

United States General Accounting Office Report to the Congress

December 1987

FEDERAL COURTS

Pretrial Management of Civil Cases Varied at Selected District Courts





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United States General Accounting Office Washington, D.C. 20548

General Government Division

B-229341

December 31, 1987

The Honorable Peter Rodino, Chairman Committee on the Judiciary House of Representatives

Dear Mr. Chairman:

As you requested, this report provides information on the progress made by the federal district courts in implementing the 1983 amendments to Rule 16 of the Federal Rules of Civil Procedure which were intended to improve management of civil cases. The report addresses, among other matters, the extent to which 10 of the 94 district courts set and amended time limits for the pretrial phase of civil cases and used other provisions of amended Rule 16.

As agreed with your office, unless you publicly announce the contents of the report earlier, we plan no further distribution until 30 days from the date of the report. At that time, we will send copies to the Director of the Administrative Office of the United States Courts, the Chief Judge for the 10 district courts visited, and other interested parties and make copies available to others upon request.

Sincerely yours,

Jaston L. Gianni

Arnold P. Jones Senior Associate Director

Executive Summary

According to caseload statistics prepared by the Administrative Office of the United States Courts, the number of civil cases in federal courts increased from 77,193 in 1969 to 241,842 in 1983. This increase height- ened interest in developing ways to process cases through the courts as efficiently as possible. Effective August 1983, the U.S. Supreme Court amended the procedures by which the district courts manage their civil cases.
The Chairman, House Committee on the Judiciary, asked GAO to study the progress made by the federal district courts in implementing the revised procedures that were intended to improve district court manage- ment of civil cases. GAO's objective was to report on selected courts' com- pliance with, and obtain court officials' views on, the revised procedures. As agreed with the Chairman's office, GAO did not attempt to determine whether compliance with the revisions resulted in more efficient processing of civil cases since other factors (such as case com- plexity and pending caseloads) can contribute to the time required to process a case. Case processing time cannot be attributed to any single event or practice.
GAO has previously examined federal court efforts to deal with the increased number of civil cases. In a 1981 report (Better Management Can Ease Federal Civil Case Backlog, GGD-81-2, Feb. 24, 1981), GAO rec- ommended, among other things, that time limits be established for adju- dicating civil cases. Rules and procedures for processing civil cases within the federal judicial system are contained in the Federal Rules of Civil Procedure. Rule 16, "Pretrial Conferences; Scheduling; Manage- ment," provides guidance on pretrial management of civil cases. The U.S. Supreme Court amended Rule 16, effective August 1, 1983, to require that each case not exempted by local court rule have a schedul- ing order issued which limits the time to complete certain steps during the pretrial process. (See pp. 9 to 11.)
Rule 16 was also amended in 1983 to permit, at pretrial conferences, discussions about (1) using procedures other than litigation to settle disputes and (2) having magistrates, who assist judges, rather than judges oversee the cases. The amended rule also authorizes judicial officers (judges and magistrates) to impose sanctions on disobedient or recalcitrant parties, their attorneys, or both to reinforce the rule's intention to encourage forceful judicial management. (See pp. 11 and 25.)

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Results in Brief	Scheduling orders were required to be prepared for most civil cases at 9 of the 10 districts GAO visited. However, the extent that judges in these nine districts complied with the requirement varied, as did the extent that they issued scheduling orders within required time limits. Of the cases with scheduling orders that GAO reviewed at the nine districts, about half had at least one extension to the order. Virtually all of the civil cases filed in the tenth district were exempted from the scheduling requirement because the judges in that district believed that scheduling was not necessary for most of their cases.
	The use of other provisions of amended Rule 16 (such as holding confer- ences, discussing using alternatives to litigation, and imposing sanctions for inappropriate conduct) also varied among the 10 districts GAO vis- ited. Rule 16 was viewed by district court judges and attorneys as being beneficial in helping to improve the management of civil cases.
GAO's Analysis	To determine the extent that the provisions of Rule 16 were being fol- lowed, GAO reviewed a judgmentally selected, non-projectable sample of cases. To determine the extent that the nine districts that scheduled cases were complying with the scheduling requirement, 564 cases were reviewed. The tenth district did not require that any of the cases GAO reviewed be scheduled. To determine the extent that other provisions of amended Rule 16 were being used, GAO reviewed 601 cases—the 564 cases from the nine districts plus 37 cases from the tenth district. (See pp. 11 to 15.)
Use of Scheduling Orders Varied at Districts Visited	Amended Rule 16 requires a scheduling order for all civil cases not exempted by local rule. A scheduling order establishes deadlines for completing certain steps of the pretrial process. About 69 percent of the cases reviewed at 9 of the 10 districts had scheduling orders, and the percentage of these cases per district ranged from 56 to 100 percent. The variance reflected differences in the way each district and judge managed cases. One district, for example, had a policy of scheduling all cases at the time they were filed. In the remaining eight districts, the judges interviewed issued scheduling orders for 13 to 100 percent of the cases reviewed. Based on interviews with court personnel and examina- tions of case files, one of the major reasons why scheduling orders were not issued was because the participants were actively considering set- tling the case. (See pp. 16 to 19.)

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A scheduling order is supposed to be issued within 120 days from the date a suit is filed. About 59 percent of the scheduled cases reviewed at the nine districts met the 120-day requirement. One of the major reasons cited by court officials for not meeting the time requirement was because the defendants had not been notified of and/or had not responded to the complaint within the 120-day time frame. (See pp. 19 to 21.)
Rule 16 provides that a schedule may be modified by the court upon showing of good cause. About half of the scheduled cases reviewed at the nine districts had at least one extension. Per district, the percentage of cases with extensions ranged from 22 to 82 percent. (See p. 21.)
The degree to which judges within the nine districts granted extensions also varied. For example, 12 judges indicated they usually granted all requests for extensions, while 7 judges indicated they rarely or never granted extensions. The remaining 17 judges' opinions on granting extensions were somewhere between these two views. (See pp. 21 to 24.)
Rule 16 also allows judicial officers to hold status conferences and final pretrial conferences as a way to expedite settlement of cases. The use of conferences varied from district to district and from judge to judge. Status conferences were used in about half of the cases reviewed in the 10 districts, final pretrial conferences were used in about 11 percent of the cases, and about 5 percent of the cases sampled actually went to trial. District court judges indicated that their use of conferences varied from using them on only complex cases to using multiple conferences during the pretrial phase. (See pp. 25 and 26.)
Amended Rule 16 allows judicial officers to discuss using alternatives to litigation (such as mediation or arbitration) to settle disputes. Alterna- tive settlement procedures were used in about 10 percent of the cases sampled. (See pp. 26 and 27.)
Rule 16 allows judicial officers to use sanctions against attorneys or par- ties to a dispute when their conduct delays the progress of a case. About half of the judges interviewed said that they did impose sanctions. How- ever, they said they imposed sanctions authorized under other sections

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	cases reviewed at the 10 districts, sanctions of any type had been imposed in about 3 percent of the cases. (See pp. 27 and 29.)
Judges and Attorneys Interviewed Support Rule 16	District court judges and attorneys interviewed were supportive of amended Rule 16, saying the rule was beneficial in helping to improve the management of civil cases and/or in expediting cases through the federal system. A frequent complaint from the attorneys, however, was that the time limits established were too short. (See pp. 31 to 32.)
Recommendations	This report provides information about how selected federal district courts are following amended Rule 16 of the Federal Rules of Civil Procedure, and therefore GAO is making no recommendations.
Agency Comments	GAO did not obtain official agency comments on this report. However, the results of the review were discussed with officials from the Admin- istrative Office of the United States Courts and the federal districts reviewed and they generally agreed with the information reported.

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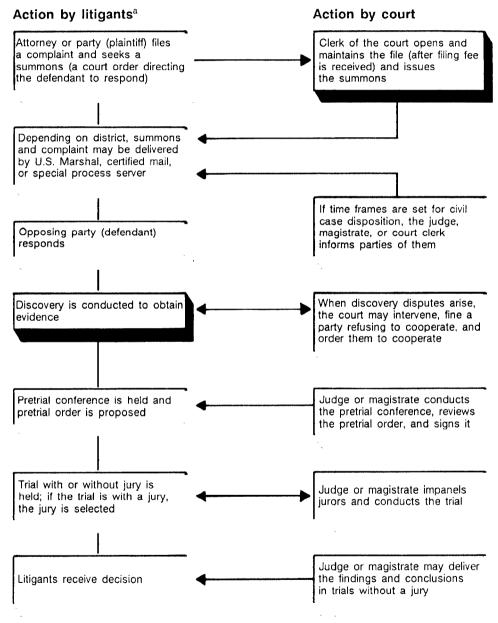
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Introduction

Administrative Structure of the Judiciary	The judicial branch has three levels of administration—the Judicial Conference of the United States, the judicial councils of circuit courts of appeals, and the district courts. The United States is divided into 13 judicial circuits: 12 regional circuits, each containing a court of appeals (circuit court) and from 1 to 15 district courts, and 1 circuit with national jurisdiction (Court of Appeals for the Federal Circuit). The Judicial Conference of the United States is the policymaking body of the Judiciary. It is composed of the Chief Justice of the United States (the Chairman), the Chief Judge of the Court of Appeals for the Federal Cir- cuit, the chief judges of the other 12 courts of appeals, and 12 district court judges. Meeting at least annually, the Judicial Conference consid- ers administrative matters in all circuits and, when necessary, makes recommendations to Congress concerning rules, procedures, and legisla- tion affecting the judiciary.
	Each of the 12 regional circuits has a council. The council consists of the Chief Judge of the circuit, a fixed number of other circuit court judges, and at least two district court judges from the circuit. The councils, which are required to meet at least twice a year, are responsible for overseeing the administrative operations of the district courts within their circuit.
	Within the 12 regional judicial circuits, there are 94 federal district courts. Each state has at least one district, but many have two, three, or four districts. A district itself may have several locations at which court is held.
	The Administrative Office of the United States Courts, under the super- vision and direction of the Judicial Conference, is responsible for, among other things, providing administrative support to the courts and compil- ing and publishing statistics on court activities. The Administrative Office is headed by a Director appointed by the U.S. Supreme Court.
	The judges of each district formulate local rules and orders and gener- ally determine how district activities are managed. Each district has a clerk who is under the direction of the chief judge. As the district's chief administrative officer, clerks have a wide range of management respon- sibilities, among which are the development and maintenance of ade- quate accounting and internal control systems, the maintenance of district records, and the development of district operating procedures.
	The federal courts are responsible for cases involving civil and criminal violations of federal law. According to Administrative Office statistics,

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	282,274 cases were filed in the federal courts in the 12-month period ending June 30, 1987—238,982 civil cases (about 85 percent) and 43,292 criminal cases (about 15 percent). The principal types of civil cases handled in federal courts are
•	contract claims (including actions related to insurance, marine and nego- tiable instruments' claims, and recovery of overpayments/enforcement of judgments);
•	
•	property damage); and other actions (covering all statutory related claims, including antitrust, bankruptcy, civil rights, social security, and other such matters).
The Civil Case Process	Figure 1.1 shows a simplified view of the civil case process in federal courts. The process has many steps, but settlement between the parties is possible at any point in the process. Trials result only when earlier steps in the process do not produce a settlement. Administrative Office statistics showed that for all civil cases closed during the 12-month period ending June 30, 1987, only 11,913 cases (about 5 percent) actually went to trial. The remaining 225,569 civil cases (about 95 percent) were resolved without going to trial or were dropped at some step in the process.
	Guidance concerning the rules and procedures for processing civil cases within the federal judicial system is contained in the Federal Rules of <u>Civil Procedure</u> . Rule 16, "Pretrial Conferences; Scheduling; Manage- ment," provides guidance on pretrial management of civil cases. The U.S. Supreme Court amended Rule 16, effective August 1, 1983, to encourage judicial officers to become personally involved in managing civil cases at an early stage so that cases could be settled or tried in the most efficient manner.
·	The most significant change in Rule 16 was the requirement that all civil cases, except those exempted by local court rules, have a scheduling order issued within 120 days after the complaint has been filed. The scheduling order limits the amount of time to complete certain steps during the pretrial process. As a minimum the scheduling order is supposed to limit the time to
•	add parties to and amend the complaint,





^aLitigants may make motions, such as to postpone or dismiss, at any point in the process. They may also settle the case at any point in the process.

·	Chapter 1 Introduction
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•	file and hear motions, and complete the discovery process (where parties involved share all facts and evidence of the complaint with the opposing parties so that they can properly litigate the case). The scheduling order may also establish dates for pretrial conferences
	and the trial. Amended Rule 16 also discusses using procedures other than litigation to settle disputes and using magistrates, who assist judges, rather than judges to oversee cases. The amended rule also authorizes judicial officers to impose sanctions for noncompliance with Rule 16 on disobe- dient or recalcitrant parties, their attorneys, or both. Some of the sanc- tions which the court may impose include holding parties in contempt of court, charging the attorneys and/or the parties involved with appropri- ate expenses resulting from the noncompliance, and excluding exhibits or witnesses' testimony.
Objectives, Scope, and Methodology	The objectives of our review were to report on the districts' and judges' compliance with and obtain court officials' views on implementing amended Rule 16 in selected district courts. As agreed with the Chairman's office, we did not attempt to determine whether compliance with the revisions resulted in more efficient processing of civil cases since other factors (such as case complexity and pending caseloads) can contribute to the time to process cases, and case processing time cannot be attributed to any single event or practice. We did, however, obtain information on reasons why some cases took over 2 years to resolve, the general status of the federal civil caseload, and the median time to process civil cases.
	We judgmentally selected 10 of the 94 federal district courts to review. The districts selected were: Massachusetts, Connecticut, western Vir- ginia, eastern Kentucky, southern Ohio, northern Illinois, northern Cali- fornia, central California, Oregon, and western Washington. These districts are in 6 of the 12 regional judicial circuits. They include large, medium, and small-size districts, based on the number of judges, and dis- tricts in both urban and rural areas. Nine of the 10 districts have more than one location where they hold court (in all, we visited 10 district courts including 11 sub-locations of 7 districts as part of our review). Our audit work was conducted from January 1986 to July 1987.

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We gathered information about how judges managed their caseloads through interviews with court officials in the 10 districts. The following summarizes the type and number of individuals interviewed.

- Judges—We interviewed 42 of the 94 active, full-time judges from the 10 districts. The number of judges we selected in each district was based on the number of authorized judgeships. We judgmentally selected 3 judges from districts with up to 9 authorized judgeships, 5 judges from districts with 10 to 15 judgeships, and 7 judges from districts with over 15 judgeships. We listed the judges alphabetically and in nine locations chose every third name on the list, continuing the cycle if necessary until a sufficient number of judges had been selected.¹ At the tenth district court our selections were based on the location of the court because the judges were located in different cities. In 6 of the 10 districts, the judges about their use of Rule 16, their opinion of the rule, and their case management practices.
- <u>Courtroom deputies or their counterparts</u>—Each of the 42 judges we interviewed had a deputy, or a person in a similar position, responsible for assisting the judge in the management of cases. We asked the person in each of these positions about how he or she managed their judge's civil caseload and about their judge's case management practices.
- <u>Clerks of the court and other selected court staff</u>—At each district in our review, we interviewed the clerk and other staff about the district's policies and practices in processing civil cases.
- <u>Magistrates</u>—Of the 45 full-time magistrates in the 10 district courts, we interviewed 21 concerning their civil case duties. We interviewed a minimum of two magistrates from each district, except for one district where only one magistrate was available. From a listing provided by the clerk of the court in each district, we judgmentally selected magistrates who were available at the time of our visit.
- <u>Attorneys</u>—We interviewed 22 local attorneys to obtain their views on the implementation of Rule 16, the management of civil cases by the district and its judges, and the need, if any, to change Rule 16. In each of the 10 districts in our review, we interviewed a minimum of two attorneys who were practicing in the federal courts. From a listing provided by court officials at each district, we judgmentally selected attorneys who were available and located near the court at the time of our visit.

¹In a few instances we chose alternative judges because the judges chosen were unavailable, or to ensure that we interviewed judges from sublocations.

To determine the extent that amended Rule 16's procedures were used in the 10 districts, we judgmentally selected 601 civil cases—483 closed and 118 open—that were filed during January-March 1985. We selected this period to allow enough time for district courts and their judges to make any changes resulting from the adoption of amended Rule 16, which took effect in August 1983. According to Administrative Office statistics, there were 14,631 civil cases filed in the 10 districts reviewed during the time frame from which our sample was drawn. Our objective had been to judgmentally² select a total of 15 cases for each of the 42 judges we interviewed—12 closed and 3 open cases. We were able to do this for 30 of the 42 judges, which gave us 360 closed and 90 open cases. For the remaining 12 judges, however, we were only able to review a total of 123 closed and 28 open cases because the judges did not have enough open and/or closed cases to meet our objective. Table 1.1 shows the breakdown of open and closed cases we reviewed at each district.

Table 1.1: Number of Civil Cases Reviewed, by District

District ^a	Number of judges	Closed cases	Open cases	Total cases sampled	Total cases filed ^b
A	3	37	8	45	848
В	3	36	9	45	670
С	5	59	12	71	3,060
D	7	84	21	105	2,147
E	5	58	17	75	1,393
F	3	36	9	45	630
G	3	29	7	36	712
Н	7	85	17	102	2,745
	3	32	8	40	1,682
J	3	27	10	37	744
Total	42	483	118	601	14,631

^aBecause of agreements reached with the Administrative Office of the United States Courts, information about each district will not identify the specific districts or judges included in our review. Beginning with this table and for all subsequent tables and figures in this report, we refer to each court using a letter designation and each judge using a numerical designation in discussing the results of our work.

^bRepresents the number of cases filed during January-March 1985, which is the time period from which we selected the cases for review.

We excluded from our selection those cases which were exempted by local rule from Rule 16(b), which is the section requiring that a scheduling order be issued for all cases not exempted within 120 days of filing. We also excluded cases which were dismissed within 120 days of filing

 2 Because the cases were judgmentally selected, we recognize that some unknown bias may have been introduced and that the results are not projectable.

Chapter 1 Introduction because these cases would not be subject to the 120-day scheduling requirement. Further, we omitted certain types of cases, such as overpayments to veterans, defaulted student loans, bankruptcy appeals, and prisoner petition/habeas corpus because these types of cases were commonly excluded from Rule 16(b) at most of the districts we visited. To identify concerns with the way Rule 16 had been implemented in other districts, we reviewed all reports of audits of federal district courts conducted during calendar years 1985 and 1986 by the Administrative Office's Office of Audit and Review. During this period, there were 10 reports issued of which 7 addressed the districts' compliance with Rule 16. To determine why some cases take longer than 2 years to resolve, we reviewed a second judgmentally selected sample of 385 of the 2,803 total civil cases of the 42 judges included in our review which were 2 years old or older as of August 31, 1986. For this sample, we wanted to review another 10 cases for each of the 42 judges we interviewed. As in

review another 10 cases for each of the 42 judges we interviewed. As in our first sample, however, we were not able to select exactly 10 cases per judge because not all judges had enough cases to meet our selection criteria. Table 1.2 shows the breakdown of these cases by district.

District	Number of judges	Number of Cases
A	3	29
B	3	21
C	5	47
D	7	70
Ε	5	50
F	3	30
G	3	30
Η	7	56
	3	23
J	3	29
Total	42	385

To obtain information on the overall civil caseload in district courts, we relied on statistics developed by the Statistical Analysis Reports Division of the Administrative Office. We did not verify the accuracy of these statistics because it would have delayed submission of this report.

Table 1.2: Number of 2-Year-Old CasesReviewed, by District

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	As requested by your office, we did not obtain official agency comments on this report. However, we discussed the results of our review with officials from the Administrative Office of the United States Courts and the federal courts we reviewed, and they generally agreed with the information reported. With the exception of not verifying the statistics provided by the Administrative Office, our review was conducted in accordance with generally accepted government auditing standards.

Implementation of Rule 16

	For the 10 districts in our review, we found variation between districts and among individual judges in the extent to which the provisions of amended Rule 16 had been implemented. Each district may exempt spe- cific types of cases from the scheduling and planning requirements of Rule 16 by amending its local rules. Nine of the 10 districts we reviewed had not exempted most types of cases from the scheduling and planning requirements of Rule 16. The remaining district amended its local rules to exempt virtually all cases from Rule 16's scheduling and planning requirements.
Most Districts Reviewed Used Scheduling Orders	As previously discussed, Rule 16(b) requires a scheduling order for all civil cases not exempted by local rule. The purpose of the scheduling order is to limit the time for certain steps of the pretrial process. The order may also include dates for pretrial conferences and for the trial itself, as well as any other matters appropriate in the case.
	We visited 10 districts during our review and 9 of them scheduled most of their cases. One of the districts we visited (district J) issued a stand- ing order exempting all civil cases, except patent and antitrust cases, from the scheduling requirement. The Chief Judge said the judges in this district believed that scheduling was not necessary for most of the dis- trict's cases. Thus, our analysis of compliance with the scheduling requirement included 564 cases from the nine districts (districts A through I) and excluded the 37 cases from district J because these 37 cases were exempted from scheduling by district J's local rules.
	Rule 16(b) provides district courts with the flexibility to make their own determinations on the types of cases to be exempted from scheduling. Each of the nine districts that scheduled cases exempted certain types of cases. For example, certain districts exempted student loan cases, bankruptcy appeal cases, and/or prisoner petition/habeas corpus cases from the scheduling requirement.
	To determine if the nine districts reviewed used scheduling orders for the cases that were not exempted, we reviewed a total of 564 cases, ranging from 36 to 105 cases at each district depending on the number of judges in the district. Of these 564 cases, 391 (about 69 percent) had a scheduling order. Figure 2.1 shows the percentage of cases we reviewed which had scheduling orders. The percentages ranged from 56 to 100 percent in the nine districts reviewed.

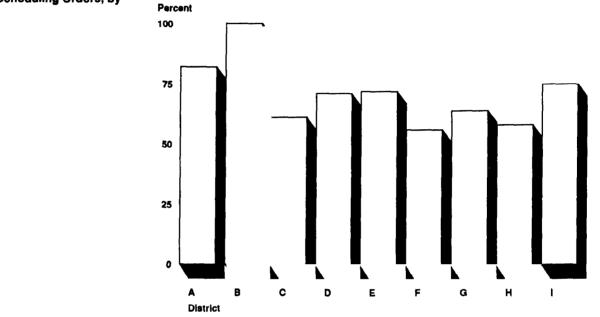


Figure 2.1: Percentage of Cases Reviewed With Scheduling Orders, by District

The variance in the percentage of cases with scheduling orders reflects differences in the way each district and/or judge within each district managed their caseloads. For example, the district which scheduled 100 percent of its cases had a policy of scheduling all cases when they were filed by preparing the scheduling order in a pro forma fashion and establishing dates to (1) complete discovery and (2) file the pretrial order. In the remaining eight districts, the judges issued the scheduling orders on a case-by-case basis. Table 2.1 shows the extent that individual judges selected within the nine districts scheduled cases ranged from 13 to 100 percent.

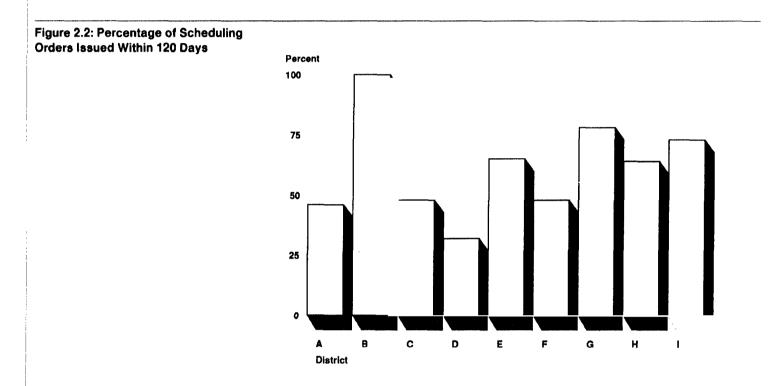
Table 2.1: Number of Cases WithScheduling Orders, by Judge

ling Orders, by Judge	Court	Judge	Cases reviewed	Cases with scheduling orders	Percent with scheduling orders
	A	1	15	10	66.7
		2	15	14	93.3
		3	15	13	86.7
	В	1	15	15	100.0
		2	15	15	100.0
		3	15	15	100.0
	С	1	11	8	72.7
		2	15	9	60.0
		3	15	9	60.0
		4	15	11	73.3
		5	15	6	40.0
	D	1	15	10	66.7
		2	15	15	100.0
		3	15	10	66.7
		4	15	10	66.7
		5	15	8	53.3
		6	15	14	93.3
		7	15	8	53.3
	E	1	15	15	100.0
		2	15	12	80.0
		3	15	10	66.7
		4	15	7	46.7
		5	15	10	66.7
	F	1	15	2	13.3
		2	15	11	73.3
		3	15	12	80.0
	G	1	15	7	46.7
		2	6	6	100.0
		3	15	10	66.7
					(continued)

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	Court	Judge	Cases reviewed	Cases with scheduling orders	Percent with scheduling orders
:	Н	1	15	7	46.7
		2	15	15	100.0
		3	14	8	57.1
		4	15	2	13.3
		5	14	11	78.6
		6	14	10	71.4
		7	15	6	40.0
	l.	1	10	9	90.0
		2	15	7	46.7
		3	15	14	93.0
	Total		564	391	69.3
•	not neede disputes. In 14 cas dismissed missed ha In 22 cas including attorney- In the ren ing order	ed because the es, the cases w d or an order to ad been issued es, no scheduli g early involve related proble maining 10 cas had not been	litigants were ere not being o show cause ng orders wer ment of summ ms (for examp es, we were no issued.	puties said a sched e actively consideri actively prosecuted why the cases shou re issued for a varie ary judgment proc ple, changes of atto ot able to determin	ing resolving the d and were either ald not be dis- ety of reasons, redures and prneys). e why a schedul-
Scheduling Orders Did Not Always Meet Time Requirement	within 12 sults with the 391 c if the ord	20 days after t h attorneys for ases with sche lers had been i	he case is filed the parties a duling orders ssued within f	lers are supposed t I and after the judi nd any unrepresen , we reviewed the f the 120-day period ders were issued w	icial officer con- ted parties. For files to determine . In 232 cases

Figure 2.2 shows that the percentage of scheduled cases which met the 120-day requirement ranged from 32 to 100 percent in the nine districts reviewed.



Only one of the nine districts reviewed—the same district that issued scheduling orders for all cases in the sample—issued all scheduling orders within the 120-day period. However, this district did not follow Rule 16(b)'s requirement that the scheduling order be entered after consulting with attorneys for the parties and with any unrepresented parties.

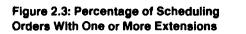
To get an indication of some of the reasons why scheduling orders took longer than 120 days to issue, we interviewed court personnel and examined documents at five of the eight districts that did not issue all scheduling orders within 120 days. This included 118 of the 159 cases in our sample which took longer than 120 days for the scheduling order to be issued. We found the following:

•	In 40 cases, the scheduling orders were delayed because of the time needed to serve the litigants and/or await their answers or responses. (Under Rule 4(J) of the Federal Rules of Civil Procedure, defendants have 120 days to respond after a complaint is filed.) In 42 cases, the scheduling orders were delayed for miscellaneous rea- sons, including judges being ill or not available, conferences delayed, and administrative errors. In 19 cases, the scheduling orders were delayed for various reasons, such as the parties were attempting early settlement, the attorneys had not taken needed steps to prosecute, or there were changes in attorneys or defendants. In the remaining 17 cases, we were unable to determine why the sched- uling order was late.
Extensions Often Issued to Scheduling Orders	Rule 16(b) states, "A schedule shall not be modified except by leave of the judge or magistrate when authorized by district court rule upon a showing of good cause." Of the 391 scheduled cases in the 9 districts we reviewed, 194 (about 50 percent) had at least one extension. Figure 2.3 shows that the percentage of scheduled cases we reviewed that were granted extensions varied among districts. The percentages ranged from 22 to 82 percent. The highest percentage was for the district that issued a scheduling order for every case at the time the case was filed. Most of the cases in our sample from this district had more than one extension, with the average being 2.6 extensions per case.

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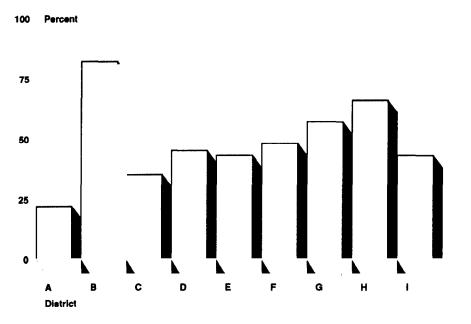


Table 2.2 shows that there was a variance among the nine districts in the extent to which judges granted extensions.

Court	Judge	Cases with scheduling orders	Scheduled cases with extensions	Percent with extensions
A	1	10	3	30.0
	2	14	3	21.4
	3	13	2	15.4
В	1	15	12	80.0
	2	15	13	86.7
	3	15	12	80.0
С	1	8	5	62.5
	2	9	3	33.3
	3	9	3	33.3
	4	11	3	27.3
	5	6	1	16.7
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Table 2.2: Number of Scheduled Cases With Extensions, by Judge

Court	Judge	Cases with scheduling orders	Scheduled cases with extensions	Percent with extensions
D	1	10	5	50.0
	2	15	3	20.0
	3	10	5	50.0
	4	10	5	50.0
	5	8	4	50.0
	6	14	9	64.3
	7	8	3	37.5
E	1	15	5	33.3
	2	12	3	25.0
	3	10	3	30.0
	4	7	7	100.0
	5	10	5	50.0
F	1	2	0	0.0
	2	11	4	36.4
	3	12	8	66.7
G	1	7	4	57.1
	2	6	4	66.7
	3	10	5	50.0
Н	1	7	4	57.1
	2	15	12	80.0
	3	8	5	62.5
	4	2	1	50.0
	5	11	8	72.7
	6	10	5	50.0
	7	6	4	66.7
1	1	9	3	33.3
	2	7	3	42.9
	3	14	7	50.0
Total		391	194	49.6

We also found a wide variance in the nine districts we reviewed in the degree to which judges said they granted extensions to scheduled cases. We asked district court judges to characterize their policy concerning the granting of extensions by choosing one of four descriptive phrases. Seven judges said they rarely or never granted extensions to scheduling orders, 8 judges said they occasionally granted extensions with good

	 cause, 9 judges said they usually granted the first request for an extension but were tougher on subsequent requests, and 12 judges said they usually granted all requests. Following are examples of general practices that some judges said they followed in granting extensions: One judge said it was often difficult to adhere to the original discovery deadline in that once the discovery process begins, one item of discovery may lead to an unanticipated discovery matter. Another judge said that he handled extensions on a case-by-case basis, taking into consideration the circumstances and the attorneys involved. He said if he believed the attorneys were stalling, he would deny the extension. Another judge said he rarely granted extensions unless he had to adjust or reset his own schedule for a specific reason. He allowed attorneys 15 days after setting the trial date to request a change.
Extent of Implementation of Scheduling Requirements Varies in Other Courts	We reviewed all reports of audits that were conducted during calendar years 1985 and 1986 by the Administrative Office's Office of Audit and Review to determine whether the variances we found in the implemen- tation of Rule 16's scheduling requirements were occurring in other dis- trict courts. There were 10 reports of audits conducted during this period, of which 7 included findings about the districts' procedures rela- tive to Rule 16(b). In these seven districts, all of which differed from the districts in our review, the reports indicated that scheduling orders were not issued in all cases, were not always filed within the required time frame, and/or did not always set deadlines.
Other Factors Affect Case Processing Time	To determine why some cases take longer than 2 years to resolve, we reviewed 385 of the 2,803 total civil cases of the 42 judges included in our review that were 2 years old or older and were open as of August 31, 1986. Based on our review of case files and interviews with district court personnel, the following factors were identified which can increase the time needed to resolve cases:
•	 109 cases were classified as complex/complicated. These usually included suits involving multi-litigants, civil rights, antitrust, securities, asbestos, or trademark infringement matters. 85 cases involved pretrial activities with large numbers of motions, amended complaints, discovery requirements, and/or continuances. 57 cases were delayed awaiting the outcome of a related case, investigation, or other review, including appeals.

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	Chapter 2 Implementation of Rule 16
	 31 cases had been resolved through a trial, settlement, or other means, but final closing proceedings had not been completed. 25 cases were delayed because the litigant(s) were involved in bankruptcy-related proceedings. 30 cases had not been completed because of attorney-related problems (for example, counsel changes or certain litigants acting in their own behalf) or because of delays due to a court's heavy caseload. For 48 cases there was insufficient information in the case files to categorize the case.
Other Provisions of Amended Rule 16	 Other provisions were added to Rule 16 when it was amended in 1983. Specifically, these provisions allow judges to hold conferences with the attorneys and/or the parties
	 involved to expedite case resolution; permit litigants to discuss at these conferences (1) the possibility of settlement, (2) the use of alternatives to litigation (extrajudicial procedures) to resolve disputes, and (3) the availability of magistrates for scheduling and other matters; and authorize judicial officials to impose sanctions on attorneys and/or parties if a scheduling or pretrial order is not obeyed, if at a scheduling or pretrial conference a party does not appear, or if a party or his/her attorney are either substantially unprepared to participate or fail to contribute in good faith at such conferences.
	To determine the extent to which the 10 district courts we visited were using the other provisions of amended Rule 16, we reviewed a sample of 601 cases. This sample included the 564 cases we reviewed, and dis- cussed previously, for the nine districts which were commonly schedul- ing cases, plus 37 cases from the tenth district which we excluded from that discussion because it generally exempted most types of cases from the scheduling requirement. Generally, we found that the 10 districts and the judges within the districts varied in the extent to which they used these other provisions.
Use of Pretrial Conferences Varied	Sections (a) and (d) of Rule 16 allow judges to hold preliminary and final pretrial conferences. The preliminary pretrial conference, sometimes referred to as a status conference, has many purposes, including expe- diting disposition of the case, discouraging wasteful pretrial activities, and facilitating settlement. If held, the final pretrial conference is to be

held as close to the time of trial as reasonable and is designed to facilitate the trial.

We found that, for the cases reviewed, the use of such conferences varied from district to district and from judge to judge. For the 601 cases examined at the 10 districts, preliminary pretrial (status) conferences were held in 301 cases (about 50 percent), ranging from 0 to 87 percent. Only 65 cases (about 11 percent of our sample) had a final pretrial conference, ranging from 0 to 18 percent. Only 28 cases (about 5 percent of our sample) actually went to trial. The percentage of cases actually going to trial was more uniform, with 9 of the 10 districts having 7.5 percent or less of the cases going to trial and one district having 32.4 percent going to trial.

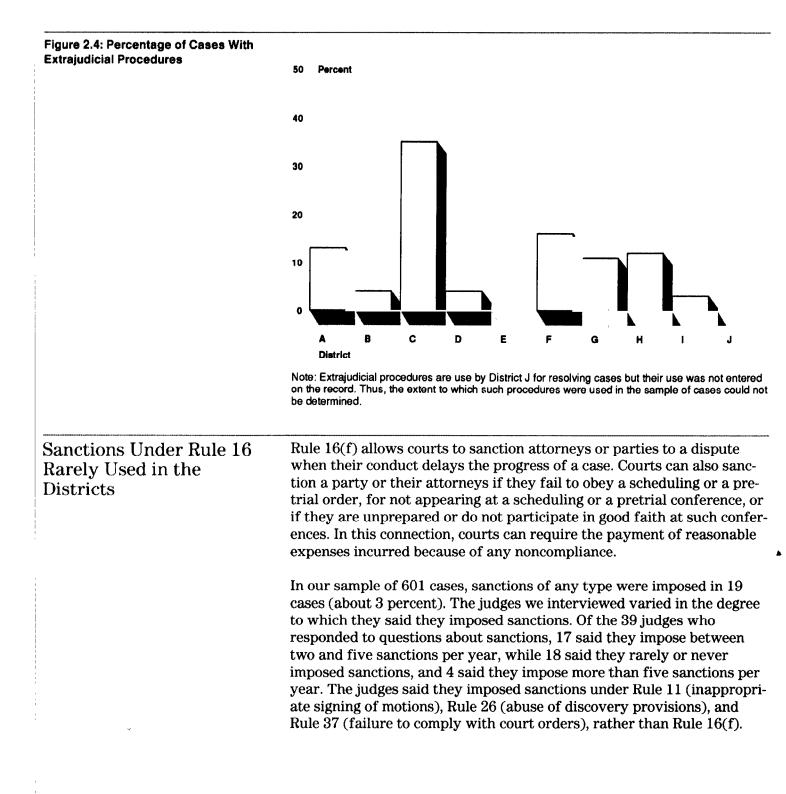
Table 2.3 shows the distribution of conferences and trials actually held for the 601 cases we reviewed.

Court	Number of	Preliminary conferen	pretrial Ices	Final pretrial co	onferences	Trials	
	Cases	Number	Percent	Number	Percent	Number	Percent
A	45	15	33.3	3	6.7	0	0.0
В	45	21	46.7	4	8.9	3	6.7
C	71	49	69.0	5	7.0	2	2.8
D	105	40	38.1	15	14.3	2	1.9
E	75	23	30.7	8	10.7	0	0.0
F	45	21	46.7	8	17.8	2	4.4
G	36	20	55.6	5	13.9	1	2.8
Н	102	89	87.3	9	8.8	3	2.9
	40	23	57.5	6	15.0	3	7.5
J	37	0	0.0	0	0.0	12	32.4
Total	601	301	50.1	63	10.5	28	4.7

The following are examples of the different kinds of approaches we found with regard to judges' use of conferences:

- One judge said he did not hold preliminary pretrial conferences because ٠ he did not believe they contributed to settlement, except in very complex cases.
- A second judge said that he may hold one or a series of conferences, leading to a narrowing of issues and the setting of a cut-off date for

	Chapter 2 Implementation of Rule 16
	 discovery. He said the final pretrial conference was used to set the trial date. The courtroom deputy for a third judge said the judge would hold a status conference if the case was inactive or if the attorneys requested one He also said the judge would not hold a pretrial conference if the case was simple and the attorneys did not request one. The courtroom deputy of a fourth judge said the judge requires a status conference to set the scheduling order, usually held by telephone, 60 days after the filing of a complaint. A fifth judge said she has both attorneys prepare a joint status report, which requires the attorneys to discuss the various aspects of the case.
Use of Extrajudicial Procedures Varied	According to section (c) of Rule 16, pretrial conferences may be used to discuss the possibility of settlement or use of extrajudicial procedures to bring about a settlement prior to trial. Extrajudicial procedures can include:
	 Settlement conferences—Meetings between parties and attorneys and/ or judicial officials to discuss the possibility of reaching an agreement without going to trial.
	• Arbitration—Reference of a dispute to an impartial third person chosen by the disputing parties who agree in advance to abide by the arbitra- tor's decision/award. After a hearing in which both parties have the opportunity to be heard, the arbitrator issues the (binding) decision/
	 award. Mediation—The act of a third person intervening or interposing between the contending parties in an attempt to adjust or settle their dispute. Summary jury trial An observated bearing of a dispute before an attempt of a dispute before attempt of a dispute before an attempt of a dispute before an attempt of a dispute before an attempt of a dispute before attempt of attempt of a dispute before attempt of att
	 Summary jury trial—An abbreviated hearing of a dispute before an advisory jury which renders a nonbinding verdict.
	The percentage of cases where such procedures were used in our sam- ples at each district is shown in figure 2.4. The district courts in our review used extrajudicial procedures in 61 of the 601 cases (about 10 percent).
v	The kinds of techniques and procedures used by the districts in our review varied. Three of the 10 did not have any formalized extrajudicial procedures for settling cases other than using settlement conferences. However, the remaining seven courts used other techniques, including mediation, arbitration, and/or summary jury trials, in their attempts to settle cases.



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·	The following are examples of the judges' comments regarding sanctions:
	and discovery on time. He said he imposes monetary sanctions for fail- ure to appear for conferences. One judge said he rarely imposes sanctions related to Rule 16. If he does impose sanctions, he usually does so under Rule 37. One judge views sanctions as necessary and said he has issued a number of sanctions under Rule 11.
Magistrates Performed Many Duties, but Extent of Usage Varied	Rule 16 does not require the use of magistrates; however, the rule acknowledges their use in scheduling and other matters. Using magis- trates, however, is covered under Rules 72 through 75 of the Federal Rules of Civil Procedure and is provided for in 28 U.S.C. 636. In a July 1983 report, Potential Benefits of Federal Magistrates System Can Be Better Realized (GAO/GGD 83-46, July 8, 1983), we analyzed the impact of the assistance of magistrates on judicial caseloads. We con- cluded that the district courts' productivity had increased since the establishment of the magistrates system, and, although the magistrates system may not have been the sole reason for the increased productiv- ity, it was clearly a major contributor.
	In the years since that report, the use of magistrates has continued to increase in three of four areas, as shown in table 2.4.

Table 2.4: Matters Disposed of by U.S. Magistrates, for the 12-Month Periods Ending June 30, 1982-87

Activity	1982	1983	1984	1985	1986	1987
Trial jurisdiction cases (misdemeanors and petty offenses)	86,725	93,513	84,475	90,757	92,269	95,988
Preliminary proceedings	98,458	102,450	109,337	120,143	131,070	134,091
Additional duties (includes criminal, civil, and prisoner litigation matters)	138,903	165,506	179,807	205,692	226,575	231,029
Civil cases heard	2,452	3,127	3,546	3,717	4,960	4,970

Source: Administrative Office of the U.S. Courts

In the 10 districts we reviewed, court officials said that magistrates were involved in one or more of the following activities:

- handling discovery matters;
- providing recommendations on pending motions;
- holding settlement conferences; and
- handling certain types of civil cases, such as social security appeals, student loans, and prisoner petitions, and minor criminal cases.

We found differences in how magistrates are used within and between the 10 districts. In one district, for example, court officials said magistrates were used in virtually the same fashion as judges. At its primary location, this district had five judges and two magistrates. The district's case management plan provides for referral of certain civil cases to magistrates. In another district, we interviewed five judges and found the following:

- · One judge said he normally does not use or need magistrates.
- One judge used magistrates to handle almost all civil matters not requiring a judgment and almost all criminal matters up to the trial.
- One judge said he does not use magistrates for case management activities but does use them for certain pretrial matters.
- One judge used magistrates for prisoner petitions and pretrial discovery matters.
- One judge used magistrates for the full range of pretrial motions in civil cases.

In a third district, we received the following responses from the three judges we interviewed:

• One judge said he used magistrates primarily to conduct evidentiary hearings and to make reports and recommendations.

The property LT, LT, LT, LT, LT, LT, LT, LT, LT, LT,	Chapter 2	
	Chapter 2 Implementation of Rule 16	
•	ences and to make reports and rec social security and prisoner petitic trial. He said he did not refer a civ parties consented. He added that I sured to consent and, therefore, and forum to which they are entitled. The third judge said he would turn final disposition if appropriate con magistrates review social security	gistrates for pretrial discovery confer- commendations, and to preside over on cases that do not involve a jury vil case to the magistrate even if both litigants in some instances feel pres- re not being afforded a hearing in the n civil cases over to a magistrate for nsents were received. He also said and certain prisoner petitions and
	help write legal opinions.	
	used the magistrates on a limited used magistrates. One said judges	most of the judges we interviewed basis. Three judges told us they rarely were paid to deal with litigants, not . Another said she used magistrates ve.
Most Judges and Attorneys Interviewed Support Rule 16	16, 10 of whom said the rule was b of the remaining 15 judges said th essary in their courts. We did not a	interviewed were supportive of Rule beneficial in managing civil cases. Five ey believed that Rule 16 was not nec- obtain the views of the other 10 judges comments made by judges regarding
•	Rule 16 has the effect of speeding	case resolution; i.e., speeding settle-
	ment rather than causing settleme	ent.
•	Rule 16 is a good one, especially for management system. The process together early in the case.	• •
•	Rule 16 is very valuable. The phile	osophy behind it is good, and it forces
•	· · · · · · · · · · · · · · · · · · ·	
	and asked them for their opinions	practicing law in federal district court of Rule 16. Thirteen of the attorneys the cases moving. The following com- interviewed:
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	Page 31	GAO/GGD-88-19 Civil Case Management

- Rule 16 is a good rule because it dictates case preparation prior to trial.
- Rule 16 is excellent because it requires the court to communicate with the parties in the case. The most important aspect of the rule is setting conferences. This forces the parties to look at the case objectively and in this way encourages settlement.
- Rule 16 is fine as long as deadlines are realistic.

Not all the attorneys we interviewed were positive about Rule 16's effects, however. A frequent complaint was that cut-off dates were too short. Other comments made by some attorneys interviewed were:

- One attorney said he is indifferent to scheduling, but that strict scheduling of cases and establishment of time constraints is unfair and that he would be opposed to such a practice.
- One attorney said he did not think judges in his district used Rule 16 very effectively, adding that each judge implemented Rule 16 differently. The lack of consistency places a burden on the attorneys in preparing the case for trial.

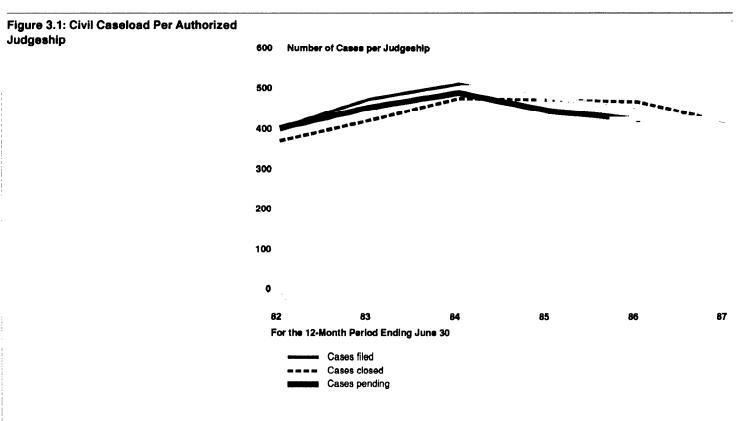
We asked the judges if Rule 16 should be changed. Most—37 of the 42 judges—said there should be no changes to Rule 16; one had no comment, while the remaining four judges suggested the following changes:

- Rule 16 should be modified to allow entering a scheduling order prior to a conference with the attorneys. The judge said his court enters the scheduling order at the time of filing and he believes the process employed by his court works better and faster.
- Rule 16 should be reworded to require the scheduling order to be prepared within 30 days after the defendants answer, rather than 120 days after filing the case. In his opinion, this change is needed because the defendant's response can provide information important to establishing a realistic schedule and thus, for scheduling purposes, is as important as the filing date.
- Rule 16 should be amended to require a settlement conference prior to going to trial for every case. In this instance, the judge firmly believed that, if amended, more cases would settle sooner.
- Rule 16 should provide more flexibility in scheduling by changing the word "shall" to "may" in ". . . shall enter a scheduling order no more than 120 days."

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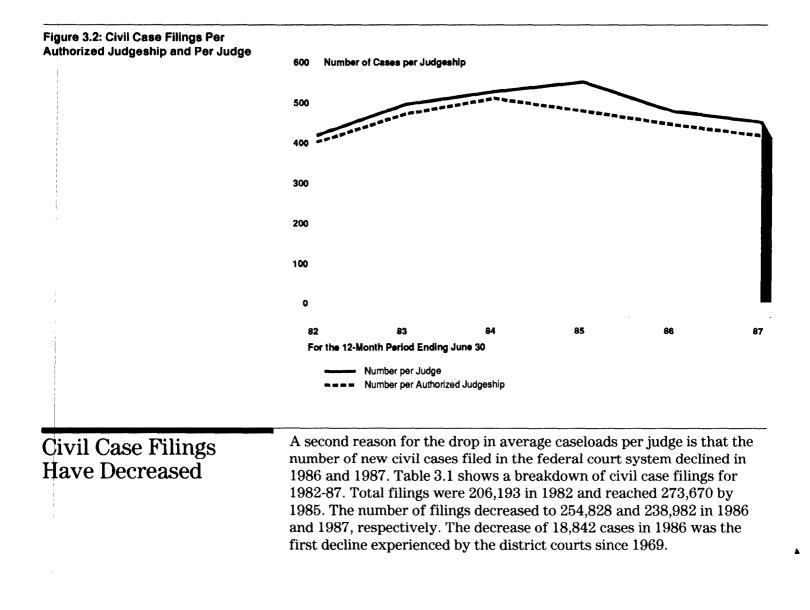
Chapter 3 Status of the Civil Caseload

	After rising consistently through the early 1980s, the number of civil cases per authorized federal judgeship dropped in the 12-month periods ending June 30, 1985, 1986, and again in 1987. ¹ Figure 3.1 shows the number of cases filed, closed, and pending per authorized federal judgeship for 1982-87. All three reached their highest point in 1984, when each authorized judgeship received an average of 508 new cases, closed 472 cases during the year, and had 486 cases pending at year's end. The number of cases closed per authorized judgeship stayed at about the same level for the next 2 years, while the number of new and pending cases per authorized judgeship both dropped. In 1987, each authorized judgeship received an average of 416 new cases, closed 414 cases, and had 423 cases pending at year's end.
	The decrease in the number of civil cases per authorized judgeship has occurred for two main reasons: the number of authorized federal judge- ships increased in 1985, and the number of new civil cases filed in the federal system decreased in 1986 and 1987. An Administrative Office official told us they had expected the number of civil case filings to increase, beginning in the last few months of fiscal year 1987. The number of civil cases filed during 1987 decreased, however, dropping to 238,892. Whether the reduction in civil caseload will continue is uncer- tain. Regardless of the trend in civil caseloads, about half of the judges we interviewed believed that they currently had a backlog of civil cases.
New Federal Judgeships Have Been Added	One reason for the decline in caseload per authorized judgeship is that the number of federal judgeships has increased. The "Bankruptcy Amendments and Federal Judgeships Act of 1984" (Public Law 98-353) increased the authorized judgeships for the U.S. district courts from 515 to 575.
	The addition of these judgeships, authorized as of July 10, 1984, pro- duced a decline in the average caseload per authorized judgeship for 1985. However, due to the span of time involved in the judicial selection process, a decline in the caseload per actual judge was not realized until sometime later. As of June 30, 1987, 43 of the 575 authorized positions were not filled. Figure 3.2 compares the average number of civil case filings per authorized judgeship with the average number per actual judge. On the basis of authorized judgeship positions, the average
	¹ The statistical reporting period for the federal courts and the Administrative Office is the 12-month period beginning July 1 and ending June 30. For the purposes of this report and unless otherwise designated, references to specific years will mean for the 12-month period ending June 30 of the cited year.



peaked at 508 in 1984 and declined to 476 in 1985, 443 in 1986, and 416 in 1987. On the basis of actual judges, the decline did not begin until 1986 when it dropped to 476 compared with 547 in 1985. As vacancies are filled, the average number of civil cases filed per judge should begin to approach the average number filed per authorized judgeship.

Chapter 3 Status of the Civil Caseload



Chapter 3 Status of the Civil Caseload

Table 3.1: Changes in Civil Case Filings for the 12-Month Periods Ending June 30, 1982-87

Type of case	1982	1983	1984	1985	1986	1987
Contract Recovery of overpayment/enforce- ment of judgment	30,048	41,213	46,190	58,160	40,824	24,208
Other ^a	37,228	42,804	42,041	44,482	47,528	45,332
Real property	8,812	9,667	9,192	10,118	10,674	11,585
Tort	34,218	36,484	37,522	41,593	42,326	42,947
Social security claims	12,812	20,315	29,985	19,771	14,407	13,322
Other ^b	83,075	91,359	96,555	99,546	99,069	101,498
Total	206,193	241,842	261,485	273,670	254,828	238,982

^aIncludes actions such as insurance, marine, and negotiable instruments' claims.

^bIncludes actions such as antitrust, bankruptcy, civil rights, prisoner petition, and forfeiture and penalty matters.

As table 3.1 shows, the largest decrease in 1986 was in contract-related cases involving recovery of overpayments/enforcement of judgments. The next largest decrease in case filings was in cases involving social security claims. The number of overpayments/enforcement of judgments also represented the largest decrease in case filings for 1987.

Direction of Future Caseloads Uncertain

Whether the decline in civil case filings represents a long-term trend in the reduction of federal judicial caseloads is unclear. In its fiscal year 1988 budget presentation, the Administrative Office had projected that civil case filings for fiscal year 1987 and 1988 would be about 261,000 and 275,000, respectively. This would have represented an increase of about 14,000 cases annually over fiscal year 1986 estimates. The expected increase for 1987 did not occur, however, with the number of cases filed decreasing to 238,982.

An additional factor that affects the district court's overall workload is the number of criminal case filings. Criminal case filings did not mirror the decline in civil case filings for 1986 and 1987. Instead, criminal case filings continued to grow. Figure 3.3 shows that criminal case filings rose steadily—from 32,682 in 1982 to 43,292 in 1987.

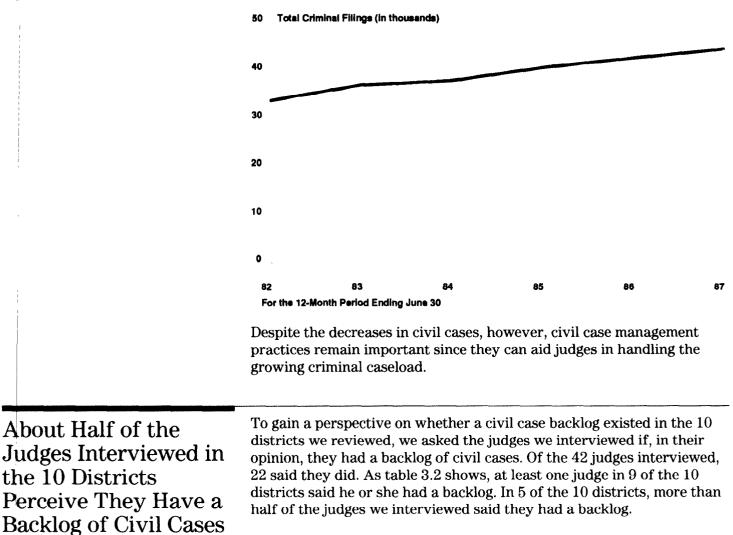


Figure 3.3: Criminal Case Filings

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Table 3.2: Judges' Perceptions of Whether They Have a Backlog of Civil Cases

District	Number of judges interviewed	Number of judges saying they have a backlog of civil cases	
A	3	1	
В	3		
C	5	3	
D	7	5	
E	5	4	
F	3	1	
G	3	2	
Η	7	2	
	3	3	
J	3	0	
Total	42	22	

Like the increasing number of criminal cases, the perception of a backlog of civil cases emphasizes the importance of using civil case management practices to more effectively and efficiently handle the caseload.

Median Civil Case Processing Time Remains Relatively Constant According to statistics from the Administrative Office of the United States Courts, the change in civil case processing time² remained relatively constant from 1983, when amended Rule 16 went into effect, until 1987 in all 94 federal districts. As shown in table 3.3, for the 10 districts we visited, the median civil case processing time increased in 5 districts, decreased in 4 districts, and remained the same in 1 district from 1983 to 1987. For all 94 districts, the median civil case processing time increased by 1 month from 1983 to 1987.

 2 Case processing time is the time from when a case is filed until final disposition is reached, regardless of whether the case goes to court or is settled before going to trial.

Chapter 3 Status of the Civil Caseload

Table 3.3: Median Case Processing Timefor Civil Cases Filed for the 12-MonthPeriods Ending June 30, 1983 and 1987

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	198	7	1983		
District	Number of Cases	Median Time (in months)	Number of Cases	Median Time (in months)	
A	3,148	6	2,188	9	
B	1,987	7	1,968	7	
С	6,674	5	6,499	3	
D	11,422	5	6,580	6	
E	3,887	13	3,123	10	
F	2,009	13	1,964	9	
G	1,744	8	1,845	21	
Η	10,427	4	7,279	6	
	3,081	9	3,678	6	
J	1,310	8	1,916	5	
All Districts	200,850	8	184,427	7	

Source: Administrative Office of the United States Courts

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