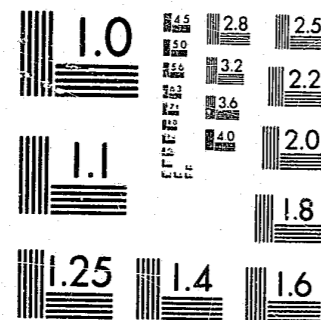


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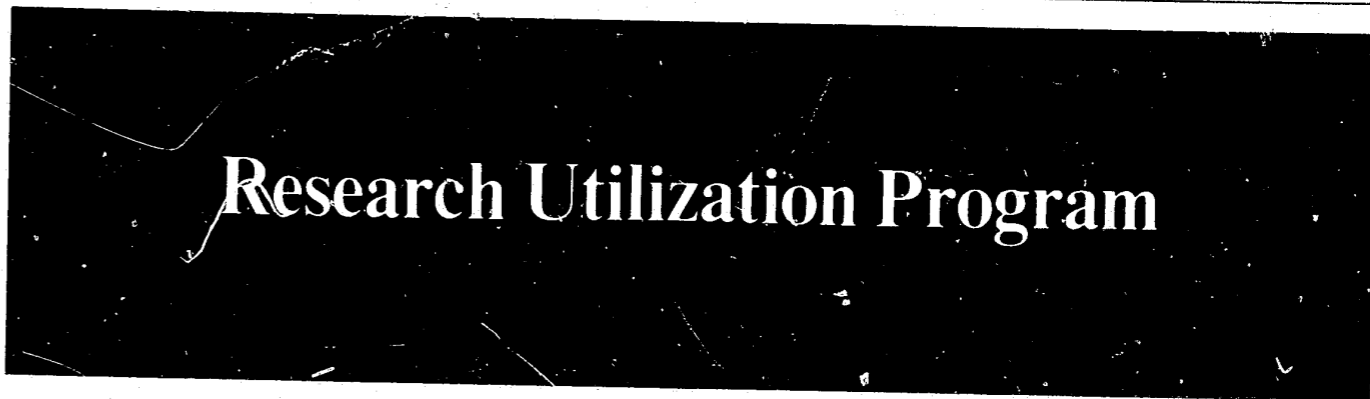
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U. S. Department of Justice
National Institute of Justice
Office of Development, Testing and Dissemination



MFI



Juror Usage and Management

Participant's Handbook

40304

a program of the National Institute of Justice

About the National Institute of Justice

The National Institute of Justice is a research, development, and evaluation center within the U.S. Department of Justice. Established in 1979 by the Justice System Improvement Act, NIJ builds upon the foundation laid by the former National Institute of Law Enforcement and Criminal Justice, the first major Federal research program on crime and justice.

Carrying out the mandate assigned by the Congress, the National Institute of Justice:

- Sponsors research and development to improve and strengthen the criminal justice system and related civil justice aspects, with a balanced program of basic and applied research.
- Evaluates the effectiveness of federally-funded justice improvement programs and identifies programs that promise to be successful if continued or repeated.
- Tests and demonstrates new and improved approaches to strengthen the justice system, and recommends actions that can be taken by Federal, State, and local governments and private organizations and individuals to achieve this goal.
- Disseminates information from research, demonstrations, evaluations, and special programs to Federal, State and local governments; and serves as an international clearinghouse of justice information.
- Trains criminal justice practitioners in research and evaluation findings, and assists the research community through fellowships and special seminars.

Authority for administering the Institute and awarding grants, contracts, and cooperative agreements is vested in the NIJ Director, assisted by a 21-member Advisory Board. The Board recommends policies and priorities and advises on peer review procedures.

NIJ is authorized to support research and experimentation dealing with the full range of criminal justice issues and related civil justice matters. A portion of its resources goes to support work on these long-range priorities:

- Correlates of crime and determinants of criminal behavior
- Violent crime and the violent offender
- Community crime prevention
- Career criminals and habitual offenders
- Utilization and deployment of police resources
- Pretrial process: consistency, fairness, and delay reduction
- Sentencing
- Rehabilitation
- Deterrence
- Performance standards and measures for criminal justice

Reports of NIJ-sponsored studies are reviewed by Institute officials and staff. The views of outside experts knowledgeable in the report's subject area are also obtained. Publication indicates that the report meets the Institute's standards of quality, but it signifies no endorsement of conclusions or recommendations.

Harry M. Bratt
Acting Director

40304

U.S. Department of Justice
National Institute of Justice

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JUROR USAGE AND MANAGEMENT

PARTICIPANT'S HANDBOOK

Prepared by:

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For

National Institute of Justice

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Program Managers

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1. THE EXECUTIVE TRAINING PROGRAM IN ADVANCED CRIMINAL JUSTICE PRACTICES

A. Introduction

The Executive Training Program in Advanced Criminal Justice Practices is sponsored by the National Institute of Law Enforcement and Criminal Justice (NILECJ), the research center of the Justice Department's Law Enforcement Assistance Administration (LEAA). The program offers state and local jurisdictions the opportunity to learn about improved criminal justice procedures and to put them into operation.

The Executive Training Program was designed, and is conducted and managed, by University Research Corporation (URC), a national training organization based in Washington, D.C.

URC curriculum designers, trainers, and logistics staff are working with the National Institute, selected criminal justice experts, and local projects that have successfully carried out advanced practices. Some portions of the training are conducted under URC's supervision by consulting firms experienced in criminal justice training--including the Center for Community Justice and Bird Engineering-Research Associates.

B. Goals

The primary goal of the Executive Training Program is to enable criminal justice executives and policy-shapers to bring about adoption of improved court, corrections, and police practices identified or developed by the National Institute. As LEAA's research, evaluation, and technology transfer arm, the Institute works to devise improved methods to control crime and strengthen the criminal justice system and to train law enforcement and criminal justice personnel to use these promising approaches.

To introduce the new practices throughout the nation, the Institute's Executive Training Program:

- Informs influential policy-makers about new practices and their potential for improving the criminal justice system, and
- Gives them the knowledge and skills needed to apply these methods in their jurisdictions.

C. Program Activities

Four types of activities are being carried out during the two-year program to facilitate the transfer of advanced practices to local jurisdictions.

1. Regional Workshops

Eight Workshops will be held in each Federal Region. Each Workshop runs for about three days. It is devoted to one topic and is open to 60 top criminal justice policy-makers from throughout the Region.

At the first four Workshops in each Region, participants are learning new techniques related to:

- Managing Criminal Investigations
- Juror Usage and Management
- Prison Grievance Mechanisms
- Rape and Its Victims.

Beginning in mid-1977, Workshops will be presented in each Region on:

- Managing Patrol Operations
- Changing Health Care: Implications for Corrections
- Developing Sentencing Guidelines
- Victim/Witness Service Units.

The training topics were selected from among the most promising models developed under NILECJ auspices. These include models derived from:

- Exemplary Projects--Projects that show documented success in controlling specific crimes or that have produced measurable improvement in criminal justice service.
- Prescriptive Packages--Synthesis of the most advanced techniques, including operational guidelines, that can be followed in locales, throughout the country.
- Research Results--Improved criminal justice practices derived from research findings.

2. Field Test Seminars

Each year, two workshop topics may be selected for field testing in up to ten jurisdictions. During 1976, "field test" sites were selected to implement projects in Managing Criminal Investigations and Juror Usage and Management.

The field tests will focus national attention on the new procedures and evaluate their effectiveness and transferability to other jurisdictions throughout the country. The communities selected are those considered most likely to be able to carry out model projects. Representatives from the field test sites attend Field Test Seminars designed to:

- Prepare the test site staff to operate or implement their projects,
- Identify needs for follow-on training, and
- Determine the most effective format for Regional Workshops.

3. Special Conferences

National conferences are being held for criminal justice policy-makers on significant topics selected by the National Institute. The first conference held in October, 1976, focused on the Argersinger v. Hamlin case. Conferences planned thus far for 1977 are:

- Criminal Justice at the Crossroads
- Update '77
- Determinate Sentencing.

Recommendations for problem-solving are provided by criminal justice experts and others who have already dealt with these problems or whose theoretical and analytical contributions can be helpful in the implementation effort.

4. Training Bulletins

Training bulletins, published by URC for NILECJ, will describe problem-solving ideas and approaches for those trying to implement new technologies. The bulletins serve as extensions of the training activities at the Regional Workshops, field-test seminars, and conferences and in follow-on training.

They also will provide a forum in which participants can report on techniques they develop after training that may be useful to others.

D. About URC

For more than a decade, URC has managed federally sponsored national training programs to encourage local development and implementation of human service delivery techniques that have been developed nationally or in outstanding local programs.

URC training programs are process-oriented, designed by nationally recognized experts who have already used new approaches to service. University Research Corporation has provided national training programs for LEAA as well as other federal agencies, including the U.S. Departments of Health, Education, and Welfare; Housing and Urban Development; and Labor. All of these efforts have resulted in application of new concepts at the local and regional level.

E. About Bird Engineering

Bird Engineering-Research Associates, Inc., grew out of a private consulting practice founded in 1960 to provide engineering consulting and management support services to government and industrial clients in their search for more effective military, industrial, and aerospace systems.

Following a carefully planned "growth" schedule, the company was incorporated in 1962 in the State of Virginia. The small professional staff possesses broad academic background and industrial experience, and has demonstrated its capability for quick response and immediate reaction to the needs of clients over a wide scope of engineering disciplines and problem areas:

- Program planning and management support
- System requirements analysis and cost/effectiveness tradeoff studies
- Technical aspects of system design and design evaluation
- Exploratory development and application engineering
- Reliability and maintainability engineering and assessment
- Development testing and product engineering
- Production quality assurance
- Operational evaluation and operability testing
- Maintenance engineering
- Studies of alternatives to litigation in medical malpractice
- Jury system studies.

Bird Associates has published an impressive list of reports and handbooks, including: Reliability Engineering Handbook, Maintainability Engineering Handbook, Guide to Juror Usage, and Guide to Jury System Management. The company entered the field of judicial system studies in 1970 to broaden and extend the initial studies of its senior consultant, and has since maintained a research and applications staff in this field.

Company headquarters are located in Vienna, Virginia, in the Washington, D.C. metropolitan area. The staff is supported by a technical library, an editorial and drafting department, and a complete printing and binding shop.

2. TRAINING STAFF

Burke E. Dorworth, M.Div.--Mr. Dorworth has worked as a community organizer and consultant to community development groups for the past 15 years. Author and coordinator of a Development Guide designed to help community-based groups use local, state, and federal agencies to solve community needs, he has a particular interest in developing strategies required to implement desired programs. A trainer in the field of human relations, Mr. Dorworth brings a range of community involvements to the study and resolution of organizational issues.

G. Thomas Munsterman, M.S.E.--Mr. Munsterman is director of jury systems projects at Bird Associates. These projects currently include the development of the methodology for combining lists for use in the selection of jurors' names, the development of a computerized jury system for the Federal District Courts under a contract from the Federal Judicial Center, and assistance to about 20 state courts in the implementation of the Guides previously written for LEAA. He is the author, with Dr. William Pabst, of the recently published Guide to Jury System Management. Under an LEAA grant, he provided assistance and liaison with the many cooperating courts and is joint author of A Guide to Juror Usage. He has also written several papers on the subject of jury systems and has spoken to groups of judges and court administrators on juror usage and juror system management. He has addressed the four regional meetings of the National Conference of State Trial Judges during the past year, and has served on the faculties of the Institute for Court Management, for an advanced seminar on jury management, and of the National College for the State Judiciary, for a graduate court of jury trials. He directed a study, under a contract from the State of Delaware to provide a plan and procedures for improving the jury system in Delaware. He has assisted in the selection of demonstration courts for the Demonstration Project for the Office of Technology Transfer of LEAA, which is based on the two previously cited studies.

He was the senior analyst in a study of alternatives to medical malpractice litigation sponsored by the Secretary's Commission on Medical Malpractice, Department of Health, Education, and Welfare.

At the Johns Hopkins University, Applied Physics Laboratory, he participated in a multidisciplinary team studying medical applications of sophisticated telemetry devices. His prior experience at the General Telephone Laboratories involved switching systems, technical writing, quality control, and equipment engineering.

William R. Pabst, Jr., Ph.D.--Dr. Pabst has been engaged in jury system studies for the past five years. He has worked with the Committee on the Operation of the Jury System of the Federal Judicial Conference; he was a member of a national ABA panel on juror utilization; and he has written many papers on the judicial system, including several authoritative papers

on 6-man and 12-man juries. As senior consultant, he has participated in the Bird Associates studies of jury systems in many state and federal courts. He is co-author of A Guide to Jury System Management and A Guide to Juror Usage.

On June 9, 1976, in Toronto, Dr. Pabst received The Shewhart Medal of the American Society for Quality Control, now one of the largest professional engineering societies in this country. The Shewhart Medal, the major award of the Society, is bestowed annually in recognition of continuous outstanding leadership in the field of statistical quality control. This year the Society published the book Standards and Specifications, which was edited by Dr. Pabst.

As Chief Statistician of the Naval Ordnance Systems Command for two decades, he pioneered the development of quality control and statistical methodologies. He helped establish the quality control laboratories, the computerized data collection agencies, and the basic approaches to quality control practice used widely in this country and abroad. He was one of the authors of the widely used tables and procedures of inspection by attributes, MIL-STD-105D.

On special assignment, he has developed programs for other governmental agencies, including a quality control program for the United States Patent Office. In the United States Technical Assistance program, he served as advisor to the Government of India on statistical quality control. Under other auspices, he has served in Japan, Ecuador, and Honduras.

For a number of years, Dr. Pabst was editor of the Standards and Specifications Section of the Journal of Quality Technology. He is a Fellow of the American Statistical Association and of the American Society for Quality Control, and is a member of numerous other professional organizations.

Maureen M. Solomon, M.A.---Ms. Solomon has served as a court management consultant to several clients in recent years and has completed such projects as: development of standards for Caseflow Management and Management of the Jury System for the American Bar Association Commission on Standards of Judicial Administration; development of a centralized Jury Management System for the Criminal District Court of New Orleans; Design of an Automated Juror Selection System for Hennepin County (Minneapolis), Minnesota; study of Civil Calendar Management and Jury Management in the Birmingham, Alabama, Circuit Court; and development of improved Caseflow Management for the Courts of Connecticut.

As a lecturer and workshop leader in court management, she has participated in programs for the Institute for Court Management, the National College of the State Judiciary, Yale University Law School, the American

Bar Association, the National Center for State Courts, University of Denver Law School, and various judicial conferences and court administrative organizations.

Publications to her credit in this field include: Caseflow Management in the Trial Court, Management of the Jury System, Guidelines for Development of Computer Training Curricula for Court Personnel, "Is This Record Necessary?" and "Conducting the Court Study."

3. GOALS OF THE WORKSHOP

The Juror Usage and Management Workshop will bring together representatives of courts who are responsible for policy-making in jury system management and will offer them:

- An understanding of the jury system and its components as "systems"
- An understanding of the problems of inefficiency in juror selection and usage
- An understanding of and practice in carrying out procedures that can improve the efficiency of juror selection and usage and provide balanced, inclusive, defensible pools; informed, motivated jurors; and cost-efficient service
- An understanding of, and practice in, designing and implementing changes in current jury system procedures, planning, and management, with sensitivity to the systemic context of such changes.

By the end of the Workshop, participants--using simple case studies--will actually apply some of the quality control procedures presented.

4. INTRODUCTION TO THE HANDBOOK

This Handbook is designed for use by participants in the Workshops on Juror Usage and Management, an activity of Executive Training Program in Advanced Criminal Justice Practices (ETP). The Handbook contains

1. A schedule of training events, and
2. Materials--such as case studies, worksheets and graphics--related to particular sessions of the workshop.

The purpose of the Handbook is to guide representatives from the courts through the Workshop and provide them with the materials they will need in order to participate profitably in all the sessions.

A. General Workshop Learning Goals

1. Program understanding

- Increased understanding of the study phase of the program--its goals, areas to be studied, data sources, and resources and tools for the study phase (including Guides).
- Increased understanding of the implementation phase of the program--its goals, possible outcomes, and possible impediments.

2. Baseline knowledge understanding of juror usage and management procedures

- Increased understanding of the qualification/summoning process (selection), problems, and solutions.
- Increased understanding of source-list problems--especially their impact on balance, inclusiveness, and defensibility of juries.
- Increased understanding of enrollment, orientation processes, problems, and improvements.
- Increased understanding of the service phase, problems, and solutions.
- Knowledge of actions and strategies to improve juror usage and management, and their efficiency and effectiveness:
 - Statutes affecting juror usage and management
 - Court systems and juror usage and management
 - Court decision-making processes and juror usage and management
 - Factors impeding or supporting change in jury system operations and planning.

3. Understanding of the relationships between the courts participating in the workshop

- Increased understanding of other courts:
 - People, roles and responsibilities
 - Related roles and responsibilities across courts
 - Program plans and organization of other courts; similarities, differences
 - Structure/decision-making processes of other courts.
- Knowledge of means of intercommunication, crossfertilization, and impact on other courts.

B. Terminal Objectives

The ETP Juror Usage and Management team intends to impart to the Workshop participants--along with the information outlined in the statement of general goals--an initial skill in using the selection and service phase technology contained in the Guide to Juror Usage and the Guide to Jury System Management.

After thorough treatment of this technology in the Workshop, participants will be asked to apply it. Application of the technology will constitute the terminal performance objective toward which other performance objectives in the Workshop will lead.

The level of performance desired is as follows:

1. Participants will be given data on the number of people responding to a summons to serve as jurors in a small court. Working in groups or as individuals, they will compute the average yields for criminal and civil panels in that court and plot the data on data control chart forms, indicating control limits and describing trends, if any. They will then determine whether any action is necessary, what kind of action, and whose responsibility it is to act.
2. Participants will be given data on daily jury pool status and transactions and daily peaks of juror usage for a one-month period (three-week term), as well as background data on the size of the court in question, its practices, juror fee, etc. Working in groups, they will analyze the data and report on:
 - The optimum panel size for voir dire desirable in that court for civil and criminal cases.
 - The probable frequency of a judge's having to request more jurors to complete voir dire, given that optimum panel size.
 - The overall pool adjustment possible, given the maximum number of jurors in simultaneous use daily.
 - The possible daily differences in jury pool size that may be feasible, given the data.

- Potential savings in juror fees, if recommended adjustments are made.

Responses should reflect the findings contained in solution exhibits prepared for this case.

An additional terminal performance objective is related to back-home planning. After the three days' effort, participants will be asked to write objectives and a schedule of action and personnel assignments pertaining to the study and implementation of one area for back-home use.

JUROR USAGE AND MANAGEMENT
WORKSHOP SCHEDULE

DAY I

10:00 - 11:00 a.m. Registration

11:00 - 11:45 a.m. Session 1: Workshop Orientation and Introductions

11:45 a.m. - 12:30 p.m. Session 2: Overview of the Jury System as a Process

12:30 - 1:45 p.m. Session 3: Identification of Jury System Problems and Successes in Workshop Participants' Courts (Working Lunch)

1:45 - 2:30 p.m. Session 4: Reports on Jury System Problems and Successes: Workshop Participants' Expectations of Training

2:30 - 3:15 p.m. Session 5: The Juror Usage Phase--Data and Technology

3:30 - 4:30 p.m. Session 6: Application of Juror Usage Phase Technology

4:30 - 5:30 p.m. Session 7: Report Back on Case Study and Extension of Juror Usage Technology

DAY II

9:00 - 9:45 a.m. Session 8: The Juror Selection Phase--Data and Technology

10:00 - 11:00 a.m. Session 9: Application of Juror Selection Phase Technology

11:00 - 12:00 noon Session 10: Report Back on Case Study and Extension of Juror Selection Technology

1:30 - 2:15 p.m. Session 11: Measurement and Improvement of Juror Attitudes

2:15 - 3:00 p.m. Session 12: Application of Juror Attitude Information

3:15 - 4:00 p.m. Session 13: Report Back on Case Study and Information For Jurors

4:00 - 5:00 p.m. Session 14: Specialty Sessions
A. Multiple Lists
B. Evaluation and Planning
C. Orientation Films
D. Small Courts and Juror Usage

DAY III

- 9:00 - 9:45 a.m. Session 15: Managing Change in the Jury System--Impediments to Change
- 10:00 - 10:20 a.m. Session 16: Application of Managing Change in Jury Systems
- 10:20 - 11:00 a.m. Session 17: Report Back on Case Study and Rx for Change
- 11:00 - 12:00 noon Session 18: Identifying Areas of Possible Improvement in Each Court's Juror Usage and Management System and Developing a Course of Action for Change
- 1:00 - 2:30 p.m. Session 19: Consultative Analysis of Court Improvements Suggested by Participants
- 2:30 - 3:00 p.m. Session 20: Workshop Evaluation and Graduation

SESSION 1

WORKSHOP ORIENTATION AND INTRODUCTIONS

11:00 - 11:45 a.m.

Day I

TRAINING GOALS:

1. Review of Workshop curriculum and general overview of relationship between Participant's Handbook, A Guide to Juror Usage, A Guide to Jury System Management, and overall Workshop goals.
2. Introduction of training staff and Workshop participants.
3. Presentation of the mandate and structure of the National Institute of Law Enforcement and Criminal Justice (NILECJ) and its relation to the Executive Training Program Workshop series.

PURPOSE OF THE WORKSHOP ON JUROR USAGE AND MANAGEMENT

This Workshop has been developed for judges, court administrators, and others responsible for jury systems who see the need to examine present operations in light of recent developments in many courts. The Workshop begins with an overview of the jury system as a process. It then develops the technical background for possible changes, working through the source lists and selection methods, the summoning and swearing in of jurors, the patterns of use designed to reduce waiting and other juror complaints, and the final exit questionnaire designed to provide feedback for the courts from the citizens who serve them.

The Workshop is a high-level, technical presentation of all the operations involved in selecting and using jurors. It is a Workshop in the true sense of requiring working participation by those on hand in the solution of test problems. It intends to provide an understanding of these jury operations for management personnel of the courts, as well as detailed explanations of practices and procedures that the staff might use in creating a well-running system and in determining the quality of present operations.

A. Jury System Management

A Guide to Jury System Management is used as the textual background for consideration of the jury system as an entity and as a support system to the court. It describes the objectives of good jury management:

- Maximum responsiveness to court needs
- Maximum citizen participation in jury service
- Minimum economic burden on the individual
- Minimum economic burden on the community.

These objectives can be achieved by monitoring the jury system at three points: in qualifying and summoning, in jury pool and courtroom usage, and at the termination of service. Technical features of this monitoring process will be carefully examined to provide a rationale for court management. All aspects of the system, including the use of multiple source lists, the selection and randomization details, the information flow to jurors, the forms and techniques used, the techniques of computer use, the measurement of juror attitudes, and their use for corrective action, will be considered.

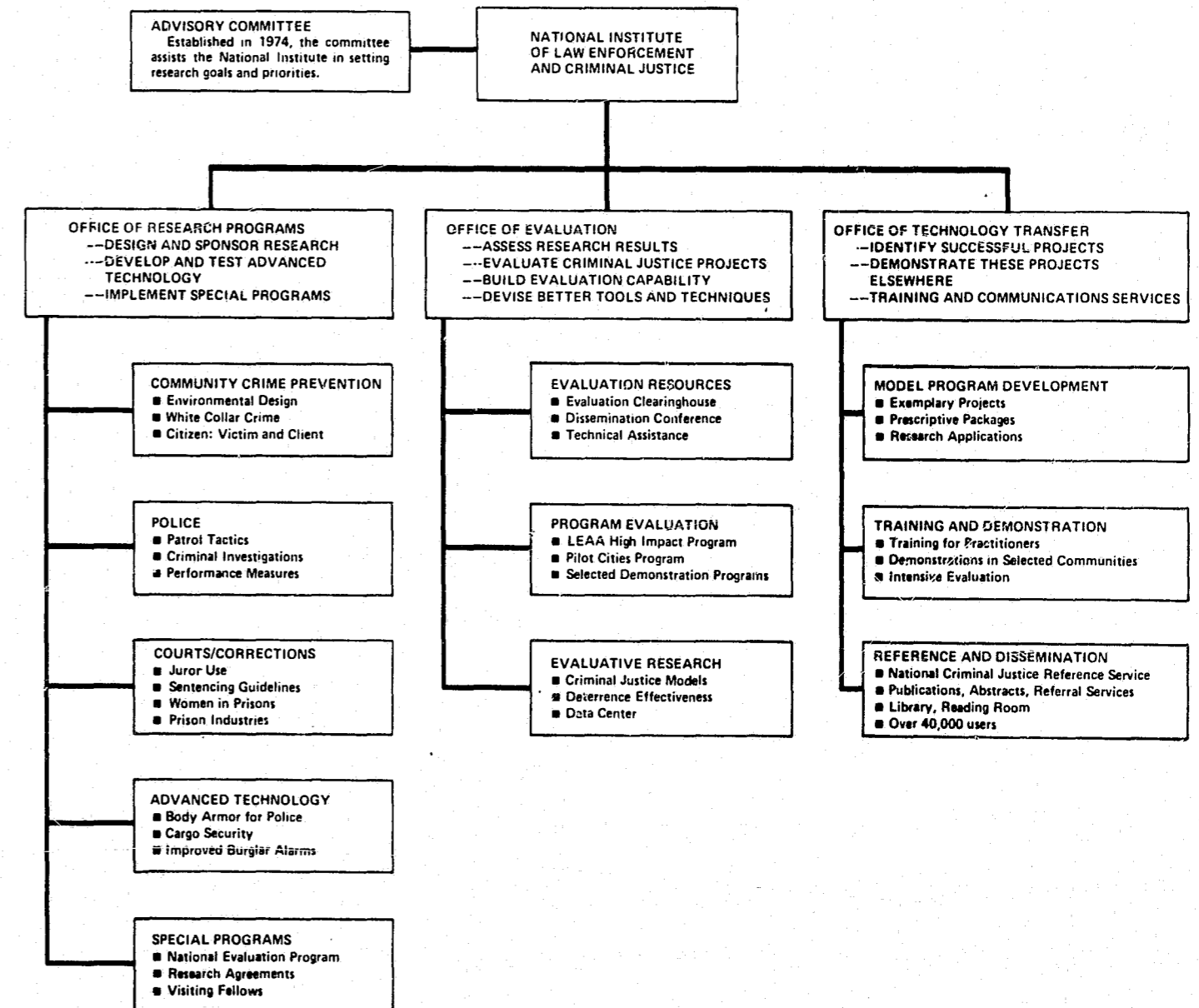
B. Jury Usage

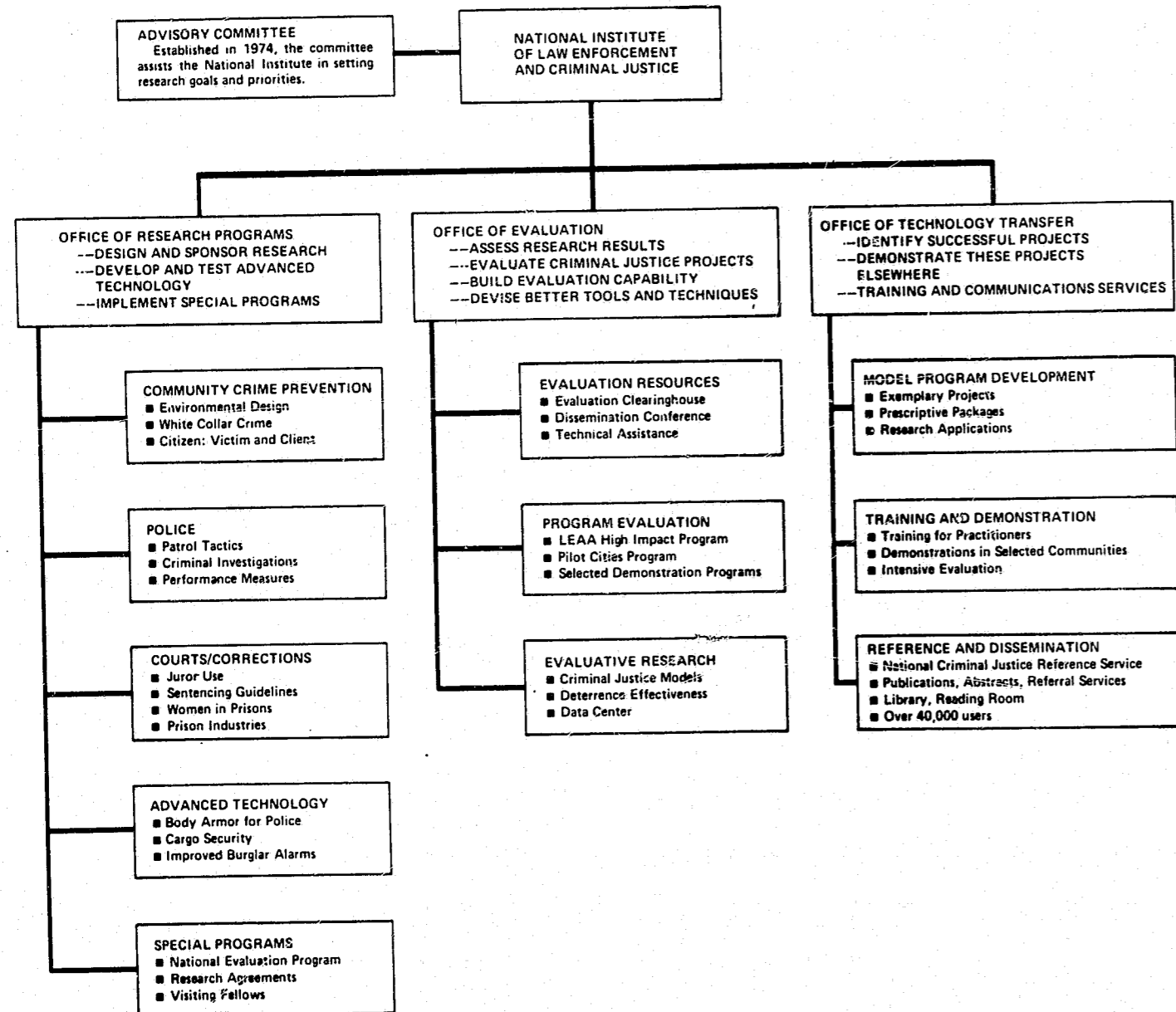
A Guide to Juror Usage provides the textual background for considering the problem of the supply of prospective jurors needed against the uncertain demand. Seven rules of good juror usage are presented and discussed in the light of court activities. The purpose of these rules is to reduce juror waiting time as much as practicable, to supply the courts with the number of jurors needed, and to save money for the courts by reducing the amount of jury fees paid. Since jury systems differ markedly among the many courts studied, no single system is held up as ideal for all courts. Rather, the tools of good jury system management are developed and exposed to view in such a way that those attending can observe their own systems against these standards.

The Workshop provides a list of changes that might be made in jury systems and shows how the possible beneficial effects of these changes can be measured. The Workshop then provides the detailed means of achieving changes, should they be considered desirable.

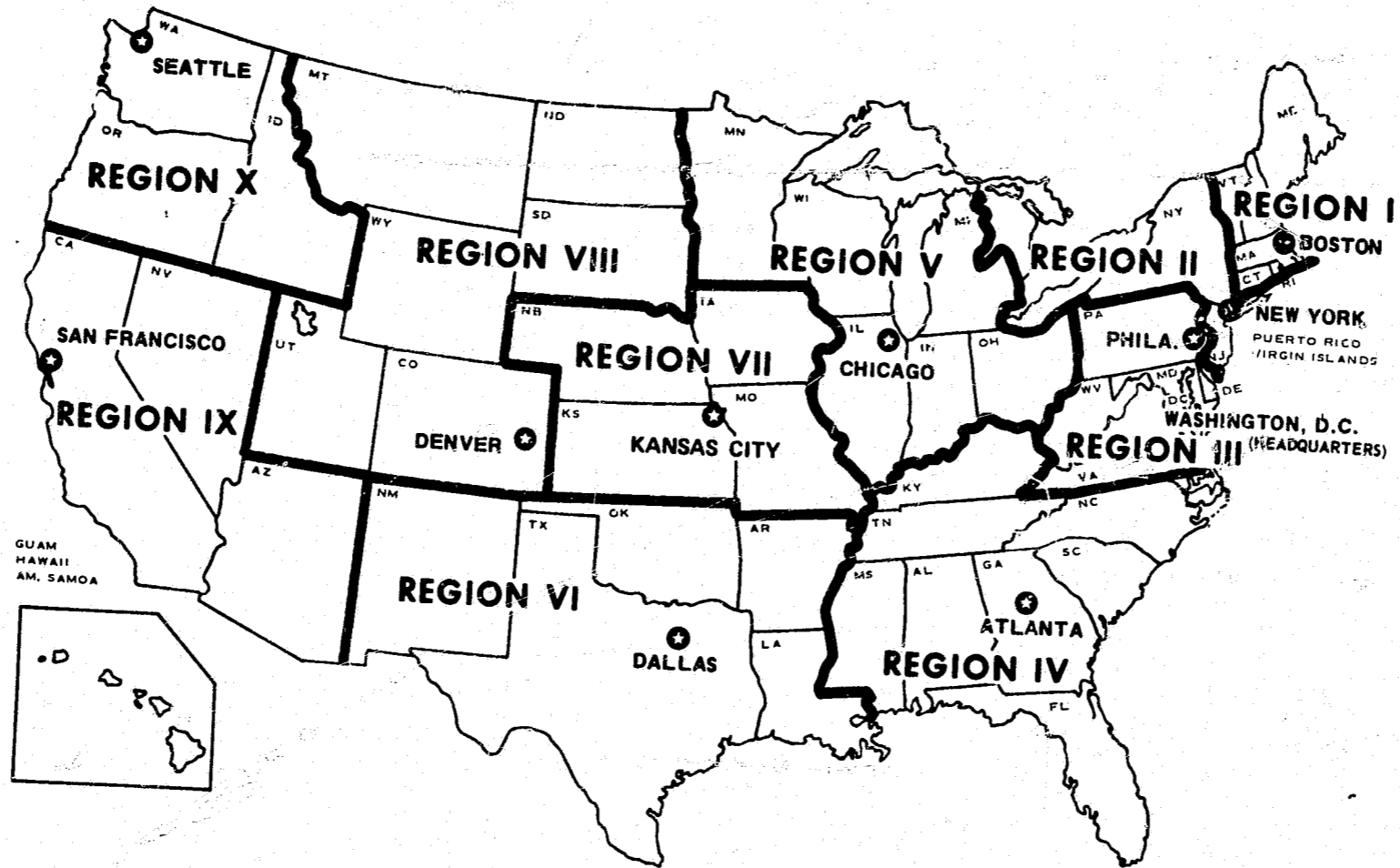
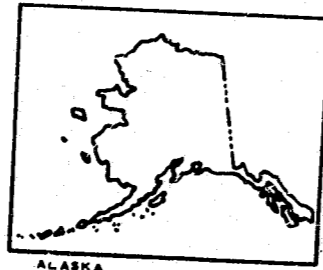
The Workshop also provides participants with a unique opportunity to discuss jury systems other than their own. Judges and court executives have recognized that some of the complaints of irate jurors have some validity and that a tendency among citizens to evade jury duty is related to an unfavorable public image of jury service. They recognized the disease, but had no cure at hand. The extensive research that forms the technical support for this Workshop goes a long way toward supplying the cure, showing where, when, and how that cure might be applied by each of the courts and demonstrating the results in improved juror attitudes and cost savings that can be expected.

Note: Included in each session of this document are reproductions of the visual aids used in training. Those who use this Handbook to present their own training may wish to reproduce these untitled visual aids and use them to enhance the training.





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SESSION 2

OVERVIEW OF THE JURY SYSTEM AS A PROCESS

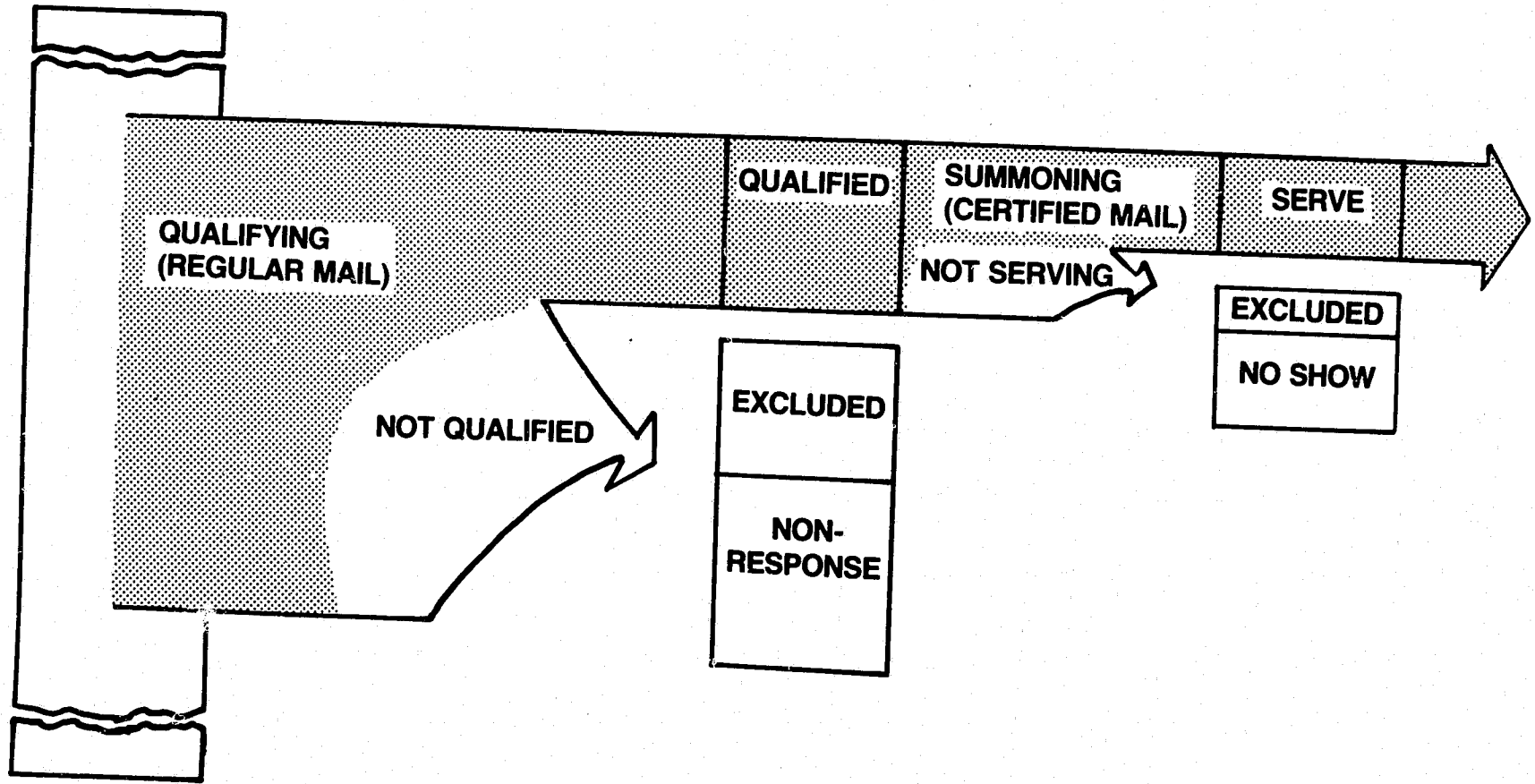
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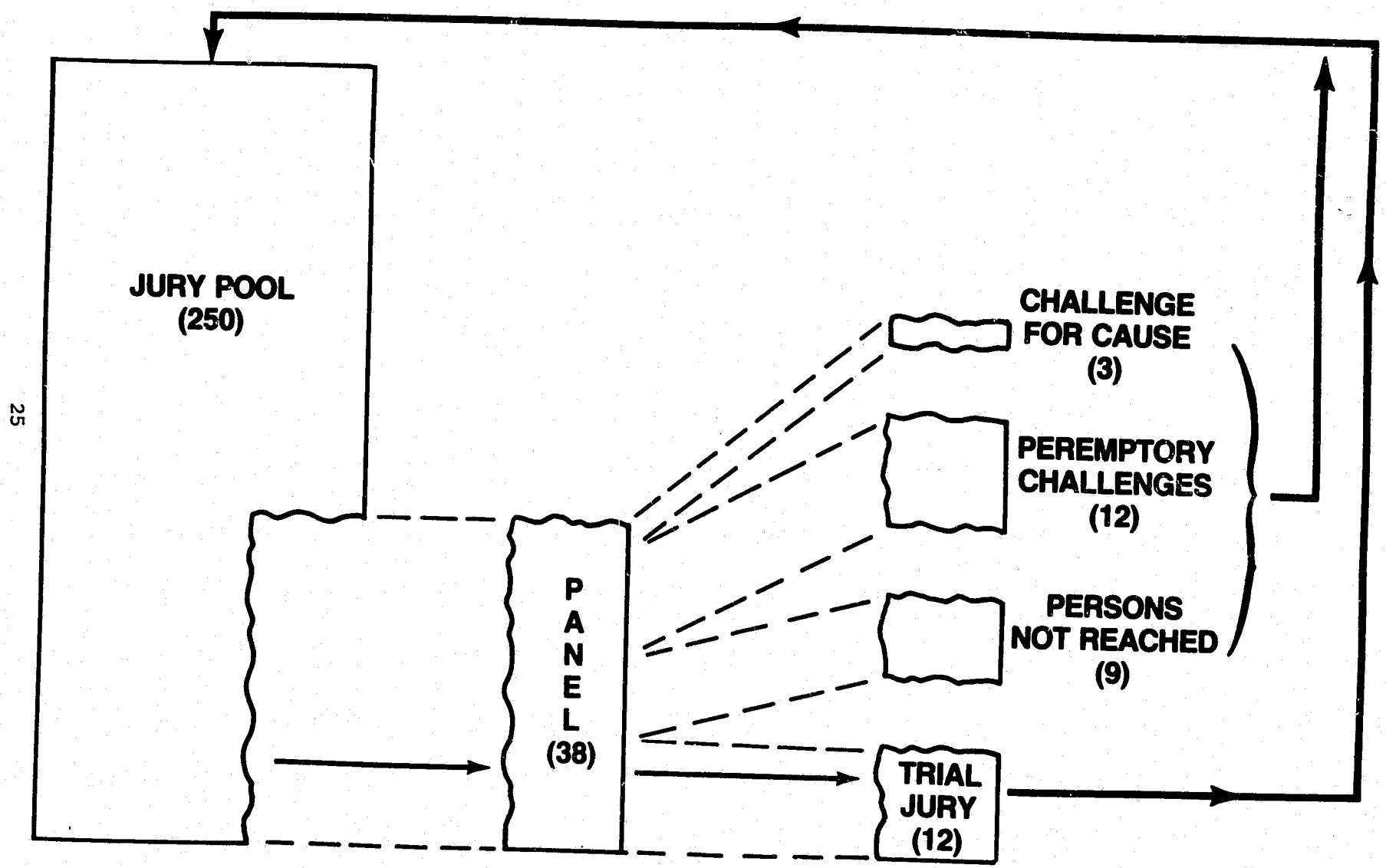
Day I

TRAINING GOALS:

1. Understanding of the dimensions of the American jury system, including the numbers of people called, the amount of time spent, and costs to the court and to the community.
 2. Portrayal of the jury system of an individual court, showing a) the process of selecting jurors from a cross-section of the population and enrolling them in the work of the court and b) the roles of court personnel in the jury system.
 3. Knowledge of the variations in jury system processes among different courts, illustrating why and how some of the practices are superior to others.
 4. Perceptions of the trends in the changes that jury system operations are undergoing in many court systems--fees paid, terms of service, enrollment practices, pooling of jurors, jury selection, and voir dire practices.
 5. Awareness of the many goals of a satisfactory jury system, including provisions of assistance to jurors in the courts when needed, efficient use of jurors' services, minimum sacrifice on the part of individuals called, and maximum participation of the community.
-

MASTER LIST





25

SESSION 3

IDENTIFICATION OF JURY SYSTEM PROBLEMS AND
SUCCESSSES IN WORKSHOP PARTICIPANTS' COURTS

12:30 - 1:45 p.m. (Working Lunch)

Day I

TRAINING GOALS:

1. Discussion of problems in the participants' respective jury systems by discussion groups representing cross-sections of the Region.
2. Development of a list of Workshop expectations that would address the jury system problems identified.
3. Highlighting of successes that participants recognize as "break-throughs" in jury system management and as worthy of transfer to other court systems.
4. Acquaintanceship with people from different courts to share frustrations, hopes, and plans for evolving jury systems.

PROCESS:

1. Participants will be divided into representative groups and asked to have lunch in their assigned groups.
 2. A designated person in each group will serve as a recorder during the working lunch and be prepared to report to the plenary session on:
a) Jury system problems identified; b) Workshop expectations that would address these problems; and c) Successes or "breakthroughs" in jury systems represented in the group.
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SESSION 4

REPORTS ON JURY SYSTEM PROBLEMS AND SUCCESSSES:
WORKSHOP PARTICIPANTS' EXPECTATIONS OF TRAINING

1:45 - 2:30 p.m.

Day I

TRAINING GOALS:

1. Knowledge of the characteristics of the jury systems of courts participating in the Workshop, with particular emphasis on problems encountered, improvements undertaken, and successes experienced.
2. Understanding of the common expectations of the group.

PROCESS:

1. Designated recorders will report problems, successes, and Workshop expectations raised by each group during the working lunch.
 2. Training staff will comment on issues and indicate how they will be addressed in the Workshop.
 3. Participants are encouraged to make appropriate remarks on the reports.
-

SESSION 5

THE JUROR USAGE PHASE--DATA AND TECHNOLOGY

2:30 - 3:15 p.m.

Day I

TRAINING GOALS:

1. Better understanding of the impact of current service phase performance on jurors' and citizens' attitudes toward jury service.
 2. Motivation of participants to improve the service phase in their systems as a result of becoming familiar with the excessive cost of poor usage of jurors.
 3. Knowledge and understanding of the seven rules for good usage of jurors.
 4. Knowledge of the kinds of data needed to improve and monitor usage of jurors, such as the number in use either in voir dire or trial and the number in service (available) at various times of the day and week.
 5. Knowledge of ways of collecting and reporting such data (such as using the "Julie Chart").
 6. Understanding of the case study on juror usage that participants will work on in assigned groups; increased awareness of technology available for more efficient use of jurors.
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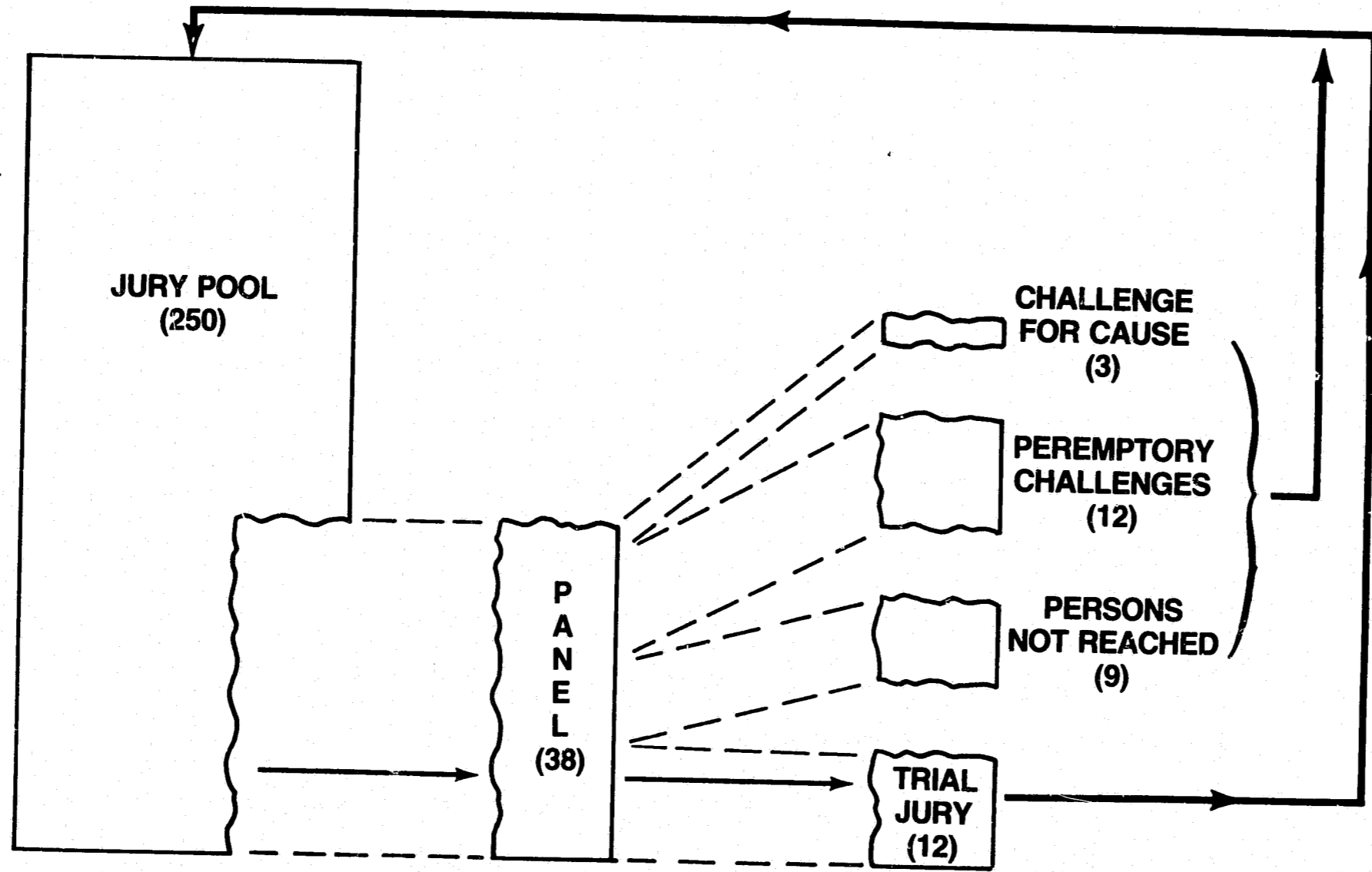


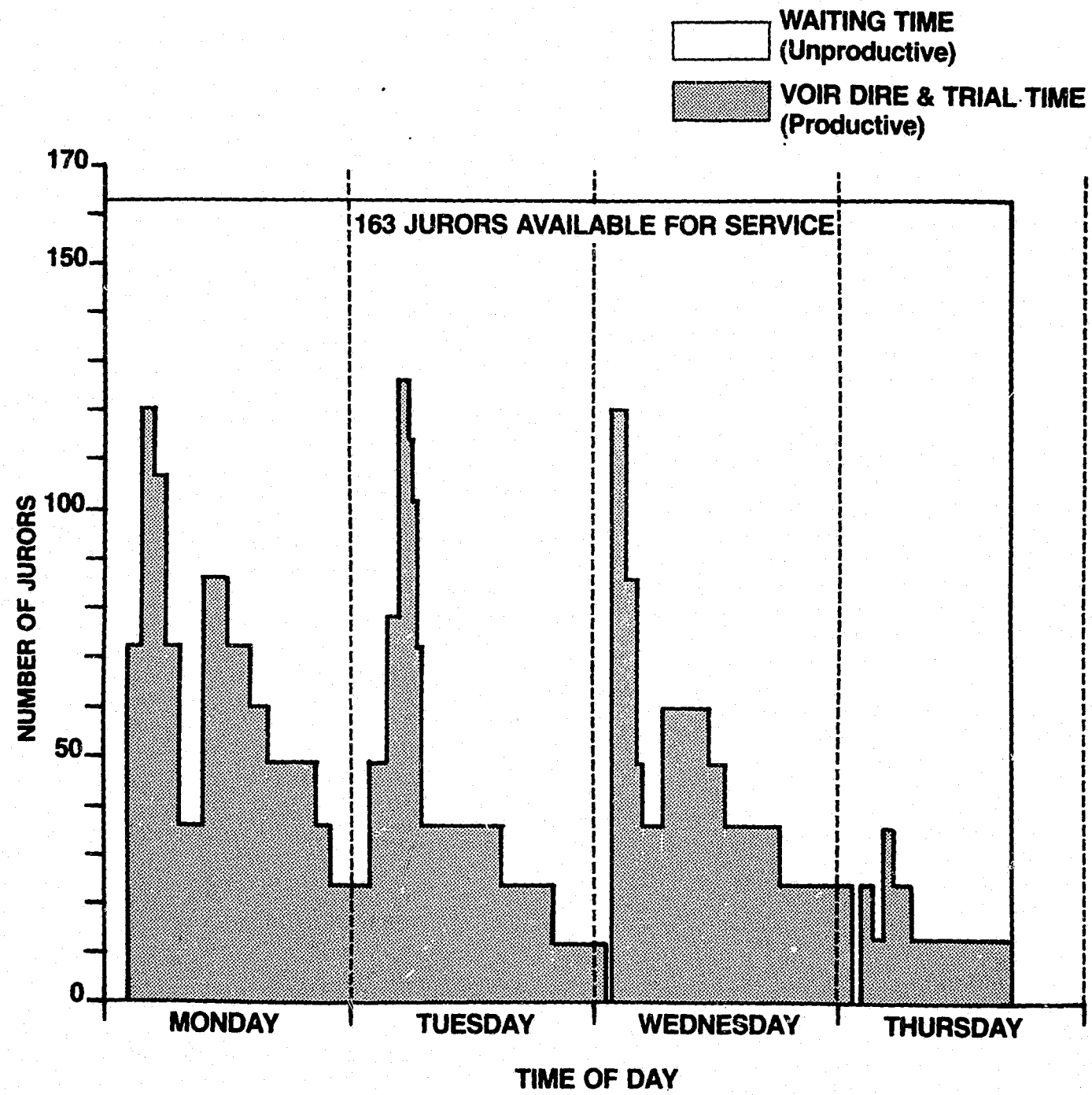
We find the defendant guilty and recommend
that he be sentenced to jury duty

Chon Day
(with permission of the artist)

WHY IMPROVE JUROR UTILIZATION?

- REDUCTION IN JURY COSTS
- REDUCTION IN LOST INCOME
- IMPROVEMENT IN JUROR ATTITUDE
- MORE WILLING CITIZEN PARTICIPATION



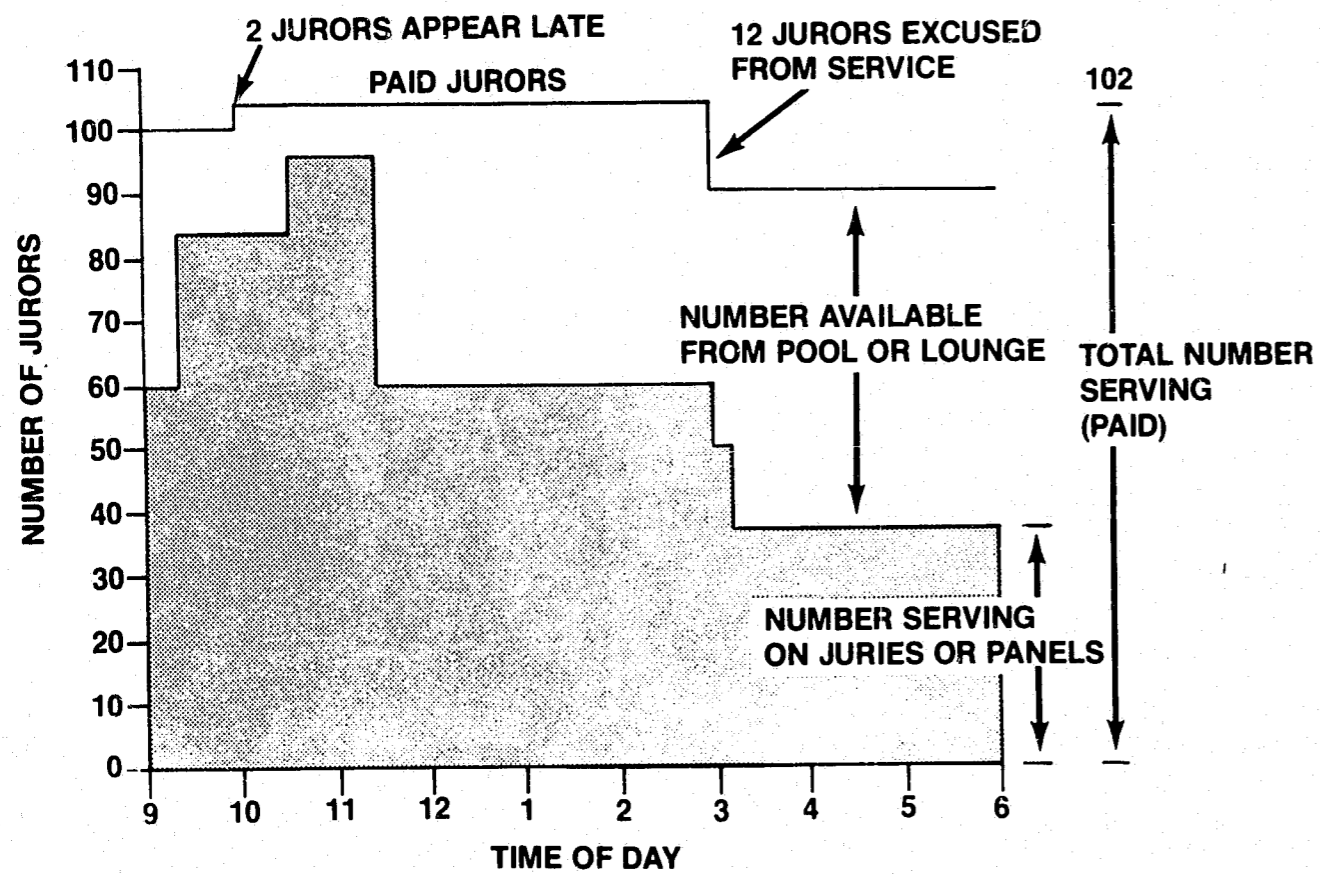


DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: MARCH 9, 1974

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANSACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
9:00	—	—	STATUS AT MORNING STARTUP	—	40	60	100
9:30	471	JONES	PANEL SENT	24	16	84	100
10:00	—	—	JURORS REPORTED LATE	2	18	84	102
10:40	485	ROE	PANEL SENT	12	6	96	102
11:30	101	STOWE	JURY RETIRED	12	18	84	102
			PANEL RETURNED		40	60	100

SAMPLE JURY POOL DATA FORM



DAILY JURY POOL USE PROFILE

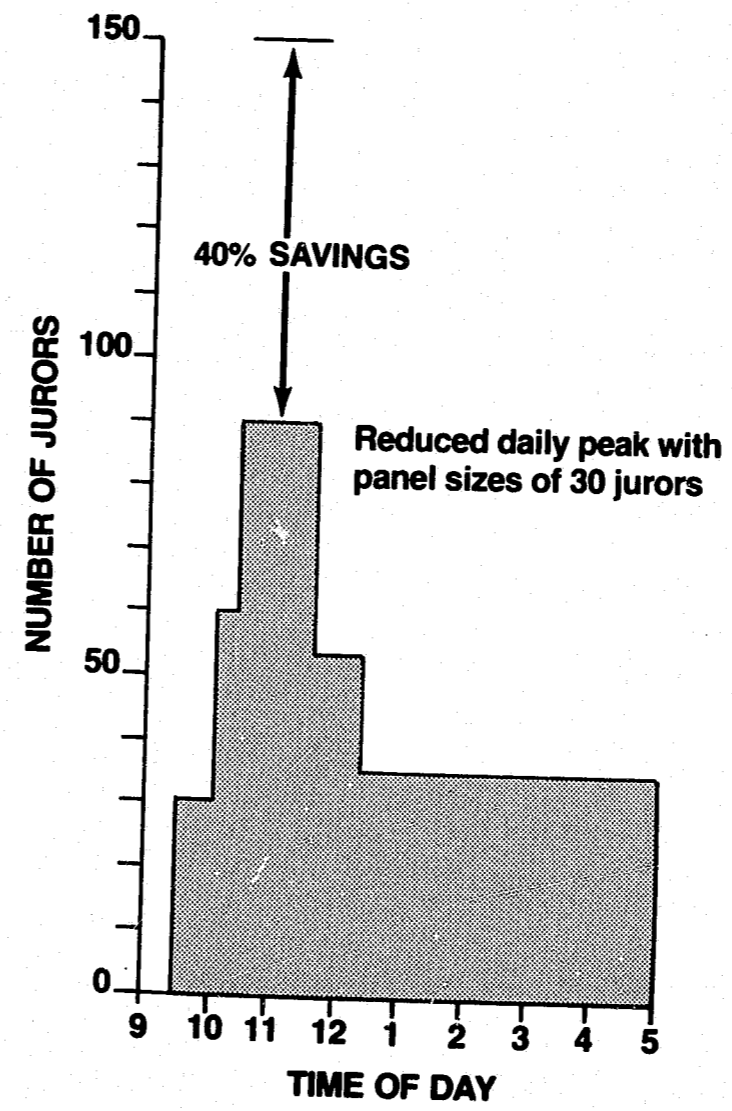
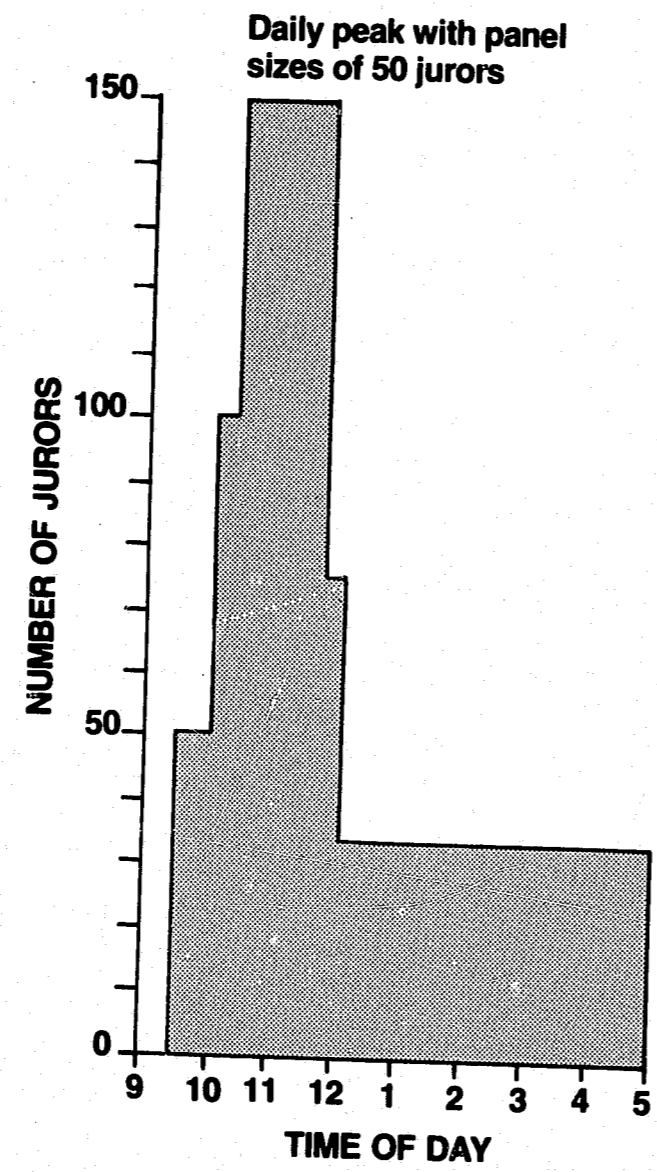
SEVEN GENERAL RULES FOR GOOD JUROR USAGE

- 1. ADAPT PANEL SIZE TO JURORS NEEDED**
- 2. DO NOT CALL PANELS PREMATURELY OR UNNECESSARILY**
- 3. MAKE SPECIAL ARRANGEMENTS
FOR EXCEPTIONALLY LARGE PANELS**
- 4. STAGGER TRIAL STARTS**
- 5. MAINTAIN CONTINUOUS OPERATION OVER THE WEEK**
- 6. DO NOT OVERCALL JURORS TO THE POOL**
- 7. DISMISS AND EXCUSE JURORS WHENEVER POSSIBLE**

RULE 1. ADAPT PANEL SIZE TO JURORS NEEDED

- MOST FREQUENTLY OVERLOOKED OPPORTUNITY
- PANEL SIZES OFTEN TRADITION
- CHALLENGES OFTEN NOT USED
- TRY STIPULATION AT PRETRIAL
- DATA MIGHT REVEAL EXCESSES

RULE 1 – ADAPT PANEL SIZE TO JURORS NEEDED.



RULE 2. DO NOT CALL PANELS PREMATURELY OR UNNECESSARILY

- FREQUENT JUDGE-CLERK RELATED PROBLEM
- COMMUNICATIONS BETWEEN COURTROOM AND JURY LOUNGE ESSENTIAL
- BEGIN VOIR DIRE *PROMPTLY*
- KEEP RECORDS TO DETERMINE DELAY OR NON-USE

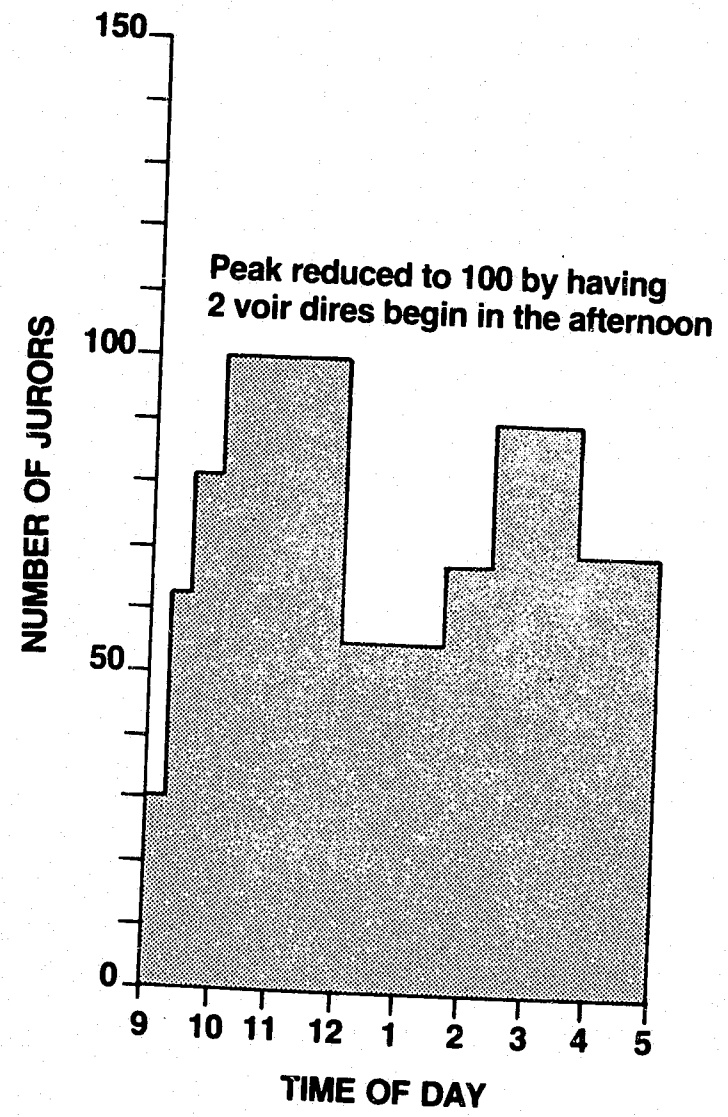
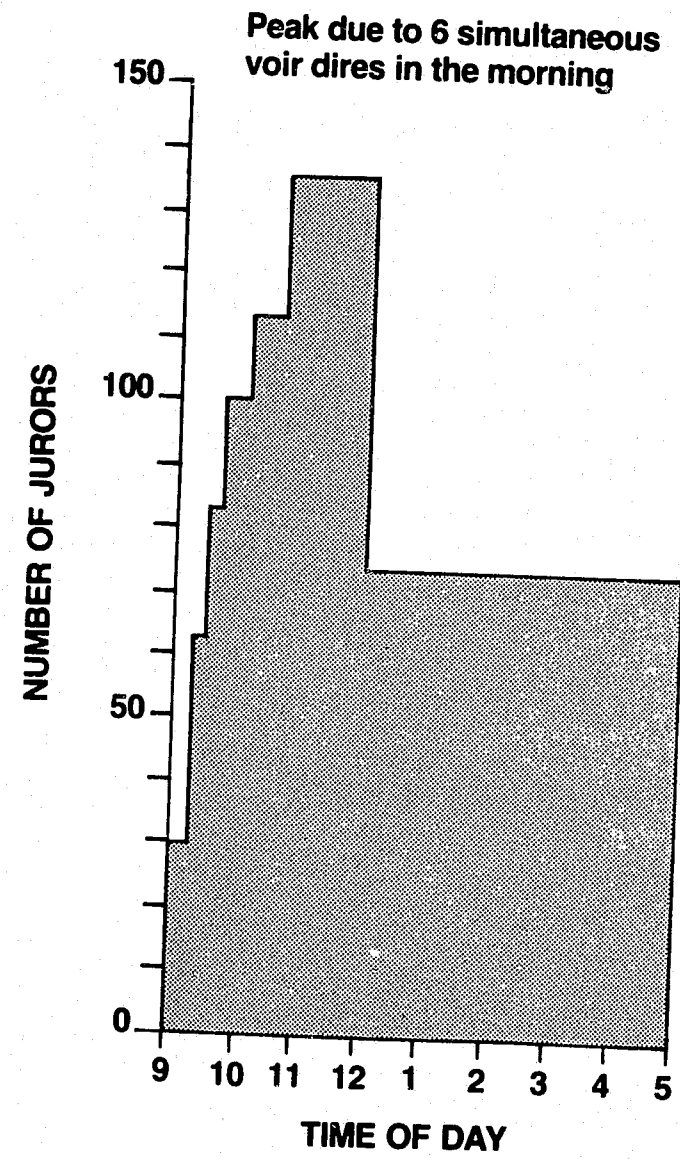
RULE 3. MAKE SPECIAL ARRANGEMENTS FOR EXCEPTIONALLY LARGE PANELS

- ADVANCE NOTICE ESSENTIAL
- OPPORTUNITY FOR OTHER VOIR DIRES
- SUCCESSIVE JUROR REPORTING USEFUL

RULE 4. STAGGER TRIAL STARTS

- **BALANCE OF WORKLOAD**
- **OFF-PEAK START TIMES**
- **PIGGYBACKING**
- **SET UP JURIES IN ADVANCE OF TRIAL**
 - **MULTIPLE VOIR DIRE**
 - **SINGLE-DAY EMPANELMENT**

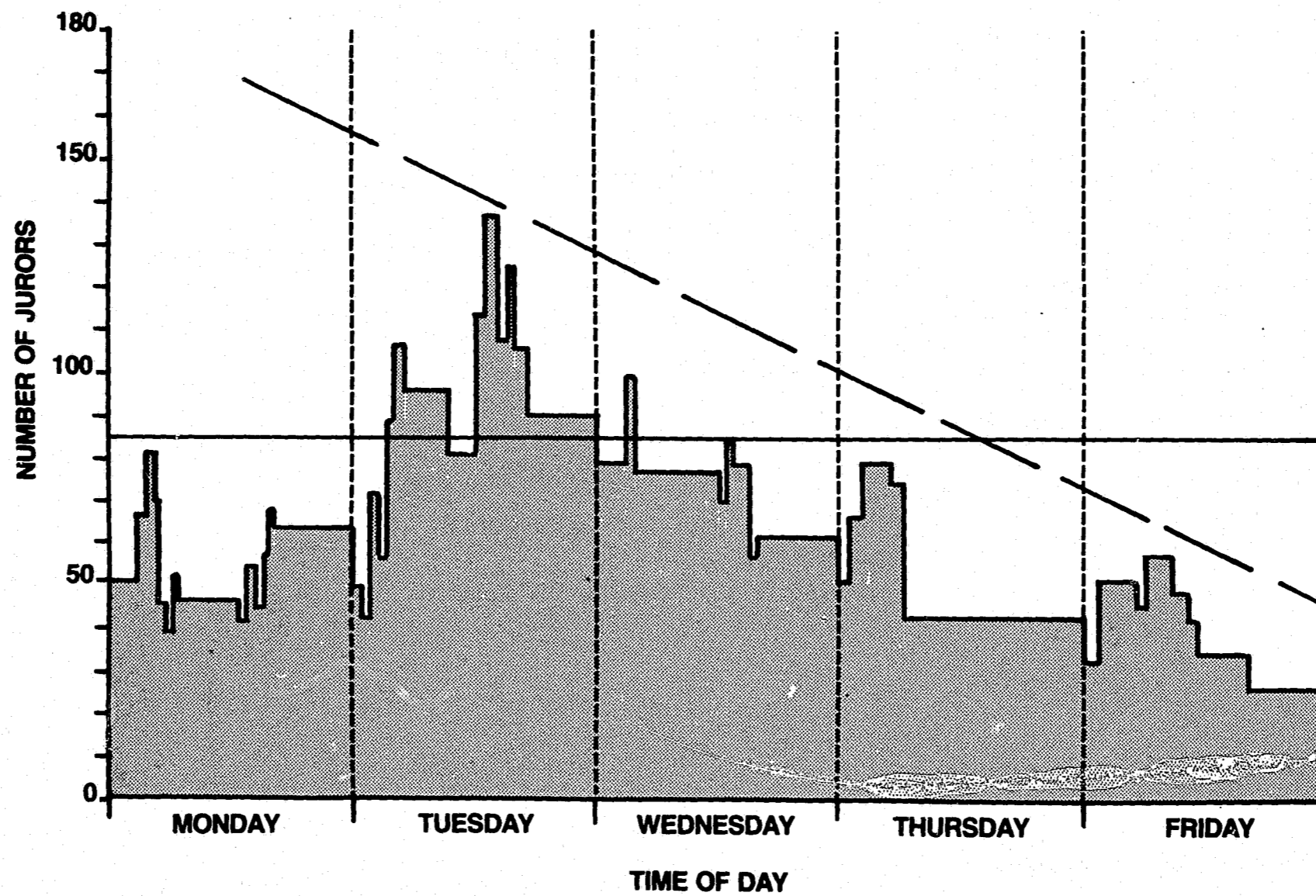
RULE 4—STAGGER TRIAL STARTS.



RULE 5. MAINTAIN CONTINUOUS OPERATION OVER THE WEEK

- **BALANCE OF JURY TRIALS VERSUS
ALL OTHER JUDICIAL ACTIVITIES**
- **INDIVIDUAL CALENDAR**
 - **CLOSE COORDINATION AMONG JUDGES
AND JURY MANAGEMENT PERSONNEL**
- **MASTER CALENDAR**
 - **CASE ASSIGNMENT WITH AN EYE TO
JURY DEMANDS**
 - **CLOSE COORDINATION BETWEEN ASSIGNMENT
OFFICE AND JURY
MANAGEMENT PERSONNEL**

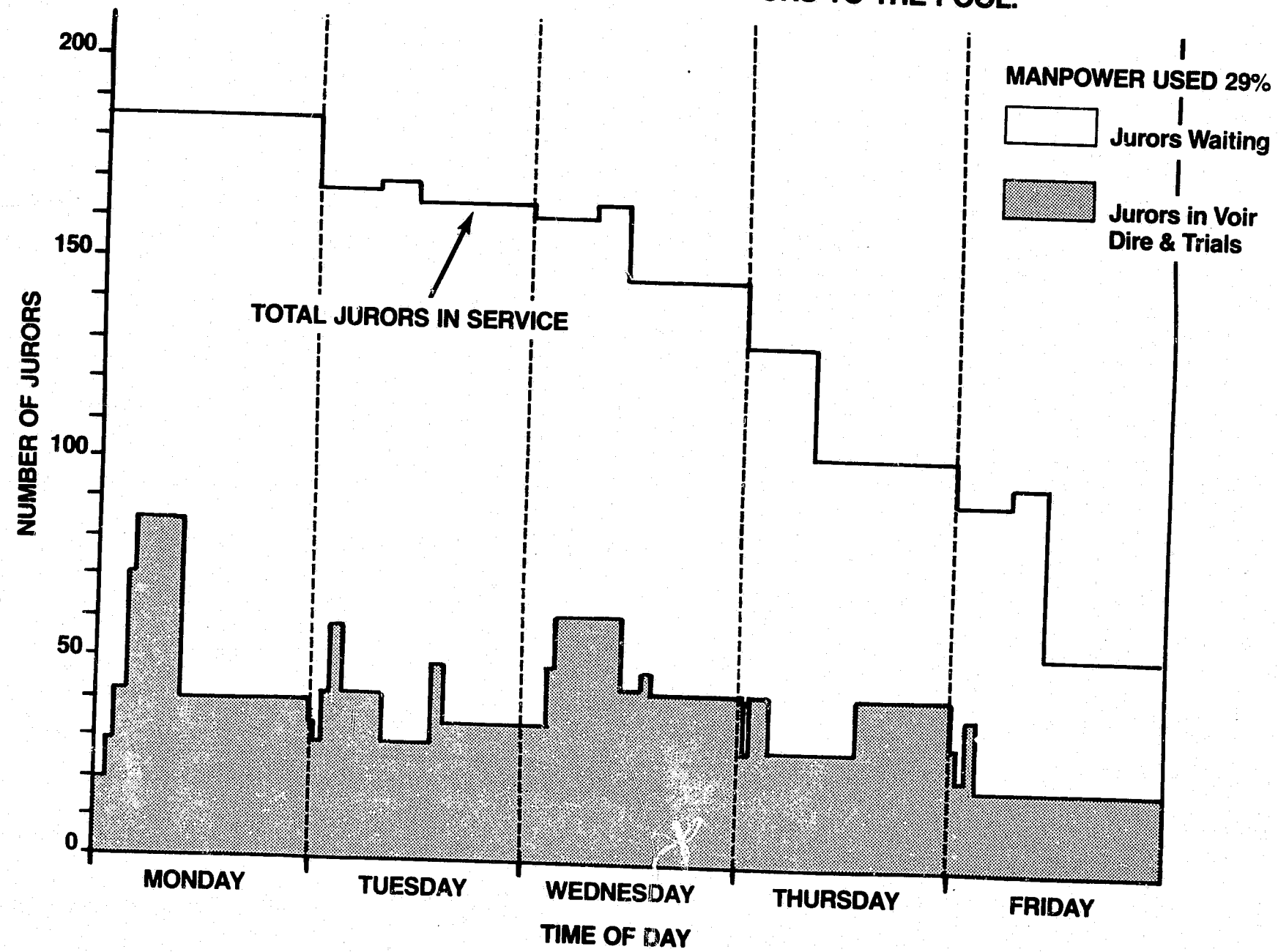
RULE 5—MAINTAIN CONTINUOUS COURT OPERATION.



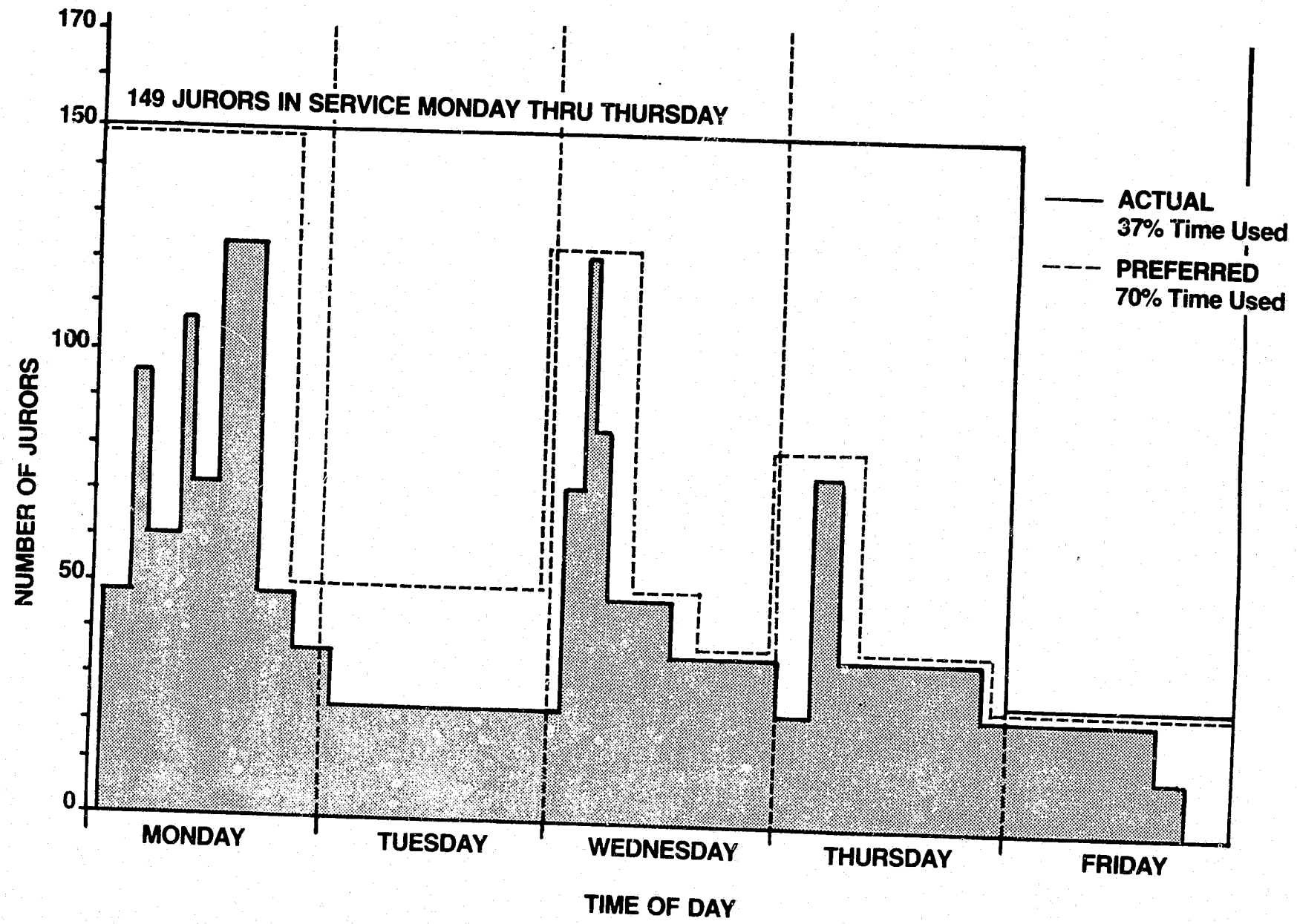
RULE 6. DO NOT OVERCALL JURORS TO THE POOL

- IF A JUDGE HAS NEVER EXPERIENCED A WAIT,
TOO MANY JURORS ARE CALLED
- COST-SAVING POTENTIAL IS IMPRESSIVE
- USE A RATIONAL PROCESS
- BEST METHOD IS ADAPTIVE REPORTING
 - CODE-A-PHONE
 - ESTIMATES OF FOLLOWING DAY DEMAND

RULE 6—DO NOT OVERCALL JURORS TO THE POOL.



RULE 7—DISMISS AND EXCUSE JURORS WHENEVER POSSIBLE.



DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: MON. - SEPT 10

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
	—	—	STATUS AT MORNING STARTUP	—	200	0	200
11:10	CIVIL	HALEY	PANEL TO VOIR DIRE	-26	174	26	200
11:57	CRIM.	GIBSON	PANEL TO VOIR DIRE	-44	130	70	200
12:30	CIVIL	HALEY	CHALLENGES RETURN (8) TRIAL STARTS	+14	144	56	200
1:50	CIVIL	HUGHES	PANEL TO VOIR DIRE	-30	114	86	200
2:15	CRIM.	GIBSON	CHALLENGES RETURN (16) TRIAL STARTS	+32	146	54	200
2:50	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-27	119	81	200
3:00	CIVIL	HUGHES	CHALLENGES RETURN (6) TRIAL STARTS	+18	137	63	200
3:08	CRIM.	WATSON	PANEL TO VOIR DIRE	-28	109	91	200
3:45	CIVIL	BEASLEY	CHALLENGES RETURN (9) TRIAL STARTS	+15	124	76	200
4:09	CRIM.	WATSON	CHALLENGES RETURN (12) TRIAL STARTS	+16	140	60	200

SESSION 6

APPLICATION OF JUROR USAGE PHASE TECHNOLOGY

3:30 - 4:30 p.m.

Day I

TRAINING GOALS:

1. Individual experience in working with juror usage data.
 2. Understanding of implications indicated by data presented in the case study and relevance of such data-keeping for participants' own courts.
-

PROCESS:

1. Participants will work on the case study in assigned groups.
 2. A person from the training staff will help facilitate the case study process.
 3. Each participant will read the case, develop his/her answers, and be prepared to discuss these answers in the small group.
 4. Following small-group development of case-study solutions, the problem will be analyzed and discussed in plenary session.
-

CASE STUDY

APPLICATION OF JUROR USAGE PHASE TECHNOLOGY

Background Information:

You are the court administrator of a 16-judge court. There are 10 judges available to handle civil and criminal jury cases.

Jury trials are conducted during 48 weeks of the year. Trials are scheduled to begin Monday through Thursday.

Cases are called each Monday morning in the Master Assignment courtroom. The first ready cases are sent to available judges. The remaining ready cases are listed on a blackboard and attorneys and parties are released subject to 20-minute notice when a judge is ready for their cases.

Available jurors wait in the juror waiting room to be sent to voir dire.

Jurors serve for one week or one trial, whichever is longer.

Jurors are paid \$10.00 per day.

All juries contain 12 persons (no alternates).

Judges call for a panel just before trial is ready to commence.

Each side is allowed three peremptory challenges in civil cases and five peremptory challenges in criminal cases. Multiple parties on a side must share the challenges.

Challenged jurors do not return immediately to the waiting room; they must wait in the courtroom until the jury of 12 is chosen. Then all challenged and unused jurors return to the juror waiting room together.

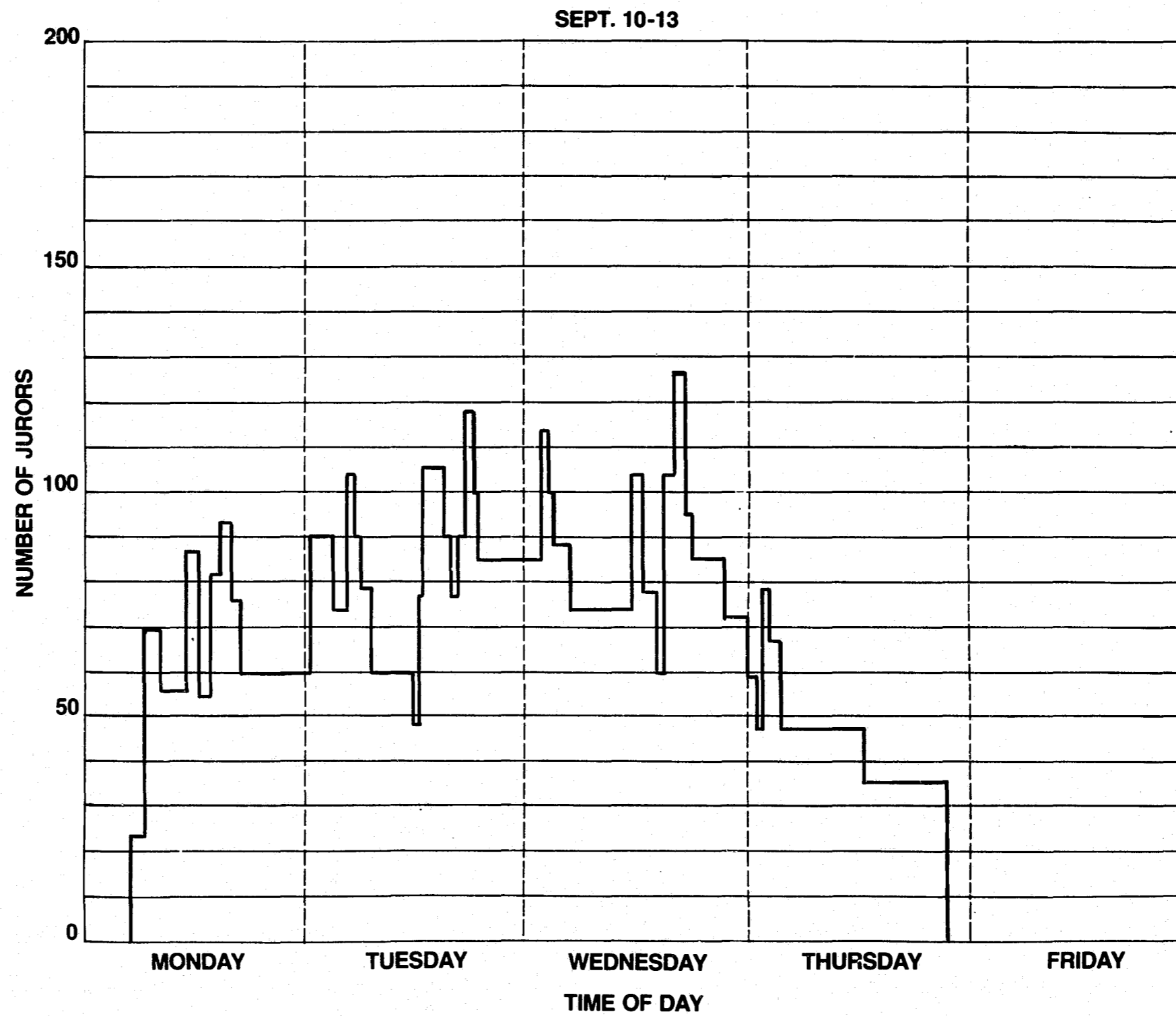
Your Tasks:

The jury clerk has provided you with the attached data for a three-week period. The data are representative of data for the full year. In general, you are to analyze the data to determine whether improvements in juror usage are called for and whether cost savings are possible. In particular, you are to focus on the following and report:

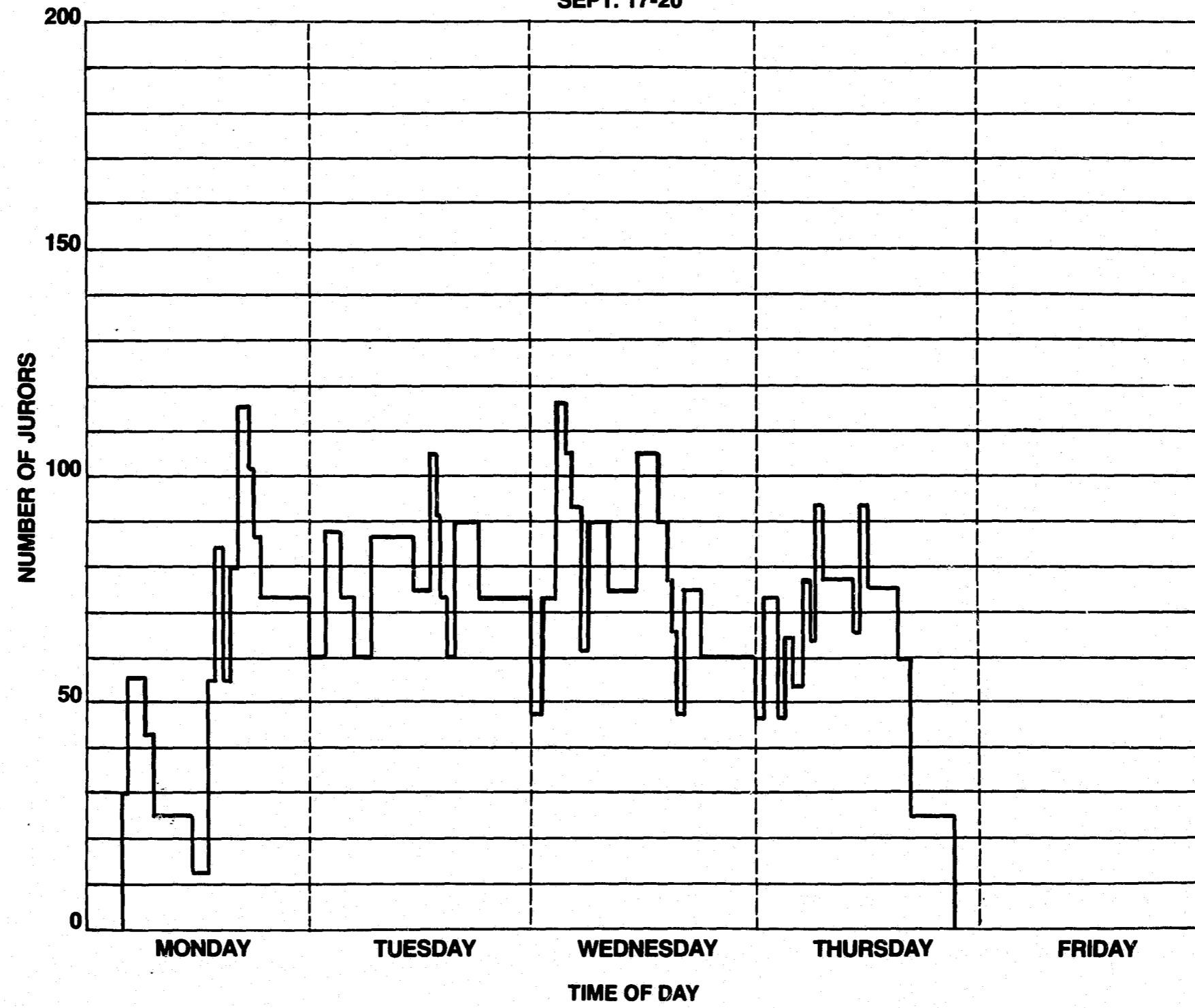
1. What is the minimum number of people necessary if all demands for jurors are to be met?
2. If a few waits could be tolerated (say 2 waits out of the 54 panels requested), what further reduction could be made? Estimate the waits.
3. Develop a recommendation for civil and criminal panel sizes based on the data and the allowed peremptory challenges.
4. What further adjustments in the number of people in service would be possible if these recommendations were followed?
5. Would you recommend an early release policy (A.M. vs. P.M.) or a different number reporting each day?

6. Estimate the potential savings or costs of your recommendations under tasks 1, 2, 4, and 5.

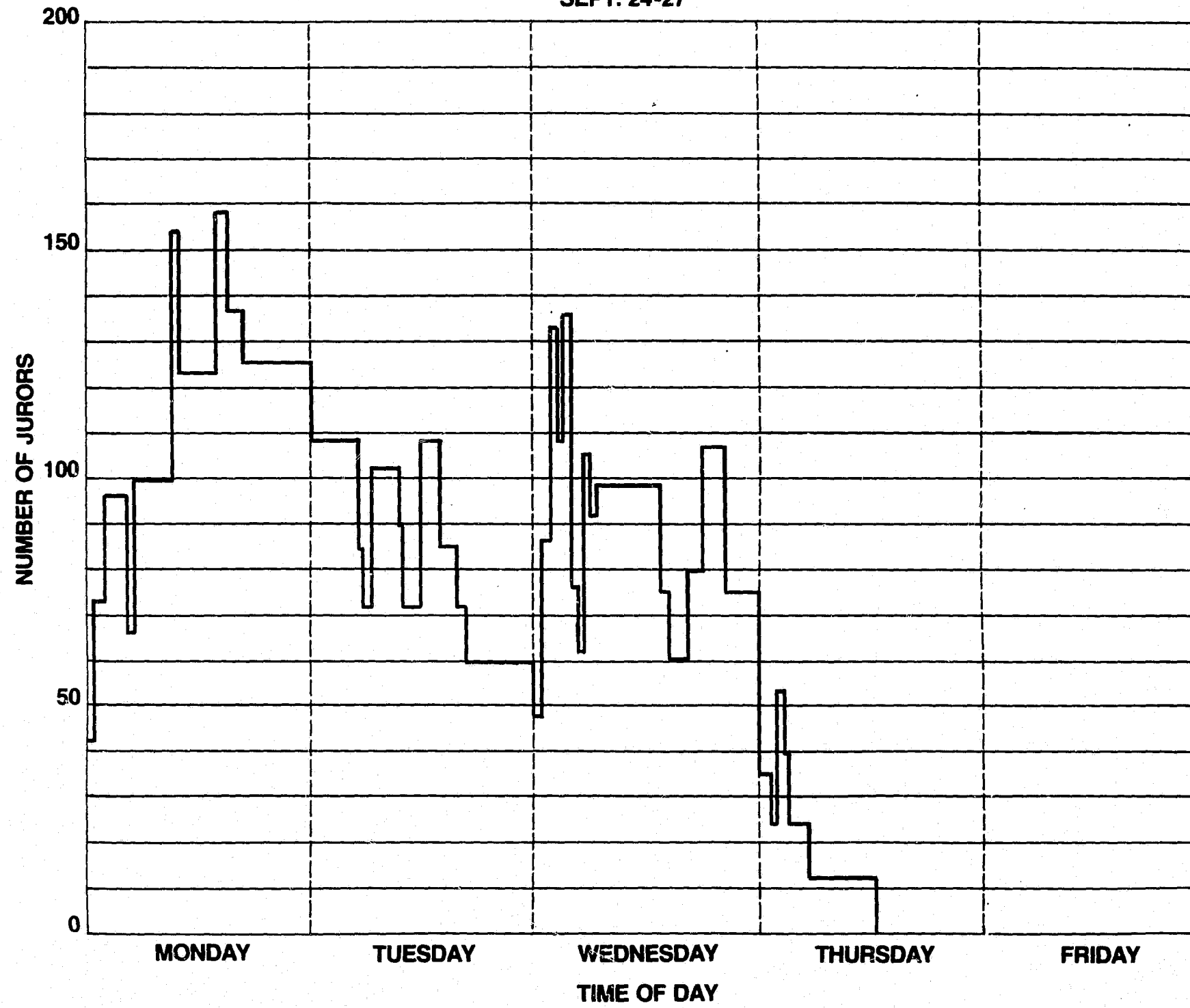
Note: Data and Solution provided by the Institute for Court Management (ICM), Denver, Colorado, as used in its course on Advanced Jury System Techniques.



SEPT. 17-20



SEPT. 24-27



DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: MON. - SEPT. 10

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		200	0	200
11:10	CIVIL	HALEY	PANEL TO VOIR DIRE	-26	174	26	200
11:57	CRIM.	GIBSON	PANEL TO VOIR DIRE	-44	130	70	200
12:30	CIVIL	HALEY	CHALLENGES RETURN (8) TRIAL STARTS	+14	144	56	200
1:50	CIVIL	HUGHES	PANEL TO VOIR DIRE	-30	114	86	200
2:15	CRIM.	GIBSON	CHALLENGES RETURN (14) TRIAL STARTS	+32	146	54	200
2:50	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-27	119	81	200
3:00	CIVIL	HUGHES	CHALLENGES RETURN (6) TRIAL STARTS	+18	137	63	200
3:08	CRIM.	WATSON	PANEL TO VOIR DIRE	-28	109	91	200
3:45	CIVIL	BEASLEY	CHALLENGES RETURN (9) TRIAL STARTS	+15	124	76	200
4:09	CRIM.	WATSON	CHALLENGES RETURN (12) TRIAL STARTS	+16	140	60	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: TUES. - SEPT. 11

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		140	60	200
9:15	CIVIL	WELBY	PANEL TO VOIR DIRE	-29	111	89	200
10:10	CIVIL	WELBY	CHALLENGES RETURN (4) TRIAL STARTS	+17	128	72	200
11:02	CIVIL	DAVIS	PANEL TO VOIR DIRE	-30	98	102	200
11:05	CRIM.	GIBSON	TRIAL ENDS	+12	110	90	200
11:30	CIVIL	HUGHES	TRIAL ENDS	+12	122	78	200
11:50	CIVIL	DAVIS	CHALLENGES RETURN (10) TRIAL STARTS	+18	140	60	200
2:00	CIVIL	BEASLEY	TRIAL ENDS	+12	152	48	200
2:04	CIVIL	MC ELROY	PANEL TO VOIR DIRE	-29	123	77	200
2:12	CRIM.	JACOBS	PANEL TO VOIR DIRE	-27	96	104	200
3:08	CRIM.	JACOBS	CHALLENGES RETURN (10) TRIAL STARTS	+15	111	89	200
3:30	CRIM.	WATSON	TRIAL ENDS	+12	123	77	200
3:33	CIVIL	MC ELROY	CHALLENGES RETURN (3) TRIAL STARTS	+17	140	60	200
3:35	CRIM.	GIBSON	PANEL TO VOIR DIRE	-29	111	89	200
4:18	CRIM.	WATSON	PANEL TO VOIR DIRE	-28	83	117	200
4:25	CRIM.	GIBSON	CHALLENGES RETURN (12) TRIAL STARTS	+17	100	100	200
4:45	CRIM.	WATSON	CHALLENGES RETURN (6) TRIAL STARTS	+16	116	84	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: WED. - SEPT. 12

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		116	84	200
9:45	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-28	88	112	200
10:00	CIVIL	HALEY	TRIAL ENDS	+12	100	100	200
10:10	CRIM.	GIBSON	TRIAL ENDS	+12	112	88	200
11:00	CIVIL	BEASLEY	CHALLENGES RETURN (8) TRIAL STARTS	+16	128	72	200
2:03	CRIM.	GIBSON	PANEL TO VOIR DIRE	-30	98	102	200
2:15	CRIM.	WATSON	TRIAL ENDS	+12	110	90	200
2:15	CIVIL	DAVIS	TRIAL ENDS	+12	122	78	200
2:55	CRIM.	GIBSON	CHALLENGES RETURN (8) TRIAL STARTS	+18	140	60	200
3:28	CRIM.	WATSON	PANEL TO VOIR DIRE	-42	98	102	200
3:48	CIVIL	HALEY	PANEL TO VOIR DIRE	-22	76	124	200
4:22	CRIM.	WATSON	CHALLENGES RETURN (20) TRIAL STARTS	+30	106	94	200
4:30	CIVIL	HALEY	CHALLENGES RETURN (8) TRIAL STARTS	+11	117	83	200
6:00	CIVIL	BEASLEY	TRIAL ENDS	+12	129	71	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: THURS. - SEPT. 13

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANSACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		129	71	200
9:00	CIVIL	WELBY	TRIAL ENDS	+12	141	59	200
9:20	CIVIL	HALEY	TRIAL ENDS	+11	152	48	200
9:48	CIVIL	DAVIS	PANEL TO VOIR DIRE	-30	122	78	200
10:00	CRIM.	JACOBS	TRIAL ENDS	+12	134	66	200
10:30	CIVIL	DAVIS	CHALLENGES RETURN (6) TRIAL STARTS	+18	152	48	200
2:15	CIVIL	MCCLROY	TRIAL ENDS	+12	164	36	200
LATER	—	UNKNOWN	3 TRIALS END	+36	200	0	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: MON. - SEPT. 17

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANSACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		200	0	200
10:25	CIVIL	HALEY	PANEL TO VOIR DIRE	-30	170	30	200
10:30	CIVIL	BARBER	PANEL TO VOIR DIRE	-25	145	55	200
11:15	CIVIL	BARBER	CHALLENGES RETURN (10) TRIAL STARTS	+13	158	42	200
11:42	CIVIL	HALEY	CHALLENGES RETURN (6) TRIAL STARTS	+18	176	24	200
1:30	CIVIL	HALEY	TRIAL ENDS	+12	188	12	200
2:15	CRIM.	WATSON	PANEL TO VOIR DIRE	-42	146	54	200
2:33	CRIM.	GIBSON	PANEL TO VOIR DIRE	-30	116	84	200
2:50	CRIM.	WATSON	CHALLENGES RETURN (10) TRIAL STARTS	+30	146	54	200
3:15	CIVIL	HUGHES	PANEL TO VOIR DIRE	-26	120	80	200
3:25	CRIM.	GIBSON	CHALLENGES RETURN (12) TRIAL STARTS	+18	138	62	200
3:25	CIVIL	DAVIS	PANEL TO VOIR DIRE	-26	112	88	200
3:35	CRIM.	JACOBS	PANEL TO VOIR DIRE	-27	85	115	200
4:00	CIVIL	HUGHES	CHALLENGES RETURN (6) TRIAL STARTS	+14	99	101	200
4:05	CIVIL	DAVIS	CHALLENGES RETURN (7) TRIAL STARTS	+14	113	87	200
4:35	CRIM.	JACOBS	CHALLENGES RETURN (8) TRIAL STARTS	+15	128	72	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: TUES. - SEPT. 18

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		128	72	200
9:00	CRIM.	GIBSON	TRIAL ENDS	+12	140	60	200
9:25	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-28	112	88	200
10:10	CIVIL	BEASLEY	CHALLENGES RETURN (10) TRIAL STARTS	+16	128	72	200
10:50	CIVIL	HUGHES	TRIAL ENDS	+12	140	60	200
11:37	CIVIL	WELBY	PANEL TO VOIR DIRE	-26	114	86	200
1:30	CRIM.	JACOBS	TRIAL ENDS	+12	126	74	200
2:13	CRIM.	GIBSON	PANEL TO VOIR DIRE	-31	95	105	200
2:20	CIVIL	WELBY	CHALLENGES RETURN (6) TRIAL STARTS	+14	109	91	200
2:45	CRIM.	GIBSON	CHALLENGES RETURN (12) TRIAL STARTS	+19	128	72	200
3:00	CIVIL	WELBY	TRIAL ENDS	+12	140	60	200
3:17	CIVIL	HUGHES	PANEL TO VOIR DIRE	-30	110	90	200
4:25	CIVIL	HUGHES	CHALLENGES RETURN (8) TRIAL STARTS	+18	128	72	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: WED. - SEPT. 19

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		128	72	200
9:00	CIVIL	BARBER	TRIAL ENDS	+12	140	60	200
9:00	CIVIL	DAVIS	TRIAL ENDS	+12	152	48	200
9:10	CIVIL	McELROY	PANEL TO VOIR DIRE	-24	128	72	200
9:55	CRIM.	JACOBS	PANEL TO VOIR DIRE	-45	83	117	200
10:15	CIVIL	BEASLEY	TRIAL ENDS	+12	95	105	200
10:32	CIVIL	McELROY	CHALLENGES RETURN (6) TRIAL STARTS	+12	107	93	200
11:10	CRIM.	JACOBS	CHALLENGES RETURN (12) TRIAL STARTS	+32	139	61	200
11:23	CIVIL	WELBY	PANEL TO VOIR DIRE	-28	111	89	200
12:15	CIVIL	WELBY	CHALLENGES RETURN (3) TRIAL STARTS	+16	127	73	200
1:50	CIVIL	DAVIS	PANEL TO VOIR DIRE	-30	97	103	200
2:30	CRIM.	JACOBS	TRIAL ENDS	+13	110	90	200
3:00	CIVIL	McELROY	TRIAL ENDS	+12	122	78	200
3:15	CRIM.	GIBSON	TRIAL ENDS	+12	134	66	200
3:25	CIVIL	DAVIS	CHALLENGES RETURN (6) TRIAL STARTS	+18	152	48	200
3:50	CRIM.	JACOBS	PANEL TO VOIR DIRE	-27	125	75	200
4:30	CRIM.	JACOBS	CHALLENGES RETURN (14) TRIAL STARTS	+15	140	60	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: THURS. - SEPT. 20

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		140	60	200
9:00	CRIM.	WATSON	TRIAL ENDS	+12	152	48	200
9:13	CIVIL	McELROY	PANEL TO VOIR DIRE	-24	128	72	200
10:00	CIVIL	DAVIS	TRIAL ENDS	+12	140	60	200
10:00	CRIM.	JACOBS	TRIAL ENDS	+12	152	48	200
10:20	CIVIL	HUGHES	TRIAL ENDS	+12	164	36	200
10:22	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-28	136	64	200
10:35	CIVIL	McELROY	CHALLENGES RETURN (9) TRIAL STARTS	+12	148	52	200
11:12	CIVIL	HALEY	PANEL TO VOIR DIRE	-26	122	78	200
11:25	CIVIL	BEASLEY	CHALLENGES RETURN (6) TRIAL STARTS	+16	138	62	200
11:45	CIVIL	DAVIS	PANEL TO VOIR DIRE	-30	108	92	200
11:59	CIVIL	HALEY	CHALLENGES RETURN (5) TRIAL STARTS	+14	122	78	200
1:30	CIVIL	WELBY	TRIAL ENDS	+12	134	66	200
1:52	CRIM.	JACOBS	PANEL TO VOIR DIRE	-27	107	93	200
2:00	CIVIL	DAVIS	CHALLENGES RETURN (6) TRIAL STARTS	+18	125	75	200
3:30	CRIM.	JACOBS	CHALLENGES RETURN (10) TRIAL STARTS	+15	140	60	200
4:00	CIVIL	HALEY	TRIAL ENDS	+12	152	48	200
4:00	CIVIL	McELROY	TRIAL ENDS	+12	164	36	200
4:08	CIVIL	BEASLEY	TRIAL ENDS	+12	176	24	200
LATER		JACOBS & DAVIS	2 TRIALS END	+14	200	0	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: MON. - SEPT. 24

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		200	0	200
9:00	CRIM.	WATSON	PANEL TO VOIR DIRE	-42	158	42	200
9:15	CIVIL	McELROY	PANEL TO VOIR DIRE	-30	128	72	200
10:00	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-24	104	96	200
10:50	CIVIL	BEASLEY	CHALLENGES RETURN (6) TRIAL STARTS	+12	116	84	200
11:00	CIVIL	McELROY	CHALLENGES RETURN (8) TRIAL STARTS	+18	134	66	200
11:15	CIVIL	HUGHES	PANEL TO VOIR DIRE	-34	100	100	200
1:00	CIVIL	WELBY	PANEL TO VOIR DIRE	-24	76	124	200
1:00	CRIM.	GIBSON	PANEL TO VOIR DIRE	-28	48	152	200
1:05	CIVIL	WATSON	CHALLENGES RETURN (12) TRIAL STARTS	+30	78	122	200
3:00	CIVIL	DAVIS	PANEL TO VOIR DIRE	-35	43	157	200
3:15	CIVIL	HUGHES	CHALLENGES RETURN (8) TRIAL STARTS	+22	65	135	200
4:00	CIVIL	WELBY	CHALLENGES RETURN (10) TRIAL STARTS	+12	77	123	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: TUES. - SEPT. 25

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		79	123	200
9:00	CRIM.	GIBSON	CHALLENGES RETURN (10) TRIAL STARTS	+16	93	107	200
11:15	CIVIL	DAVIS	CHALLENGES RETURN (6) TRIAL STARTS	+23	116	84	200
11:20	CIVIL	BEASLEY	TRIAL ENDS	+12	128	72	200
11:50	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-30	98	102	200
1:00	CIVIL	HUGHES	TRIAL ENDS	+12	110	90	200
1:15	CIVIL	BEASLEY	CHALLENGES RETURN (6) TRIAL STARTS	+18	128	72	200
2:00	CRIM.	JACOBS	PANEL TO VOIR DIRE	-36	92	108	200
2:45	CRIM.	JACOBS	CHALLENGES RETURN (7) TRIAL STARTS	+24	116	84	200
3:30	CIVIL	WATSON	TRIAL ENDS	+12	128	72	200
4:00	CIVIL	DAVIS	TRIAL ENDS	+12	140	60	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: WED. - SEPT. 26

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		140	60	200
9:00	CRIM.	GIBSON	TRIAL ENDS	+12	152	48	200
9:10	CIVIL	DAVIS	PANEL TO VOIR DIRE	-36	116	84	200
9:50	CRIM.	GIBSON	PANEL TO VOIR DIRE	-47	69	131	200
10:00	CRIM.	JACOBS	TRIAL ENDS	+12	81	119	200
10:00	CIVIL	BEASLEY	TRIAL ENDS	+12	93	107	200
10:12	CRIM.	JACOBS	PANEL TO VOIR DIRE	-27	66	134	200
10:30	CIVIL	DAVIS	CHALLENGES RETURN (5) TRIAL STARTS	+24	90	110	200
10:40	CRIM.	GIBSON	CHALLENGES RETURN (4) TRIAL STARTS	+34	124	76	200
11:00	CRIM.	JACOBS	CHALLENGES RETURN (8) TRIAL STARTS	+15	139	61	200
11:05	CRIM.	WATSON	PANEL TO VOIR DIRE	-42	97	103	200
11:20	CIVIL	WELBY	TRIAL ENDS	+12	109	91	200
11:45	CIVIL	HUGHES	PANEL TO VOIR DIRE	-36	73	127	200
11:50	CRIM.	WATSON	CHALLENGES RETURN (12) TRIAL STARTS	+30	103	97	200
2:30	CIVIL	HUGHES	CHALLENGES RETURN (6) TRIAL STARTS	+24	127	73	200
3:00	CRIM.	GIBSON	TRIAL ENDS	-13	140	60	200
3:48	CIVIL	WELBY	PANEL TO VOIR DIRE	-31	109	91	200
3:50	CIVIL	McELROY	TRIAL ENDS	+12	121	79	200
4:30	CRIM.	GIBSON	PANEL TO VOIR DIRE	-45	76	124	200
4:30	CIVIL	WELBY	CHALLENGES RETURN (10) TRIAL STARTS	+19	95	105	200
5:20	CRIM.	GIBSON	CHALLENGES RETURN (10) TRIAL STARTS	+32	127	73	200

DAILY JURY POOL STATUS AND TRANSACTIONS

DATE: THURS. - SEPT. 27

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
			STATUS AT MORNING STARTUP		127	73	200
9:00	CRIM.	WATSON	TRIAL ENDS	+12	139	61	200
9:00	CIVIL	HUGHES	TRIAL ENDS	+12	151	49	200
9:00	CRIM.	GIBSON	TRIAL ENDS	+13	164	36	200
9:30	CIVIL	WELBY	TRIAL ENDS	+12	176	24	200
9:35	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-28	148	52	200
10:00	CRIM.	JACOBS	TRIAL ENDS	+12	160	40	200
10:08	CIVIL	BEASLEY	CHALLENGES RETURN (2) TRIAL STARTS	+16	176	24	200
11:00	CIVIL	DAVIS	TRIAL ENDS	+12	188	12	200
2:00	CIVIL	BEASLEY	TRIAL ENDS	+12	200	0	200

CONTINUED

1 OF 4

SESSION 7

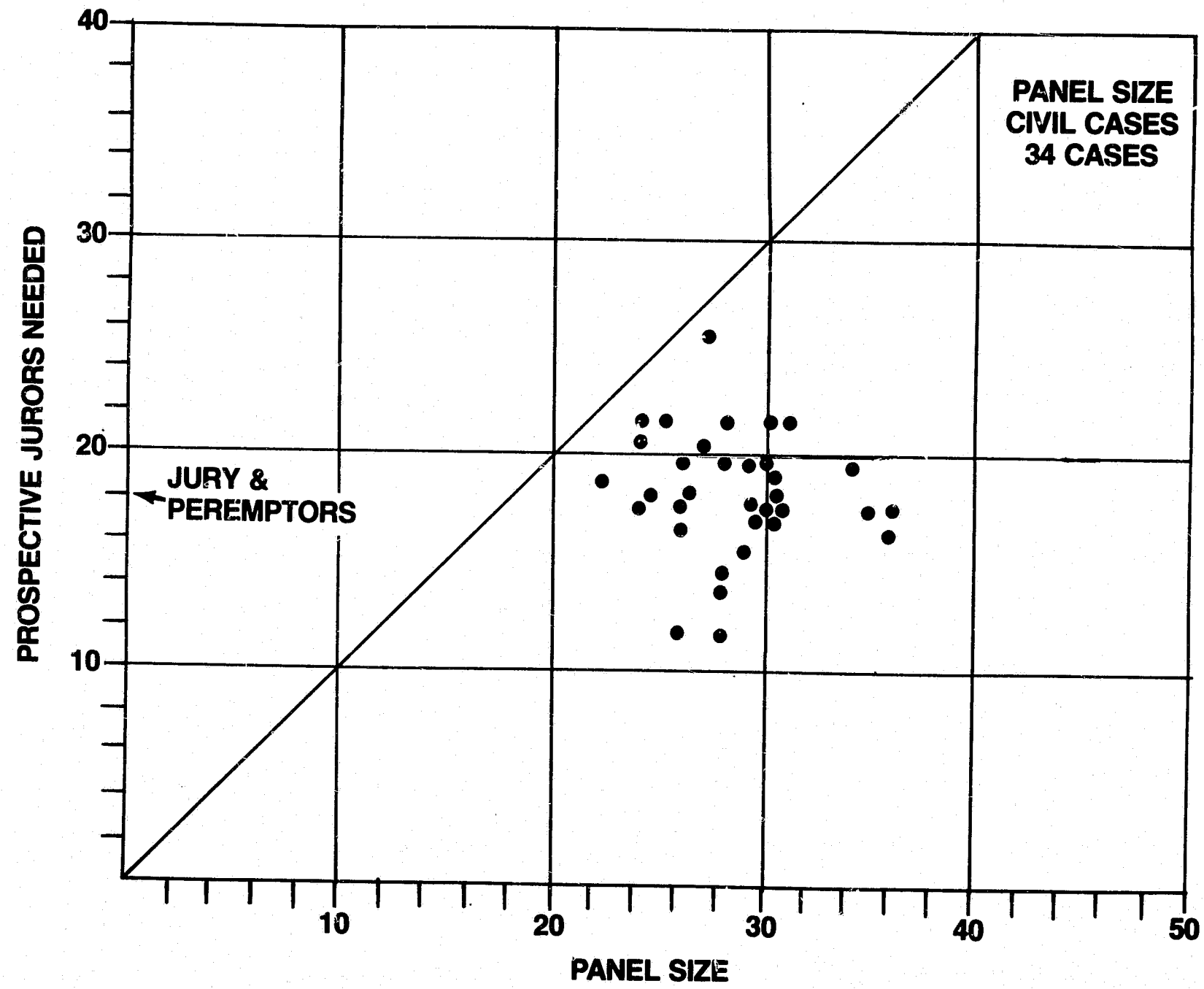
REPORT BACK ON CASE STUDY AND
EXTENSION OF JUROR USAGE TECHNOLOGY

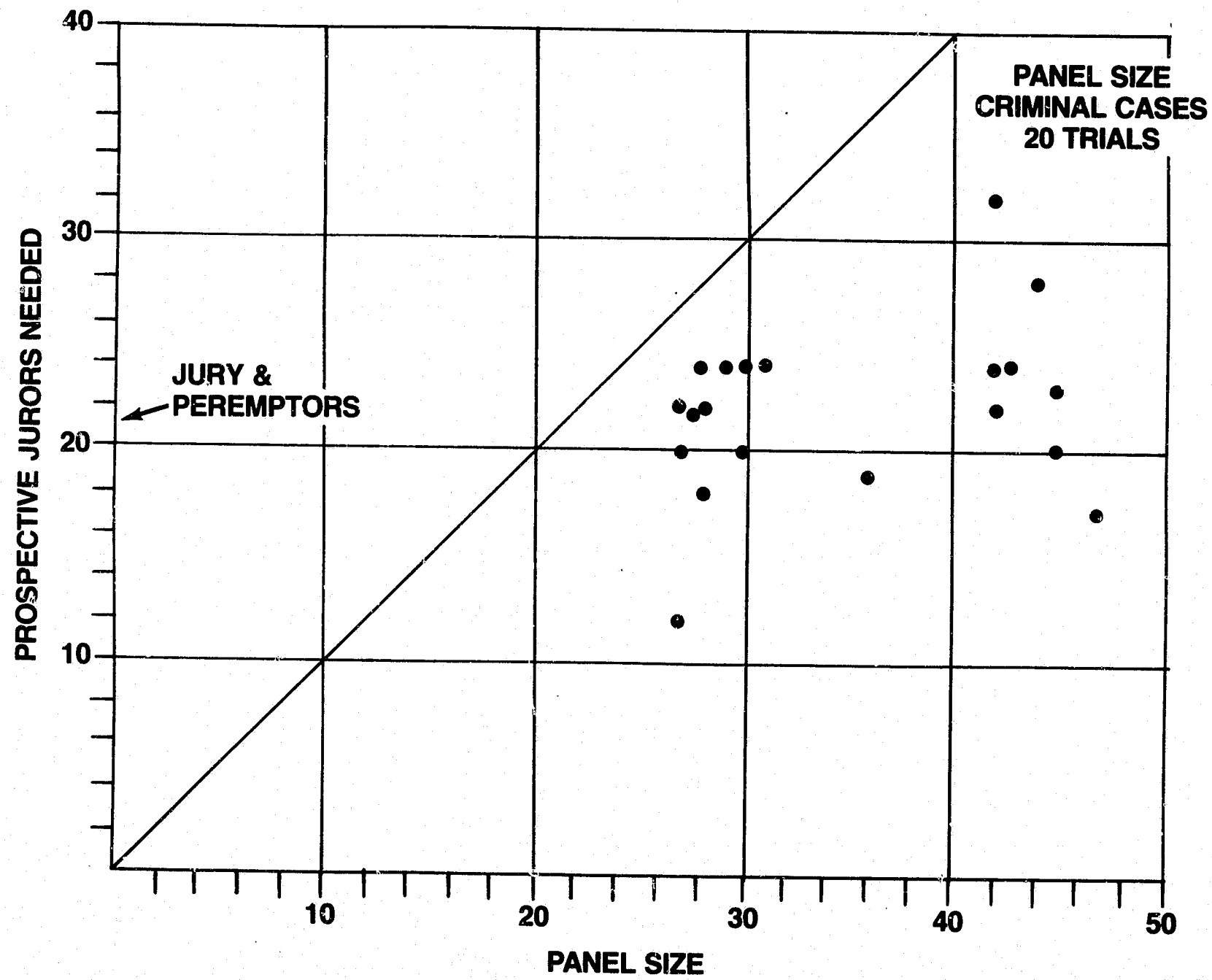
4:30 - 5:30 p.m.

Day I

TRAINING GOALS:

1. Understanding of the analysis procedures involved in this technology for determining optimum juror usage.
 2. Introduction of the parameters of juror usage, the Juror Usage Index (JUI), Juror Days per Trial (JDPT), and People Brought In (PBI).
 3. Introduction of forms that courts might use for analysis.
-





Number _____

JURY PANEL UTILIZATION DATA FORM

Case Number _____

Civil Criminal

Judge _____

EVENTS:

- Panel requested
- Panel arrived in courtroom
- Voir dire started
- Voir dire ended
- Trial started
- Trial ended
- Panel returned unused
- Other _____

Date	Time	Interval (minutes)
	am	
	pm	
	am	
	pm	
	am	
	pm	
	am	
	pm	
	am	
	pm	
	am	
	pm	

PANEL USE:

(6) = + + + +

Total size of panel furnished
 Size of jury and alternates
 Challenges for cause allowed
 Peremptory challenges exercised
 Jurors not sworn or challenged

CASE DISPOSITION DATA:

Criminal _____ Civil _____

Prepared by _____ Return to _____

See comments on reverse side.

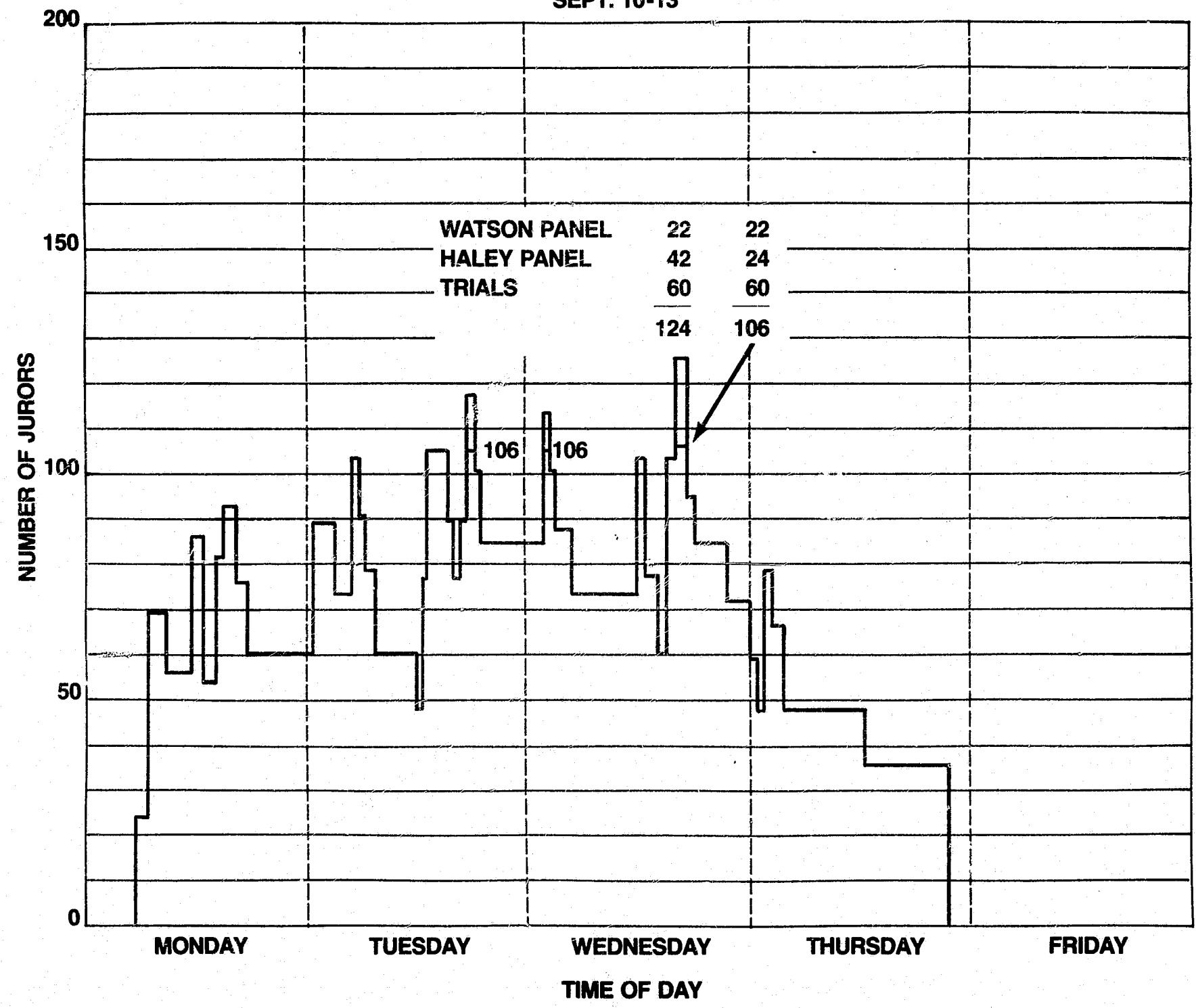
DAILY JURY POOL STATUS AND TRANSACTIONS

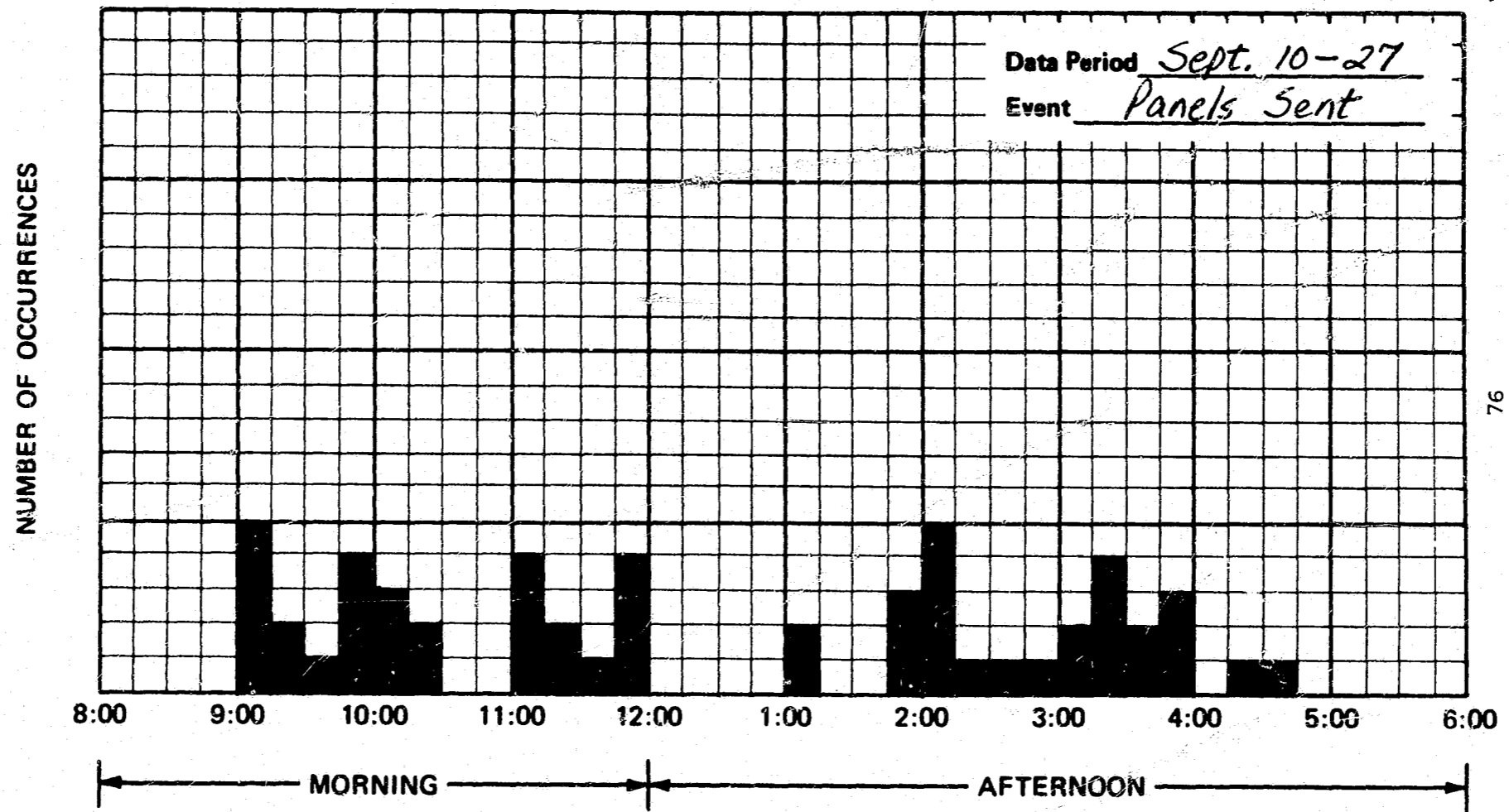
DATE: WED. SEPT. 12

TIME	CASE NO.	JUDGE	TRANSACTION	NO. IN TRANS-ACTION	RUNNING TOTALS WITH ADJUSTMENTS FOR EACH TRANSACTION		
					NO. IN POOL	NO. IN VOIR DIRE & TRIAL	TOTAL IN SERVICE
---	---	---	STATUS AT MORNING STARTUP	---	116	84	200
9:45	CIVIL	BEASLEY	PANEL TO VOIR DIRE	-28	88	112	200
10:00	CIVIL	HALEY	TRIAL ENDS	+12	100	100	200
10:10	CRIM.	GIBSON	TRIAL ENDS	+12	112	88	200
11:00	CIVIL	BEASLEY	CHALLENGES RETURN (8) TRIAL STARTS	+16	128	72	200
2:03	CRIM.	GIBSON	PANEL TO VOIR DIRE	-30	98	102	200
2:15	CRIM.	WATSON	TRIAL ENDS	+12	110	90	200
2:15	CIVIL	DAVIS	TRIAL ENDS	+12	122	78	200
2:55	CRIM.	GIBSON	CHALLENGES RETURN (8) TRIAL STARTS	+18	140	60	200
3:22	CRIM.	WATSON	PANEL TO VOIR DIRE	-42	98	102	200
3:48	CIVIL	HALEY	PANEL TO VOIR DIRE	-22	76	124	200
4:22	CRIM.	WATSON	CHALLENGES RETURN (20) TRIAL STARTS	+30	106	94	200
4:30	CIVIL	HALEY	CHALLENGES RETURN (8) TRIAL STARTS	+11	117	83	200
6:00	CIVIL	BEASLEY	TRIAL ENDS	+12	129	71	200

74

SEPT. 10-13





ANNUAL COST FOR JURORS

	<u>JURORS IN SERVICE</u>	<u>ANNUAL COST</u>	<u>SAVING</u>
CURRENT	200	\$384,000	—
REDUCE 100% DAILY PEAK DEMAND	157	301,440	22%
REDUCE TO 92% (2 WAITS)	134	257,280	33%
REDUCE PANEL SIZES, 100% PEAK	126	241,920	37%
SAME EXCEPT 82 ON THURSDAY	126/82	220,800	43%

MEASURES OF USAGE EFFECTIVENESS

- JUROR DAYS PER TRIAL = $\frac{\text{JUROR DAYS}}{\text{TRIALS}}$

78

- JUROR USAGE INDEX (JUI) = $\frac{\text{JUROR DAYS}}{\text{TRIAL DAYS}}$

- PEOPLE BROUGHT IN (PBI) = $\frac{\text{PEOPLE BROUGHT IN TO START TRIALS}}{\text{NUMBER OF TRIALS STARTED}}$

COMPARISON OF PARAMETERS

	<u>JUI</u>	<u>JDPT</u>	<u>PBI</u>	<u>% of time used</u>
WEEK 1	23.5	50	36.6	35%
WEEK 2	21.1	38.1	28.4	36%
WEEK 3	22.9	47.1	32.0	40%
TOTAL	22.4	44.4	31.9	37%

SEPT.

	10	11	12	13		17	18	19	20		24	25	26	27
HALEY	-----													
GIBSON	-----					-----					-----			
HUGHES	-----					-----					-----		-----	
BEASLEY	-----						-----				-----		-----	
WATSON	-----					-----					-----		-----	
WELBY		-----									-----			
DAVIS		-----				-----					-----		-----	
McELROY		-----									-----			
JACOBS		-----				-----		-----			-----			
BARBER						-----								
TRIAL DAYS	5	11	11	7		7	10	11	10		7	9	12	7

$$JUI = \frac{200 \times 4}{34} = 23.5$$

$$JUI = 21.1$$

$$JUI = 22.9$$

EFFECT ON PARAMETERS

	<u>JUI</u>	<u>JDPT</u>	<u>PBI</u>	<u>% of Time Used</u>
Current 200 jurors/day	22.4	44.4	31.9	37%
Reduce to 100% peak 157 jurors/day	17.6	34.9	22.4	47%
Reduce to 92% peak 134 jurors/day	15.0	29.8	17.3	55%
100% peak, reduced panels 126 jurors/day	14.1	28	15.5	59%
Same plus only 82 on Thursday	12.9	25.6	13.1	64%

PANEL REQUEST FORM

Date MARCH 7, 1974

JUDGES	CIVIL						CRIMINAL					
	Panel Requested Prior Day	Panel Used	Panel Not Used Because of			Reason Continued	Panel Requested Prior Day	Panel Used	Panel Not Used Because of			Reason Continued
			Settlement	Case Dismissed	Jury Trial Waived Continued				Plea	Case Dismissed	Jury Trial Waived Continued	
A												
B	1	1										
C	2	1	1									
D												
E	1				1	WITNESS UNAVAILABLE						
F							1					
G								1				
H												
I							1		1			
J							1	1				
TOTALS	4	2	1	0	0	1	3	2	2			

Sample Panel Request Form

APPLICATION OF SEVEN RULES

RULE

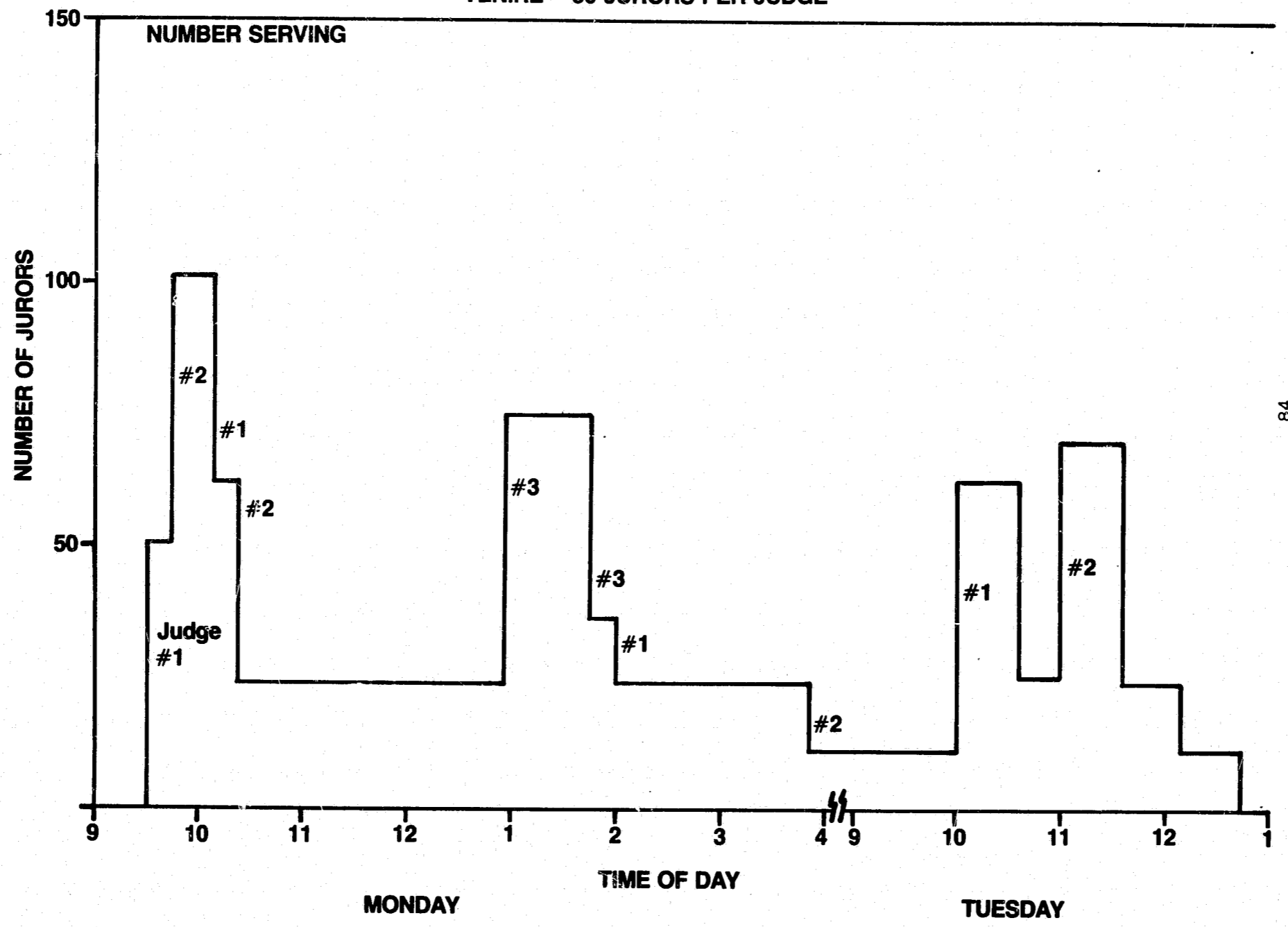
1. Adapt panel size
2. Do not call panels prematurely
3. Special arrangement for large panels
4. Stagger trial starts
5. Maintain continuous operation
6. Do not overcall jurors
7. Dismiss and excuse jurors

APPLICATION FROM PROBLEM

- Panels reduced
- Given as no problem
- Sensitivity to large panels noted
- Appeared to be occurring
- All but Thursdays look right
- Recommendations for reduced call
- Thursday dismissal proposed

JUROR USAGE CHART—SMALL COURT

3 JUDGE COURT—NO POOL
VENIRE = 50 JURORS PER JUDGE



"JULIE CHART" FOR THREE JUDGE COURT

EXPLANATION:

1. Each judge using a venire (or panel) of 50 from which to select juries.
2. Number of jurors serving = 150.
3. Number in use reaches 150 only when all three judges in simultaneous voir dire.
4. In example the maximum number in use is 100 from 9:45 to 10:15. This shows an efficiency of less than 33 percent and demonstrates that judges could get by with 100 jurors if they shared their venires--i.e., a pooling system.
5. It is assumed that each judge has exactly 50 jurors. If summoned separately for each judge, it is more likely that one judge will have 40 to 45, another judge 55 to 60, and the third somewhere in between. Efficiency is not reduced by this, but waste of jurors in panel of 60 is more apparent.
6. Example assumes that each judge needs 50 to select jury. The need may be for only 30 or 35 but the request is for 50 as a cushion.
7. If only 30 are needed to select a jury, the number in service might be cut from 150 to as low as 60, provided that only two judges hold simultaneous voir dire.

USING THE GUIDE

- **READ AND DISSEMINATE**
- **DETERMINE CURRENT STATUS**
 - **ATTITUDES SURVEY**
 - **DATA SAMPLE**
- **ESTABLISH RESPONSIBILITY**
- **SMALL STEPS BASED ON ONGOING STUDY**

SESSION 8

THE JUROR SELECTION PHASE--DATA AND TECHNOLOGY

9:00 - 9:45 a.m.

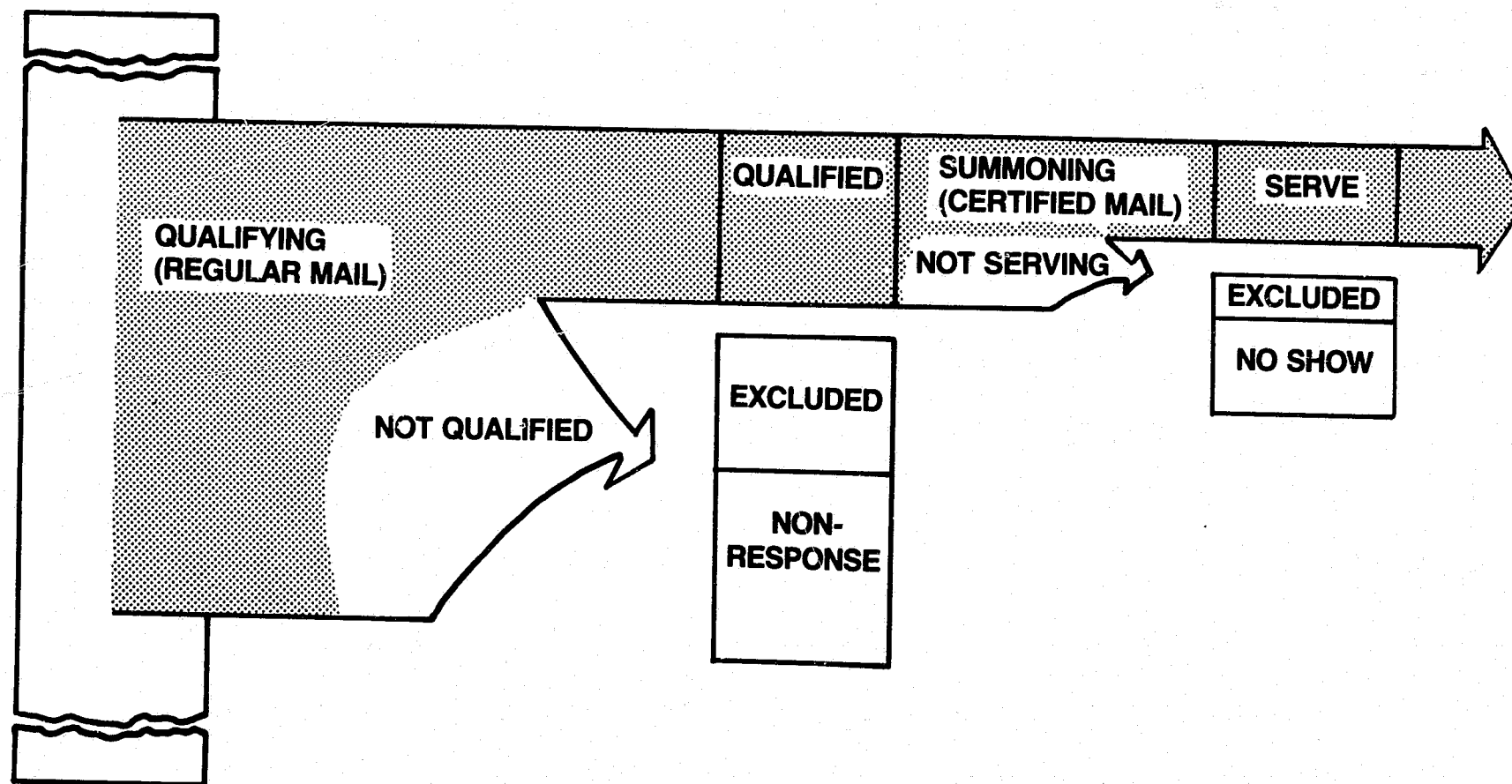
Day II

TRAINING GOALS:

1. Basic knowledge of the process of selecting names from original source lists for the purpose of qualifying and summoning jurors to serve. Source lists may be voter registration lists, motor vehicle driver's license lists, or a variety of others in combination with them.
 2. Understanding of how many prospective jurors are lost in the selection process through non-delivery, exemptions, ineligibilities, and excuses. Yield of jurors is analyzed into individual-controllable and court-controllable deletions.
 3. Assessment of the advantages and disadvantages of a separate qualification process, usually conducted by Jury Commissioners by mail or personal interview before summoning of jurors by the court. Separate qualification is contrasted to a combined qualification-summoning process.
 4. Knowledge of the experience of many other courts with respect to qualifying and summoning yields.
 5. Ability to prepare and interpret forms and charts of selection process information. Introduction of the case study on the Juror Selection Phase will give participants an opportunity to use these forms in the next session.
-

MASTER LIST

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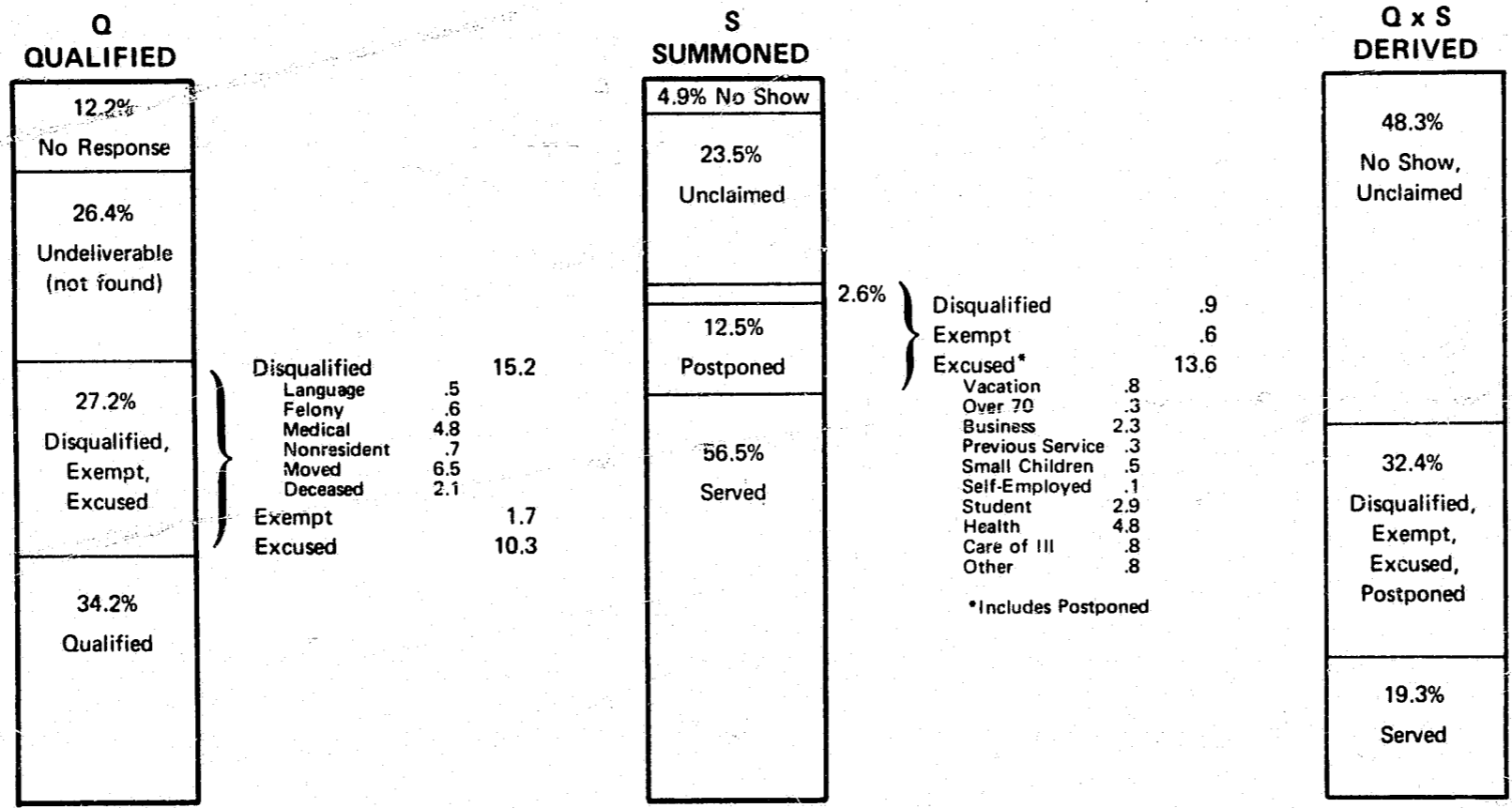


WHY MEASURE YIELD?

- **FIND LEAKS IN SELECTION SYSTEM.**
- **PREVENT CITIZENS "OPTING OUT" FROM JURY DUTY.**
- **SAVE MONEY AND PERSONNEL TIME.**
- **ESTABLISH CONTROL BY COURT.**
- **ATTAIN UNIFORM EXCUSAL POLICY.**
- **ENSURE PROPER CROSS-SECTION.**

LARGE METROPOLITAN COURT

06



YIELD COMPUTATION WORKSHEET

	Number	Percent	Number	Percent
QUALIFICATION (Date <u>JAN. 6, 1975</u>) <i>(Use only if qualification is a separate step)</i>				
Number of Questionnaires Sent			<u>90,000</u>	<u>100%</u>
Less:				
Undeliverable	<u>23,760</u>	<u>26.4 %</u>		
Not Returned	<u>10,980</u>	<u>12.2 %</u>		
Total Non-Response	<u>34,740</u>	<u>38.6 %</u>		
Disqualified	<u>13,680</u>	<u>15.2 %</u>		
Exempt	<u>1,530</u>	<u>1.7 %</u>		
Excused	<u>9,270</u>	<u>10.3 %</u>		
Total Excluded	<u>24,480</u>	<u>27.2%</u>		
Total Qualified			<u>30,780</u>	
			Qualification Process Yield	<u>34.2 %</u>

SUMMONING (Date <u>MAY 5, 1975</u>)				
Number of Summons Sent			<u>1,600</u>	<u>100%</u>
Less:				
Unclaimed	<u>376</u>	<u>23.5 %</u>		
No Show	<u>78</u>	<u>4.9 %</u>		
Total Non-Response	<u>454</u>	<u>28.4 %</u>		
Disqualified	<u>14</u>	<u>0.9 %</u>		
Exempt	<u>10</u>	<u>0.6 %</u>		
Permanently Excused ...	<u>18</u>	<u>1.1 %</u>		
Postponed	<u>200</u>	<u>12.5 %</u>		
Total Excluded	<u>242</u>	<u>15.1 %</u>		
Total Jurors Serving			<u>904</u>	
			Summoning Process Yield	<u>56.5 %</u>

OVERALL YIELD:

Qualification Process Yield	<u>34.2 %</u>	x	Summoning Process Yield	<u>56.5 %</u>	=	<u>19.3 %</u>
-----------------------------------	---------------	---	-------------------------------	---------------	---	---------------

YIELD SUMMARY WORKSHEET

QUALIFICATION		SUMMONING			OVERALL YIELD
EXCLUDED	YIELD	NON- RESPONSE	EXCLUDED	YIELD	
27.2	34.2	27.2	22.7	50.1	17.1
	"	29.1	21.7	49.2	16.8
	"	26.0	22.9	51.1	17.5
	"	24.9	24.1	51.0	17.4
	"	28.4	22.4	49.2	16.8
	"	28.9	20.2	50.9	17.4
	"	27.5	21.3	51.2	17.5
	"	27.8	16.7	55.5	19.0
	"	27.8	16.7	55.5	19.0
	"	28.4	15.1	56.5	19.3
	"	28.1	19.8	52.1	17.8
	"	28.3	19.3	52.4	17.9
	"	27.1	18.7	54.2	18.5
	"	28.9	20.7	50.4	17.2
	"	28.6	19.9	51.5	17.6
AVERAGE YIELD	34.2			52.1	17.8

YIELD FACTORS FOR AN EXTENDED PERIOD

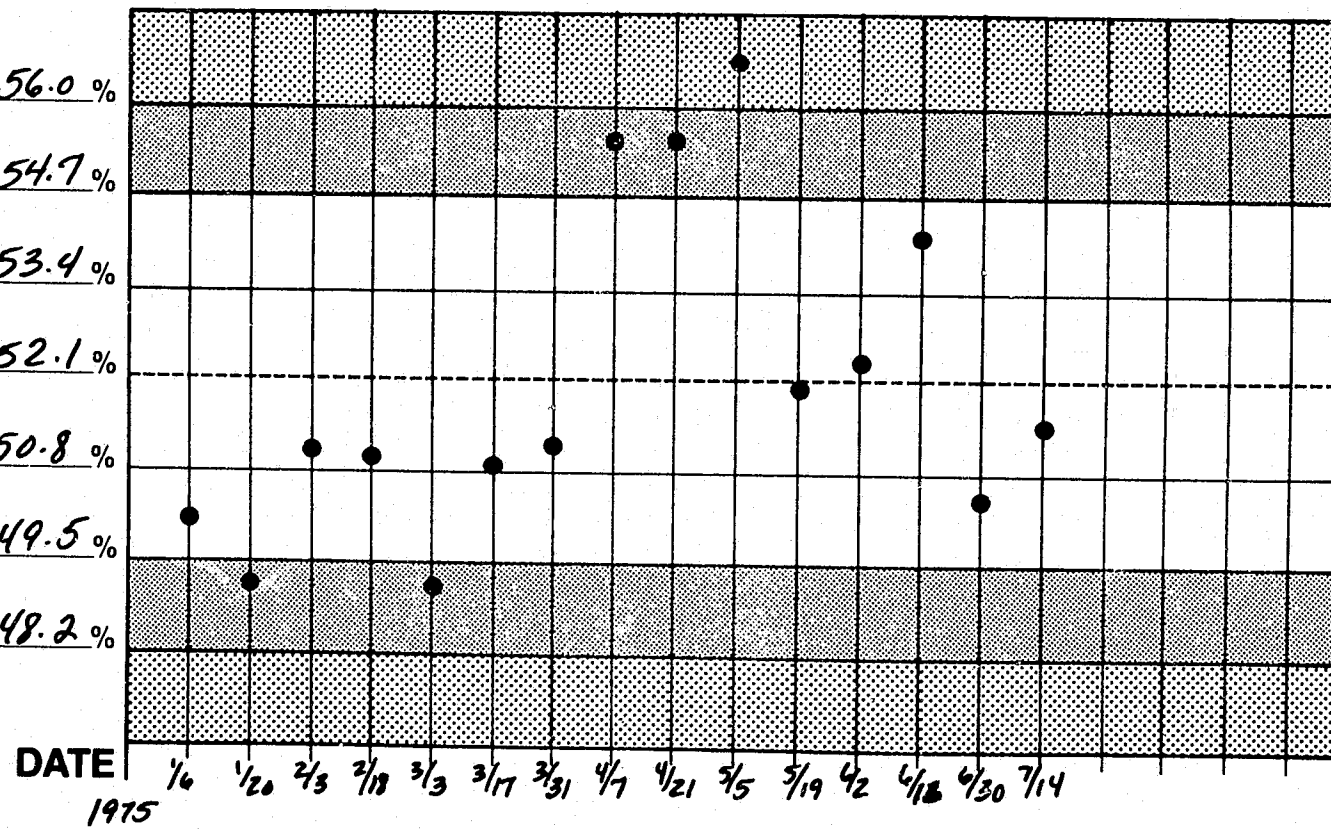
		COURTS									
		1	2	3	4	5	6	7	8	9	10
QUALIFICATION	UNDELIVERABLE	27	13	27	2	8	12	6	SUMMON DIRECTLY FROM MASTER WHEEL		
	NOT RETURNED	12	33	7	16	15	26	20			
	EXCLUDED	27	42	24	42	36	28	45			
	QUALIFIED YIELD	34	12	42	40	41	34	29			
SUMMONING	UNCLAIMED	22	8	4	3	4	21	1	20	18	11
	NO SHOW	5	8	2	2	4	6	2	10	10	6
	EXCLUDED	3	8	16	27	8	11	21	35	50	49
	POSTPONED	3	46	16	5	4	13	13	0	0	6
	SUMMONING YIELD	57	30	62	63	80	49	30	-	-	-
OVERALL YIELD		19	4	26	25	33	17	8	35	22	28

YIELD CONTROL CHART

UPPER CONTROL LIMIT
 $P + 3SD = 56.0\%$
 UPPER WARNING LIMIT
 $P + 2SD = 54.7\%$

 $P + SD = 53.4\%$
 AVERAGE YIELD
 $P = 52.1\%$

 $P - SD = 50.8\%$
 LOWER WARNING LIMIT
 $P - 2SD = 49.5\%$
 LOWER CONTROL LIMIT
 $P - 3SD = 48.2\%$



$n = 1600$

94

VALUES OF STANDARD DEVIATION (SD)*			
Number Called n	Average Yield P = 50%	Average Yield P = 40% or P = 60%	Average Yield P = 30% or P = 70%
100	5.0%	4.9%	4.6%
200	3.5%	3.5%	3.2%
400	2.5%	2.5%	2.3%
600	2.0%	2.0%	1.9%
1000	1.6%	1.6%	1.5%
1600	1.3%	1.2%	1.1%

*Based on:

$$SD = \sqrt{\frac{P(100-P)}{n}}$$

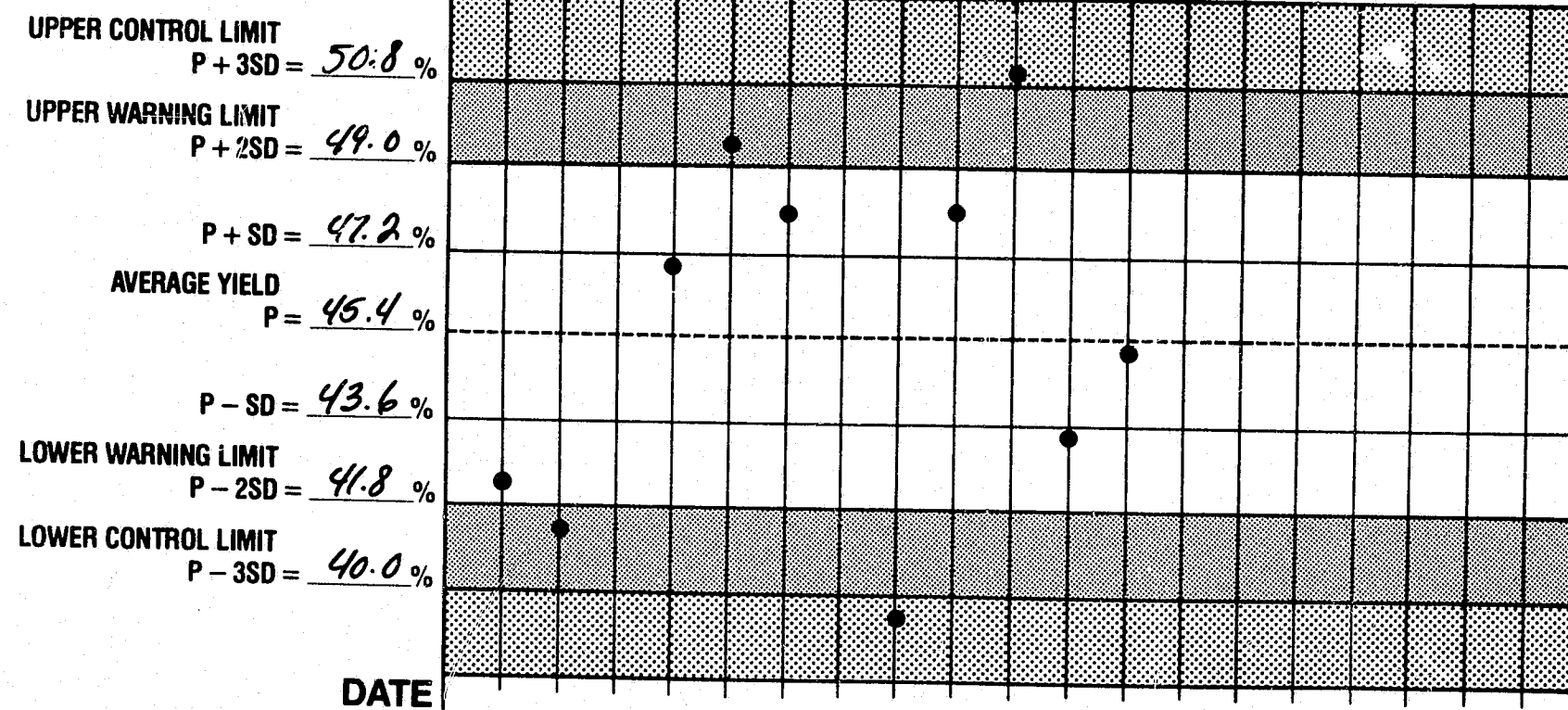
where

P = average yield
n = number called

This formula may also be used to determine SD for more precise values of P, if desired.

D.C. SUPERIOR COURT - 1972 - SUMMONING YIELD

YIELD CONTROL CHART

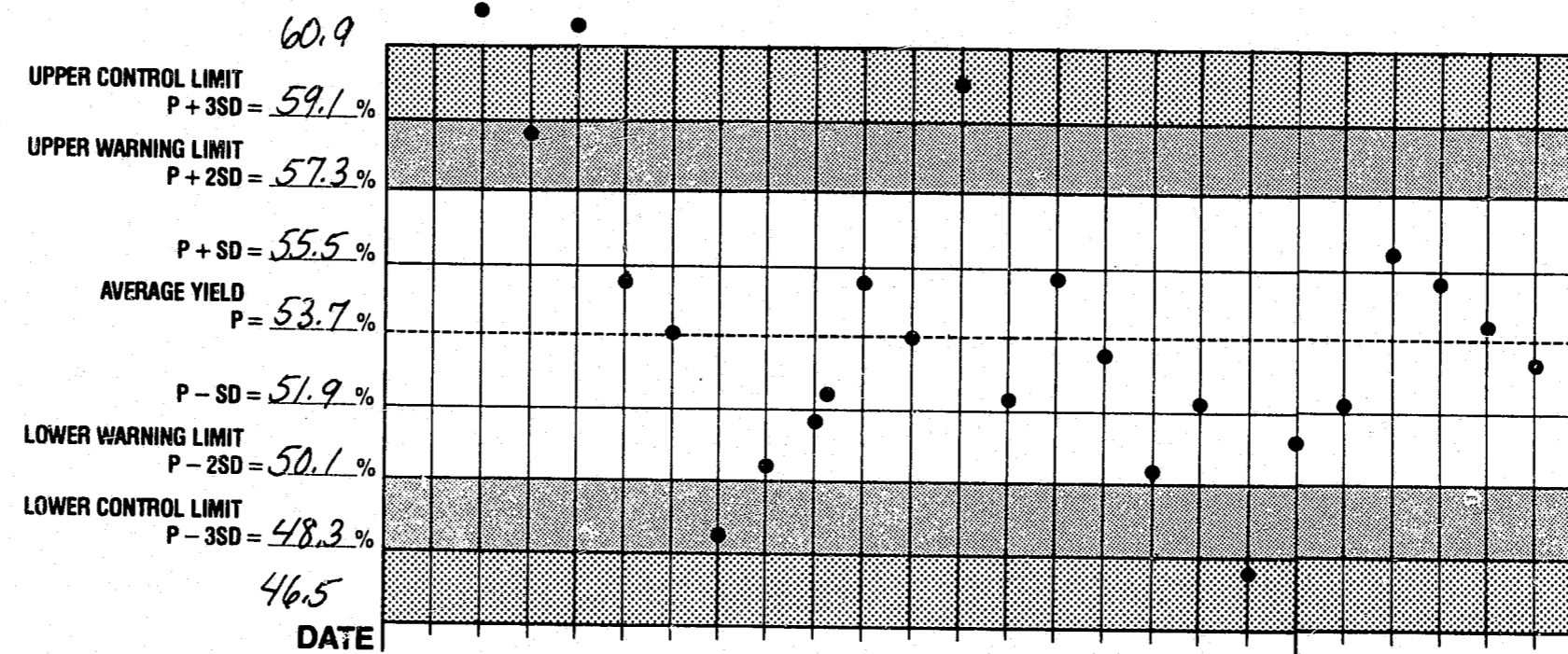


96

n = 750
 p = .454
 SD = 1.8
 AVERAGE YIELD = 340 JURORS

D.C. SUPERIOR COURT-SUMMONING YIELD 1973 CONTROL POINTS; 1973-1974 POINTS

YIELD CONTROL CHART



97

P = .537
 n = 750
 SD = 1.8
 AVERAGE YIELD = 402 JURORS

DATA SHEET FOR PROBLEM

CRIMINAL COURT

<u>DATE</u>	<u>NUMBER CALLED</u>	<u>PERCENTAGES</u>		<u>NUMBER SERVING</u>
		<u>NOT FOUND</u>	<u>EXCUSED</u>	
Jan	200	42	35	23
Feb	200	33	30	37
Mar	200	35	36	29
April	200	39	30	31
May	200	33	24	43
June	200	37	42	21
July	200	38	40	22
Oct	200	36	36	28
Nov	200	34	36	30
Dec	200	32	38	30
AVERAGE	200	36.4	34.7	28.7

SESSION 9

APPLICATION OF JUROR SELECTION PHASE TECHNOLOGY

10:00 - 11:00 a.m.

Day II

TRAINING GOALS:

1. Understanding of the method of gathering data and computing it on yield of control charts.
2. Knowledge of how to read trends charted and analyze trends in relation to future court needs for jurors.
3. Determination of how to use the analysis reached in taking appropriate actions in participant's own court and whose responsibility such action would be.

PROCESS:

1. Participants will work on the case study in assigned groups.
 2. A person from the training staff will help facilitate the case study process.
 3. Each participant will read the case, develop his/her answers, and be prepared to discuss these answers in the small group.
 4. Following small-group development of case study solutions, the problems will be analyzed and discussed in plenary session.
-

CASE STUDY

APPLICATION OF JUROR SELECTION PHASE TECHNOLOGY

Background Information:

You are Court Administrator of the court described on page 52. Yesterday, you showed that the maximum number of jurors needed to meet all daily peaks, with panel sizes reduced, was 140 jurors.

You now want to make sure that the selection process provides the jury clerk with 140 jurors each week--no more, no less.

Each week the Clerk requests the Sheriff to summon for jury duty 500 names drawn from the Qualified Jury Wheel. The Sheriff usually sends the Summons via registered mail (cost \$1.15) but in order to increase the workload in his office, he has decided to use personal delivery after May 1 (cost, \$5.00 per service). The number of prospective jurors found available to serve (that is, those not exempt, excused, disqualified, postponed, or not found) during the first 20 weeks of the year is shown on attached list.

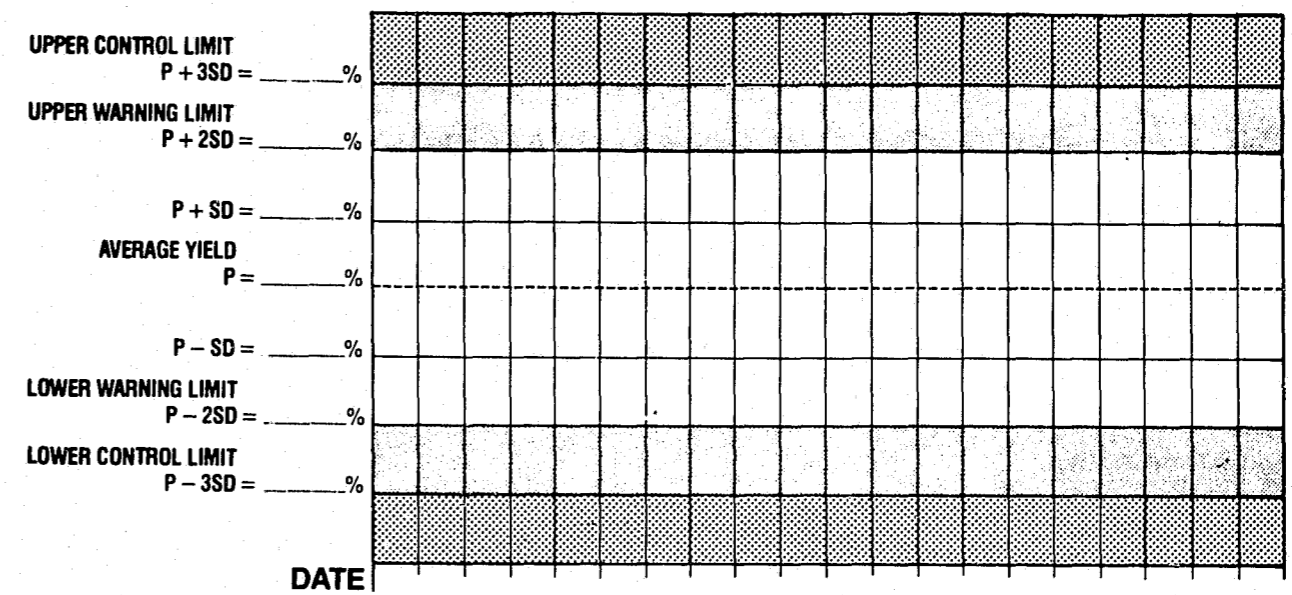
Your Tasks:

1. Calculate the Yield of Summons (Y) = _____
2. Plot the yields each week on the Control Chart on page 103. Determine if there are any weeks "out of control limits." If so, can you suggest a possible cause? How can you, as court administrator, take corrective action?
3. Assuming that corrective action can be taken, recompute the Summoning Yield (Y) of the normal process using registered mail.
4. Obviously the Clerk has been summoning too many jurors to meet presently reduced requirements of the Jury Clerk. Therefore you must now calculate how many names to call in order to ensure that at least 140 prospective jurors appear (use Lower Warning Limit, P - 2SD, on the Yield Control Chart). Prepare the Control Chart form to be used in the future, under the reduced call.
5. Since somewhat more than 140 prospective jurors may appear each Monday, prepare a policy procedure informing those involved how to reduce this number to exactly 140. Estimate the annual savings of keeping 140 jurors, rather than the number that might be available by chance. (50 weeks per year)

YIELD SUMMARY WORKSHEET

Date	TOTAL Qualification 100,000			NUMBER Summoning 500 NAMES			Overall Yield
	Non-Response	Excluded	Yield	Non-Response	Excluded	Yield	
JAN. 5	28,000	34,000	48,000	115	150	235	
12				95	160	245	
19				100	145	255	
26				90	160	250	
FEB. 2				105	145	250	
9				85	145	270	
16				100	135	265	
23				80	170	250	
MARCH 1				110	150	240	
8				105	135	260	
15				105	155	240	
22				85	170	245	
29				110	160	230	
APR. 5				120	145	235	
12				90	140	270	
19				90	150	260	
26				100	150	250	
MAY 3				120	160	220	
10				155	145	200	
17				140	150	210	
Average Yield				2,100	3,020	4,880	

YIELD CONTROL CHART



INSTRUCTIONS

1. Label midpoint of vertical axis with calculated average yield (P).
2. Determine SD from table or by using formula.
3. Label vertical axis at multiples of SD.
4. Plot data for each time period.

VALUES OF STANDARD DEVIATION (SD)*			
Number Called n	Average Yield P = 50%	Average Yield P = 40% or P = 60%	Average Yield P = 30% or P = 70%
100	5.0%	4.9%	4.6%
200	3.5%	3.5%	3.2%
400	2.5%	2.5%	2.3%
600	2.0%	2.0%	1.9%
1000	1.6%	1.6%	1.5%
1600	1.3%	1.2%	1.1%

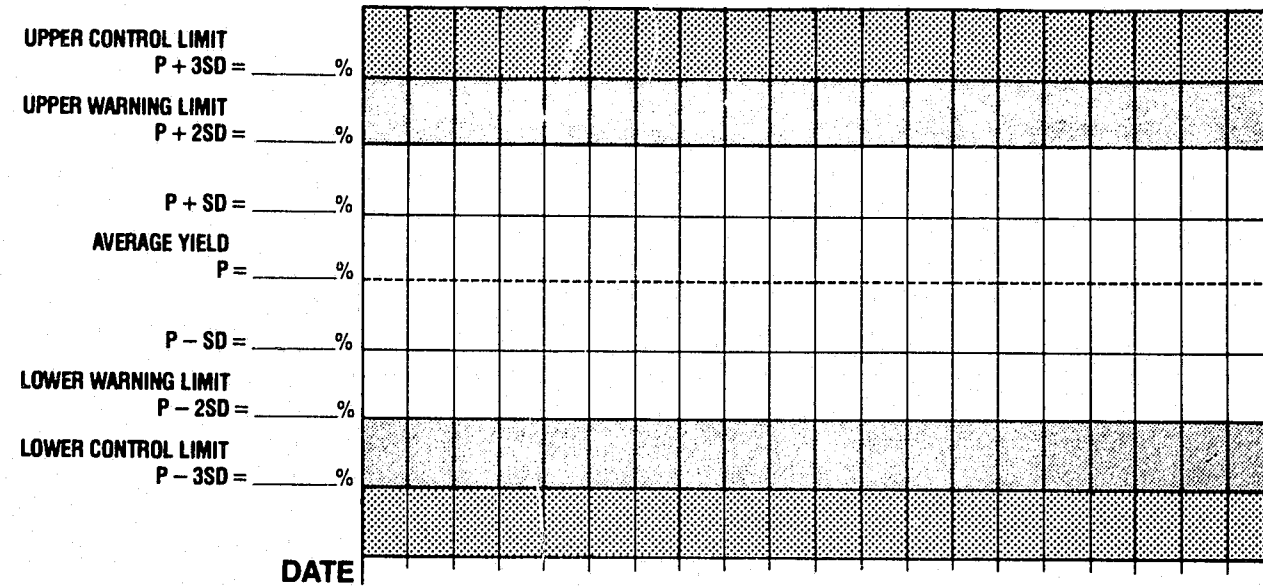
*Based on:

$$SD = \sqrt{\frac{P(100-P)}{n}}$$

where P = average yield
n = number called

This formula may also be used to determine SD for more precise values of P, if desired.

YIELD CONTROL CHART



INSTRUCTIONS

1. Label midpoint of vertical axis with calculated average yield (P).
2. Determine SD from table or by using formula.
3. Label vertical axis at multiples of SD.
4. Plot data for each time period.

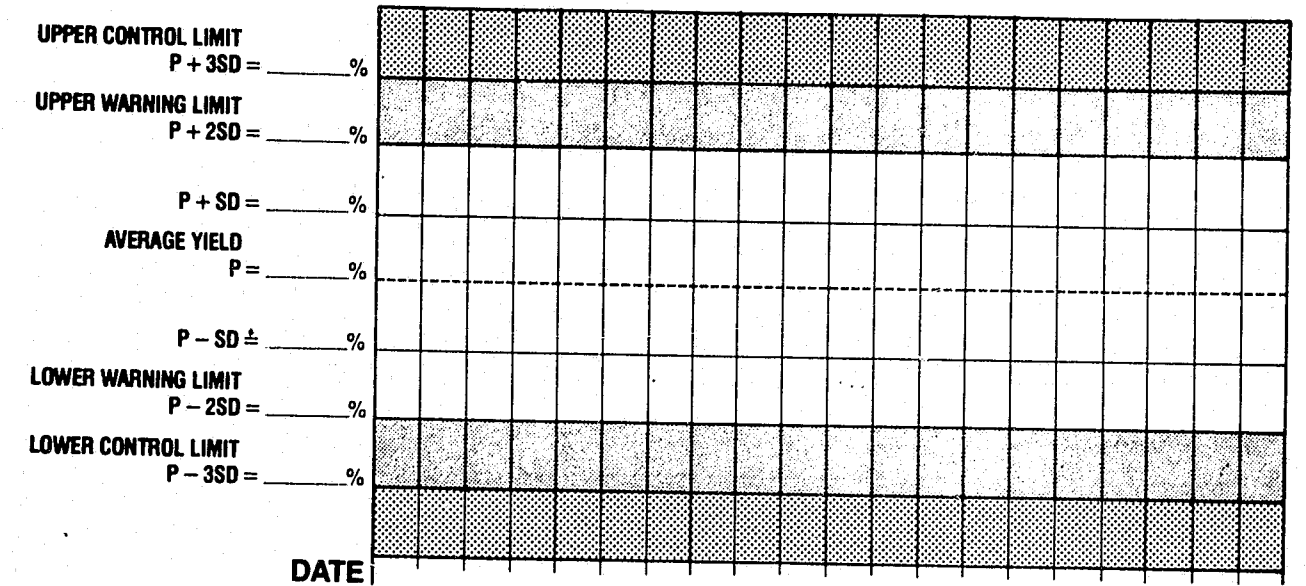
Number Called n	Average Yield P = 50%	Average Yield P = 40% or P = 60%	Average Yield P = 30% or P = 70%
100	5.0%	4.9%	4.6%
200	3.5%	3.5%	3.2%
400	2.5%	2.5%	2.3%
600	2.0%	2.0%	1.9%
1000	1.6%	1.6%	1.5%
1600	1.3%	1.2%	1.1%

*Based on:

$$SD = \sqrt{\frac{P(100-P)}{n}} \quad \text{where} \quad \begin{array}{l} P = \text{average yield} \\ n = \text{number called} \end{array}$$

This formula may also be used to determine SD for more precise values of P, if desired.

YIELD CONTROL CHART



INSTRUCTIONS

1. Label midpoint of vertical axis with calculated average yield (P).
2. Determine SD from table or by using formula.
3. Label vertical axis at multiples of SD.
4. Plot data for each time period.

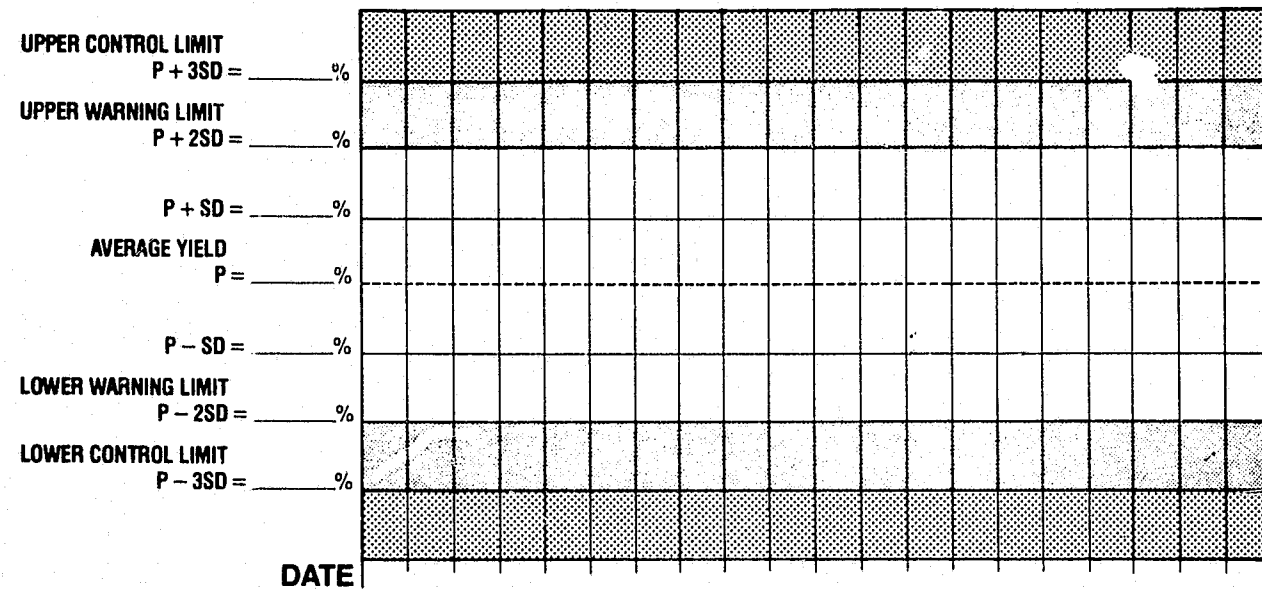
Number Called n	Average Yield P = 50%	Average Yield P = 40% or P = 60%	Average Yield P = 30% or P = 70%
100	5.0%	4.9%	4.6%
200	3.5%	3.5%	3.2%
400	2.5%	2.5%	2.3%
600	2.0%	2.0%	1.9%
1000	1.6%	1.6%	1.5%
1600	1.3%	1.2%	1.1%

*Based on:

$$SD = \sqrt{\frac{P(100-P)}{n}} \quad \text{where} \quad \begin{array}{l} P = \text{average yield} \\ n = \text{number called} \end{array}$$

This formula may also be used to determine SD for more precise values of P, if desired.

YIELD CONTROL CHART



INSTRUCTIONS

1. Label midpoint of vertical axis with calculated average yield (P).
2. Determine SD from table or by using formula.
3. Label vertical axis at multiples of SD.
4. Plot data for each time period.

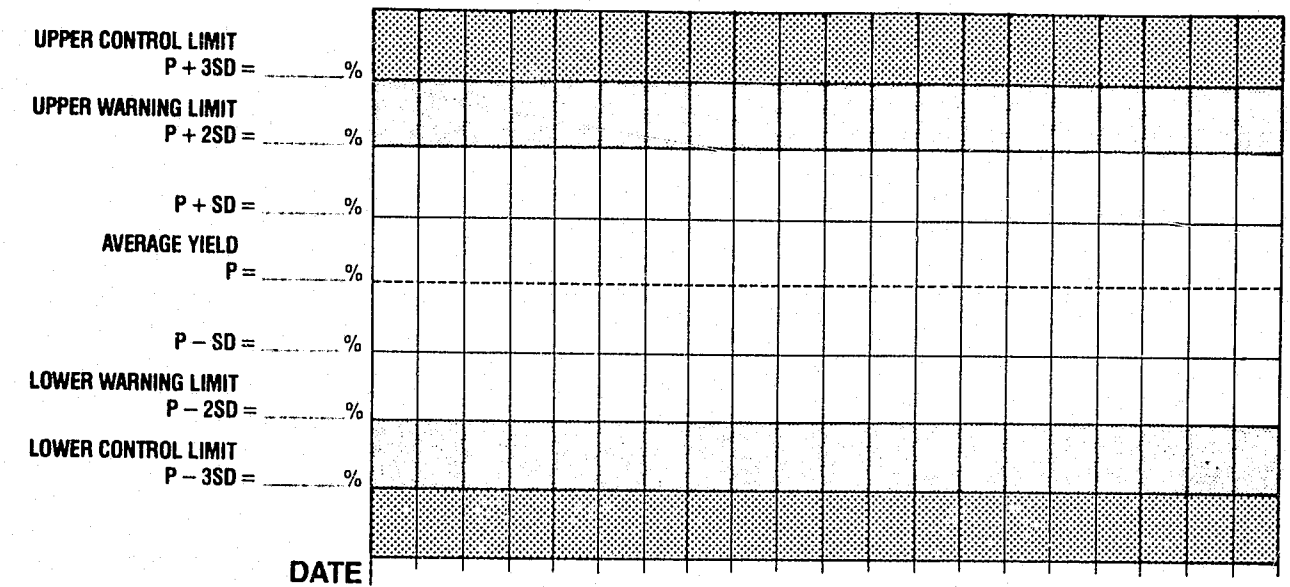
VALUES OF STANDARD DEVIATION (SD)*			
Number Called n	Average Yield P = 50%	Average Yield P = 40% or P = 60%	Average Yield P = 30% or P = 70%
100	5.0%	4.9%	4.6%
200	3.5%	3.5%	3.2%
400	2.5%	2.5%	2.3%
600	2.0%	2.0%	1.9%
1000	1.6%	1.6%	1.5%
1600	1.3%	1.2%	1.1%

*Based on:

$$SD = \sqrt{\frac{P(100-P)}{n}} \quad \text{where} \quad \begin{array}{l} P = \text{average yield} \\ n = \text{number called} \end{array}$$

This formula may also be used to determine SD for more precise values of P, if desired.

YIELD CONTROL CHART



INSTRUCTIONS

1. Label midpoint of vertical axis with calculated average yield (P).
2. Determine SD from table or by using formula.
3. Label vertical axis at multiples of SD.
4. Plot data for each time period.

VALUES OF STANDARD DEVIATION (SD)*			
Number Called n	Average Yield P = 50%	Average Yield P = 40% or P = 60%	Average Yield P = 30% or P = 70%
100	5.0%	4.9%	4.6%
200	3.5%	3.5%	3.2%
400	2.5%	2.5%	2.3%
600	2.0%	2.0%	1.9%
1000	1.6%	1.6%	1.5%
1600	1.3%	1.2%	1.1%

*Based on:

$$SD = \sqrt{\frac{P(100-P)}{n}} \quad \text{where} \quad \begin{array}{l} P = \text{average yield} \\ n = \text{number called} \end{array}$$

This formula may also be used to determine SD for more precise values of P, if desired.

SESSION 10

REPORT BACK ON CASE STUDY AND
EXTENSION OF JUROR SELECTION TECHNOLOGY

11:00 a.m. - 12:00 noon

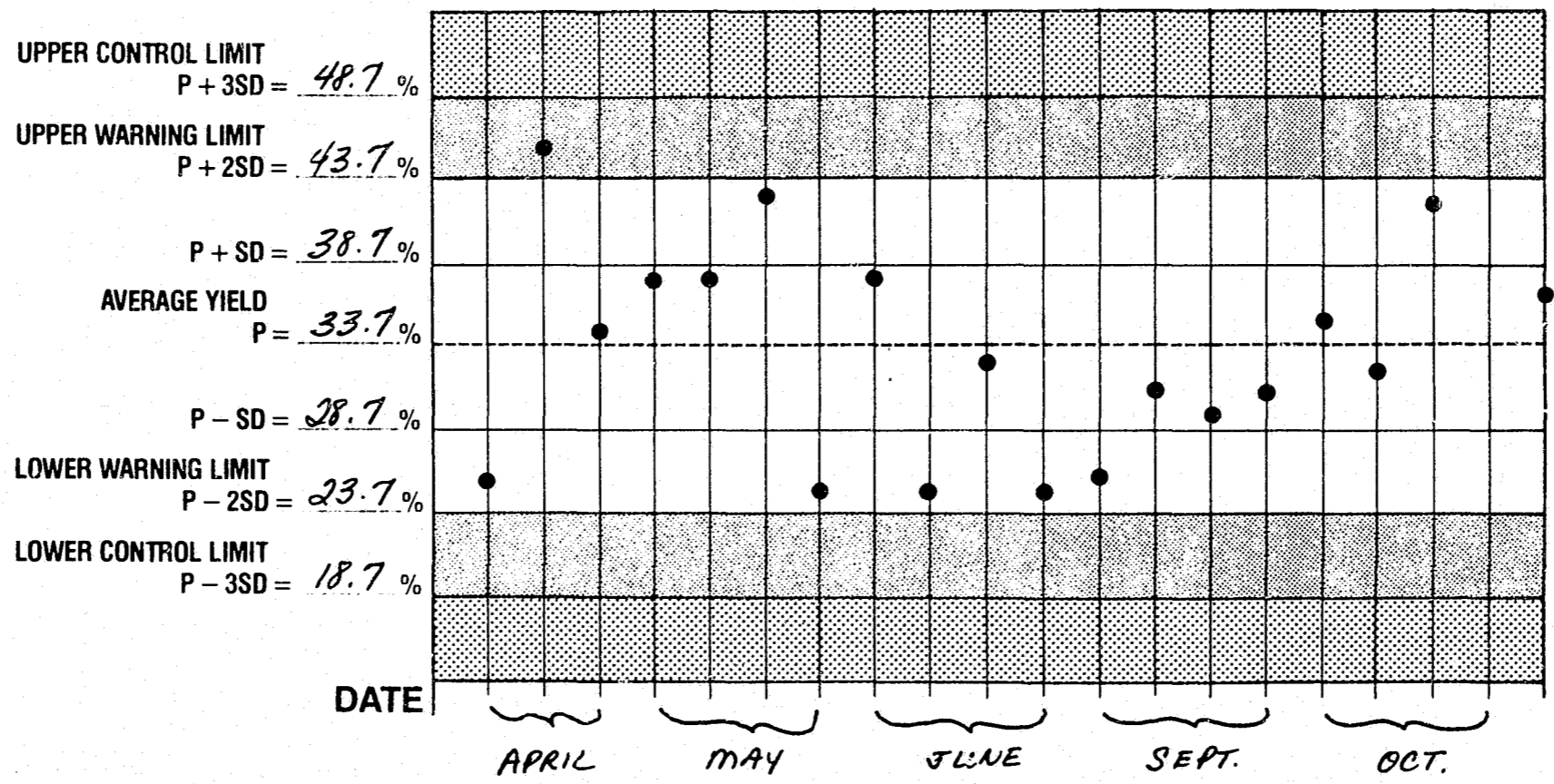
Day II

TRAINING GOALS:

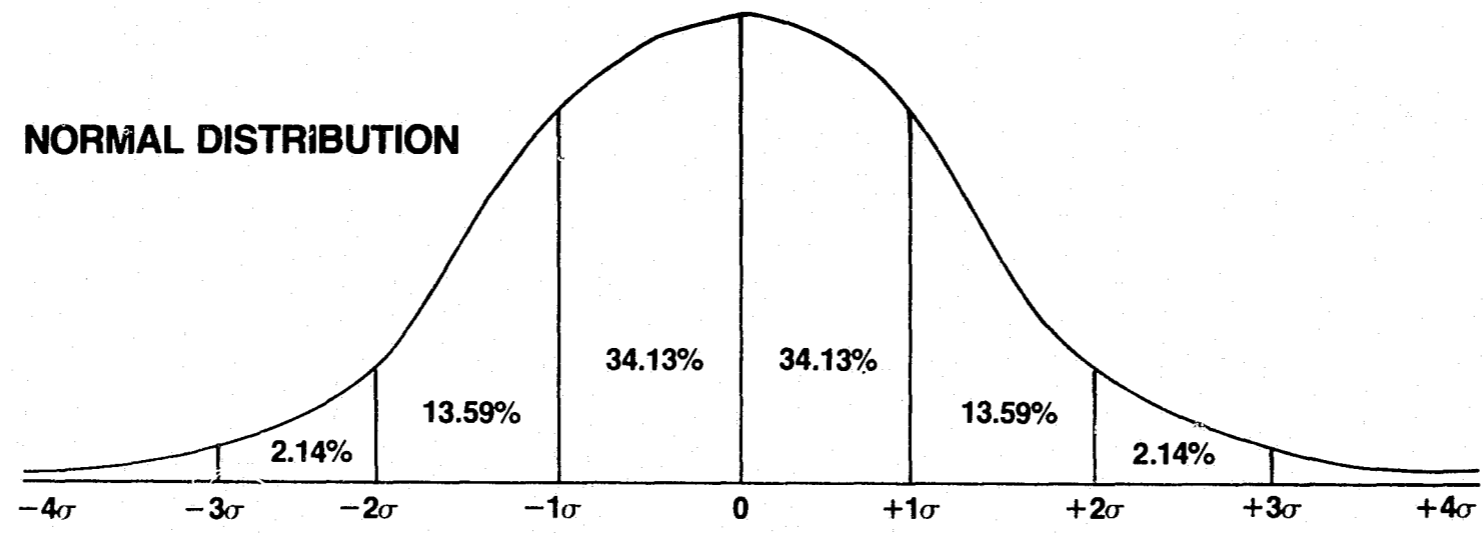
1. Understanding of case study answers, how they are derived, and the importance of such data-keeping in each court.
 2. Knowing control-chart experience of other courts in detecting "in-control" and "out-of-control" performances.
 3. Knowledge of the chance-cause structure underlying the yield control chart that allows management to concentrate on assignable causes of variation.
 4. Determination of the limits of predictable variation in qualification and summoning yields based on the number summoned and past information or experience; use of the statistician's measuring tool, the standard deviation.
 5. Understanding of basic concepts of jury system management-contrasting the concepts of securing control at an existing level and of "breaking through" to superior levels.
 6. Reassessment of selection phase technology as a means of ensuring that a defensible cross-section of the relevant constituency has been selected for jury duty.
-

NEW YORK COUNTY - PARK PLACE SUMMONING - 1974

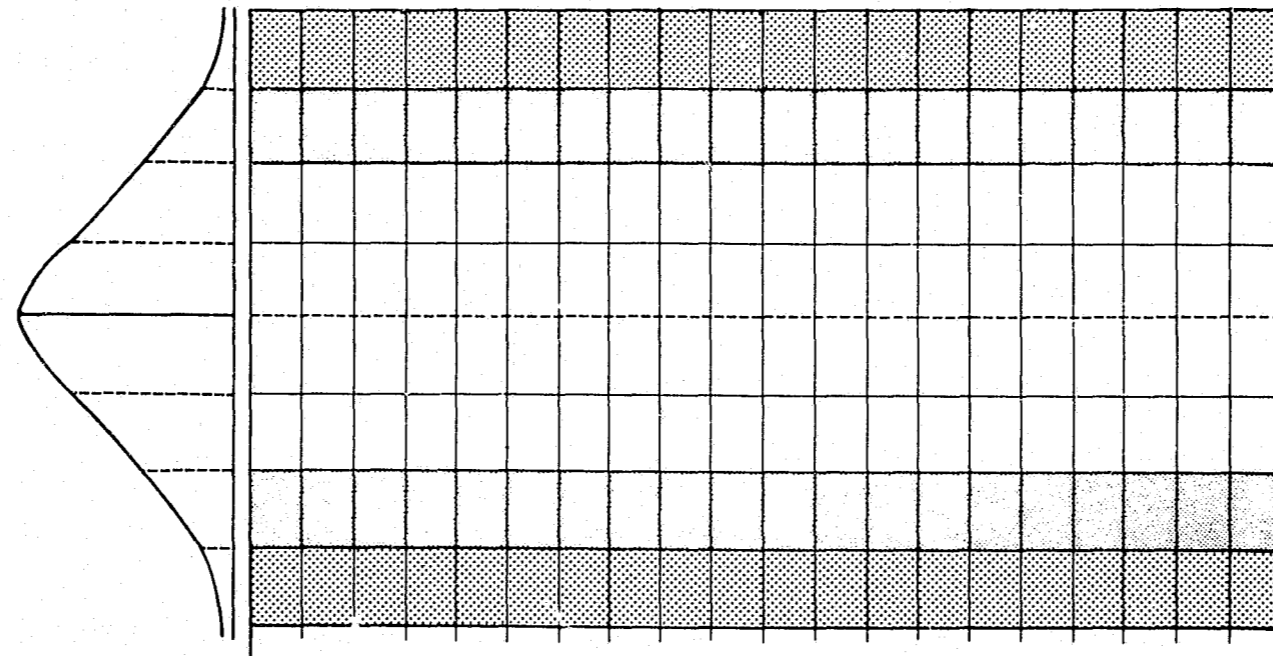
YIELD CONTROL CHART



N = 86
P = 337
SD = .05 = 5%



111



NORMAL VARIATIONS IN YIELD

- **VARIATION ARISES FROM CHANCE CAUSES—LIMITS PREDICTABLE.**
- **DETERMINE MINIMUM NUMBER OF JURORS NEEDED—DEFINES AIMING POINT.**
- **REDUCE EXCESS NUMBER TO MINIMUM—TO SAVE MONEY.**

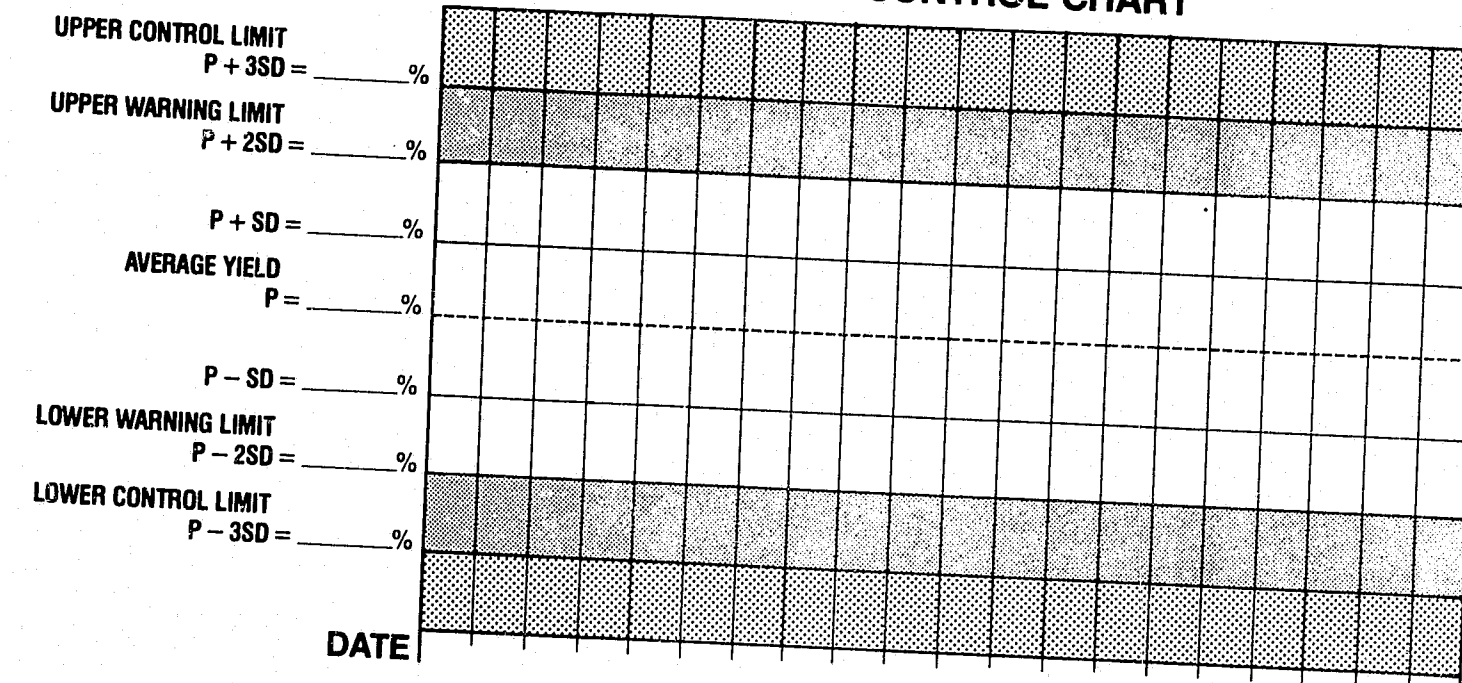
WAYS TO REDUCE EXCESS TO MINIMUM NEEDED

- **POSTPONEMENT—ON RANDOM BASIS.**
- **DISMISS—AVOIDS JURY FEE BUT WASTES SELECTION STEP.**
- **CODE-A-PHONE—ALLOWS PLANNED REDUCTION WITH ATTENDANCE.**
- **“WILL SERVE” CARD RETURN—ALLOWS ORDERLY REDUCTION IN ADVANCE.**

WAYS OF UTILIZING EXCESS

- **SET MORE TRIAL JURIES FOR FUTURE DAYS THROUGH MULTIPLE VOIR DIRE.**
- **USE SINGLE DAY EMPANELMENT.**
- **ADOPT DELAWARE SYSTEM OF VOIR DIRE.**

YIELD CONTROL CHART



INSTRUCTIONS

1. Label midpoint of vertical axis with calculated average yield (P).
2. Determine SD from table or by using formula.
3. Label vertical axis at multiples of SD.
4. Plot data for each time period.

VALUES OF STANDARD DEVIATION (SD)*			
Number Called n	Average Yield P = 50%	Average Yield P = 40% or P = 60%	Average Yield P = 30% or P = 70%
100	5.0%	4.9%	4.6%
200	3.5%	3.5%	3.2%
400	2.5%	2.5%	2.3%
600	2.0%	2.0%	1.9%
1000	1.6%	1.6%	1.5%
1600	1.3%	1.2%	1.1%

*Based on:

$$SD = \sqrt{\frac{P(100-P)}{n}} \quad \text{where} \quad P = \text{average yield} \\ n = \text{number called}$$

This formula may also be used to determine SD for more precise values of P, if desired.

ESSENTIAL STEPS IN ESTABLISHING CONTROL

- 1. SELECT AN IMPORTANT OPERATION FOR CONTROL**
- 2. CHOOSE A UNIT OF MEASURE**
- 3. DETERMINE WHO WILL MEASURE AND WHEN**
- 4. MEASURE PERFORMANCE**
- 5. ANALYZE RESULTS AGAINST STANDARDS**
- 6. DETERMINE IF ACTION IS NECESSARY**
- 7. DECIDE ON TYPE OF ACTION TO BE TAKEN**

CONTROL ASSUMES:

- **SATISFACTION WITH PRESENT STANDARD**
- **DESIRE TO ELIMINATE TEMPORARY LAPSES**
- **MANAGEMENT BY EXCEPTION**

ESSENTIAL STEPS FOR BREAKTHROUGH

1. RECOGNIZE NEED FOR CHANGE
2. SELECTION OPERATION FOR CHANGE
3. STUDY OPERATION – BY DIAGNOSTIC GROUP
4. ASSESS ALTERNATIVE COURSE OF ACTION
5. PREPARE INSTRUMENTS OF CHANGE – POLICY/COURT ORDER
6. ENSURE INFORMATION REACHES THOSE AFFECTED BY CHANGE
7. ESTABLISH NEW LEVEL OF CONTROL

- BREAKTHROUGH ASSUMES:
- PRESENT STANDARD UNSATISFACTORY
 - WILLINGNESS TO IDENTIFY & DISCARD
OBSOLETE EQUIPMENT & DATED
PRACTICES
 - MANAGEMENT THROUGH DIRECTION

OBSERVATIONS

- POORLY MANAGED QUALIFICATION PROCESS TENDS TO REDUCE YIELD
- COMBINED QUALIFICATION/SUMMONING PROCESS PROVIDES:
 - DIRECT CONTROL OF WHOLE PROCESS
 - MINIMUM COST
 - REDUCES PAPER WORK
 - ELIMINATES REPORT-MAKING BY CITIZENS

CONCLUSIONS

- MOST COURTS USE VOTER REGISTRATION LIST AS SOURCE
- YIELDS OF QUALIFIED JURORS (Y_Q) ARE WIDELY DIFFERENT
- QUALIFICATION QUESTIONNAIRES SENT BY REGULAR MAIL – W/O FOLLOW-UP
- CITIZENS MAY "OPT OUT" THROUGH "UNDELIVERABLE" OR "NON-RESPONSE"
- TIGHT CONTROL OF IN-COURT EXCUSES STOPS ONLY ONE SMALL LEAK

SESSION 11

MEASUREMENT AND IMPROVEMENT OF JUROR ATTITUDES

1:30 - 2:15 p.m.

Day II

TRAINING GOALS:

1. Understanding how phases of jury service affect the jurors' attitudes in positive or negative ways.
 2. Understanding of areas for juror service improvement and how to accomplish these improvements.
 3. Working knowledge of Jury Service Exit Questionnaire in relation to tabulating and analyzing complete forms as preparation for the case study that follows.
-

JURY SERVICE EXIT QUESTIONNAIRE

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

- Approximately how many hours did you spend at the courthouse? 54

Reflects two-week term of service with liberal dismissal policy.
- Of these hours in the courthouse, what percent was spent in the jury waiting room? 39 %

About average.
- How many times were you chosen to report to a courtroom for the jury selection process? 6.4

54/6.4 shows juror called to panels about 1 in 8.5 hours.
- How many times were you actually selected to be a juror? 2.3

6.4/2.3 shows panel sizes nearly 3 times larger than jury size - needs attention.
- Have you ever served on jury duty before? 29% How many times? 51% ONLY ONCE

Usually only 10-15% have served before - may reflect list or selection problems.
- How would you rate the following factors? (Answer all)

	Good	Adequate	Poor
A. Initial orientation	<input checked="" type="checkbox"/> 85%	<input type="checkbox"/> 14%	<input type="checkbox"/> 1%
B. Treatment by court personnel	<input type="checkbox"/> 14%	<input type="checkbox"/> 5%	<input type="checkbox"/> 1%
C. Physical comforts	<input type="checkbox"/> 72%	<input type="checkbox"/> 26%	<input type="checkbox"/> 2%
D. Personal safety	<input type="checkbox"/> 82%	<input type="checkbox"/> 17%	<input type="checkbox"/> 1%
E. Parking facilities	<input type="checkbox"/> 55%	<input type="checkbox"/> 31%	<input type="checkbox"/> 8%
F. Eating facilities	<input type="checkbox"/> 47%	<input type="checkbox"/> 42%	<input type="checkbox"/> 11%
G. Scheduling of your time	<input type="checkbox"/> 45%	<input type="checkbox"/> 38%	<input type="checkbox"/> 17%

Ratings of factors are typical.
- Did you lose income as a result of jury service?

Yes	<input type="checkbox"/> 22%
No	<input checked="" type="checkbox"/> 78%

JUROR FEE - \$5

Within range expected with \$5 fee.
- After having served, what is your impression of jury service? (Answer one)

A. The same as before - favorable?	<input checked="" type="checkbox"/> 51%
B. The same as before - unfavorable?	<input type="checkbox"/> 4%
C. More favorable than before?	<input type="checkbox"/> 38%
D. Less favorable than before?	<input type="checkbox"/> 7%

A + C = 89%. Reflects skill with which jurors are handled. Also participation in many voir dire and trials.
- In what ways do you think jury service can be improved?

169 COMMENTS; 31% ON SCHEDULING AND 20% ON THE SELECTION PROCESS

Many good suggestions. Some judges read these to incoming jurors to show awareness and describe actions taken.

The following information will help evaluate the results and responses to this questionnaire:

- Age:

18-20	21-24	25-34	35-44	45-54	55-64	65-over
<input checked="" type="checkbox"/> 5%	<input type="checkbox"/> 13%	<input type="checkbox"/> 17%	<input type="checkbox"/> 14%	<input type="checkbox"/> 24%	<input type="checkbox"/> 20%	<input type="checkbox"/> 7%

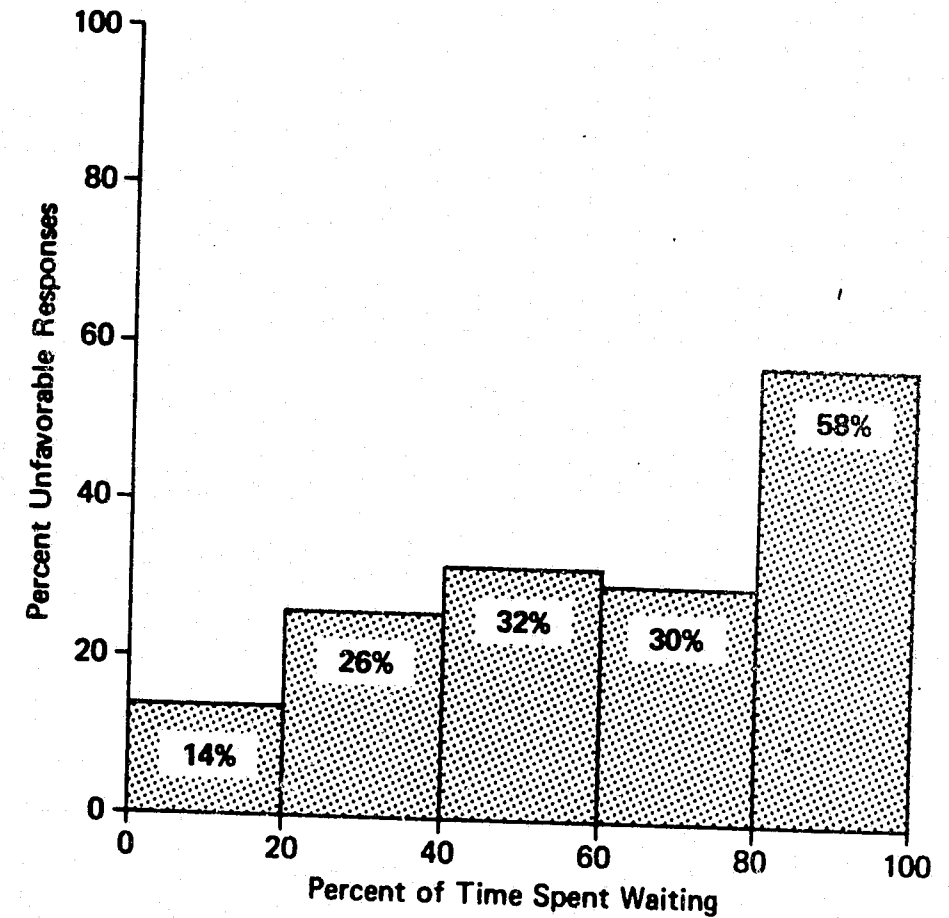
Good percent of young - better than usually found.
- Sex:

Female	50%
Male	50%

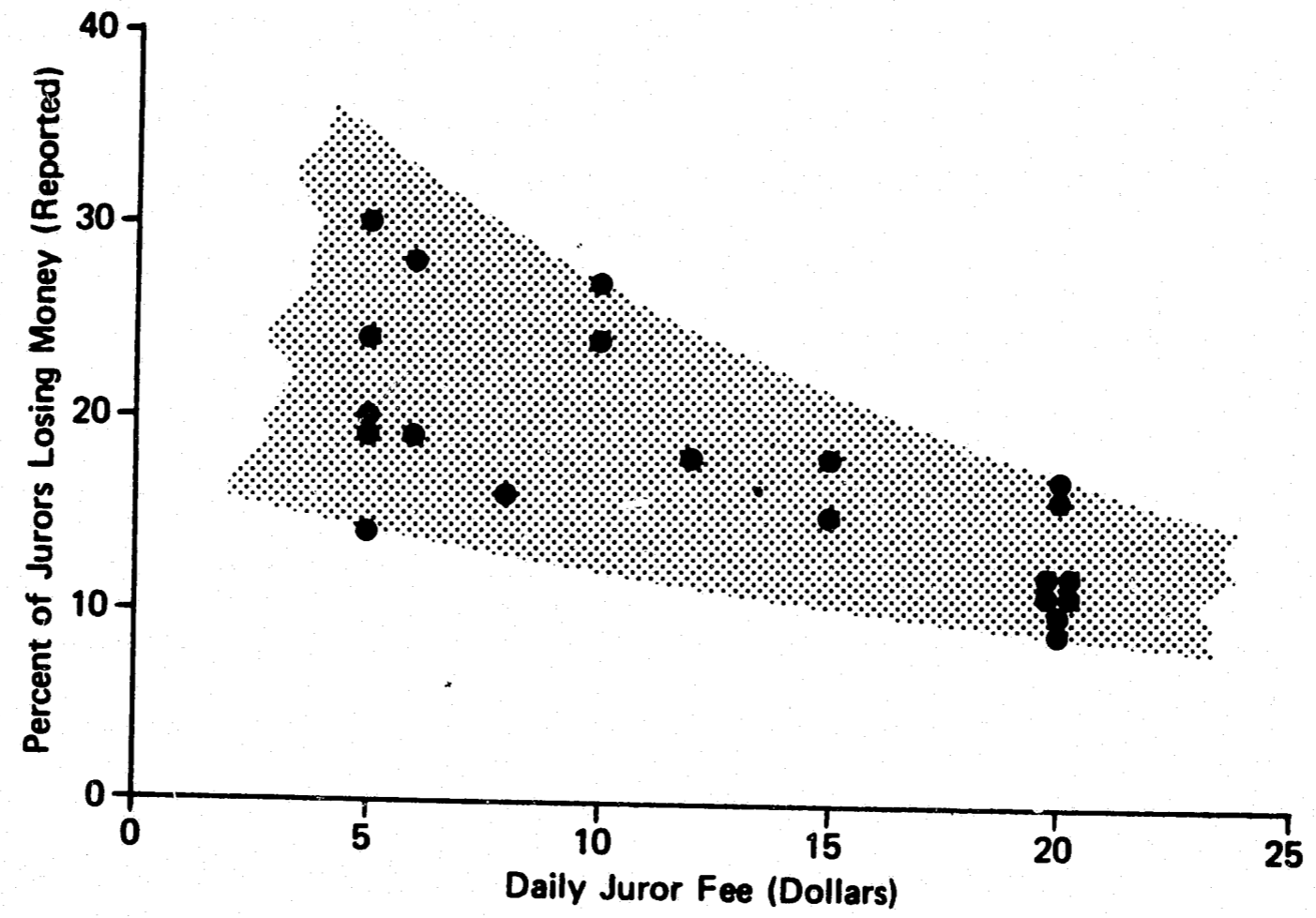
Also good sex balance.
- Occupation: 54% WHITE COLLAR, 18% BLUE COLLAR, 12% HOUSEWIVES, 3% RETIRED, 3% UNEMPLOYED, 5% STUDENTS

Blue collar may be under-represented - worth checking.

Analysis of Juror Responses to 329 Exit Questionnaires
(June 1975 in a Large City Court)



Effect of Waiting Time on
Juror Attitudes in a Large Court



CONTINUED

2 OF 4

**PERCENT
FAVORABLE
REACTION**

100

90

80

70

60

50

40

30

20

10

0

ONE MONTH TERM OF SERVICE

ONE DAY TERM OF SERVICE

DID NOT SERVE

SERVED

DID NOT SERVE

SERVED

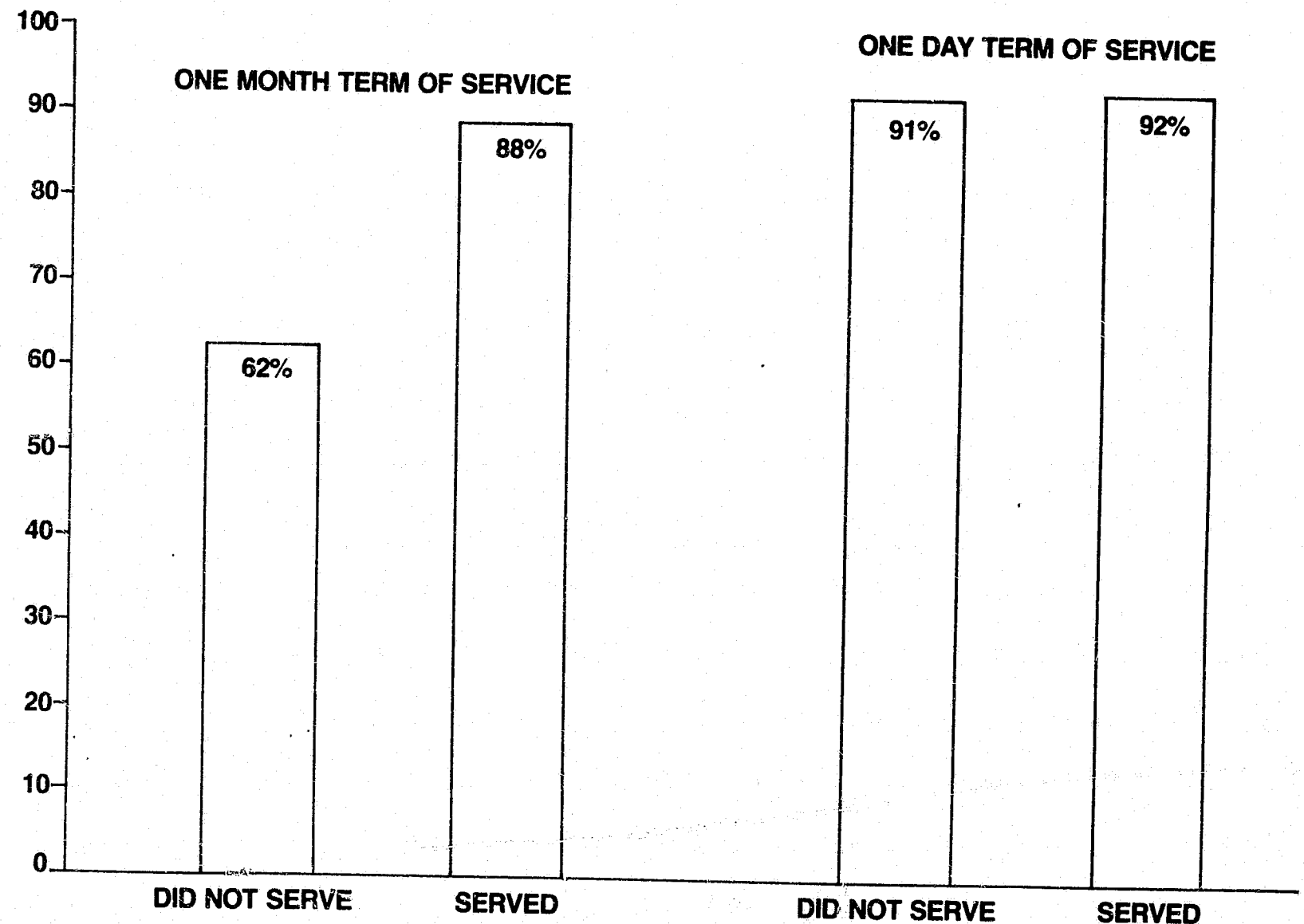
62%

88%

91%

92%

125



SELECTED QUESTIONNAIRE RESPONSES BY PERCENT FAVORABLE

126

FACTOR	GROUP 1 (92-100% FAVORABLE)	GROUP 2 (88-91% FAVORABLE)	GROUP 3 (68-87% FAVORABLE)
FEES(DOLLARS)	5-20	5-20	3-20
PERCENTAGE LOSING INCOME	12-30	9-14	12-28
HOURS SPENT AT COURTHOUSE	12-30	26-90	41-160
PERCENTAGE TIME WAITING	20-53	22-52	33-73
TIMES SELECTED	1.3-3.0	0.8-3.0	0.7-14.0

FACTORS INFLUENCING JUROR ATTITUDES

- **NEGATIVE FACTORS**
 - **COURTHOUSE HOURS – TERMS OF JURY SERVICE**
 - **WAITING TIME – IN JURY LOUNGE**
 - **TRIAL SERVICE – AT LEAST ONCE**
- **NEUTRAL FACTORS**
 - **JURY FEES**
 - **LOSS OF INCOME**
- **POSITIVE FACTORS**
 - **ADULT TREATMENT**
 - **PARTICIPATION**
 - **CONSIDERATION OF HUMAN FACTORS**

CONCLUSIONS

JURY SYSTEMS CAN BE IMPROVED BY:

- **SHORTENING TERMS OF SERVICE OF JURORS**
- **INVOLVING MORE PEOPLE AS JURORS**
- **CUTTING DOWN ON WAITING TIME**
- **ENSURING THAT EACH JUROR ACTUALLY SERVES**
- **USING RANDOM SELECTION (WITHOUT REPLACEMENT)**

JUROR ATTITUDES ARE BASICALLY "FAVORABLE" TO THE COURTS AND CAN BE ENHANCED BY BETTER SYSTEM MANAGEMENT THAN BY RAISING JURY FEES

SESSION 12

APPLICATION OF JUROR ATTITUDE INFORMATION

2:15 - 3:00 p.m.

Day II

TRAINING GOALS:

1. Familiarization with copies of actual Jury Service Exit Questionnaires and with the value of the information provided the participants for own court.
2. Knowledge of how information on questionnaires can be tabulated for analysis.
3. Determination of how conclusions drawn from analysis of data can be used in the participant's own court to encourage appropriate changes.

PROCESS:

1. Participants will work on the case study in assigned groups.
 2. A person from the training staff will help facilitate the case study process.
 3. Each participant will read the case, read through the questionnaires, and start to tabulate information on the form provided; the group may break this task down to speed the tabulation process.
 4. Following some work at individual reading and tabulation, the group will discuss the questions asked in the case study.
 5. Answers developed will be discussed and analyzed in plenary session.
-

CASE STUDY

APPLICATION OF JUROR ATTITUDE INFORMATION

Background Information:

Attached is a group of 20 completed Jury Exit Questionnaires from a large city court with a one-month term of service.

Your Tasks:

1. First, glance through the questionnaires, noting some of the items reported by the jurors in their comments and in their ratings of the various factors. List five of these comments or factors that you might wish to have investigated.
2. Tabulate the responses to all the questions from the questionnaires, using the form given.
 - a. Compute the overall averages (or distributions) for each question.
 - b. How would you rate this court with respect to overall juror attitudes?
3. Recognizing the wide range of individual opinions, can you spot some of the reasons for favorable or unfavorable attitudes? (Note that the questionnaires are ordered according to the response to question 8.)
4. Compare the attitudes of those who waited in the jury lounge more than half the time as opposed to those who waited less than half the time.
5. Did everyone get to serve on a jury?
6. Is loss of income a factor in determining attitudes?
7. From these tabulations and answers to the above questions, indicate a course of action the court might take to improve juror attitudes.
8. Are the actions that might be taken based on the written comments consistent with those indicated by the tabulations?

RESPONDENT	QUESTIONNAIRE NUMBER														7	8	10	11
	1	2	3	4	5		6											
	Hours Spent	% Waiting	Times to Courtroom	Times as Juror	Jury Duty	A	B	Orientation	Treatment	Comforts	Safety	Parking	Eating	Scheduling				
1																		
2																		
3																		
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16																		
17																		
18																		
19																		
20																		
NUMBER RESPONDING																		
AVERAGES																		
DISTRIBUTIONS (NUMBER)					Y N		(1) (2) (3)	(1) (2) (3)	(1) (2) (3)	(1) (2) (3)	(1) (2) (3)	(1) (2) (3)	(1) (2) (3)	Y N	A B C D	(a) (b) (c) (d) (e) (f) (g)	F M	

JURY SERVICE EXIT QUESTIONNAIRE #1

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 120
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 20%
3. How many times were you chosen to report to a courtroom for the jury selection process? 8
4. How many times were you actually selected to be a juror? 4
5. Have you ever served on jury duty before? NO How many times? _____
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities <u>NOT APPLICABLE</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

JURORS SHOULD NOT HAVE TO STAND AROUND FOR A LENGTHY PERIOD OF TIME (MORE THAN 5 MINUTES) WAITING TO GO INSIDE A COURTROOM

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over

 (a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #2

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 10 days
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 50 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 3
4. How many times were you actually selected to be a juror? 1
5. Have you ever served on jury duty before? no How many times? _____
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

The judicial system being what it is, you probably are doing the best you can under the circumstances

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over

 (a) (b) (c) (d) (e) (f) (g)

11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #3

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 116
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 10 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 15
4. How many times were you actually selected to be a juror? 3
5. Have you ever served on jury duty before? yes How many times? 2
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

I have no suggestions for improvement. I think it is time that the jury service be commended for a job well-done.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over

 (a) (b) (c) (d) (e) (f) (g)

11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE # 4

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 120 hours
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 72 hours
3. How many times were you chosen to report to a courtroom for the jury selection process? 3
4. How many times were you actually selected to be a juror? 1
5. Have you ever served on jury duty before? yes How many times? 2
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

Jury service can be improved as an individual such as obeying rules.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
 (a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE # 5

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 136
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 50%
3. How many times were you chosen to report to a courtroom for the jury selection process? 9
4. How many times were you actually selected to be a juror? 3
5. Have you ever served on jury duty before? no How many times? —
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
 (a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #6

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? probably 80
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 50%
3. How many times were you chosen to report to a courtroom for the jury selection process? 7 or 8
4. How many times were you actually selected to be a juror? 3
5. Have you ever served on jury duty before? No How many times? —
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

1) Judge Lerma should not keep people standing up for an hour to get into his courtroom esp. after giving a lecture on punctuality.
2) On days when case loads are light & non-urgent, some of all of the jurors should be dismissed at just 10:00 am - our time is valuable

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over

 (a) (b) (c) (d) (e) (f) (g)

11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #7

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 160
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 50%
3. How many times were you chosen to report to a courtroom for the jury selection process? 5
4. How many times were you actually selected to be a juror? 4
5. Have you ever served on jury duty before? Yes How many times? 5
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

To have the cases ready to be tried on time

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over

 (a) (b) (c) (d) (e) (f) (g)

11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #8

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 80
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 75 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 15
4. How many times were you actually selected to be a juror? 2
5. Have you ever served on jury duty before? No How many times? _____
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

if a person originally requests to be excused from jury duty, the judge should be more tolerant. esp. if the person is self employed: if a person is repeatedly selected in the jury selection process he/she should be excused from further service.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over

(a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #9

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 30
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 15 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 9
4. How many times were you actually selected to be a juror? 3
5. Have you ever served on jury duty before? No How many times? _____
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

1. Possibly a "call-in" system to see if all jurors are needed each day
2. Renovation of jury waiting room
3. Employers should receive a detailed notification of jurors

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over

(a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

duties hrs., etc. & an explanation of the responsibilities/hardships involved

JURY SERVICE EXIT QUESTIONNAIRE #10

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 128
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 80 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 7
4. How many times were you actually selected to be a juror? 2
5. Have you ever served on jury duty before? No How many times? —
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Personal safety.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
G. Scheduling of your time.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? —
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

Elimination of thrown away time that is spent in jury lounge. More comfortable jury lounge seating.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
 (a) (b) (c) (d) (e) (f) (g)

11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #11

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 138
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 35 % approx
3. How many times were you chosen to report to a courtroom for the jury selection process? 5
4. How many times were you actually selected to be a juror? 3
5. Have you ever served on jury duty before? yes How many times? 4
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Personal safety.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? —
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

The public address system should be extended to the rest rooms. There should be less time spent in the lounge perhaps by calling less jurors and keeping them busier.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
 (a) (b) (c) (d) (e) (f) (g)

11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #12

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 98
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 12 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 16 *(times)*
4. How many times were you actually selected to be a juror? 3
5. Have you ever served on jury duty before? No How many times? N/A
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

Some materials for people to make things by hand & to be donated to different organizations. It's time some reading & no action.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
(a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #13

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 9.3
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 20 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 7
4. How many times were you actually selected to be a juror? 5
5. Have you ever served on jury duty before? yes How many times? 2
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

Each juror should be questioned ^{at the beginning} as to ^{with no} attitude toward guilt and punishment. Some jurors are reluctant to enter a guilty verdict against an alleged offender because of their attitudes toward correctional facilities.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
(a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #14

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 128
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 60 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 20
4. How many times were you actually selected to be a juror? 4
5. Have you ever served on jury duty before? Yes How many times? Once
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Some defendant really observe so closely

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

The main improvement that could be made is: on this button should be a no. and this no. should be read instead of the previous name because some of us are listed in the phone book.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
(a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #15

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 140
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 30 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 4
4. How many times were you actually selected to be a juror? 3
5. Have you ever served on jury duty before? No How many times? _____
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

found free area on Ste. 93

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

Screen out those who do not wish to serve as they hold up the judicial process as they tend to form judgments at the beginning of a trial and refuse to listen to any type of reason or logic. A little more heat in this barn would be appreciated.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
(a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #16

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 120
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 75 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 12
4. How many times were you actually selected to be a juror? 1
5. Have you ever served on jury duty before? Yes How many times? 1
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

while it proved to be a very frustrating experience, the only improvement I can suggest I can suggest a more detailed pre-selection questionnaire - may not be feasible.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
 (a) (b) (c) (d) (e) (f) (g)

11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #17

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 112 (as of 31 Dec. 74)
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 85 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 6
4. How many times were you actually selected to be a juror? 2
5. Have you ever served on jury duty before? Yes How many times? 1
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

① Make available libraries; ② Quiet rooms where jurors can read, study. Provide daily newspapers, games, longer lunch hour to allow jurors time to take walks to compensate for long periods of inactivity. Most people don't like to be in a position of circumstance where they feel their time is being wasted.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
 (a) (b) (c) (d) (e) (f) (g)

11. Sex: Female
 Male

circumstance where they feel their time is being wasted

JURY SERVICE EXIT QUESTIONNAIRE #18

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 90
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 75 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 7
4. How many times were you actually selected to be a juror? 3
5. Have you ever served on jury duty before? yes How many times? 1
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
 B. The same as before—unfavorable?
 C. More favorable than before?
 D. Less favorable than before?

9. In what ways do you think jury service can be improved?

Better utilization of prospective jurors—too much time in lounge!

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
 (a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

JURY SERVICE EXIT QUESTIONNAIRE #19

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 160
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 90 %
3. How many times were you chosen to report to a courtroom for the jury selection process? 6
4. How many times were you actually selected to be a juror? 0
5. Have you ever served on jury duty before? no How many times? _____
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
 B. The same as before—unfavorable?
 C. More favorable than before?
 D. Less favorable than before?

9. In what ways do you think jury service can be improved?

NOT enough space to make a comment.

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
 (a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

time covered 6-30 Dec

JURY SERVICE EXIT QUESTIONNAIRE #20

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? 90
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? 95% %
3. How many times were you chosen to report to a courtroom for the jury selection process? 7
4. How many times were you actually selected to be a juror? 2 (including 1 mock trial)
5. Have you ever served on jury duty before? No How many times? _____
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)	very poor
A. Initial orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
B. Treatment by court personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
C. Physical comforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	(lounge ok)
D. Personal safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	none
F. Eating facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
G. Scheduling of your time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)
 - A. The same as before—favorable?
 - B. The same as before—unfavorable?
 - C. More favorable than before?
 - D. Less favorable than before?

9. In what ways do you think jury service can be improved?
 There should be better communication between the judges and the juror officer on juror requirements. Judges should not call for juror panels until they are sure they are ready for them. That is judges should get all preliminary court work finished and then call the panel which could arrive in 10 minutes and be ready to work. Too many jurors are kept available for duty and not utilized creating unnecessary expenses for the taxpayer. Judges should submit their estimates of juror requirements for the following day to the juror officer so that he

The following information will help evaluate the results and responses to this questionnaire: can tell the

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
(a) (b) (c) (d) (e) (f) (g) Prospective jurors whether or not they will be required for the next day and exclude them, if possible
11. Sex: Female Male

James O'Hara
Col USA Ret

SESSION 13

REPORT BACK ON CASE STUDY AND INFORMATION FOR JURORS

3:15 - 4:00 p.m.

Day II

TRAINING GOALS:

1. Recognition of the significance of data derived from Jury Exit Questionnaires as related to participants' courts.
2. Knowledge of information sources available for identifying juror attitudes.
3. Awareness of methods used to better inform jurors who are called for service.
4. Viewing of one court's (Wayne County, Michigan) method of juror orientation.

I-6-6

INFORMATION SOURCES

- Qualification Questionnaires
- Summonses
- Information Sheets
- Juror Handbooks
- Orientation Lectures
- Movies
- Courtroom Instructions
- Exit Interviews

I-6-7

ERWIN L. GARDNER
JURY COMMISSIONER

THE SUPERIOR COURT
OFFICE OF THE JURY COMMISSIONER
COURTHOUSE, COURT COMPLEX
VENTURA, CALIFORNIA 93001

PHONE 648-6131, EXT. 2255

DATE AREA PRECINCT SOCIAL SECURITY NUMBER

72-34300

Dear Citizen:

In accordance with procedures approved by the Superior Court, you have been designated as a prospective trial juror for the Superior Court of the County of Ventura.

It is the duty of the Jury Commissioner diligently to inquire and inform himself in respect to the qualifications of persons resident in his county who may be subject under the laws of this state to be summoned for jury duty. He may require any person to answer, under oath to be administered by him, all such questions as he may address to such person (Code Civ. Proc. Sec. 204-C). A person is competent to act as a juror if he is a citizen of the United States of the age of 21 years, a resident of the State and of the County for one year, in possession of his natural faculties, of ordinary intelligence, not decrepit, and possessed of sufficient knowledge of the English language.

Your selection, exemption, excuse or deferment will be based upon the information given in your answers to the questions contained on the "Affidavit of Prospective Juror" printed on the back of this letter. Your careful attention to and completion of ALL the questions is requested. Upon the return of all completed affidavits, the number of prospective trial jurors required by the Superior Court will be selected by the Court using mainly the list of persons determined to be qualified by the Jury Commissioner.

Prospective trial juror name slips are prepared from the Judges' Semi-annual Trial Jury List, and are deposited in the Judges' Semi-annual Trial Jury Box. As the calendar of the Court requires, prospective trial jurors are drawn from the Judges' Semi-annual Trial Jury Box and summoned to attend the Superior Court and serve as a member of a Trial Jury Panel from which names will be drawn to make up trial jury venires for particular cases. From these venires trial juries of 12 persons or such number as trial counsel will agree upon will be impaneled to try such cases.

Since the name slips taken from the Judges' Semi-annual Trial Jury Box are drawn by lot, it cannot be predicted when your name will be drawn to make up a Trial Jury Panel. The trial dates and the number of trial days as to which a prospective trial juror will be involved cannot be predetermined.

During the period of your jury service when you have completed the following assignments, you will automatically be excused for the balance of the term and will not be subject to inclusion in any other Judges' Semi-annual Trial Jury List for at least a year:

- after you have been sworn to serve as a trial juror in a particular case and when you are discharged by the court upon completion or termination of the case, or
- when you have appeared on three separate trial days, have answered roll calls in either or both the Superior Court Jury Assembly Room or a department of the Superior Court and you have not been sworn to serve as a trial juror in a particular case.

IT IS VERY IMPORTANT that your "Affidavit of Prospective Juror" be completely filled out, dated, signed and returned to the Office of Jury Commissioner. The rapid population growth of Ventura County is reflected in the calendars of the courts and in the increased demand for jurors. To cope with this increased work load, the Office of Jury Commissioner is using machinery methods. You may receive the "Affidavit of Prospective Juror" more frequently until the system is perfected, but only the current affidavit will be retained for the permanent file. Your jury service record and any doctors', employers' or personal letters will be attached to your affidavit.

It is realized that jury service often imposes a hardship on citizens, but the right to trial by jury is one of the most fundamental American principles guaranteed by the constitution to all persons. It is the duty and the responsibility of every qualified citizen to render jury service when called upon to do so. Moreover, you should find such service both interesting and rewarding. It will give you the satisfaction of having actively participated in the administration of justice.

Failure to immediately complete and return the "Affidavit of Prospective Juror" in the enclosed self-addressed, stamped envelope will necessitate your being summoned for examination by the Jury Commissioner.

The "Affidavit of Prospective Juror" is also used by the Jury Commissioner in the qualifying of prospective trial jurors to become members of trial jury lists for use in the Municipal Court of the County of Ventura. That Court uses a somewhat similar procedure to obtain prospective trial jurors for venires from which to make up juries of 12 persons or such number as trial counsel will agree upon to try particular cases.

If you have moved your place of residence permanently out of Ventura County, please so indicate on your affidavit and return it in the enclosed envelope.

Jurors' qualifications are set forth in Code Civ. Proc. Sec. 198.
Jurors' disqualifications are set forth in Code Civ. Proc. Sec. 199.
Right of Exemption from jury service is set forth in Code Civ. Proc. Sec. 200.
Right to be excused from jury service is covered by Code Civ. Proc. Sec. 201 which reads:

"A juror shall not be excused by a court for slight or trivial causes or for hardship, or for inconvenience to said juror's business, but only when material injury or destruction to said juror's property or of property entrusted to said juror is threatened, or when said juror's health, or when the health or proper care of said juror's family, or when sickness or death of a member of said juror's family make it necessary for said juror to be excused."

Very truly yours,

Erwin L. Gardner
EDWIN L. GARDNER
Jury Commissioner

— OVER —

JUROR'S INSTRUCTIONS AND INFORMATION

Questions concerning jury service should be addressed to Mr. xxxxxxxx, Deputy Clerk of the Court, in the Jury Office, Room 100, Courthouse, telephone xxx-xxxx.

Jury Term. Jury service is for xx working days unless you are excused by the court. Unless otherwise instructed, court is in session Monday through Friday, from 10:00 AM to 12:30 PM and 1:30 to 4:30 PM. Lunch hour is 12:30 to 1:30 PM.

Location: The Courthouse is located at the intersection of Courthouse Road and Center Street (see enclosed map).

Buses and Parking: A city bus map is posted in the jury room and the enclosed Municipal Transit brochure shows current routes and schedules to and from the Courthouse. A police officer is always on duty near bus stops. You may park free of charge in the garage behind the Courthouse if you present your jury summons to the attendant. Free space is also available in the public parking lot at the corner of Courthouse Road and Center Street. Both locations are shown on the enclosed map. A safety escort to parking lots will be provided at night.

First Day: Enter the Courthouse through the Center Street entrance and take the elevator to the 5th floor, Room 502. Report at 9:00 AM to sign in and receive instructions from jury department personnel. You will see a short movie, hear a brief explanation of the jury system by the presiding judge, and be issued badges signifying your status as a juror. You will remain in the jury lounge until you are assigned to a court. If you have not been assigned to a court by 2:30, you will generally be excused for the day and told when to return for further duty.

Second and Subsequent Days: Follow instructions given by the judge or jury clerk.

Available Facilities:

- You may receive emergency telephone calls in the jury lounge (telephone xxx-xxxx). In an extreme emergency, inform the jury clerk, telephone xxx-xxxx.
- In the jury lounge, there are small lockers for personal articles (but no valuables), telephones, desks, no-smoking areas, and reading matter.
- The cafeteria is on the 3rd floor to the right of the elevators. You may bring a lunch if you prefer. Vending machines for coffee and cold drinks are located in the cafeteria and outside the jury lounge.
- Restrooms are located in the jury lounge, outside the cafeteria, and outside the courtrooms.

Juror Fees: The State Legislature has authorized the court to pay you \$15.00 each day you report to the Courthouse, plus 12 cents per mile, round trip, from your residence. Payment is computed on the last day of service and a check is mailed to your home address approximately four days later. Certification of attendance for your employer can be obtained from the Finance Office, Room 123.

Trial Duration: Average trial length is one to three days, but a few trials last much longer. The trial judge will advise you of probable trial duration and may excuse you from serving if the trial is likely to extend beyond your term.

Overnight Stay: Jurors are almost never detained overnight, but you may be sequestered while deliberating on a criminal verdict or for the duration of a highly publicized trial. The bailiff in charge will notify your family if you are to be sequestered.

To Report an Absence: If illness or emergency prevents your attendance, call xxx-xxxx as near to 8:00 AM as possible. After 4:30 PM, call xxx-xxxx.

Closing of Court: The decision to recess court is made by the presiding judge. Check spot announcements on WXYZ AM radio between 7:30 and 9:00 AM and WPAX FM beginning at 6:30 AM. If there is no announcement by 8:15 AM, you should proceed to the Courthouse.

Sample Information Sheet

APPROACH

- Recognize Diversity of Audience
- Provide Information at Proper Time
- Proper Amount at Proper Time
- Information Should Be Consistent
- Information as an Entity

EXHIBIT A
INFORMATION FOR JURORS

A. Introduction

Jurors are a cross section of the community, varying in ability, education, training, experience, and willingness to serve. Most report for jury duty with little real knowledge about what to expect during their term of service. Although courts provide a wide range of instructional material for them, many leave with questions still unanswered, and prosecutors and judges themselves sometimes complain about the inaptitude of new jurors.

The problem is to determine what kind of information is essential for jurors and when this information should be presented. In an endeavor to provide guidelines for solving this problem, instructional materials for jurors in a large number of courts have been reviewed and analyzed to select what appears to be most useful and effective in preparing jurors for their part in the judicial system.

B. Information sources

The following types of instructional material for jurors were found in the courts' studies.

- Qualification Questionnaire
- Summons
- Information Sheet
- Juror Handbook
- Orientation Lecture
- Movie
- Courtroom Instructions
- Exit Interview

Not all courts use these sources of information, nor do all use them in the same way. Because these instruments vary so much from court to court, their purposes and the experience of many courts in accomplishing those purposes are discussed in the paragraphs which follow.

1. Qualification questionnaires. Jurors learn through the qualification questionnaire that they are being considered for juror duty and that they may be disqualified, exempt, or excused under certain conditions. Some qualification questionnaires have a few questions directed at ascertaining age, address, residence, and occupation; others have many questions.

There is great variation in the rate of response to the questionnaire among jurisdictions, suggesting that in some areas citizens may view the authority of the qualification questionnaire as less serious than that of the summons.

Both the questionnaire and the summons provide similar information to prospective jurors. How completely these are integrated is a problem for each court.

2. Summons. The modern summons to jury duty is a small computerized sheet usually sent by certified mail to citizens selected by some random process from the qualified wheel. The summons always tells the prospective juror when to come to court and where the court is; but some give additional information such as the following, based on a review of summonses used by 19 courts:

<u>Content of Summons</u>	<u>No. of Courts</u>
Where To Report	19
When To Report	19
How to Request Excuses	12
List of Possible Excuses	8
Penalties for not Reporting	10
Term of Jury Service	8
Jury Fee To Be Paid	6
Parking Facilities	4
Information Sheet Attached	3

No single court covered all those points. The one most nearly satisfying total coverage is the summons used by the New York Supreme Court of New York County, reproduced in Figure 1. This court does not enclose an information sheet with the summons.

3. Juror Handbooks. In most courts, juror handbooks are provided to jurors on their first day of service. The 22 handbooks reviewed vary in size from 2 to 38 pages, and as much in content. Sometimes they cover the general information given on some information sheets and usually describe the voir dire, the trial, and the deliberation. Nearly all indicate the conduct expected for jurors. Some give a list of meanings of unusual terms that jurors may encounter. None of the 22 handbooks covered all of the topics, and none was consistently general or detailed in describing the voir dire or court processes. Their contents may be summarized as follows:

<u>Content of Juror Handbooks</u>	<u>No. of Courts</u>
Illustrated With Pictures	9
Described Qualification and Selection	11
Indicated Function of Judge and Jury	11
Described Case Filing Procedures, etc.	8
Detailed Description of Voir Dire	9
Detailed Description of Trial	7
Necessity of Juror Waiting in Jury Pool	4
List of Legal Definitions	6
Desired Conduct of Jurors	22

The Jury Handbook of Nassau County Courts, the longest (38 pages), was also judged to be the most informative and best presented. The Philadelphia court's 17-page handbook was judged to be nearly as extensive and adequate. Many others were found to be repetitious and difficult to read.

4. Orientation Lectures. An orientation speech is usually given by a judge to prospective jurors at the time of their first assembly. The judge is often assigned on a rotational basis in a large court, but is sometimes a volunteer. In some courts, the orientation lecture is given by the court administrator or the jury clerk. The content of the orientation lecture depends in large measure on the person giving the talk and the amount of time he has. It can be lengthy or brief, comprehensive or sketchy, administrative or legal, informative or abstract.

No attempt has been made to codify the many orientation speeches used in courts or their specific content. The most successful seemed to be judges' speeches which warmly welcome the jurors, explain the importance of jury duty, explain the nature of the trial process without attempting to demonstrate legal sophistication, indicate the uncertainties inherent in trial processes that cause long periods of waiting by jurors, and avoid reiterating what is contained in the information sheets or in a movie to be given. The successful orientation appears to be simple and clear enough for the lower quarter of the group to comprehend easily without causing anxiety that they will not be able to perform their juror functions adequately. Some of the most successful are those given in the busy court in Houston, where a new group of 400 to 600 jurors is greeted every day, where time is necessarily compressed in order to make jurors available for service, and where the orientation task is rotated from judge to judge.

The least successful orientation lectures seem to be those where the speaker is legalistic, gets involved in concepts of justice, threatens or intimidates jurors or appears to believe they all wish to avoid service, and keeps them unnecessarily. Sometimes the pre-trial instructions that should properly be given to the panel before each trial are extended in the opening address, long before any of the prospective jurors know the significance of the trial events. Those who have the task of presenting these talks might profit by reviewing the juror comments on the exit questionnaires.

5. Movies. The purpose of a movie is to generally prepare the juror for what he will encounter during his term. It should cover the judicial or legal process, describing the distinction between civil and criminal cases, the different jury sizes, and the voir dire, trial, and deliberation process. Implicit in this description would be a view of juror conduct. The movie should also deal with the problem of waiting.

Usually a movie is part of the orientation process, preceded by a judicial address and supplemented with a handbook. Of all orientation methods, it is the easiest to eliminate since any movie is both general and impersonal enough so that sizeable portions of it could be inapplicable. The adequacy of facilities for proper viewing and hearing the movie also

affects its usefulness. In some courts, use of movies appears to lower the tone and interrupt the continuity of the orientation process.

Two movies are presently available, both dealing with the voir dire and trial process: The True and the Just (an older film), which uses a property damage case as an example and contains a brief statement about waiting time; and How Do You Find? (more recent), more legalistic than the other, and using a criminal case as an example.

6. Courtroom Instructions. The courtroom is the place where the jurors actually see and experience the legal process--the juror oath, specific jury instructions, juror conduct rules, the method of selecting the foreman, the trial process, and deliberation room conduct. Since all the practices may vary from court to court, and from judge to judge and case to case, these topics should not be covered in depth in any other source.

7. Exit Interviews. In some courts, the jury judge meets with the jurors at the end of their term to thank them for their service and to answer any questions that might have arisen during the term. Although such a session provides information to the jurors, it also supplies useful feedback to the judge and jury clerks as to the questions that need to be explained better in the future. Jurors usually respond well to such meetings with a judge or judges.

Some courts also give out certificates of service or a note of thanks to jurors on their last day of service. These certificates are well received; but how they are used later and whether they serve their intended purpose of creating a good feeling for the court is not known. However, in one court which gives a certificate, juror reaction to jury service is the worst in the courts studied. The certificate is thus not a sure way to overcome other deficiencies of jury service.

C. Conclusions

This review suggests that informing jurors of what they need to know to perform their duties is a complex operation:

- Consideration must be given to the fact that in training, education, age, and occupation, jurors are perhaps the most diverse social group that needs to be instructed, and instruction must reach every level.
- Information needed by the jurors must be considered as an entity so that they get all the information they need at the time it is needed.
- Adequacy of the juror information should be tested, either by exit questionnaires or by exit interviews, to discover the kinds of questions that still are not answered at the end of the term. Answers to these questions should be noted so they can be fed back into the earlier information sources.

EXHIBIT B

HOW ORIENTATION IS CONDUCTED
AT THE WAYNE COUNTY CIRCUIT COURT*

A. Former Method of Orientation

Previously, there had been a monthly orientation in the 13th floor auditorium for jurors on Monday afternoon preceding their 30-day term. The session lasted about three hours, and jurors received a half-day's pay (\$7.50) for attending. During this period, jurors had to sit and wait while the group seeking excusals or deferments was questioned by the Commissioners.

At that orientation, the Jury Clerk explained procedural and mechanical matters such as wearing the badge, lunch hours, and parking facilities. Judges appeared on a rotation basis and spoke to the group on their responsibilities as jurors.

B. Current Approach

Under the One-Day/One-Trial system, a brief daily presentation supplants the special orientation session. The projected result is an annual savings of \$19,350, which was expended for the half-day pay (215 jurors per month average), and also another \$6,450, which was spent for mileage fees (\$2.50 average per juror).

To avoid assembly and movement problems, Room 301 (Jury Assembly Area) was rearranged and slightly remodeled for use both as the check-in and the orientation room. A raised rostrum was constructed, and a movie screen was hung in the southwest corner of the room for presentation of the audiovisual portion of the juror orientation.

This dual-slide program, produced under grant contract by the Criminal Justice Institute (cost--\$8,000), runs approximately 16 minutes. It answers conceptual questions about a juror's duties and responsibilities and describes the procedures of the Wayne County Courts, thereby eliminating the need for a judge to appear each day.

C. Specifics

The Jury Clerk readies the counter and slide equipment for orientation by arranging them on the previous evening. Jurors arrive at 8:15 a.m., present their summons, receive an information sheet, a slip designating by number the panel to which they have been assigned, and a stick-on juror badge.

*Materials drawn from the Sequential Plan of Implementation of the One Day/One Trial Jury System, Third Judicial Circuit Court of Michigan, Wayne County Probate and Juvenile Courts, Common Pleas Court of Detroit.

The Jury Clerk then mounts the rostrum and gives a brief introduction to the dual-slide orientation program. The assistant dims the room lights and runs the projectors. (It is desirable for spare bulbs to be kept on hand.)

The Jury Clerk then follows with a 10-minute familiarization talk covering the following points:

1. Location of Jury Clerk's office
2. Restroom locations
3. Coffee machines--locations and problems
4. Cafeteria location
5. Lunch hours
6. Elevators--problems
7. Smoking areas
8. Rules--no drinking or gambling
9. Restrictions regarding jury trial discussions
10. Explanation of the call to the courtroom
 - a) Take coats etc.
 - b) Lockers available in assembly area
11. When excused from voir dire
 - a) Report back to Room 301
 - b) Bring summons back
 - c) No pay without return of summons
 - d) Check in and out with attendant (time records)
12. Second and subsequent days of trial--report directly to courtroom
13. Badges--second day of trial, will be given by the deputy
14. Pay information:
 - a) Checks mailed within a week
 - b) Stub--use as verification for employer
 - c) Mileage computed on distance from voting precinct.

SESSION 14

SPECIALTY SESSIONS

4:00 - 5:00 p.m.

Day II

Note: The Specialty Sessions will run concurrently. Participants are encouraged to attend the session relating to a home-court interest.

TRAINING GOALS:

- A. MULTIPLE LISTS
1. Rationale for use of multiple lists in jury selection.
 2. Discussion of the problems of duplication in using multiple lists; comparative analysis of available lists.
- B. EVALUATION AND PLANNING
1. Highlighting of the value of objective evaluation in relation to planned program change.
 2. Approach to strategy for program development; emphasis on human relationships.
- C. ORIENTATION FILMS
1. Viewing of Juror Orientation Films:
 - a. "The True and the Just"
 - b. "How Do You Find"
 - c. "And Justice for All"
 2. Comparative analysis of relative merits of orientation films.
- D. SMALL COURTS AND JUROR USAGE
1. Exploration of similarities and differences in juror usage and management in small courts and large court systems.
 2. Applicability of good juror usage and management practices in small courts.
-

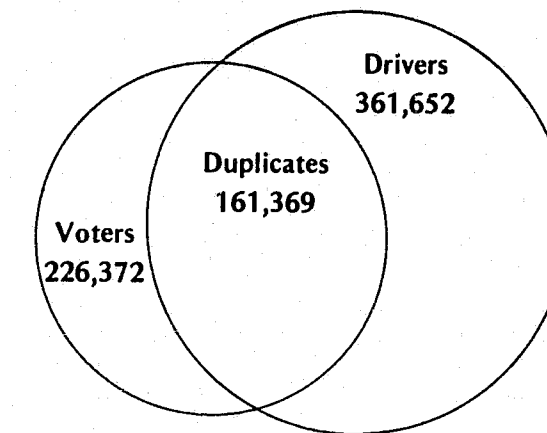
USE OF MULTIPLE LISTS

1. WHY?
 - CURRENT LIST NO LONGER AVAILABLE
 - CURRENT LIST INADEQUATE
2. WHAT LISTS TO USE
 - WHAT WILL THEY ADD?
 - WHAT ARE THE PROBLEMS?
3. CURRENT STATUS
 - WHO IS USING MULTIPLE LISTS
 - THEIR SUCCESS
 - TYPICAL PROBLEMS
 - NEW RESEARCH AND APPLICATIONS

SAN MATEO, CALIFORNIA-1975

Registered Voters List	226,372
Drivers Licenses	<u>361,652</u>
Total	588,024
Less Duplicates	<u>161,369</u>
Combined List	426,655 *
Population 18 and over (est.)	(390,000)

*5.4% duplicates remain, estimated



Voters = 15%
Voters & Drivers = 38%
Drivers = 47%

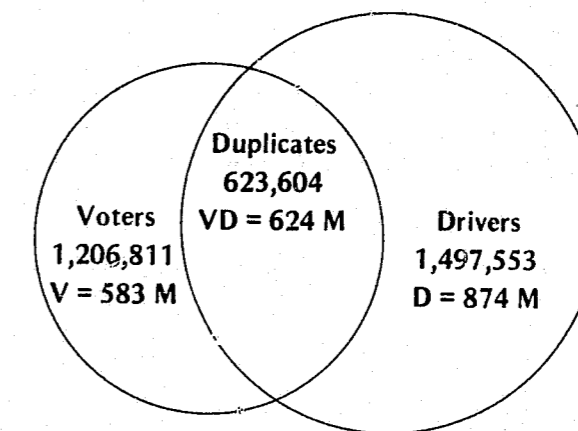
Combined Master List = 426,655 = 100%

PROBLEMS

- MATCHING PROGRAM -- ERROR BIAS
- COMPUTER COST -- CHANGES & UPDATING
- AVAILABILITY -- FORMAT
- NECESSITY -- WHAT DOES EACH LIST ADD

**UNITED STATES COURT
FOR THE DISTRICT OF COLORADO—1975**

Voter Registration List	1,206,811
Motor Vehicle Drivers License	1,497,553
Combined Voters & Drivers	2,704,363
Less Duplicates	623,604
Resulting Master Wheel	2,080,759

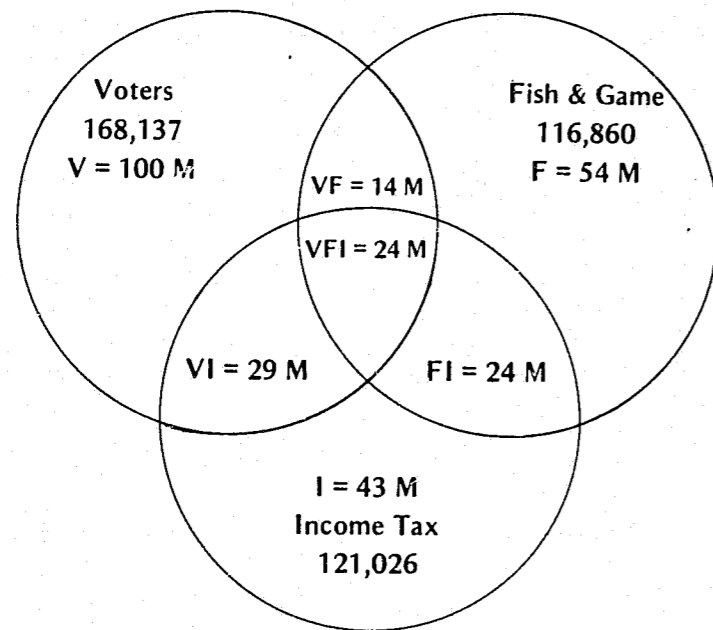


Unique Voters = 28.0%
Voters & Drivers = 30.0%
Unique Drivers = 42.0%

Master Wheel = 2,080,759 = 100%

ALASKA-1976

	Total Names	Unique Names	Duplicates			
			VF	VI	VFI	FI
Voters List (V)	168,137	100,712	14,251	29,124	24,050	
Fish & Game (F)	116,860	53,921	(14,251)		(24,050)	24,638
Income Tax (I)	121,026	43,214		(29,124)	(24,050)	(24,638)
Totals	406,023	197,847	14,251	29,124	24,050	24,638
Less Duplicates	(116,113)					
Combined Master Wheel	289,910					

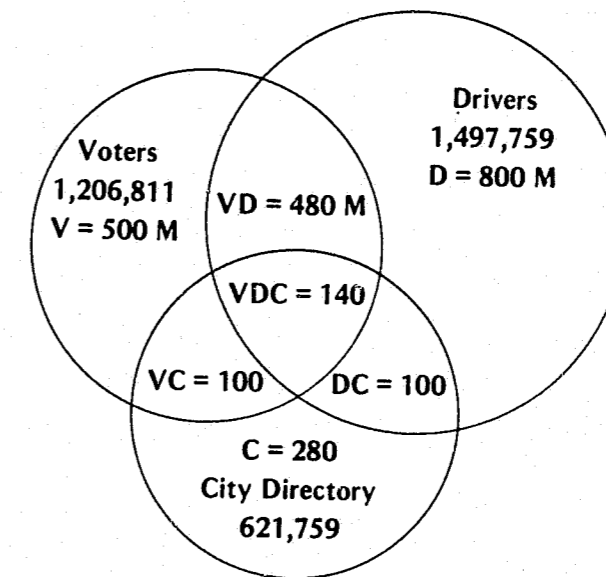


V = 34.7%
 VF = 4.9%
 VI = 10.3%
 VFI = 8.3%
 F = 18.0%
 FI = 8.5%
 I = 14.9%

Combined Master Wheel = 289,910 = 100%

COLORADO STATE COURTS-1975

Voter Registration List	1,206,811
Drivers License	1,497,553
City Directory	621,759
Total	3,326,122
Less Duplicates	964,860
Master Wheel	2,361,262

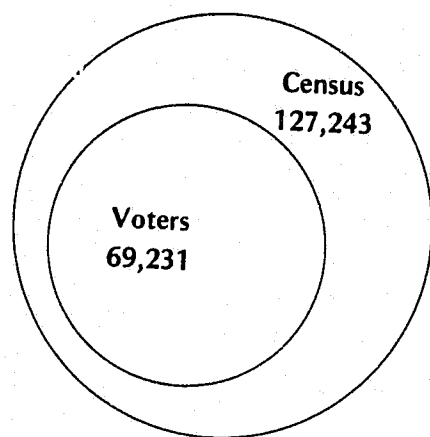


V = 21%
 VD = 20%
 VC = 4%
 D = 33%
 VDC = 6%
 DC = 4%
 C = 12%

Combined List = 2,361,262 = 100%

WYANDOTTE COUNTY, KANSAS—1975

Census (State) List	127,243
Voter Registration List	<u>69,231</u>
Total	196,474
Less Duplicates	<u>71,219</u>
Combined Master List Wheel	125,255



Census List Voters
VC = 55.2%
V = 0%

Census List Non-Voters
C = 44.8%

Combined Master List Wheel = 125,255 = 100%

ILLUSTRATIVE EXAMPLE OF COMBINATION OF LISTS

<u>LIST 1</u>	<u>LIST 2</u>	<u>COMBINED LIST</u>	<u>DUPLICATES</u>
A	A	A	A
B		B	
	C	C	
D		D	
	E	E	
F	F	F	F
G		G	
	H	H	
I	I	I	I
	J	J	
K		K	
L	L	L	L
M	M	M	M
N		N	
	O	O	
P	P	P	P
Q	Q	Q	Q
R	R	R	R
	S	S	
T	T	T	T
U		U	
<u>15</u>	<u>15</u>	<u>21</u>	<u>9</u>

6 UNMATCHED LIST 1 NAMES	9 MATCHED NAMES OR DUPLICATES	6 UNMATCHED LIST 2 NAMES
28.5%	43.0%	28.5%

COMPOSITION OF COMBINED LIST = 21 NAMES = 100%

RANDOM SAMPLING FROM LISTS 1 AND 2
 TO GET RANDOM SAMPLE OF COMBINED LIST

176

SAMPLES OF FIVE NAMES

RANDOM SAMPLES
 FROM COMBINED LIST

LIST 1

LIST 2

LIST 1 PRIMARY

D
 G
 P
 Q
 T
 —

A x
 H
 J
 L x
 Q x
 —

D
 G
 H
 P
 Q
 T
 —

5

+

2

=

7

PROBABILITIES

In the Combined list of 21 names, the probability of selecting any name is $1/21$

In the raw lists 1 and 2 totalling 30 names, the probability of
picking an unmatched name is $1/30$
picking a matched name is $2/30$

By disregarding the 9 duplicated or matched names in either List 1 or alternately in List 2, the probability of

picking an unmatched name is $1/30-9 = 1/21$

picking a matched name is $2-1/30-9 = 1/21$

COMPLETE LIST CHARACTERISTICS

LIST 1	6 UNMATCHED B D G K N U	9 MATCHED A F I L M P Q R T	
LIST 2		9 MATCHED A F I L M P Q R T	6 UNMATCHED C E H J O S
	SINGLE CHANCE	DOUBLE CHANCE UNLESS ELIMINATED FROM ONE	SINGLE CHANCE

SAMPLES OF 5 SELECTED FROM EACH LIST

LIST 1	D G	P Q T	
LIST 2		A L Q	H J
	KEEP	KEEP ONE OR OTHER	KEEP

SAMPLING PROCEDURE:

Select random sample from each list proportional to number in each list. Check sample from List 2 against entire List 1. The effect of this is to remove all List 2 elements from the Matched portion, as shown.

Either list can be selected to be List 1. List 1 should be the larger list, or the one in which checking for duplicates is easier.

I-6-B-1

EVALUATION

A process for making judgments about selected objects, persons, and events by comparing them with specified value standards for the purpose of deciding among alternative courses of action

I-6-B-2

Subject: Today

**Elements/Factors: Temperature
Humidity
Light
Color**

Standard: My idea of a nice day

I-6-B-3

<u>Elements/Factors</u>	<u>Subject: Today</u> <u>Actual Performance</u>	<u>Standard Performance</u> <u>(My ideal day)</u>
Temperature	—	70°
Humidity	—	Low
Light	—	Clear
Color	—	Sharp

I-6-B-4

- A. Formation of local evaluation committee
- B. Subject: Your jury system, revised
Plan and performance phases of the effort
- C. Purpose: To determine impact on court and community
To determine effectiveness of revised system
- D. Frequency: In four milestones
 1. At completion of plan for study of current system
(Focus—the study plan)
 2. At completion of study of current system
(Focus—plan for revision)
 3. At completion of 6 months' performance of system as revised
(Focus—revised system performance)
 4. At completion of 18 months' performance of system as revised
(Focus—revised system performance)

FORCE-FIELD ANALYSIS INVENTORY

A. Problem Specification

Assume that an evaluation of data gathered indicates that the comparative yield for the qualification process is such that it can be eliminated in favor of a summoning step only.

How would you implement this change in your court?

Analyze the implementation approach through the following:

1. We understand the problem of changing the qualification/summoning procedure specifically as.....

2. The following persons with whom we must deal (including ourselves) are involved in solving this problem:

a. Their specific roles in this problem are...

b. These persons relate to one another in following manner:

3. These other factors are relevant to the problem:

4. If it were in our power, we would have a consensus that this one aspect of the problem should be changed:

Force-Field Analysis Inventory

B. Problem Analysis

5. If we consider the present status of the problem as a temporary balance of opposing forces, the following would be on our list of forces driving toward change: (Write to right of letters)

- _____ a. _____
- _____ b. _____
- _____ c. _____
- _____ d. _____
- _____ e. _____
- _____ f. _____
- _____ g. _____

6. The following would be on our list of forces resisting change:

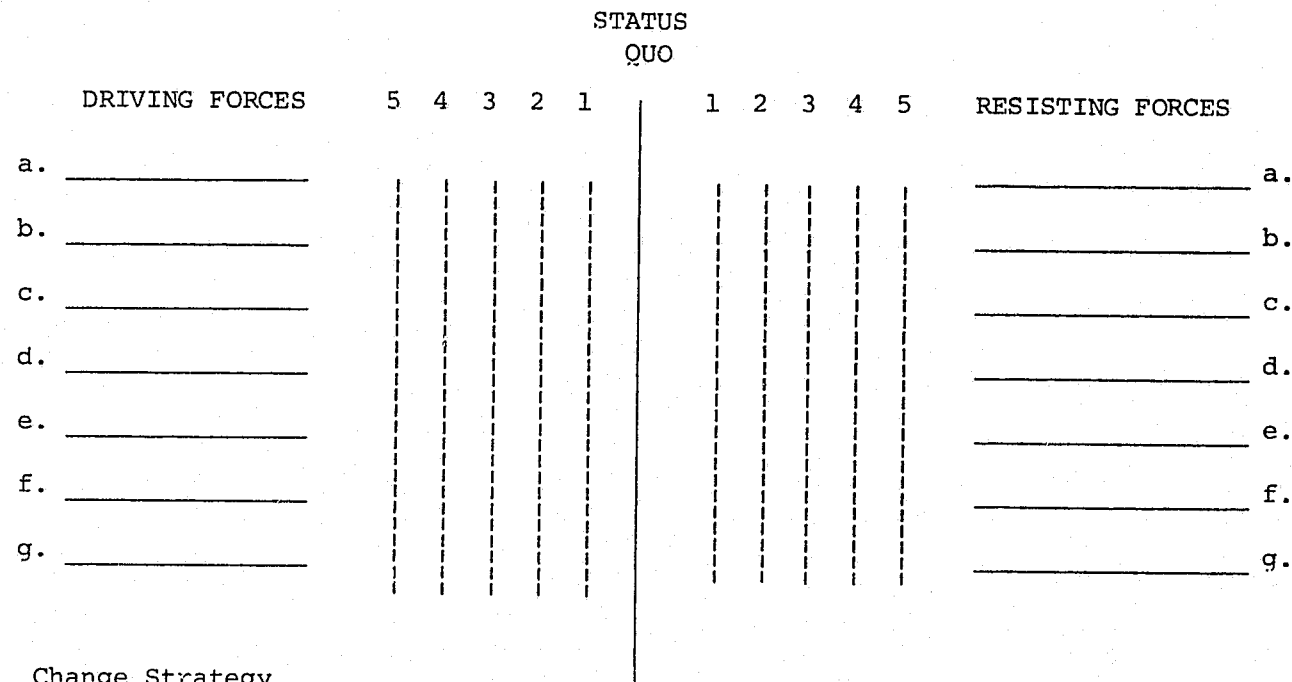
- _____ a. _____
- _____ b. _____
- _____ c. _____
- _____ d. _____
- _____ e. _____
- _____ f. _____
- _____ g. _____

7. In the spaces to the left of the letters of both 5. and 6. rate the driving forces toward change and the forces resisting change from the following scale of 1 to 5:

- 1. It has almost nothing to do with change in the problem.
- 2. It has relatively little to do with change in the problem.
- 3. It is of moderate importance to change in the problem.
- 4. It is an important factor to change in the problem.
- 5. It is a major factor to change in the problem.

Force-Field Analysis Inventory

8. In the following chart, diagram the forces driving toward change and resisting change as you rated them in 5 and 6. List with a descriptive word. Draw an arrow from each toward the status quo line corresponding to the degree of force rated.



C. Change Strategy

9. Select two or more restraining forces from your diagram and outline a strategy for reducing their potency.

Use the SPIRO model as goal-setting criteria for change strategy:

S - Specificity: Exactly what is to be accomplished?

P - Performance: What behavior is being implied?

I - Involvement: Who is going to do it?

R - Realism: Can it be done?

O - Observability: Can others see the behavior?

ORIENTATION FILMS

Purchase Information:

	<u>*Price</u>
a. "The True and The Just A. A. Schechter Associates, Inc. 633 Third Avenue New York, NY 10017 Telephone: (212) 687-1150	\$110.00
b. "How Do You Find?" BNA Communications, Inc. 9401 DeCoverly Road Rockville, MD 20850 Telephone: (301) 948-0540	\$390.00
c. "And Justice For All" The Shana Corporation 464 Townsend Street Birmingham, MI 48009 Telephone: (313) 646-4136	\$225.00

* Prices as quoted by distributors in 1976, subject to change without notice.

SESSION 15

MANAGING CHANGE IN THE JURY SYSTEM--
IMPEDIMENTS TO CHANGE

9:00 - 9:45 a.m.

Day III

TRAINING GOALS:

1. Knowledge of possible problems and obstacles to introducing improvements in jury systems.
 2. Consideration of technological change in the context of the human elements affecting implementation.
 3. Increased familiarity with the common causes for resistance to improved jury management.
-

COMMON IMPEDIMENTS TO CHANGE

1. Habits, Norms, and Primacy
2. Changing May be Perceived as Admission of Past Failure
3. Project Goals are Unclear or Misunderstood
4. Project Goals are Seen as Inconsistent with Personal Goals
5. Full Implications of Proposed Change: Unknown and Therefore Threatening
6. Resistance May Represent Challenge to Authority
7. Frequent Resistance to Ideas "Not Invented Here"
8. Fear of Increased or Decreased Workload
9. Too Much Simultaneous Change is Hard to Absorb
10. People Often Feel Powerless
11. Planners' Failure to See System Interrelationships

SESSION 16

APPLICATION OF MANAGING CHANGE IN JURY SYSTEMS

10:00 - 10:20 a.m.

Day III

TRAINING GOALS:

1. Identification of the resistance factors to be expected in implementing the four basic monitoring forms.
 2. Greater understanding of impediments to change in relation to real juror management problems.
-

PROCESS:

1. Working in small groups, participants are asked to review the four basic monitoring forms and, using the form provided, to list the resistance factors that would occur if attempts were made to implement those forms in their own court systems.
 2. The resistance factors identified will be raised for discussion in the following session on ways to neutralize resistance.
-

CASE STUDY

APPLICATION OF "MANAGING CHANGE IN JURY SYSTEMS"

Instructions:

Consider how the four basic monitoring forms might be used in your court. Then note the Resistance Factors that might be operating should you attempt to introduce them and possible prescriptions for overcoming those resistance factors. The attached forms are also found in Guide to Juror Usage and Guide to Jury System Management.

MONITORING FORM	COURT PERSONNEL WHO WILL:			RESISTANCE FACTORS	OVERCOMING RESISTANCE FACTORS
	Collect Data	Analyze Results	Manage System		
1. JURY SERVICE EXIT QUESTIONNAIRE					
2. JURY PANEL UTILIZATION DATA FORM					
3. DAILY JURY POOL STATUS AND TRANSACTIONS					
4. YIELD COMPUTATION WORKSHEET					

JURY SERVICE EXIT QUESTIONNAIRE

Your answers to the following questions will help improve jury service. All responses are voluntary and confidential.

1. Approximately how many hours did you spend at the courthouse? _____
2. Of these hours in the courthouse, what percent was spent in the jury waiting room? _____%
3. How many times were you chosen to report to a courtroom for the jury selection process? _____
4. How many times were you actually selected to be a juror? _____
5. Have you ever served on jury duty before? _____ How many times? _____
6. How would you rate the following factors? (Answer all)

	Good (1)	Adequate (2)	Poor (3)
A. Initial orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Treatment by court personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Physical comforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Personal safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Eating facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Scheduling of your time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Did you lose income as a result of jury service? Yes How much? _____
 No

8. After having served, what is your impression of jury service? (Answer one)

- A. The same as before—favorable?
- B. The same as before—unfavorable?
- C. More favorable than before?
- D. Less favorable than before?

9. In what ways do you think jury service can be improved?

The following information will help evaluate the results and responses to this questionnaire:

10. Age: 18-20 21-24 25-34 35-44 45-54 55-64 65-over
(a) (b) (c) (d) (e) (f) (g)
11. Sex: Female
 Male

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JURY PANEL UTILIZATION DATA FORM

Number _____

Case Number _____ Civil Criminal

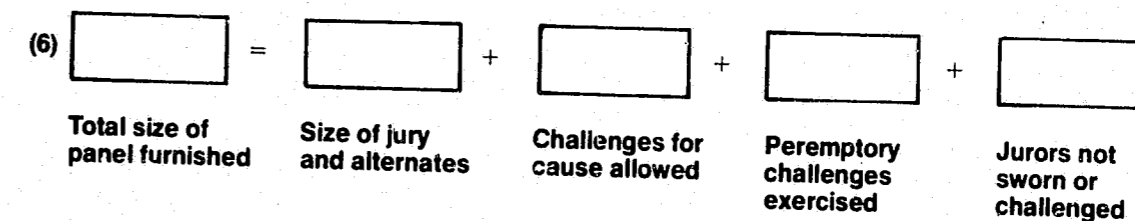
Judge _____

EVENTS:

- Panel requested
- Panel arrived in courtroom
- Voir dire started
- Voir dire ended
- Trial started
- Trial ended
- Panel returned unused
- Other _____

Date	Time	Interval (minutes)
	am	
	pm	
	am	
	pm	
	am	
	pm	
	am	
	pm	
	am	
	pm	

PANEL USE:



CASE DISPOSITION DATA:

Criminal _____ Civil _____

Prepared by _____ Return to _____

See comments on reverse side.

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DAILY JURY POOL STATUS AND TRANSACTIONS

Date: _____

Time	Case No.	Judge	Transaction	No. in Transaction	Running Totals With Adjustments for Each Transaction		
					No. in Pool	No. in Voir Dire & Trial	Total in Service
	---	---	Status at morning startup	---			

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YIELD COMPUTATION WORKSHEET

	Number	Percent	Number	Percent
QUALIFICATION (Date _____) <i>(Use only if qualification is a separate step)</i>				
Number of Questionnaires Sent			_____	100%
Less:				
Undeliverable	_____	_____%		
Not Returned	_____	_____%		
Total Non-Response	<input type="text"/>	<input type="text"/> %		
Disqualified	_____	_____%		
Exempt	_____	_____%		
Excused	_____	_____%		
Total Excluded	<input type="text"/>	<input type="text"/> %		
Total Qualified			_____	
			Qualification Process Yield	<input type="text"/> %
SUMMONING (Date _____)				
Number of Summons Sent			_____	100%
Less:				
Unclaimed	_____	_____%		
No Show	_____	_____%		
Total Non-Response	<input type="text"/>	<input type="text"/> %		
Disqualified	_____	_____%		
Exempt	_____	_____%		
Permanently Excused ...	_____	_____%		
Postponed	_____	_____%		
Total Excluded	<input type="text"/>	<input type="text"/> %		
Total Jurors Serving			_____	
			Summoning Process Yield	<input type="text"/> %
OVERALL YIELD:				
Qualification Process Yield	<input type="text"/> %	x	Summoning Process Yield	<input type="text"/> % = <input type="text"/> %

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SESSION 17

REPORT BACK ON CASE STUDY AND
Rx FOR CHANGE

10:20 - 11:00 a.m.

Day III

TRAINING GOALS:

1. Discussion and analysis of case study on managing change.
 2. Understanding of how to anticipate and neutralize resistance to change.
 3. Knowledge of building support systems in a court to develop a successful strategy for jury system improvements.
-

SESSION 18

IDENTIFYING AREAS OF POSSIBLE IMPROVEMENT
IN EACH COURT'S JUROR USAGE AND MANAGEMENT SYSTEM
AND DEVELOPING A COURSE OF ACTION FOR CHANGE

11:00 a.m. - 12:00 noon

Day III

TRAINING GOALS:

1. Identification of areas of possible improvement in participants' jury systems.
 2. Deeper sense of commonality of juror usage and management issues confronted by participating courts.
 3. Awareness of the common goal of developing more efficient and effective court systems.
 4. Beginning a strategy for study, analysis, and improvement of a component of one's own jury system.
-

PROCESS:

1. Working with others from one's own court, participants are asked to use the form provided to list individually the areas they believe should be improved in the home court's jury system.
 2. The individual suggested areas of improvement should be tabulated by the group leader on the selector form to separate the suggestions into improvements sought in a) Juror Selection, b) Juror Usage, c) Juror Attitudes, and d) Jury Management.
 3. Upon completion of selector form, individual improvement lists should be returned to a trainer for tabulation on a master list.
 4. The group continues its work by choosing one area for improvement from its selector form list and developing a course of action on the form provided. A copy of this form should be made for the training staff and delivered at the first session following lunch. Participants may wish to continue this task during lunch.
-

JUROR USAGE AND MANAGEMENT

COURT: _____

JURY SYSTEM RESPONSIBILITY: _____

Areas in which our Jury System might be improved:

- 1.
- 2.
- 3.
- 4.

JUROR USAGE AND MANAGEMENT

Guide for Research and Study of
Areas for Possible Court Improvements

AREA	POSSIBLE IMPROVEMENTS	HIGH PRIORITY NEED "X"
JUROR SELECTION		
JUROR USAGE		
JUROR ATTITUDES		
JURY MANAGEMENT		

COURSE OF ACTION PLANNING TO STUDY-ANALYZE-IMPLEMENT JURY SYSTEM IMPROVEMENTS

AREA TO IMPROVE _____

I. Study Phase

A. FACTORS TO BE MEASURED: 1.

2.

3.

4.

B. SOURCES OF DATA:

1. _____

2.

3.

4.

C. DATA GATHERING FORMS,
GUIDES, MODELS:

1. _____

2.

3.

D. PERSONS RESPONSIBLE
FOR GATHERING DATA:

1. _____

2.

3.

E. REPORT DATE: _____

II. ANALYSIS PHASE

A. PRESENT SITUATION
EVIDENCED BY DATA:

1.

2.

3.

B. PROBLEMS IMPLIED
BY DATA:

1. _____

2.

3.

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C. POSSIBLE SOLUTIONS TO PROBLEMS:

- 1.
- 2.
- 3.

III. IMPLEMENTING CHANGE

A. DESIRED CHANGES

- 1.
- 2.
- 3.

B. CHANGE FACTORS

1. AIDING CHANGE

- a.
- b.
- c.
- d.

2. RESISTING CHANGE

- a.
- b.
- c.
- d.

C. PLANNED COURSE OF ACTION TO IMPLEMENT CHANGE DESIRED:

- 1.
- 2.
- 3.
- 4.

D. PERSONS RESPONSIBLE FOR ACTIONS TO IMPLEMENT CHANGE:

- 1.
- 2.
- 3.

E. TARGET DATE:

IV. FEEDBACK AND PLANNED NEW ACTION:

SESSION 19

CONSULTATIVE ANALYSIS OF COURT IMPROVEMENTS SUGGESTED BY PARTICIPANTS

1:00 - 2:30 p.m.

Day III

TRAINING GOALS:

1. Specific understanding of how one can study, analyze, and seek to implement improvements in one's own jury system.
2. Understanding of the relationship of jury system technology discussed in the Workshop to developing jury system improvements in one's home court.
3. Confidence that jury system problems can be solved through a planned course of action.

PROCESS:

1. Participants will be divided into appropriate groups, a training staff "consultant" will discuss with the group issues that were raised in the morning, as tabulated on the master lists identifying areas of possible improvements in participants' courts.
2. Participants will have the opportunity to ask the consultants how their course-of-action plans can best be developed.

SESSION 20

WORKSHOP EVALUATION AND GRADUATION

2:30 - 3:00 p.m.

Day III

GOALS:

1. Increased understanding of the value of the Workshop training in relation to participants' home court needs.
 2. Increased understanding by training staff of what content and methods of training were most helpful to the participants.
 3. Awarding of certificates to participants.
-

JUROR USAGE AND MANAGEMENT

APPENDICES

1. BIBLIOGRAPHY OF LEGAL ARTICLES ON JURY SELECTION, DISCRIMINATION, AND HISTORY
2. LIBRARY ON JUROR UTILIZATION AND MANAGEMENT
3. COURTS SPECIALISTS--LEAA REGIONAL OFFICES

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CONTINUED

3 OF 4

APPENDIX 1

BIBLIOGRAPHY OF LEGAL ARTICLES ON JURY SELECTION, DISCRIMINATION AND HISTORY

- Amandes, Richard B., Jury Challenge in Criminal Cases: When, How and Group Membership Bias as a Basis Therefor, 3 Wayne L. Rev. 106 (1957). Discusses method and reasons for peremptory and cause challenges.
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Compiled by: Alberta Mikulka
11 October 1976
Bird Engineering-
Research Associates
Vienna, Virginia

APPENDIX 2

LIBRARY ON JUROR UTILIZATION
AND MANAGEMENT
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BOOK-ARTICLE-REPORT	AVAILABLE FROM:
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