



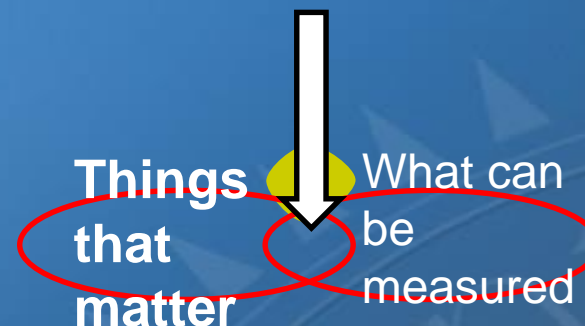
# High Performance Court Framework *And* CourTools

Laura Klaversma  
November 17, 2016

# Performance Measures

- Linked to Key Principles
- Balanced
- Measurable
- Sustainable
- Focused on outcomes
- A feasible, meaningful, practical few

Performance Measure

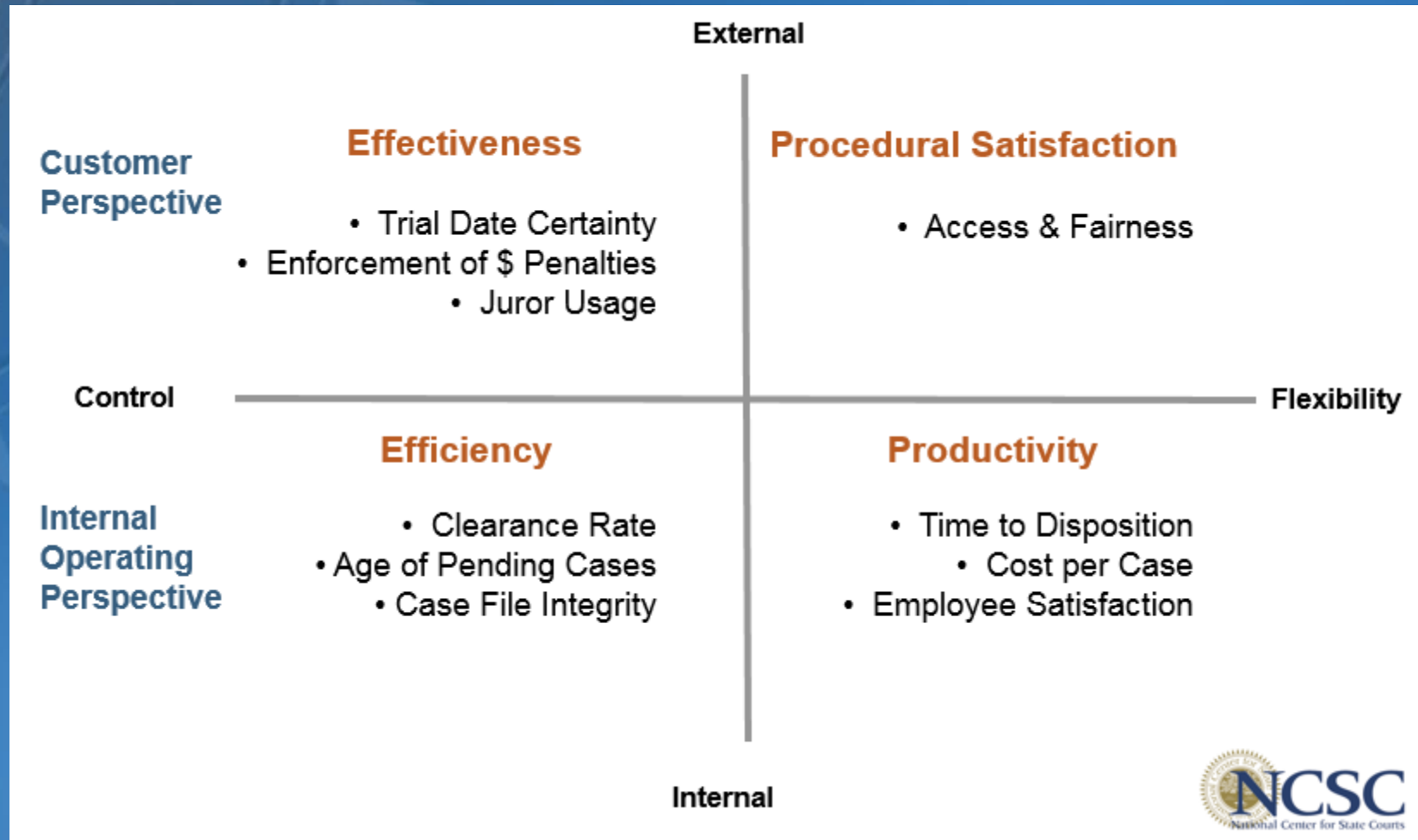


***“CourTools”***

# The Ten *CourTools* Measures

- Access and Fairness
- Clearance Rate
- Time to Disposition
- Age of Pending Cases
- Trial Date Certainty
- Reliability & Integrity of Case Files
- Collection of Monetary Penalties
- Jury Yield/Utilization
- Employee Satisfaction
- Cost per Case

# Balanced Scorecard



## M1...Access and Fairness

**Definition:** Ratings of court users on the court's accessibility and its treatment of customers in terms of fairness, equality, and respect.

**Purpose:** This measure provides a tool for surveying all court users about their experience in the courthouse. Comparison of results by location, division, type of customer, and across courts can inform court management practices.



# M1... Access and Fairness

Strongly Disagree 1 2 3 4 5  
Disagree  
Neither  
Agree  
Strongly Agree

## Access to the Court

1. Finding the courthouse was easy.
2. The forms I needed were clear and easy to understand.
3. I felt safe in the courthouse.

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5



## Fairness

11. The way my case was handled was fair.
12. The judge listened to my side of the story before he or she made a decision.

1 2 3 4 5

1 2 3 4 5



## M2...Clearance Rates

**Definition:** The number of outgoing cases as a percentage of the number of incoming cases.

**Purpose:** Clearance rate measures whether the court is keeping up with its incoming caseload. If cases are not disposed of in a timely manner, a backlog of cases awaiting disposition will grow. Knowledge of clearance rates by case type can help a court pinpoint emerging problems and indicate where improvements can be made.

### M3...Time to Disposition

**Definition:** The percentage of cases disposed or otherwise resolved within established time frames.

**Purpose:** This measure, used in conjunction with *Clearance Rates (Measure 2)* and *Age of Active Pending Caseload (Measure 4)* is a fundamental management tool that assesses the length of time it takes a court to process cases. It compares a court's performance with local, state, or national guidelines for timely case processing.



## M4...Age of Active Pending Caseload

**Definition:** The average age of the active cases pending before the court, measured as the average number of days from filing until the time of measurement.

**Purpose:** Having a complete and accurate inventory of active pending cases and tracking their progress is important because this pool of cases potentially requires court action. Examining the age of pending cases makes clear, for example, the cases drawing near or about to surpass the court's case processing time standards.

## M5...Trial Date Certainty

**Definition:** The number of times cases disposed by trial are scheduled for trial.

**Purpose:** A court's ability to hold trials on the first date they are scheduled to be heard (trial date certainty) is closely associated with timely case disposition. This measure provides a tool to evaluate the effectiveness of calendaring and continuance practices.

## M6...Reliability and Integrity of Case Files

**Definition:** The percentage of files that can be retrieved within established time standards, and that meet establish standards for completeness and accuracy of contents.

**Purpose:** This measure provides information regarding (a) how long it takes to locate a file, (b) whether the file's contents and case summary information match up, and (c) the organization and completeness of the file.

## M7...Collection of Monetary Penalties

**Definition:** Payments collected and distributed within established timelines, expressed as a percentage of total fines, fees, restitution, and costs ordered by a court.

**Purpose:** How well a court takes responsibility for enforcing orders related to money collected and the timeliness of disbursement to appropriate recipients is vital.



## **M7...Collection of Monetary Penalties**

**Eight data elements are essential:**

1. Case Number.
2. Date of the order of sentence.
3. Due date for the final payment of the total monetary penalty.
4. Total monetary penalty in the case.
5. Amount of total monetary penalty received.
6. Total amount of restitution ordered in the case.
7. Amount received that is applied by the court to restitution.
8. Amount of restitution received that is disbursed to victims.

## M8...Effective Use of Jurors

**Definition:** Juror yield is the number of citizens selected for jury duty who are qualified and report to serve, expressed as a percentage of the total number of prospective jurors available. Juror utilization is the rate at which prospective jurors are used at least once in trial or voir dire.

**Purpose:** The objective of this measure is to minimize the number of unused prospective jurors—the number of citizens who are summoned, qualified, report for jury service, and who are not needed.

## M9...**Court Employee Satisfaction**

**Definition:** Ratings of court employees assessing the quality of the work environment and relations between staff and management.

**Purpose:** Knowing how employees perceive the workplace is essential to facilitate organizational development and change, assess teamwork and management style, enhance job satisfaction, and thus improve service to the public.

## M9...Court Employee Satisfaction

### Court Employee Satisfaction Survey

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
	1	2	3	4	5
1. I understand what is expected of me.	1	2	3	4	5
2. I am kept informed about matters that affect me.	1	2	3	4	5
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job well.	1	2	3	4	5
4. I am able to do my best every day.	1	2	3	4	5
5. Communication within my division/department/unit is good.	1	2	3	4	5
6. In the last month, I was recognized and praised for doing a good job.	1	2	3	4	5





## M10...Cost Per Case

**Definition:** The average cost of processing a single case, by case type.

**Purpose:** This measure is the total direct and indirect costs of judicial administration of a court divided by the total number of matters handled, by case type. As a proxy for efficiency, cost per case can be compared within a single court and across different courts. It can be used as a diagnostic tool to measure the impact of new policies, practices, and procedures.

# Accountability → Trust & Confidence → Independence

“The Conference of Chief Justices (CCJ) understands the relationship between judicial independence and accountability and recognizes that accountability and transparency are critical to judicial governance and to the preservation and strengthening of an independent judiciary.”

CCJ Resolution 4: In Support of Promoting a Culture of Transparency and Accountability through Court System Performance Measures