

Operational-Based Performance Measurement: Ensuring Quality in Changing Times

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The Court's Records Matter

- Arrested in Error
- Denied Credit Rating or Loan Opportunity
- Denied Housing
- Missed Court Hearing
- Denied Job Opportunity

Introductions

- Kathy Ouren, Clerk of District Court
 - Cass County, Fargo, North Dakota
- Rod Olson, Trial Court Administrator
 - Administrative Unit 2, Fargo, North Dakota
- Chris Iverson, Assistant Court Administrator
 - Administrative Unit 2, Valley City, North Dakota

Changing Times in North Dakota Courts

- New Case Management System – Odyssey
 - 2009-2010
- Electronic Files vs Paper Files
 - 2009
- E-Filing – File and Serve
 - 2010
- Cross-Trained vs Specialized Office Structure
 - 2011
- Session Works for Clerks – Odyssey
 - 2011

Commitment to Excellence and Quality in Changing Times

- Change is Certain
- Scope and Pace of Change is Different
- Clerk of Court's Work is Critical
- Commitment to Excellence and Quality is Constant

High Performance: Quality and Continuous Improvement

- Surviving Change
- Renewed Focus on High Performance
- High Performance Court Framework – National Center for State Courts (NCSC)
 - Room for Improvement in Every Court at Every Level
 - Offers Organization to Performance Improvement Efforts
 - Performance Measurement and the Quality Cycle

Quality Cycle

- 5 Logical Steps for Implementing Performance Measurement Plan:
 - Determine Scope and Content of Administrative Quality
 - Collect Pertinent Performance Data
 - Analyze Performance Data
 - Move Toward Improvement – Take Action
 - Evaluate Effectiveness and Progress
 - Repeat All 5 Steps

CourTools

- NCSC's 10 CourTools
 - Historically Used for Justice-Based Performance Measurement
 - Age of Pending Caseload
 - Clearance Rates
 - Time to Disposition

CourTools

- Increasingly Used for Operational-Level Measurement:
 - Timeliness and Quality of Activities Performed by Clerk Staff
 - % of Documents Processed Within Certain Number of Days
 - % of Dispositional Orders Returned for Correction

Chatters' Principles for Operational-Level Performance Measurement

- “Operational” Measures are Needed
- Define Success and Develop Related Measures
- Measurement Can be an “Atta Team” Tool
- Start Small

Chatters' Principles for Operational-Level Performance Measurement

- Measure Timeliness AND Quality
- What We Measure Influences Behavior
- We May Not be Able to Measure What We Want

Mission Statement

- Serves as the “Compass” for Clerk of Court’s Efforts and Effectiveness
- Keeps Focus on Clerk of Court’s Purpose

Implementing Operational-Based Performance Measurement Plan

- Scope – Adult Criminal Court Records
- CourTools Needed to Measure Quality of Criminal Court Records:
 - CourTool 1–Access and Fairness
 - CourTool 6–Reliability and Integrity of Case Files
 - CourTool 9–Employee Satisfaction

Implementing Operational-Based Performance Measurement Plan

- 6 Steps for Data Collection
 - CourTool 6
 - Criminal File Audit (Electronic Files)
 - Odyssey Case Activity Timing Reports
 - Survey of Chambered Judges (SurveyMonkey)
 - Survey of Defense and Prosecution Attorneys/Staff (SurveyMonkey)

Implementing Operational-Based Performance Measurement Plan

- 6 Steps for Data Collection (cont'd)
 - CourTool 1
 - Public Trust and Confidence Survey
 - CourTool 9
 - Employee Satisfaction Survey (SurveyMonkey)

Lessons Learned from Performance Measurement

- Criminal Court Records Maintained with High Level of Accuracy – Room for Improvement
- Criminal Records Processed Timely – Room for Improvement
- Judges have High Level of Confidence in Criminal Court Records

Lessons Learned from Performance Measurement

- Attorneys/Staff have Lower Level of Confidence in Criminal Court Records
- Public is Pleased with Customer Service
- Public has Lower Level of Confidence in Criminal Court Records

Lessons Learned from Performance Measurement

- Employees are Satisfied in areas of:
 - Employee Performance
 - Respect at Work
 - Positive Work Relationships
 - Job Contributes to Court's Mission
 - Work Environment Conducive to Good Job Performance
 - Pride

Lessons Learned from Performance Measurement

- Employees are Concerned in Areas of:
 - Communication
 - Do Not Receive Pertinent Job-Related Information Timely
 - Do Not Receive Adequate Feedback about Performance

Setting a Course of Improvement and High Quality

- Adopt an Accuracy Standard of 97%
- Quarterly File Audits
- Case Activity Processed Within 2 Working Days 97% of the Time
- Ensure Case Work is Assigned to Staff Equally

Setting a Course of Improvement and High Quality

- Quarterly Review of Case Activity Timing Reports
- Reduce Supervisors' Casework by 25%
- Add 2 FTE's to Clerk of Court Staff
- Conduct Periodic Surveys of Judges, Attorneys/Staff, Public

Setting a Course of Improvement and High Quality

- IT Staff Pursue Automatic Notice Function in Odyssey
- Improve Communication in Clerk's Office
- Develop Training Plan
- Create a Mission Statement for the Clerk's Office

Journey to High Performance and Quality

- Many Changes in Short Period of Time
- Learned How Performance Measurement Impacts Work Quality
- Started Small-Utilized NCSC's CourTools to Measure Quality of Criminal Court Records

Journey to High Performance and Quality

- Collected Data from Variety of Perspectives
 - Odyssey Reports
 - Electronic Files
 - SurveyMonkey/Excel
- Made Findings about Current Level of Quality
- Made Recommendations to Reach Goals

Journey to High Performance and Quality

- Implementation of the Performance Measurement Plan – the Real Work Begins:
 - Shared Initial Findings with Rod, Chris, and Supervisors
 - Shared Initial Findings with Staff
 - Conducted 1st & 2nd Quarterly Audits of Criminal Files
 - 3rd quarter file audit pending

Journey to High Performance and Quality

- Conducted 1st & 2nd Quarterly Case Activity Timing Review
 - 4th quarter timing review pending
- Established Regular Training Sessions
 - Topics determined by supervisors and staff
 - Training done by staff members
- Hired 2 Additional FTE's in August, 2013

Journey to High Performance and Quality

- Updated Workload Distribution
 - Used improved case management report for more accurate work assignments
 - Reduced supervisors' workload by approximately 25%
- Expanded Performance Measurement Plan to Civil and Family Case Types
- Working on Mission Statement

Journey to High Performance and Quality

- Trained 2 Fellow Clerks of Court on Performance Measurement Plan for Criminal Court Records
- Communication Training
- Plans for Judge, Attorney/Staff, Public Surveys in Spring, 2014 (18 month progress check)

Where Are We Now?

- Timing Reports – 97% Goal Reached in 25 of 33 case activities
- File Audits – Mixed Reviews – 97% Goal Reached in 6 of 14 Case Activities
- Talking Regularly about Performance and Quality
- Established 2014 Team Meeting Schedule
- Moving Forward

Where Are We Going?

- Expand Performance Measurement Plan to All Areas of Operations
- Commitment to Improving Employee Satisfaction
- Listen to New and Used Ideas for Improving Performance Measurement Plan
- Performance Dashboards
- Continuous Improvement

Quality is a Proud and Soaring Thing

- Jessica Julian

Questions - Discussion

