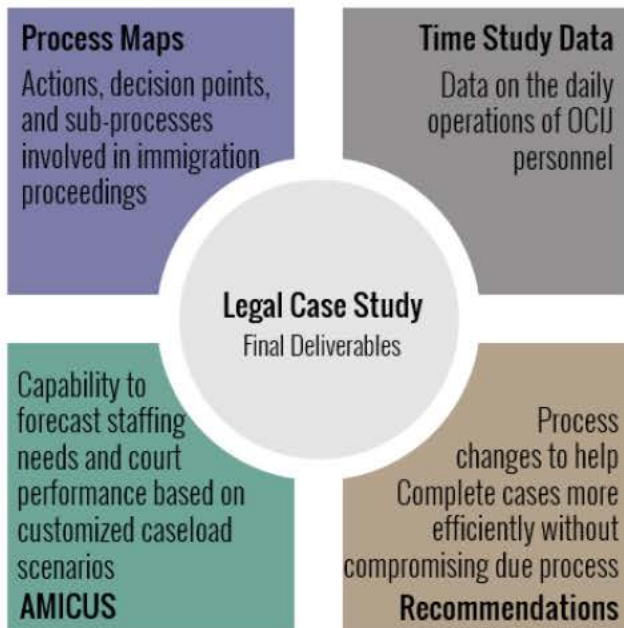
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I. INTRODUCTION

The Department of Justice's Executive Office for Immigration Review (DOJ EOIR) faces a growing number of pending cases due to the ever-changing nature of the United States immigration review system. As of March 20, 2017, EOIR had more than 564,000 pending cases, which is an increase of 89 percent since the end of Fiscal Year (FY) 2011. This document summarizes the process of the Legal Case Study, the key products developed in the study, and the resulting recommendations that can improve the organization for the staff and the process for respondents.

In response to DOJ EOIR's Request for Quotation (RFQ) 1030354, Booz Allen Hamilton with support from the National Center for State Courts ("the study team", or "the team") conducted a year-long Legal Case Study. The study team found that immigration courts struggle with inefficient practices and case processing due to understaffing, issues relating to workforce culture and careers, deficient or ineffective processes, and external dependencies. Although the agency has recently taken steps to increase its staffing and improve its operations, this was the first comprehensive study based on data analytics.

Figure 1. Legal Case Study Final Deliverables

Process Maps — Actions, decision points, and sub-processes involved in immigration proceedings

Time Study Data — Data on the daily operations of OCIJ personnel

Legal Case Study Final Deliverables

Capability to forecast staffing needs and court performance based on customized caseload scenarios **AMICUS**

Process changes to help Complete cases more efficiently without compromising due process **Recommendations**

Summarized in Figure 1, the team delivered the Allocation Model for Immigration Court Staffing (AMICUS), data collected during a time study of all EOIR staff, process maps, and the recommendations outlined in this document. In these deliverables, the team identified an objective and standard measure of judicial and court staff workload, created workforce staffing requirements, and provided recommendations to reengineer inefficient processes associated with immigration adjudication.

EOIR must make organizational changes to effectively meet its mission and address the large volume of pending cases. EOIR should create a staffing strategy using AMICUS and implement process optimization efforts informed by the recommendations

Table 1, on the following page, outlines how the study team has answered each item in Call #1 on the "Case Processing study for EOIR" Blanket Purchase Agreement (BPA).[1] The methodology to address each item in the BPA call is found in the column "Operational Definition." The "Deliverable" column denotes the section in this document (e.g., Section II) or the accompanying deliverable (e.g., AMICUS, Process Map) that addresses each BPA call specification.

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[1] Roman Numerals in Table 1 denote section numbers in this document.

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Table 1: Deliverables Mapping

BPA CALL SPECIFICIATION	OPERATIONAL DEFINITION	DELIVERABLE
1. Objective and standardized measure of judicial workload	Determine an objective measure of judicial workload using the output from the time study, AMICUS, and EOIR's completion goals, and criteria to effectively manage the pending caseload	9
		AMICUS
2. Objective and standardized measure of court staff workload	Determine an objective measure of court staff workload using the output from the time study, AMICUS, and EOIR's completion goals, and criteria to effectively manage the pending caseload	9
		AMICUS
3. Method/formula to allow for an objective and standardized way to assess need for additional judicial and staff resources	1) Schedule-centric model utilizing EOIR historic data on receipts and completions; and 2) Workload-centric model determining staffing needs by time spent on activities	9
		AMICUS
4. Identify the "constants" in immigration adjudications at EOIR	Identify required processes involved in immigration adjudication	III
		Process Maps
5. Identify variables and a method for determining when variables overwhelm constants	Identify bottlenecks that could stymie the required processes involved in immigration adjudication	III
		Process Maps
6. Assess the judicial personnel needed to complete a case	Determine the appropriate number of Immigration Judge(s) (IJ) for each court location	9
		AMICUS
7. Assess the staff personnel needed to complete a case	Determine the appropriate number of Supervisory Legal Assistants (SLAs), Legal Assistants (LAs), IJs, and Judicial Law Clerks (JLCs) for each court location	9
		AMICUS
8. Assess the amount of time for court staff to process a case (including different times for cases of various types)	Time study data table that explicates the average amount of time it takes for court staff to process a typical case, accounting for differences in docket-type and court size	9
		AMICUS
9. Identify the volume of judicial and staff resources necessary to clear the backlog of pending immigration cases	Determine number of IJs and court staff needed to effectively manage EOIR's pending caseload, allowing for potential technological and policy changes	9
		AMICUS
10. Identify the volume of judicial and staff resources necessary to allow EOIR to better fulfill its mission of timely adjudication	AMICUS scenario tool that allows EOIR to determine number of IJs, court staff, and resources needed to fulfill EOIR's desired case completion goals (e.g. reducing pending caseload by 25 percent in two years, etc.)	9
		AMICUS
11. Identify process changes that would allow EOIR to complete cases more efficiently without compromising fairness	Identify non-adjudicatory processes that EOIR and other stakeholders could implement that would improve efficiency in case processing	IV
12. Produce a staffing model for the immigration court system under the guidance of which EOIR could introduce efficiencies in its case processing	AMCIUS scenario tool and accompanying user guide that is flexible enough to account for potential technological and policy changes	9
		AMICUS

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BPA CALL SPECIFICIATION	OPERATIONAL DEFINITION	DELIVERABLE
13. Identify types of employees best suited to accomplish the tasks that fall under the immigration court's responsibility	Identify employee types and roles for each immigration court	IV
14. Identify all tasks associated with completing immigration cases	Identify all tasks associated with completing immigration cases	IV / Process Maps
15. Identify the time necessary to complete each task	Summary of time study data that quantifies the number of required processes for each case time associated with each of those tasks	9 / AMICUS
16. Identify the employee grade necessary and/or best suited to complete each task	Identify employee grade best suited to complete each task	IV
CONTRACT MODIFICATION		
Requirements documentation to identify priority status EOIR cases according to DHS/ICE ERO priorities Methodology to identify priority status EOIR cases according to DHS/ICE/ERO priorities Standard operations procedures that enable EOIR to produce cases with priority status on a recurring basis	Research, interview, define, and document EOIR priorities. Develop ways to measure this population from both DHS/ICE/ERO and EOIR data sources. Identify and quantify discrepancies between previous methodologies and reiterations of prioritizations.	Case Processing SOP and After Action Report

The study team also created and delivered products outside the scope of the statement of work to exceed the capability requirements in a way beneficial to the Government, which are outlined in Table 2.

Table 2: Additional Work Products

PRODUCT	VALUE
AMICUS Prototype Demonstration	• The team demonstrated AMICUS use to OCIJ in planning for certain staffing-related scenarios, including but not limited to current and future anticipated executive orders • The team received feedback on the interface and look of AMICUS from EOIR HQ stakeholders
AMICUS User Guide	• The guide explicates model usage so that appropriate parties in EOIR Headquarters (HQ) can easily create staffing plans • The guide explains model engines and underlying data, so that a member of EOIR HQ with some knowledge of data management can make edits if necessary
Austin Working Sessions	• The team hosted EOIR at a Booz Allen Innovation Hub to receive feedback on the four key final deliverables from stakeholders with diverse backgrounds and from a spread of geographic locations • The team addressed said feedback to enhance final deliverables

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PRODUCT	VALUE
Court Administrator (CA) and IJ Conference Presentations	▪ The team answered questions from IJs and CAs, some of whom did not fully understand the objectives of the Legal Case Study ▪ The team presented the mechanism of the time study portal and worksheets to the CAs, who could then assist court staff back at their courts during the time study phase
Court Site Visits and Trip Report	▪ The team validated findings from the environmental scan and interviews with first-hand observations and qualitative data-gathering ▪ Data gathered from court site visits resulted in a more thorough and substantiated set of final recommendations ▪ Team members developed strong relationships with court staff around the country, resulting in crucial "buy-in" from court staff, some of whom were skeptical, for the time study and workforce staff modeling
Courtroom of the Future	▪ The Design Thinking exercise allowed members of EOIR HQ, Assistant Chief Immigration Judges (ACIJs), IJs, and court staff to cross-pollinate their expertise and insights in developing ideas for future agency strategy ▪ The Courtroom of the Future that the study team developed visualizes the final recommendations listed in this document
Process Maps	▪ The maps visualize the required processes, and potential bottlenecks, in immigration adjudication in a clear format that can be used to identify potential process improvements ▪ The process maps could be expanded with case processing and time study data to quantify the operational effects of changes to court procedures ▪ The maps can be used to create future training materials for judges and court staff ▪ The maps can be used to create graphics for distribution to non-EOIR stakeholders, to communicate the immigration lifecycle
Staff Survey and Analysis	▪ EOIR Time Study follow up survey, with 95 percent participation, quantified and confirmed ancedotal evidence collected during court visits from observations and interviews
Staffing Committee Meeting	▪ Stakeholders with expertise to shape strategic planning for staffing in the future shared insights with the study team ▪ The study team provided messaging and talking points to the committee to communicate clearly the purpose of the role that AMICUS plays in developing staffing plans
Time Study Data Dashboard	▪ The dashboard, built in Microsoft PowerBI,[2] allows the user to parse and analyze the time study information with ease ▪ A "Court Dashboard" tab in AMICUS allows the user to compare court data and easily identify trends

[2] PowerBI is a suite of business analytics tools from Microsoft used to analyze data through interactive dashboards.

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I. DATA COLLECTION METHODOLOGY

The team completed a four-part data collection process for the project, outlined in Figure 2. The team 1) analyzed official literature through an environmental scan; 2) requested aggregated and analyzed DOJ data; 3) visited a deliberate sample of immigration courts; and 4) conducted a caseload-weighted time study.

Figure 2: Data Collection Phases

Environmental Scan → Data Request → Court Visits → Time Study

1. ENVIRONMENTAL SCAN

During the environmental scan, the study team conducted initial analyses that shaped subsequent phases' focus and activities. Members of the study team analyzed official documents provided by EOIR HQ, reviewed media reports and notable journal articles, and dissected publicly available information. The study team consistently verified findings with the EOIR team during working sessions to sharpen the data collection scope for the subsequent phases. The team corroborated all assumptions and findings by cross-referencing multiple environmental scan documents. During this stage, the team developed a perfunctory understanding of the following to inform the case study process and strategy: the immigration court system, the surge of immigrants across the southwest border, the impact of hiring freezes on EOIR's staffing initiatives, unique initiatives (or "pilot programs") implemented by individual courts to reduce pending caseload, and the public's perception of the agency.

2. DATA REQUEST

The team refined its initial hypotheses by analyzing data from the Fiscal Year (FY) 2000 to FY 2015 Statistics Yearbooks. After identifying data gaps from the publicly available data, the team requested data for relevant case processing data from the Office of Planning, Analysis and Statistics (OPAS).[3] The OPAS dataset includes data from FY 2004, the year EOIR transitioned from the Automated Nationwide System for Immigration Review (ANSIR) to the Case Access System for EOIR (CASE), through FY 2016. With this data, the team discerned trends regarding caseload, case completion rates, case type, changes of venue, transfers, and bond hearings. The team based its selection of court site visit locations on this analysis. The OPAS data regarding case processing, judicial staffing levels, and case inflow also fed into the schedule-centric model used in the development of AMICUS (see "AMICUS – The Workforce Staffing Model" below).

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[3] Cohort data are data for any individual who had a case initiated within the requested time frame. Qualitative data includes other data that would inform the study (e.g., staffing counts, contractor information).

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3. COURT VISITS

The team visited 18 immigration courts between June and September 2016 to 1) gain a qualitative understanding of the immigration court system that would be impossible to glean from numbers and narrative alone; and 2) ascertain and define data elements to be captured during the time study collection phase. The visited courts covered a wide range of characteristics and geography and included the following: Arlington, Baltimore, Batavia, Buffalo, Eloy, Florence, Hartford, Houston, Houston Special Processing Center (SPC), Los Angeles, New York City, Pearsall, Philadelphia, Phoenix, San Francisco, Tucson, Varick Street, and York.

During the court visits, the team conducted approximately 150 interviews with court personnel and external stakeholders (e.g. Department of Homeland Security (DHS) Office of Chief Council (OCC), Enforcement and Removal Operations (ERO) community-based organizations, American Immigration Lawyers Association (AILA), bar associations, etc.); toured EOIR, DHS OCC, DHS ERO facilities, and state prisons; and observed approximately 50 master calendars and individual calendar hearings. The team also observed and recorded the daily tasks of IJs and court staff to inform the time study design, documenting all activities associated with completing a case and administrative activities necessary in the maintenance of the court.

4. TIME STUDY

All Office of the Chief Immigration Judge (OCIJ) judicial and court staff participated in a five-week time study, which involved personnel recording specific daily activities in a web-based portal. The team gathered qualitative data during court site visits and created a list of daily activities to be recorded during the time study. Four working groups consisting of CAs, Legal Assistants (LAs), IJs, and interpreters (INTs) amended these activities to most accurately and comprehensively capture the daily activities of OCIJ staff. Staff also communicated with the study team via an e-mail-based help desk. Overall, 59 courts and 92 percent of the staff participated in the time study, with a total of 11,055,062 minutes (or 21 years) recorded. This exceeded the participation goal set by the study team (90 percent). The team merged the time study data with case processing data including expected completions and receipts, then harnessed this data in the development of AMICUS (see "AMICUS – The Workforce Staffing Model" below).

Next, the team deployed a full-staff survey to collect information to validate and quality-control the collected time study data. Specifically, the court staff indicated how much time they felt they had each day to complete their daily activities. The team used this data to amend the workforce staffing model accordingly, so that its output would not result in an "overworked" workforce. Other data points gathered about human resources, technology, hiring, onboarding, and training informed the final recommendations.

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II.   AMICUS – THE WORKFORCE STAFFING MODEL

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CASE PROCESSING TIME

Time study data collected in November and December 2016 allowed the study team to calculate the average amount of time court staff spends processing a typical case, accounting for differences in docket-type and court site, see Table 4. To provide as detailed and explicate an answer as possible, the study team incorporated a "Court Dashboard" tab in AMICUS which allows the user to compare a single court's processing time against its court type's national average.

Table 4. OCIJ Average Case Processing Times by Court-type

COURT TYPE	AVERAGE CASE PROCESSING TIME (MINUTES)			
	IJ	JLC	Court Staff	Total
Detained	115	54	330	**499**
Hybrid	117	71	292	**480**
Non-Detained	99	57	302	**458**
Average	110	61	308	**479**

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The study team further broken out the case processing time for the court-staff by their specific job titles. Note that supervisory positions like Court Administrators still contribute to case processing time.

Table 5. Court Staff Average Case Processing Times by Court-type

COURT TYPE	AVERAGE CASE PROCESSING TIME (MINUTES)						
	CA	SINT	SLA	LA	CS	INT	Total
Detained	34	*	28	164	40	64	**330**
Hybrid	23	28	33	176	28	32	**292**
Non-Detained	29	*	38	131	43	61	**302**
Average	29	*	33	157	37	52	**308**
*-denotes insufficient data to calculate average accurately **-excludes SINT							

The time study data captured a picture of how the courts were operating during a specific five-week period. This data has been adjusted to account for staff who were absent during the study, took leave, or were involved in other non-work-related activities. After adjusting the data, the team found slight variation in processing time between the courts for the total time required to complete a case.

The AMICUS Court Dashboard allows the user to further examine the distribution of time spent completing a case. This provides insight regarding the activities which consume the most time in case completion. The user can combine case processing time with the activity distribution to quantify the benefits of pursuing process changes.

As an example, Table 6: Court Staff Activity DistributionTable 6 displays the activity distribution for each court type. This table highlights that case preparation and completion – largely activities relating to EOIR's filing system – consumes nearly twice the amount of time as the next most common activity, in-court time.

Table 6: Court Staff Activity Distribution

ACTIVITY	ACTIVITY DISTRUBITON TO COMPLETE AVERAGE CASE – COURT STAFF			
	Detained	Hybrid	Non-Detained	Total
Preparation & Completion	39%	44%	34%	**39%**
In-Court	22%	16%	28%	**22%**
Overhead	23%	21%	21%	**22%**
Communication & Customer Service	10.5%	13%	11%	**12%**
Training	3%	3%	3%	**3%**
Post-Completion	2%	2%	1%	**2%**

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Troubleshooting	0.5%	1%	1%	**1%**

Note that IJs and JLCs in the time study were required to document activities across different case-types processed, across multiple dimensions including docket-types, priority, hearing/case details including types of relief applications. Court Staff were required to track only activities and not case-type. Due to the nature of court staff's work, and with validation from advisory committees, many responsibilities did not require knowledge of the case-type (e.g., processing mail and filing). Case-related data captured from the IJ and JLC time study data can be used to inform further workforce decisions.

III. PROCESS MAPS

The team produced and delivered Microsoft Visio-based process maps to EOIR, with the aim of delineating all immigration processes and associated administrative work in a clear medium. The source material from the maps include, but is not limited to, the Immigration Court Practice Manual, the Uniform Docketing Manual, documents from the Environmental scan, and literature provided by court staff during the court visit phase. The maps were subsequently validated by stakeholders at EOIR HQ and members of the Austin working sessions.

The maps consist of eight proceeding-types (i.e. detained and non-detained removal proceedings, claimed status review, etc.) and 10 sub-processes (i.e. detailed administrative procedures involved in processing a case):

Proceedings
1. Non-detained Removal Proceedings
2. Detained Removal Proceedings
3. Credible/Reasonable Fear Review
4. Asylum-Only Proceedings
5. Withholding-Only Proceedings
6. Claimed Status Review
7. Rescission Proceedings
8. Bond Proceedings

Processes
1. Pre-Hearing
2. Applications Review
3. Reopen/Reconsider
4. Asylum Process
5. Process Charging Documents
6. Schedule Master Calendar
7. Schedule Individual Calendar
8. Appeals Administrative Process
9. Recalendar
10. Interpreters

The process maps allow the viewer to identify the series of required steps, taken by DHS, EOIR, or the respondent, to progress through particular proceedings and areas for process improvement.

In these maps, the team identified **constants**, or required processes involved in immigration adjudication. In the process maps, constants are depicted by rectangular icons that represent actions or sub-processes. Although the time required to conduct these actions may be shortened or eliminated by introducing process reengineering mechanisms, they are fundamental steps taken in the adjudication process. Table 7 summarizes the constants for removal and limited proceedings.

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Table 7. Removal and Limited Proceedings Constants

REMOVAL PROCEEDINGS	
CONSTANTS	STAKEHOLDER
Serve Notice to Appear (Form I-862) to respondent	DHS
Serve Notice to Appear (Form I-862) with EOIR	DHS
Process newly-filed Notice To Appear documents (NTAs)	EOIR OCIJ
File appropriate motions or documents	Respondent, DHS
Any necessary pre-hearing activities occur	Respondent, DHS, EOIR OCIJ
Schedule Master Calendar	EOIR OCIJ
Request necessary continuances	Respondent, DHS
Arrange for an interpreter	EOIR OCIJ
Conduct Master Calendar	EOIR OCIJ
Adjudicate removability	EOIR OCIJ
File for relief	Respondent
Review applications	EOIR OCIJ
Facilitate collection of biometric information	DHS
Set DHS biometrics deadlines	EOIR OCIJ
Schedule Individual Calendar	EOIR OCIJ
Conduct Individual Calendar	EOIR OCIJ
Opening statements, testimony, cross-examinations, closing statements	Respondent, DHS
Render a decision	EOIR OCIJ
Submit motion to reopen	Respondent
Submit motion to reconsider	Respondent
File Notice of Appeal (EOIR-26) with Board of Immigration Appeals (BIA)	Respondent, DHS
Process BIA ROP	EOIR OCIJ
Review appeal	EOIR BIA
Submit motion to recalendar	Respondent, DHS

LIMITED PROCEEDINGS	
CONSTANTS	STAKEHOLDER
Conduct Credible Fear interview	DHS
Conduct Reasonable Fear interview	DHS
File Notice of Referral to Immigration Judge (Form I-863)	DHS
Conduct Credible Fear Review	EOIR OCIJ
Conduct Reasonable Fear Review	EOIR OCIJ
Refer respondent to asylum-only proceeding	DHS
Refer respondent to withholding-only proceeding	DHS
Consider applications for withholding of removal	EOIR OCIJ
Complete I-589	Respondent
Place respondent in removal proceedings	DHS
Asylum-Only Proceeding	EOIR OCIJ
Conduct Claimed Status Review	EOIR OCIJ
Render a decision	EOIR OCIJ
Make statement	Respondent
Attempt to verify respondent's claims about status	DHS

Additionally, the team identified **variables**, or bottlenecks that could stymie the required processes involved in immigration adjudication. Bottlenecks are depicted by diamond icons, which represent decision points. Table 8 below details the list of key bottlenecks identified in the process maps. These variables may overwhelm constants when 1) the stakeholder who has ownership over a decision point (the Respondent, DHS, or EOIR) delays in pursuing a decision; or 2) the stakeholder who has ownership over a constant delays in pursuing the action or sub-process. The process maps are key for EOIR to identify bottlenecks that can be eradicated to optimize process efficiency. In addition to the identification of these bottlenecks, the study team developed methods of quantifying the effect the process has on pending cases or timely adjudication. It should be noted that the accuracy of the method to calculate these bottlenecks is largely dependent on the accuracy of the adjournment code system, which is discussed further in the recommendations tables below.

Table 8: Bottlenecks

BOTTLENECK	STAKEHOLDER	METHOD
Delay in processing NTAs	EOIR OCIJ	CASE entry date minus NTA stamp date
Delay in submitting motions or documents	Respondent, DHS	Adjournment codes that denote delay-based reasons divided by total reset Masters and all Individual Calendars
Delay in scheduling Master Calendar	EOIR OCIJ	Master Calendar date minus NTA stamp date
Filing errors or delays in submitting motions	Respondent, DHS	Adjournment codes that denote filing errors or request for preparation divided by total reset Masters and all Individual Calendars
Failing to catch filing errors and delays in processing motions	EOIR OCIJ	Adjournment codes that denote IJ delay to process motions divided by total reset Masters and all Individual Calendars
Delay in biometrics screening or background investigation	DHS United States Citizenship and Immigration Services (USCIS)	Adjournment code that denotes DHS biometric or background check request divided by total reset Masters and all Individual Calendars
Finding Representation	Respondent	Adjournment code that denotes "finding representation" divided by total reset Masters and all Individual Calendars
Delay in Respondent appearance	Respondent, EOIR OCIIJ	Adjournment code that denotes "delay in respondent appearance" divided by total hearings
Delay in issuing a decision	EOIR OCIJ	Decision date minus the last individual calendar date
Delay in filing appeal	Respondent, DHS ICE OCC, EOIR OCIJ	Date stamp of EOIR-26 minus decision date
Delay in decision certification	EOIR BIA	Certification date minus decision date
Delays caused by motions to reopen and reconsider	Respondent, EOIR OCIJ	Date of decision on motion to reopen/reconsider minus date of filing reopen/reconsider
Delays in appeals review	BIA	Date of BIA decision minus original decision

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BOTTLENECK	STAKEHOLDER	METHOD
Re-calendaring an administratively closed case	Respondent, DHS ICE	Sum of re-calendared cases divided by total receipts
Unnecessary Continuances	EOIR OCIJ, Respondent, DHS ICE OCC	Sum of above adjournment code metrics
Cancelled due to IJ absence	EOIR OCIJ	Adjournment code that denotes "IJ absence" divided by total hearings
Delay due to re-prioritization	EOIR OCIJ	Adjournment code that denotes "re-prioritization" divided by total hearings

This detailed process of documenting, citing, and organizing the adjudication lifecycle provides EOIR with the capability to produce robust performance and budget models that can analyze the effects procedural changes will have on case processing and completions. Some of these example changes might include quantifying the effect increased representation would have on processing, the effects of instituting magistrate-like positions on clearance rates, and measuring how case prioritization affects pending caseload.

OCIJ can use the process maps to optimize processes in the following ways:

- **Preserve:** Identify decision points and actions that are necessary to ensure due process and effective case processing and completion. Of these identified process, understand opportunities for OCIJ to enhance them through developing appropriate training and onboarding materials, and standard operating procedures.

- **Eliminate**: Identify areas of the map which may be removed due to anticipated policy or operational changes, and quantify how such changes will impact case processing and completion.

  Streamline and Refine: Time study and CASE data can be incorporated into the Process Maps to simulate the Adjudication Lifecycle. Coupling data-backed process maps with findings from pilot programs and other court initiatives, OCIJ can identify methods that will streamline or refine case processing.

IV.   RECOMMENDATIONS

RECOMMENDATIONS TABLES

Through the Legal Case Study, the team identified a series of recommendations for EOIR which could result in significant improvements in the organization's ability to better attain its mission.

These key recommendations fall into four main groups: (1) understaffing, (2) culture and careers, (3) processes; and (4) external dependencies. The team's identified challenges and corresponding recommendations can be found in

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Table 9, Table 10, Table

KEY	
Environmental Scan and Data Analysis (E/D)	
Interviews (I)	
Study Team Observations at Courts and HQ (O)	
Time Study Data (TS)	

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Table 12. In order to and categories, OCIJ must which may involve the implement these groups assign them owners, creation of new working groups. Some of these recommendations should be considered with the understanding that they cannot take place with great effect without EOIR HQ concurrently implementing a staffing strategy based on AMICUS output.

Note: highlighted text indicates data pulled from the time study follow-up survey.

Table 9. Understaffing Findings and Recommendations

CATEGORY	FINDINGS		RECOMMENDATIONS
Understaffing	Many courts of all types and sizes are understaffed, which impacts case processing, court morale, and office culture ▪ *Staff across all positions indicated that, on average, they have less time than they need to finish their tasks each day*	E/D TS I O	▪ Allocate staffing according to workforce staffing model output ▪ Analyze and assess the effect that coordinated court-wide scheduling systems have on timeliness and due process. This could include, but is not limited to a "magistrate"-style court system ▪ Upon reaching more appropriate staffing levels, implement appropriate personnel-based or team-based rotational systems in all courts to allow staff to cross-train skills and to prepare for backfilling ▪ Conduct cost-benefit analysis of temporary duty assignments, weighing distribution of staffing against the impact on the home and visiting courts ▪ Expand JLC responsibilities to possibly include some of the following duties: conducting rights advisals, screening
	Some court staff take on responsibilities not in their job descriptions and work above the standard work week ▪ *Over 20 percent of staff reported an average work week more than the expected number of hours during the time study*	I O	
	Court personnel sent on temporary duty assignments often have difficulty catching up with their own work upon returning due to their home court being similarly understaffed	I	

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CATEGORY	FINDINGS		RECOMMENDATIONS
	Los Angeles, San Diego, and San Francisco conducted pilot programs with some success, which involved having some judges conduct solely Masters and others conduct solely Merits akin to a state court magistrate system	I	NTAs, and reclassifying mistakenly-labelled priority cases

Table 10. Culture and Careers Findings and Recommendations

CATEGORY	FINDINGS		RECOMMENDATIONS
Leadership and Communication	Courts with strong leadership, clear lines of communication, clearly-delineated responsibilities and channels of authority, and a culture of transparency and mutual respect operate more smoothly than courts lacking in any one of these regards	E/D I O TS	▪ Improve existing formal channels of communication between court staff, management, and HQ by utilizing working sessions with the Legal Assistant Advisory Committee (LAAC), Interpreter Advisory Committee (INTAC), and the Court Administrator Advisory Committee (CAAC), appointing an official liaison between each court and HQ, disseminating routine emails from OCIJ leadership, and ensuring committees representative of the full OCIJ staff have a voice in important conversations ▪ Create innovative forums for exchanging ideas among court staff. For example, a crowdsourcing platform in which teams can submit ideas to an online portal, prizes for great ideas, and proper use of staff surveys ▪ Formalize leadership and management training for CAs, DCAs, SLAs, and SINTs.
Hiring	EOIR job descriptions, posted by Office of Administration, do not accurately represent responsibilities ▪ *76 percent of all non-judicial court staff say their duties do not match their position*	E/D I TS	▪ Coordinate with Office of Administration to update hiring process standard operating procedures, conduct periodic internal reviews of job descriptions, and post vacancies more speedily ▪ Work with Office of Security to assess possible mechanisms for IJs awaiting results of clearance process to begin hearing cases ▪ Post vacancies with more up-to-date job descriptions to attract appropriate candidates ▪ Considering typical time-to-hire for IJs and support staff, coordinate more
	Delays associated with hiring, posting job descriptions, human resources (HR) processes, background investigations, and interviews stymie the hiring cycle, resulting in many qualified candidates withdrawing applications or finding other employment	E/D I	
	Having a body of IJs largely composed of lawyers who previously worked for DHS ICE or	E/D	

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CATEGORY	FINDINGS		RECOMMENDATIONS
	other DOJ branches limits the diversity of perspectives on the bench • At least 41 percent of IJs previously worked at DHS • Nearly 20 percent of IJs previously worked at other DOJ branches	I O TS	efficient timing for IJ Team hiring and investigate means to shorten the hiring process • Broaden hiring pools and outreach programs to increase diversity of experience among IJs, akin to the approach of the "Career Management Recruiting Branding And Marketing Services," an OPM contract vehicle for use government-wide
Performance Expectations	Staff expressed they did not have clear performance expectations and underperforming staff members do not have clear measures to address improvements	I TS	• Implement performance reviews in line with a judicial performance review model that emphasizes process over outcomes and paces high priority on judicial integrity and independence • Create clear framework for and improve transparency of performance review systems • Launch dialogue with ACIJs and National Association for Immigration Judges (NAIJ) about performance standards and appropriate usage of Performance Improvement Plans (PIPs)
	Communication barriers between ACIJs and IJs can prevent the implementation of performance improvement measures	I TS	
Conduct and Professionalism	There is a lack of awareness among the staff, respondents, attorneys, DHS, regarding submitting complaints about IJ conduct and professionalism to the ACIJ for Conduct, Management, and Professionalism (CMP)	E/D I TS	• Create independent body within EOIR composed of individuals of diverse backgrounds outside the chain of command between IJs and ACIJs that would be responsible for conduct and professionalism • Direct all complaints regarding conduct and professionalism to the independent body, which would be responsible for investigating and addressing all complaints • Revise interview questions to include stronger questions about cultural sensitivity and judicial temperament
	The ACIJ CMP currently only handles complaints about IJ conduct and professionalism, it may be unclear who has ownership over complaints regarding court staff	E/D I TS	
	IJs' supervisory ACIJs are involved in addressing conduct and professionalism complaints, which can create personal tension and worsen working relationships	E/D I TS	
Human Resources	Not all court staff are aware of the function of Human Resources (HR) within the Office of Administration • 40 percent of staff stated that they do not know who their HR point of contact is • Non-supervisory roles (IJs, LAs, INTs, JLCs) are much less aware of HR than supervisory roles (ACIJs, CAs, DCAs) are • 50 percent received HR training in their first three months at EOIR or in the past year	I TS	• Conduct clear, initial, and continuous HR training that clarifies the local HR Point of Contact • Conduct clear training for supervisory roles (ACIJs and CAs) to ensure their responsibilities do not encroach on HR's role

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CATEGORY	FINDINGS		RECOMMENDATIONS
	Some courts have a cultural norm that staff should reach out to HR through their CA or ACIJ and not contact HR directly	I TS	
Training	Court staff, particularly LAs, are provided with little face-to-face or formal training ■ *"Informal" job-related training provided at their court is the most common form of initial training received during the first three months at EOIR* ■ *Job-related video and audio recordings distributed by EOIR HQ were the most common form of training provided in the last year*	E/D I TS	■ Review and update the Practice Manual and Uniform Docketing Manual with input from the LAAC, CAAC, INTAC, IJ Committee, and NAIJ ■ Continue development of formal training for all positions and create more and better training opportunities
	From anecdotal evidence gathered in observations and interviews, courts that provide training appeared to have better office morale and function more smoothly	E/D I O	■ Continue to hold annual training seminars during which IJs and appropriate staff can receive in-person training ■ Hold in-person training for LAs who have recently joined EOIR, which may also help boost morale
	From anecdotal evidence gathered in interviews, video- or web-based training, which is more commonplace, appear to be less effective than in-person training	I O	■ Institute an agency-wide framework and training for report development ■ Create standard training literature and guidelines for LAs ■ Institute mandatory continuous training on temperament, asylum adjudication, and updates to immigration law for all IJs
Reporting	ACIJs find it difficult to carry out data reporting without appropriate support staff	E/D I O	■ Improve data collection and analysis of court performance by re-assigning duties to appropriate staff and hiring appropriate support staff, if necessary
Career Mobility	LAs and SLAs face barriers to ascend to SLA and CA positions respectively due to grade-level restrictions ■ *Only 23 percent of CAs previously worked as an SLA* ■ *70 percent of CAs never worked as an LA*	I O TS	■ Amend grade levels and position duties to provide opportunities for ascension between LA, SLA, DCA, and CA positions (more detail provided in General Schedule Qualification Standards section of this report)
	Some staff feel they are forced to leave EOIR due to lack of career-building opportunities ■ *28 percent stated they believed they were not able to build a career at EOIR*	E/D TS I O	■ Investigate possible expansion of staff attorney positions to allow JLCs to continue working for EOIR post-honors program
	JLCs find it difficult to continue their career in EOIR after their two-year honors program lapses	I	

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Table 11. Process Finding and Recommendations

CATEGORY	FINDINGS		RECOMMENDATIONS

Technology	The Case Access System for EOIR (CASE), Video Teleconferencing (VTC) equipment, and INT equipment can be enhanced, improved, or replaced
	• *Proportions of staff that reported the corresponding technology caused a meaningful delay in their ability to proceed with their daily responsibilities:*
	   ○ *48 percent: printers, scanners, fax machines*
	   ○ *33 percent: Digital audio recording (AR)*
	   ○ *31 percent: telephonic interpreters*
	   ○ *30 percent: internet connectivity*
	   ○ *27 percent: CASE*
		E/D
		I
		O
		TS
			• Limit the use of VTC to procedural matters
			• Conduct a thorough review of the VTC system to find means to improve performance and provide additional IT support
			• Complete the transition to Electronic Case and Appeals System (ECAS) with active participation from CAAC, LAAC, INTAC, IJ Committee, NAIJ, and other representative groups.
			• In the interim period before ECAS is fully rolled out, update CASE with input from court staff and the Office of Information and Technology (OIT) to make it more user-friendly, thus helping speed up filing motions and updating cases
			• Review and update INT equipment, and printers appropriately
			• Expand "1-800 number" to a national telephonic and online help desk with expanded customer service capabilities. Such enhancement will help court staff address other requirements in their daily responsibilities
			• Coordinating with OIT and OPAS, review and amend data entry procedures so that EOIR is collecting accurate data. Enhanced data entry enables more powerful analyses for OCIJ to improve processes
			• Initiate dialogue with other agencies that use VTC in similar adjudicatory settings to learn about their infrastructure, practices, and training
			• Introduce in-court ticketing systems for all Master Calendars

	The "1-800 telephonic help line" has limited applicability because of difficult interface and limited information it can provide. As a result, court staff spend significant amounts of time providing information to callers	E/D I O TS	
	Faulty VTC equipment, especially issues associated with poor video and sound quality, can disrupt cases to the point that due process issues may arise • *29 percent of staff reported that VTC caused a meaningful delay in their ability to proceed with their daily responsibilities*	E/D I O TS	
	It is difficult for judges to analyze eye contact, nonverbal forms of communication, and body language over VTC	E/D I O	
	Court staff face difficulty procuring the appropriate quantity and types of printers and scanners due to communication challenges with HQ	I O	
	Courts using ticketing systems at master calendar hearings are more efficient than those that do not	I O	
	Court staff technical support needs exceed the current resources available through OIT help desk and regional IT POCs	E/D I O	

CATEGORY	FINDINGS		RECOMMENDATIONS
Furniture	Some court furniture is out-of-date and court staff find the chairs and tables uncomfortable, which negatively affects staff morale	I / O	• Conduct thorough review of furniture and procure new furniture where necessary that conform with modern ergonomic principles, understanding the limitations imposed on courts that are co-located in DHS detention centers, prisons, and private facilities
Scheduling and Space	Courts lack space for file cabinets and courtrooms, and are ill-equipped to host large Master Calendars, such as those of families with children	I / O	• Ensure IJs have sufficient time to conduct legal research, administrative activities, and trainings • Improve the efficiency of courtroom, pro-bono rooms, and waiting room space, especially addressing usage during IJ administrative time and AWS days • Assess efficacy of Protective Security Officer (PSO) pilot program • Consider implementing a scheduling system that involves a larger than 1:1 ratio of judges to courtrooms to increase space utilization • Coordinate with ACIJs, CAs, and the Organizational Results Unit (ORU) to determine best practices for how dockets are prepared in advance of new IJs' arrival at court • Ensure there are standard operating procedures for courts to prepare the arrival of new IJs • Review the implementation of a standard, web-enabled, email calendar-compatible tracking system • Assess benefits of instituting a "view-only" version of the former Interactive Scheduling System that would allow DHS to view docket schedules
	Some medium- and large- courts without bailiffs struggle to manage and direct respondents to the proper location, causing delays to hearings	I / O	
	Courtroom utilization is not uniform – within one court, some may be overflowing due to a large Master Calendar, while another may be empty due to Alternative Work Schedule (AWS) days or IJ admin time	E/D / O	
	Courts do not have a standard process for preparing for the arrival of a new IJ, such as docket preparation and hearing schedules	I	
	Scheduling practices are non-standard, with some courts using email calendar-based systems to track their cases	I / O	
E-Filing	The lack of an electronic filing system creates room for error; slows down court staff's ability process cases; and results in slow transfers of files between courts, BIA, and storage facilities	O	• Continue existing efforts to transition to ECAS
Group Advisals and Representation Programs	The usage, medium, content, and length of group advisals vary by court and IJ	O	• Create national standard for function and medium of group advisals, which could include a video-based medium • Provide more "know your rights" information online and on court billboards • Train and assign qualified JLCs to conduct group advisals • Consider expanding "know your rights" and legal representation programs, such as the Legal Orientation Program,
	Pro se respondents face difficulty representing themselves and may contribute to delays in court processing	E/D / I / O	

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CATEGORY	FINDINGS		RECOMMENDATIONS
		O	through data-informed budget requests and justifications - Analyze and assess the effect of representation on case processing, including public defender programs like in criminal proceedings
Oral and Written Decisions	Due to time constraints, training, and culture, immigration judges frequently issue oral decisions after short breaks and are sometimes not able to fully deliberate complicated issues that arise in a case	E/D I O	
	Limitations inherent in oral decisions make it difficult for respondents, BIA, and circuit courts to examine the IJ's reasoning upon appeal in complicated cases	E/D I O	- Create a culture in which judges feel comfortable issuing more written decisions for complicated matters by increasing JLC roster and allocating more written decisions to JLCs - Institute JLC pool system at medium- and large-size courts - Enhance the Guidance and Publication Page and the JLC decision database so that it is searchable and user-friendly
	To assign written decisions and memos to JLCs, IJs either use 1) a "pod" system, whereby JLCs are assigned to help specific IJs; or 2) a "pool" system, whereby IJs assign work to a pool that JLCs draw from based on deadlines. Based on interviews, "Pool" system courts better balance JLC workload than those with "pod systems.	I O	
	Many JLCs hesitate to use the current national database because it is not easily searchable	I	
Interpretation Issues	Appropriate usage of simultaneous and consecutive interpretation varies across courts due to lack of proper training for IJs. Some IJs misunderstand the appropriate usage of simultaneous and consecutive translation, causing fatigue among INTs	I	- Find a technological or logistical solution to simultaneous interpretation over VTC, leveraging and assessing several proposed by interpreters - Institute mandatory in-court INT breaks - Institute IJ training and dialogue between INTs and IJs regarding interpretation practices - Institute nation-wide standard operating procedures regarding consecutive and simultaneous interpretation that are enforced by ORU - Conduct a study of the quality of contracted interpreter services, renegotiate interpreter contract if necessary - Conduct a cost-benefit analysis of contract interpreters that includes interpretation quality, contract costs, and value of in-house interpreters
	It is difficult to relay multiple lines over VTC, causing issues when the interpreter is not co-located with the respondent	I O	
	The quality of contracted interpreters varies across courts	I O	

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Table 12. External Dependencies and Recommendations

CATEGORY	FINDINGS		RECOMMENDATIONS
External Dependencies	Factors outside EOIR's control, including a ballooning caseload; immigration trends; BIA, circuit courts, and Supreme Court decisions; administration prioritization policies; recent surge in assignments of IJs to detained dockets; biometric screening delays; and hiring and budgetary freezes, have impacted the daily functioning of each immigration court	E/D I O TS	▪ Create an EOIR committee whose purpose is to identify means to improve efficiencies and effectiveness in collaboration between DOJ and DHS ▪ Launch dialogue with DHS to identify policy improvements between DHS and EOIR that would streamline caseload. For example, this could include cross-agency NTA-screening and policy to administratively close cases awaiting adjudication in other agencies or courts ▪ Collaborate with BIA to determine efficient ways to rotate BIA and OCIJ staff as part of temporary duty assignments

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GENERAL SCHEDULE QUALIFICATION STANDARDS

Currently, there are several avenues for upward mobility at courts. The ladder from LA to SLA is relatively robust, with 80 percent of SLAs having previously held an LA position.[5] However, due to a grade-level gap between the SLA and CA positions and HR-related restrictions on General Schedule (GS) levels, it is difficult for court staff to ascend to management positions at their court. 67 percent of CAs never held an SLA position and 70 percent of CAs never held an LA position. This has several effects, including "brain drain" of court staff to other agencies, such as DHS, and lowered employee morale. The current GS qualification standards for each EOIR position, provided by EOIR HQ, are listed in Table 13.

Table 13. Current Grade Levels

GRADE	POSITION
GS-5/6/7/8	Legal Assistant
GS-9/10	Supervisory Legal Assistant
GS-9/10/11/12	Interpreter
GS-13	Supervisory Interpreter
GS-7/8	Administrative Support Staff
GS-9/10/11/12	Staff Assistant
GS-11/12/13/14	Deputy Court Administrator
GS-13/14/15	Court Administrator

The study team prepared recommended grade levels and positions that are designed to complete all responsibilities of running an immigration court, which are listed in Table 14. The aim is to provide clear avenues for qualified court staff to ascend within the organization. The Legal Assistant position has been broken up into four distinct categories – "Receptionist", "Intake/Outtake", "File Clerk", and "Court Clerk", with the latter category holding a higher GS level. The team also recommends the creation of a Senior Analyst position who would maintain expanded management, public affairs, security, and data analysis responsibilities. These recommendations were based on interviews and observations during court site visits, literature provided by court staff, standard court administrator training literature, current position descriptions, and current performance appraisal documents.

The following recommendations are accompanied by several caveats. The team recognizes that most but not all courts have at least four LAs and that many courts have a limited number of SLAs. Therefore, the following position recommendations can only be pursued with AMICUS outputs and an understanding of the local court dynamics. The team would recommend that the Staffing Committee refer to the Time Study Data to assess the percentage of LAs at each court that would fall into these new buckets. The recommendations also do not preclude instituting rotational systems to promote cross-training, which would be beneficial for court dynamics. The team has outlined positions that can "backfill" for others (e.g. if someone is out of the

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[5] The statistics from this section were taken from the full-staff survey responses.

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office, someone with a different position could take up their duties temporarily). The team also outlined positions that can "fill-in" for other positions if those positions are absent at a particular court. (e.g. if a court does not have an Administrative Support Staff position, a Legal Assistant Court Clerk could carry out their duties). Although the GS distinctions apply only to direct staff, contract staff can fill in for lower GS positions. Finally, the success of these recommendations is predicated on management, namely CAs and ACIJs, adhering to the assigned responsibilities and ensuring all necessary duties are distributed evenly. The study team has included the organizational chart, see Figure 6, necessary to effectively manage these new work streams.

Table 14. Recommended Grade Levels and Responsibilities

GRADE	POSITION	RESPONSIBILITIES
GS-5/6	Receptionist	*Backfill for Intake/Outtake and File Clerk on detail/leave* ▪ Window reception
GS-5/6	Legal Assistant – Intake/Outtake *i.e. LAs who mostly participate in "intake" or "outtake" activities*	*Backfill for Intake/Outtake and Receptionist on detail/leave* ▪ Window reception ▪ Input and calendar new cases ▪ Review and process incoming paperwork ▪ Process bond-out paperwork and I-830s ▪ Process certification requests ▪ Pick up/drop off mail ▪ Process non-IJ-specific incoming mail ▪ Process EOIR-33s ▪ Process EOIR-28s ▪ Process BIA requests ▪ Process tape/document requests ▪ Prepare and serve orders and notices ▪ Process incoming Change of Venues from other courts ▪ Process NTAs ▪ Retire files to be sent to the Federal Records Center (FRC) ▪ Process Freedom of Information Act (FOIA) requests ▪ Process interlocutory appeals ▪ Reconstruct ROPs ▪ Process transcript requests ▪ Maintain logs of callers and sign-in sheets of visitors
GS-5/6	Legal Assistant – File Clerk *i.e. LAs who mostly engage in pulling files*	*Backfill for Intake/Outtake on detail/leave* ▪ Retrieve and return ROPs ▪ Post disciplined attorney list ▪ Maintain list of free legal service providers ▪ Restock courtroom supplies ▪ Prepare courtroom each morning ▪ Clean up courtroom at end of each day ▪ Answer phone calls ▪ Maintain storage rooms ▪ Maintain supply of forms ▪ Consolidate and eliminate files as necessary ▪ Take and deliver messages
GS-7/8	Legal Assistant – Court Clerk	*Fill in for Administrative Support Assistant responsibilities* *Backfill for Receptionist, Intake/Outtake, and File Clerks on detail/leave*

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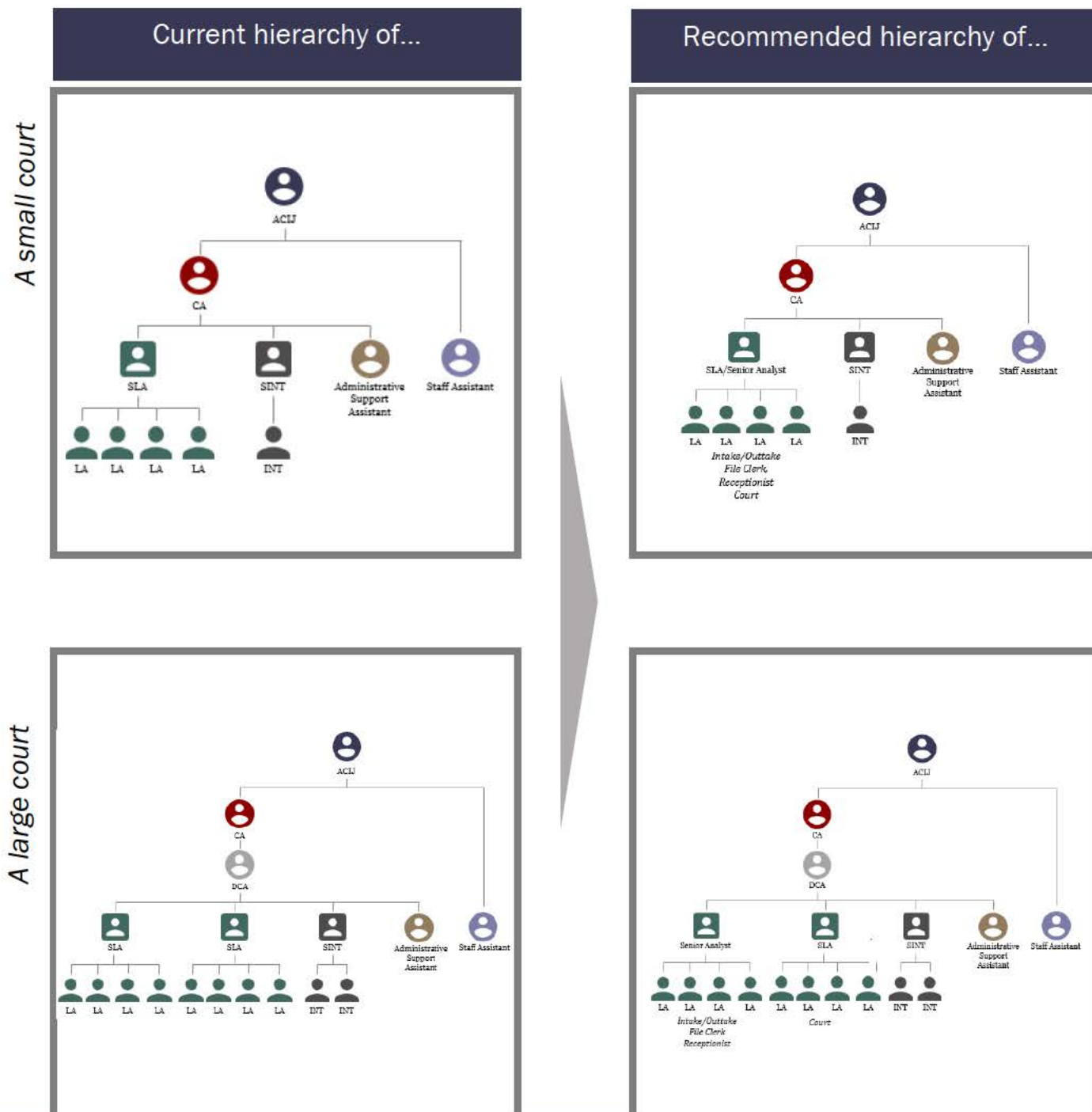| GRADE	POSITION	RESPONSIBILITIES
	i.e. LAs who mostly engage in court- and case-based activities	■ Schedule hearings, meetings, and engagements with respondents, IJs, and attorneys ■ Answer substantive questions regarding cases ■ Assemble data for reports ■ Update ROPs and CASE ■ Process all mail for assigned IJ ■ Process and calendar bond redetermination requests ■ Process all ROPs post Individual Calendar hearing ■ Support IJ during Master Calendar hearings ■ Process all ROPs after Master Calendar hearing ■ Process all asylum applications filed in court ■ Process items from IJs' in- and out-boxes ■ Process motions ■ Announce IJ when entering court room ■ Serve final orders ■ Generate call-up report for assigned IJ ■ Maintain in-court ticketing system ■ Conduct research related to legal cases, including but not limited to searching legal reference files; reviewing documents; and collecting decisions, memoranda, statutes, and regulations ■ Assist in IJ legal research by assembling reports and data, including but not limited to Attorney General opinions, Comptroller General decisions, prior IJ decisions, and BIA decisions. ■ Prepare rough drafts of legal documents and correspondence incorporating legal references ■ Coordinate transportation of respondents to and from facilities with DHS
GS-9/10	Supervisory Legal Assistant *i.e. SLAs that mostly engage in managing a team of LAs*	*Backfill for all LAs on detail/leave* ■ Supervise team(s) of court staff ■ Assign responsibilities, limitations, deadlines, quantities, and priorities to LAs ■ Provide instructions on new or unusual assignments ■ Review accuracy and conformance of LAs to procedures ■ Oversee filing system for all open and closed ROPs ■ Manage ROP review process ■ Management retirement process of closed files ■ Manage dissemination of hearing calendars ■ Monitor expenses/credit card statements ■ Maintain office supplies ■ Arrange travel ■ Send emails communicating important information within the office ■ Update court website
GS-11/12	Senior Analyst *i.e. experienced, qualified staff who hold expanded management, public affairs, security, and data analysis responsibilities*	*Fill in for Supervisory Legal Assistant responsibilities* *Backfill for CA/DCA on detail/leave* ■ Run and analyze key docket reports, including but not limited to reports concerning receipts/completions, calendars, asylum, aged-cases, off-calendar items, and motions pending ■ Make recommendations based on analysis of reports ■ Review calendars to ensure IJs are fully scheduled ■ Hold meetings for LA teams, if applicable

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GRADE	POSITION	RESPONSIBILITIES
		- Responsible for training court staff - Participate in HQ-facilitated working groups - Participate in agency-wide conference calls - Monitor case completion goals - Process time and attendance - Oversee court's safety and security - Allocate court staff responsibilities
GS-9/11/12	Interpreter	- In-court interpretation - Maintain interpreter equipment - Order/cancel interpreters - Interpretation-related research
GS-13	Supervisory Interpreter	*Backfill for INTs on detail/leave* - In-court interpretation - Review staff and contractor interpretation skills - Review interpreter orders/cancellations - Coordinate training for INTs - Participate in working sessions and agency-wide calls
GS-7/8	Administrative Support Assistant	- Draft correspondence for CAs - Ensure personnel, records, and facility are in full conformance with security requirements - Prepare time and attendance reports - Serve a liaison point between court and HQ - Maintain office furniture and equipment - Develop and maintain internal controls to protect against waste, fraud, and abuse - Assist CA regarding personnel, e.g. setting up training for court staff, initiating actions to fill vacancies, screening applicants, etc.
GS-9/10/11/12	Staff Assistant	- Provide administrative support to ACIJs in the planning, management, and directional support of the court - Create reports for ACIJs - Review and prepare analyses and summaries of EOIR directives and documents for ACIJs - Draft talking points, documents, position papers, speeches, and correspondence for ACIJs - Relay information regarding priorities to ACIJs - Arrange travel for ACIJs - Prepare agenda items for staff meetings - Develop and guide project plans - Provide program management support - Arrange meetings on behalf of ACIJs
GS-11/12/13/14	Deputy Court Administrator	*Fill in for SLA and Senior Analyst responsibilities* *Backfill for CA on detail/leave* - Maintain all office SOPs - Manage all accountable property - Manage the IJs' agenda - Conduct resource planning and identify cost-saving measures
GS-13/14 and GS-15	Court Administrator	*Fill in for Deputy Court Administrator responsibilities* *Backfill where necessary* - Liaise with ACIJs and HQ - Liaise with DHS, AILA, other external stakeholders - Liaise with IJs

GRADE	POSITION	RESPONSIBILITIES
		- Provide information to court staff via email, newsletters, and memos - Host staff meetings - Ensure all staff has received appropriate training - Manage and supervise daily operations of the court - Monitor case completion goals - Procurement - Set goals for court staff - Identify areas to improve performance - Resolve conflicts and recommend training where necessary

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Figure 5 contains an illustration of representative organization charts at a small and large court, moving from the current state to the proposed hierarchy with the newly-created staff positions.

Figure 5. Current and Recommended Court Organization Charts

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V. NEXT STEPS

The Legal Case Study is OCIJ's first step towards more effectively staffing its courts to better meet its mission of timely immigration adjudication. Enhanced out-reach to the immigration courts, through court visits, the time study, and follow-up surveys established the agency's direction towards workforce analytics. This extensive data collection resulted in the development of EOIR's first workforce staffing model, AMICUS.
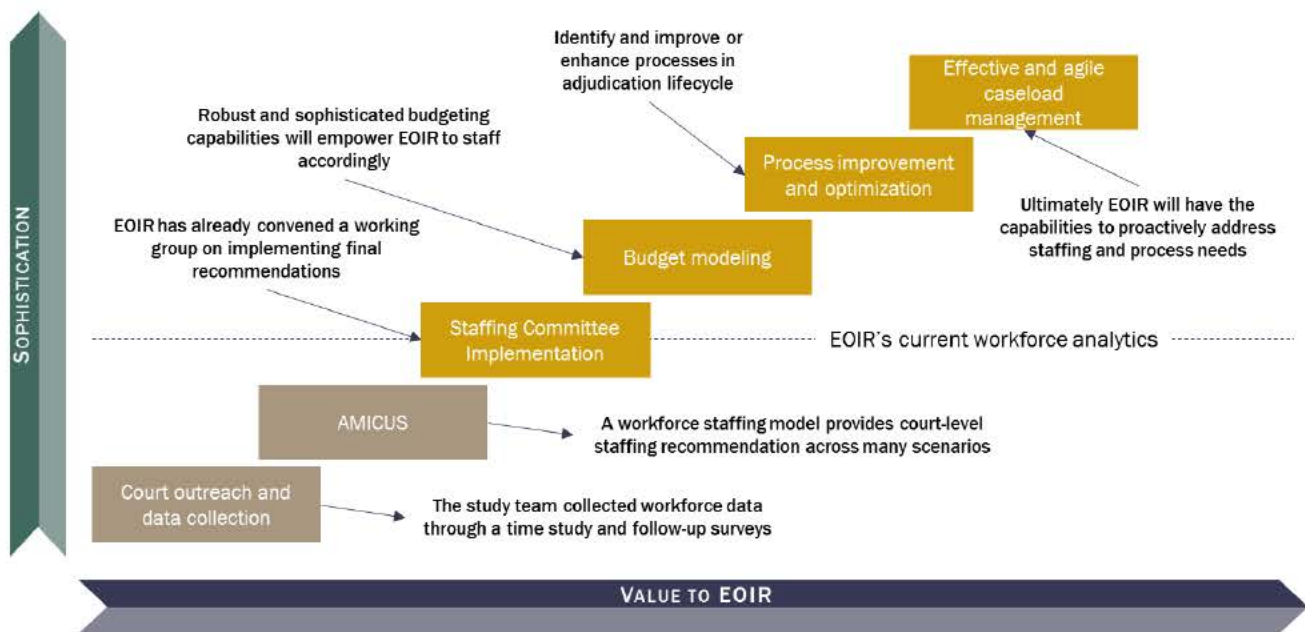
Figure 6. EOIR's Workforce Analytics Roadmap

Figure 6 provides the study team's suggested roadmap for EOIR's implementation of Workforce Analytics. Following this approach, EOIR and OCIJ can continue down a path of more effectively meeting its mission of timely case adjudication. With a vetted and validated staffing model, the study team recommends the following next steps for EOIR and OCIJ to attain data-informed staffing decisions in the future:

- **Implementation**: the newly convened Court Staffing Committee will play a key role in AMICUS's scenario development, model output validation, and implementation and ownership of this paper's recommendations.

- **Budget and Resource Planning**: OCIJ can expand AMICUS's capabilities to formulate effective budget tools and conduct resource planning.

- **Data-Informed Decisions**: future applications of the process maps, time study data, and survey analysis will enable OCIJ to incorporate comprehensive data analytics into management's decision-making.

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