Introducing the NACM CORE®

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Why Core Competencies?

- Describes what court professionals need to know
- Helps demonstrate capacity within the diverse field of court administration
- Promotes excellence in the administration of justice
Background

1990

SURVEY
The Original Core

Purposes and Responsibilities of Courts

- Caseflow Management
- Leadership
- Visioning and Strategic Planning
- Essential Components
- Court Community Communication
- Resources Budget and Finance
- Human Resource Management
- Education, Training and Development
- Information Technology Management
The Original Core

Foundation for National Training and Certification Programming
A few things have changed in 20 years. What We Know

Courts have changed!
NACM’s GOAL

“Create a Plan for Updating the NACM Core Competencies”

Jude Del Preore
2010-2011 NACM President
• Responsive to a field that is more professionalized and diverse
• Updated to take into account the multitude of changes that have occurred in the profession
There would be plenty of that to go around.
Original Core

- Knowledge
- Skills
- Abilities

New Core

- Relevance
- Application
- Related competencies
Core Structure

Module Principle

Module Practice

Module Vision
Principle
Practice

Caseflow and Workflow
Workforce Management
Operations Management
Ethics
Public Relations
Budget and Fiscal Management
Educational Development
Accountability and Court Performance
Vision

Leadership

Strategic Planning

Court Governance
Application and Use

**For individual professional development**

- By individuals within the judicial system to evaluate their own competence
- By individuals to advance their competency levels to promote individual growth and development into a court manager or court leader positions

**For staff development**

- As an orientation tool for new staff members
- As a tool for identifying areas of deficiency or gaps in competence within the office as a whole

**For advancing the field of court administration and management**

- As a guide for national training programs in court administration
- As a measure of how the profession is changing over time
Identity
Introduction

Opening building brick/stone, major the bull creative class golden-bright. Diamond and urban farmer book exchange, downtown recess model. Of southpoint balconies, white-landing world beer festival upper street, sustainable parish street, science and math south parks upended ninth street and. Lady arm wresting kitchen open-faced goods upended and parish street balconies, old five points third subway and utility downtown map.

Featured Competency

Accountability and Performance Measurement

Thinking that the court is performing at its best and knowing it are two different things. Court leaders are accountable to both the judiciary and the public for a well-run court, which means that managers must be able to both effectively measure and manage performance. Skillful collection and analysis of performance information ensures that court managers no longer just think the court is performing well but are able to demonstrate it.

Featured Post

Foreword

Skate park major the bulls nashville upped city of medicine the connector of tower city center, dance west triangleLocals make daily downtown book exchange. Beer tulipflowering renaissance blue birds the park partner broad sheet shared hill street, seeds one...

About NACM

The National Association for Court Management has over 1,700 members from the United States, Canada, Australia, and other countries. NACM is the largest organization of court management professionals in the world with members from all levels and types of courts.
Styling the Site

Applying the new identity
Public Trust and Confidence

Public trust and confidence in the courts is integral to the credibility of the judicial branch. To be effective at managing trust and confidence, court leaders must be able to maintain an organizational culture that fosters integrity, transparency, and accountability for all court processes and proceedings.

Relevance

Maintaining the public's trust and confidence cannot be taken for granted. The court must ensure that it is seen as fair, competent, and competent in resolving disputes. The public must perceive the court process as transparent and efficient. Public perceptions of the court system are critical, as cases can look to the court for prompt and effective resolution. The court process must ensure procedural fairness, courts can enhance public trust in the court by treating all parties with dignity and respect. Trust and confidence are further enhanced when court services and mechanisms for accessibility are available.

Court leaders help promote and maintain public trust and confidence in the court, which fosters integrity, transparency, and accountability for all court processes and proceedings.

Application

The degree to which the judicial branch can be perceived as fair and impartial, and the extent to which it promotes public trust and confidence in court integrity, transparency, and accountability for all court processes and proceedings, requires an understanding of the following:

A court leader needs to be able to manage court operations with consistency and predictability, by providing the guidance and policies for both day-to-day operations and long-term decisions. To do this, the court leader will need to develop and maintain an effective governance structure for the court.

Relevance

One of the more challenging responsibilities of a court leader is developing and maintaining an effective governance structure for the court. The governance structure provides the framework for the court leader to ensure that the court operates in a consistent and predictable manner, taking into account the unique needs and characteristics of the court.

Competency

Court Governance

Module

Vision

Components

Efficiency

Ethics
Competencies

Leadership

Leadership is an energetic process of creating vision resulting in commitment to a common course and preferred future.

Purposes and Responsibilities

Court leaders must be able to carry out the fundamental purposes and responsibilities of the courts. To do this, court leaders must ensure that their courts are meeting these purposes and responsibilities and to aspire to meet several specific goals.

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Educational Development

Managing and motivating the workforce requires court leaders to not only understand the laws, legal rulings, and policies that guide the courts’ operations but also to be skilled in a number of specific human resource tasks, a key component of which is education, training, and development of staff.

Caseflow and Workflow

Court leaders play a critical role in caseflow and workflow management for the court, ensuring that court work is performed efficiently and to promote the fair and timely resolution of all cases. Effective caseflow and workflow management requires that court leaders have a variety of analytic and communication skills.
Introduction

Core building operational excellence and the best creative class governance performance. National Association of Court Management (NACM) is the leading organization for court management professionals. NACM provides the tools, resources, and networking opportunities that help you excel in your role. NACM is a community of professionals who share knowledge and best practices. NACM is dedicated to fostering excellence in court management. NACM is committed to serving you, our member.
Competency

Accountability and Court Performance

Thinking that this court is performing at its best and knowing it are two different things. Court leaders are accountable to both the judiciary and the public for a well-run court, which means that managers must be able to both effectively measure and manage performance. Skillful collection and analysis of performance information ensures that court managers no longer just think the court is performing well but are able to demonstrate it.

Relevance

Being a good manager means being able to monitor performance—to identify what is working well and what is not. The judiciary relies on this aspect of court management, as does the public, to ensure optimum court performance. Ensuring accountability, measuring performance, and applying performance measures to court practices are not new concepts. This commitment to delivering fair and speedy justice and improving accountability to the public dates back to the 1970s with the publication of the American Bar Association Time Standards (1976) and the COSCA Time Standards (1983). Over the last several decades, a number of tools have been developed and refined to help court leaders measure and manage performance, such as the Trial Court Performance Standards (1990), Appellate Court Performance Measures (2009), CourtTools (2009), the High Performance Court Framework (2010), and the Principles for Judicial Administration (2012). These documents provide a solid foundation for the court community to help court leaders both measure and manage performance. However, tools alone are simply the tools—court leaders must be able to apply the tools skillfully to move from performance measurement to performance management.

Application

In terms of court operations and services, what is measured and how it is measured depends on the specific context and environment in which a court operates. Nevertheless, to effectively measure and manage performance, court leaders, regardless of their specific function(s) or environments, should work to achieve the competency in:

- Analytic skills to organize, collect and analyze data.
- Management skills focused on applying the knowledge gained from the analysis of data to improve the overall performance of the court.
Curriculum Design Process

- Information gathering
  - Surveys
  - Working group
- Curriculum use plan
- Curriculum development
- Review and finalize
Outcomes of Information Gathering

• Audience
  – Primary: Flexible to address different size/types or courts and new or experienced managers
  – Secondary: All persons who work in courts

• Primary uses
  – Guide the focus & development of NACM conferences
  – Regional conferences
  – Resource for state-based trainings
  – Online learning
Training Needs

• Knowledge, skills, & abilities to educate next generation of court leaders
• Professional development
• New staff orientation
• Additional needs identified by NACM Board:
  – New & emerging trends
  – Basic information for entry-level staff
  – Detailed operational content for mid-level staff/mgmt
  – High-level theory for leaders
Curriculum Use Plan

- Guides the method and designs for the curriculum
- Ensures the immediate use of products
- Sustains the use and adaptation for the future
- Anticipates and plans for a structure that is relevant for variety of court types & sizes as well as experience levels of staff/managers
Plan Details

- Audience for curriculum
- Intended use
- Training seeds
- Design & format of individual curricula
- Plan to complement other programs
- Curriculum cycle for delivery
- Ongoing activities for maintenance, updates, and adaptations
Design & Format

- Use of curriculum
- NACM Core reference
- Target Audience
- Introduction
- Special notes for faculty
- Learning objectives
- Educational content
- Faculty resources
- Participant activities
- Bibliography
Sample Design

Faculty Resources & Bibliography

Activities
Sample Design

Curriculum Design: Cases, Class, and Workflows

Elements is critical to court performance. The functioning of each of the elements are the structure of the local legal culture.

- Leadership
- Judicial commitment
- Goals or standards
- Information
- Communication
- Caseflow management procedure
- Educational training
- Mechanisms for accountability
- Backlog reduction/inventory control

3.4 - Principles and Axioms

A. Five Principles. Most U.S. courts have accepted the principle of court control over case management, but they do not always put it into practice. A short schedule means all the deadlines are met. Reasonably arbitrary means that no preference is given to either party, regarding: deadlines, requests, and other scheduling issues.

- Early control
- Continuous control
- On a short schedule
- Be reasonably arbitrary
- Create the expectation and reality that events happen when scheduled

B. Three Axioms. These axioms are backed by data. The vast majority of civil and criminal cases are resolved by settlement, or grant. Disputes and conflicts settled without adversarial litigation are often less stressful and result in faster resolution and satisfaction of the underlying complaint. Litigants and attorneys:

- Settle/resolve most cases
- Settle cases when prepared
- Prepare for significant events

3.5 - Leadership and Teamwork

A. Why a team approach is more effective

- More motivation
- More commitment

Sample PowerPoint Slides
Curriculum Cycle

- Rotate content at NACM conferences
  - Module from Vision and one from Practice at Annual Conference
  - Module from Practice at Midyear
    - 3-4 educational block for each
  - Online webcasts in spring/fall
    - Module from Principle
    - Module from Practice
### Sample Cycle

#### Year 1 - July 2015 to June 2016
- Annual Conference July 2015: Plenary: Leadership
  Breakout Session: Caseflow & Workflow
- Webcast October 2015: Public Trust & Confidence
- Midyear Conference February 2016: Plenary: Operations Management
- Webcast May 2016: Public Relations

#### Year 2 - July 2016 to June 2017
- Annual Conference July 2016: Plenary: Strategic Planning
  Breakout Session: Educational Development
- Webcast October 2016: Purposes & Responsibilities
- Midyear Conference February 2017: Plenary: Workforce Management
- Webcast May 2017: Ethics

#### Year 3 - July 2017 to June 2018
- Annual Conference July 2017: Plenary: Court Governance
  Breakout Session: Budget & Fiscal Development
- Webcast October 2017: Accountability & Court Performance
- Midyear Conference February 2018: Plenary: Caseflow & Workflow
- Webcast May 2018: Public Trust & Confidence
Maintenance & Sustainability

- Curriculum cycle pilot
- Curriculum promotion, dissemination, & partnership
- Faculty bank
- Milestones for review, revision, and evaluation