

IOJT Conference 2009

Sydney Australia

*“The Journey Towards Court
Excellence:*

*Integrating Quality Management
Into Judicial Education”*

*Honorable Christine M. Durham,
Chief Justice, Supreme Court of Utah, United States*

*Honorable Tan Siong Thye,
Senior District Judge, Judiciary, Subordinate Courts, Singapore*

*Honorable Christine Wheeler,
Justice, Supreme Court of Western Australia, Australia*

*John R. Meeks
Vice President, National Center for State Courts, United States*



Overview: The rule of law requires the judiciary to be independent, but it also requires it to be accountable. The *International Framework for Court Excellence* provides a methodology for courts to assess where they are at each stage of their journey towards excellence. The Framework is based on numerous international quality management programs both in the judicial sector and the private sector. This workshop will provide information and instruction on how judicial education programs can integrate practical methodologies on how to teach and train judges on critical aspects of court quality management.

Goal: Provide conference participants with the tools to influence their individual judicial education leadership (education committee or leadership judge) that the topic of court performance measurement and quality management should be built into a judicial education program or curriculum.



CORE RESOURCES

Aikman, Alexander B. *The Art and Practice of Court Administration*. Boca Raton : CRC Press/Taylor & Francis Group, c2007 Table of Contents available: <http://catdir.loc.gov/catdir/toc/ecip073/2006034586.html>

Albers, P. *Evaluating Judicial Systems: A Balance Between Variety and Generalization*. European Commission for the Efficiency of Justice (May 2003). <http://siteresources.worldbank.org/INTLAWJUSTINST/Resources/PimAlbers.pdf>

Burke, Kevin S. and Michael Labrosse. "Moving from Court Management to Court Leadership." *Court Manager* 21, Number 1, page 17 (Spring 2006). This article includes a set of recommendations on how modern courts can improve their systems of court management. <http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/ctadmin&CISOPTR=1173>

Core Competency Curriculum Guidelines. Williamsburg, VA: National Association for Court Management, 2003. http://www.nacmnet.org/CCCG/cccg_homepage.htm

CourTools. National Center for State Courts, Research Division. CourTools is a set of ten trial court performance measures that offers court managers a balanced perspective on court operations. http://www.ncsconline.org/D_Research/CourTools/tcmp_courttools.htm

CourTopics. National Center for State Courts, Knowledge and Information Services. <http://www.ncsconline.org/wc/CourTopics/topiclisting.asp>

Framework for Court Excellence (international) The *Framework* assesses a court's performance against seven areas of excellence, and provides guidance for courts to improve their performance. It utilizes recognized organizational improvement methodologies while reflecting the special issues that courts face. The *Framework* also incorporates case studies, court performance improvement processes and a range of available tools to measure court performance and development. www.courtexcellence.com

Future Trends in State Courts. National Center for State Courts, Knowledge and Information Services. http://www.ncsconline.org/D_KIS/Trends/index.html

How To Assess Quality in the Courts (March 2006). Quality benchmarks for adjudication are a means for the improvement of the activity of the courts. The Court of Appeal of Rovaniemi, Finland. <http://www.oikeus.fi/uploads/6tegx.pdf>

CORE RESOURCES (CONTINUED)

The Justice Scorecard and 6 Sigma: A Performance Measurement, Management, and Continuous Improvement System to Create a Strategy Focused Subordinate Courts. Singapore: Subordinate Courts (2003). Slides. A presentation of the performance architecture of the Justice Scorecard performance measurement system used by the Singapore Subordinate Courts, including key success factors and future directions for use of the Justice Scorecard. http://www.ncsconline.org/wc/publications/KIS_CtPerSScorecard.pdf

Ostrom, Brian, Charles Ostrom, Roger Hanson, and Matthew Kleiman *Trial Courts as Organizations.* Temple University Press (2007). The authors examine how courts operate, what characteristics they may display, and how they function as a unit to preserve judicial independence, strengthen organizational leadership, and influence court performance. They identify four different types of institutional cultures using a systematic analysis of alternative values on how work is done. Accordingly, the authors find judges and administrators prefer a definite pattern of different cultures, called a "mosaic," to guide how their courts operate in the future. http://www.temple.edu/tempres/titles/1901_reg.html

Rottman, David B. and Strickland, Shauna M. *State Court Organization, 2004.* Bureau of Justice Statistics, August 2006, NCJ 212351. Please see Table 9, titled "Provisions for Mandatory Judicial Education." This resource indicates the requirements for mandatory judicial education broken down by type of court. <http://www.ojp.usdoj.gov/bjs/abstract/sco04.htm>

Steelman, David C., John A. Goerd, and James E. McMillan. *Caseflow Management: The Heart of Court Management in the New Millennium.* Williamsburg, VA: National Center for State Courts, 2004.

TCPS. Trial Court Performance Standards and Measurement System. National Center for State Courts, Research Division. The TCPS Web site includes an introduction, performance areas, forms, implementation profiles, a video, and a desk guide. http://www.ncsconline.org/D_Research/tcps/index.html

Tobin, Robert W. *An Overview of Court Administration in the United States.* Williamsburg, VA: National Center for State Courts, 1997. <http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/ctadmin&CISOPTR=101>

Tobin, Robert W. *Creating the Judicial Branch: The Unfinished Reform.* Williamsburg, VA: National Center for State Courts, 2004. <http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/ctadmin&CISOPTR=1249>

JUDICIAL EDUCATION

Cooke, John S. "Educating for Judicial Ethics: Judicial Ethics Education in the Federal Courts." Article from *Justice System Journal*, Vol28, No. 3 (2007) <http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/judicial&CISOPTR=150>

Ericksen, Charles A., "Trends in Judicial Education." Article from *Future Trends in State Courts 2006*. <http://www.ncsconline.org/WC/Publications/Trends/2006/JudEduTrends2006.pdf>

Fernandes, Claudia. "State Courts: Are You Ready for the Future of Judicial Branch Education?" Article from *Future Trends in State Courts 2008* <http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/judicial&CISOPTR=247>

Ginn, L. (2007). "A Report on Judicial Education Staffing and CLE Across the Country." *NASJE News* <http://nasje.org/news/newsletter0704/briefcase01.htm>

Marshall, E. (2008). "Challenges for Judicial Branch Educators," *NASJE News Quarterly* 23, no. 2. <http://nasje.org/news/newsletter0802/resources02.php>

Sharp, Noreen. "From the Benches and Trenches Judicial Formation: A Step Beyond Education or Training for New Judges" Article from *Justice System Journal*, Vol. 29, No. 1(2008) <http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/judicial&CISOPTR=190>

Statelink for Judicial Education <http://www.ncsconline.org/wc/CourTopics/StateLinks.asp?id=44&topic=JudAdm>

ORGANIZATIONS

American Judges Association (AJA) <http://aja.ncsc.dni.us/>

The American Judges Association provides information on education conferences and seminars as well as resolutions concerning judicial education.

International Consortium for Court Excellence www.courtexcellence.com

Framework for Court Excellence Self Assessment Questionnaire

www.courtexcellence.com

<http://www.courtexcellence.com/pdf/IFCE-Framework-v12.pdf>

The Judicial Education Reference, Information and Technical Transfer (JERITT) Project

<http://jeritt.msu.edu/>

JERITT is a national clearinghouse for information on continuing judicial branch education for judges and other judicial officers; administrators and managers; judicial branch educators; and other key court personnel employed in the local, state, and federal courts.

See Monographs <http://jeritt.msu.edu/monographs.asp>

National Association of State Judicial Educators (NASJE) <http://nasje.org/>

NASJE is a non-profit organization that strives to improve the justice system through judicial branch education. NASJE is a leader in defining the practice of judicial branch education and in gathering and sharing resources among educators.

National Center for State Courts <http://www.ncsconline.org/>

The mission of NCSC is to improve the administration of justice through leadership and service to state courts, and courts around the world. Through original research, consulting services, publications, and national educational programs, NCSC offers solutions that enhance court operations with the latest technology; collects and interprets the latest data on court operations nationwide; and provides information on proven "best practices" for improving court operations. To contact Knowledge and Information Services, please call 800-616-6164. To contact the Institute for Court Management, please call 800-616-6160.

RechtspraakQ (Dutch) www.rechtspraak.nl/gerechten/RvdR/Information+in+English/