

ENHANCING PERFORMANCE REPORTING AND STRATEGIC MANAGEMENT

Initiative Element	Requested Increase
Business Intelligence (Performance Measurement) Reporting Software	\$ 1,500,000
Contractual Services	60,000
Training and Travel	11,000
TOTAL	\$ 1,571,000

Problem Statement. To increase accountability to the public and reporting of performance measured against 13 performance standards adopted in furtherance of the Strategic Plan, the D.C. Courts require additional resources.

In 2008, the Courts assessed the need for a comprehensive performance data reporting system that will facilitate the collection, analysis and reporting of performance data across the organization. The results of that year-long review indicate that a business intelligence analysis and reporting system will fill a critical gap in the Courts' current capacity to evaluate performance on key indicators and generate timely reports. Accordingly, the Courts have completed a requirements analysis and are seeking funding to acquire a business intelligence system.

The Courts are requesting funding to purchase business intelligence software that will facilitate reporting of court wide performance measures and Strategic Plan implementation as well as division-level MAP implementation and performance metrics. Funding for contractual services is also requested to retain an expert consultant to assist with the implementation of performance measures, to facilitate stakeholder outreach sessions, and related initiatives such as the acquisition and use of a business intelligence analysis and reporting system. Training and travel funds are requested to enable staff to attend professional training on topics such as strategic planning, project management, performance measurement, budget and performance integration, as well as to conduct site visits to observe and learn about innovative practices and performance improvement initiatives in other jurisdictions.

The Office of Strategic Management was established in 2004 to lead courtwide strategic planning, performance measurement and assessment, and related performance improvement initiatives and expand the Courts' use of strategic management practices. The Office of Strategic Management works closely with the Strategic Planning Leadership Council, which is a standing committee of judges from the Court of Appeals and Superior Court, the Executive Officer, Clerks of Court, and Division Directors that meets regularly to promote strategic management at the Courts. The Office of Strategic Management plans and implements the work of the Strategic Planning Leadership Council and related subcommittees. The Office also works with the Courts' Fiscal Officer, Director of Human Resources and Director of Education and Training to align the Courts' budgeting and performance management processes, and training program, with the strategic management function.

In the Courts' 2006 Performance Assessment Rating Tool (PART) evaluation, the Office of Management and Budget stated, "While the Courts have a robust strategic planning process,

more work is needed on providing specific and ambitious goals and time frames.” The Office of Strategic Management is presently coordinating the implementation of courtwide performance measures approved by the Joint Committee in 2005. In various working group meetings attended by the Chief Judge and Presiding Judges of Superior Court, operating division directors, the Chief Information Officer and the Director of the Research and Development Division, the Office is refining definitions of these measures appropriate to each case type, determining data collection methods, and developing reporting templates. This initiative is directly responsive to OMB’s “Improvement Plan” for the Courts, which states in the PART assessment that the Courts should be: “Developing ambitious targets and time frames for the Courts’ performance measures.”

The Office also plans and carries out, in conjunction with the Strategic Planning Leadership Council, the stakeholder outreach effort to develop the Courts’ Strategic Plan and collect performance feedback. Through surveys, focus groups, and other events, the Office gathers input from individuals and organizations that interface with the judicial branch. This information is evaluated by the Council to develop the Strategic Plan and, in interim years, to assess the effectiveness of the Courts’ implementation of the Plan.

Throughout the year, the Office of Strategic Management provides expertise and support to 18 court divisions and units in developing Management Action Plans, or MAPs, which detail how the divisions will assist in achieving the goals of the Courts’ Strategic Plan. MAPs contain a set of objectives linked to courtwide goals, measurable performance indicators and targets, and key action steps with time frames. Divisions are required to link their budget requests and expenditures to their MAPs, and to update their MAPs every year to inform the budget development process. The Office of Strategic Management monitors MAP implementation for court executive management and the Strategic Planning Leadership Council.

The Office of Strategic Management has the following objectives:

Office of Strategic Management MAP Objectives:

1. Promote the Courts’ achievement of strategic goals by working with the Strategic Planning Leadership Council to develop and monitor the implementation of long-range Strategic Plans.
2. Promote strategic management of the Courts by monitoring the implementation of division MAPs and preparing periodic reports for Court Executive Management and the Strategic Planning Leadership Council.
3. Foster the Courts’ achievement of strategic goals by planning regular meetings of the Strategic Planning Leadership Council to assess the effectiveness of actions taken to implement the Strategic Plan, to identify emerging trends and opportunities, to determine where gaps exist between strategy formulation and execution, and to recommend options to the Joint Committee and/or Court Executive Management.

4. Enhance public accountability by developing and implementing a Performance Assessment Program that enables the Courts to regularly assess organizational performance and identify performance improvement strategies.
5. Enhance public accountability by preparing courtwide performance reports upon request of the Joint Committee or Executive Officer.
6. Enhance effective and efficient court operations by collaborating with the Fiscal Officer, Human Resources Director, Chief Information Officer, Director of Research and Development, and Director of the Center for Education and Training to ensure that the Courts' budgeting, employee performance management, information management and statistical reporting processes, and training initiatives, are aligned with and support with the Courts' strategic management function.
7. Enhance the Courts' ability to be responsive to the community by implementing a program to seek feedback on a regular basis from court participants, the public, judges and court personnel about the effectiveness of the Courts.
8. Ensure that judges, court employees and external stakeholders have access to information about the Courts' strategic management process, performance goals and results by developing and maintaining current information on the Courts' website and Intranet.

Achievement of these and future objectives cannot be efficiently accomplished with existing resources. Accordingly, funds are requested for business intelligence analysis and reporting, software training and travel for staff, and expert consulting services.

Relationship to Court Mission and Goals. The Office of Strategic Management enhances the Courts' accountability to the public (Goal 6.2 of the Strategic Plan) and directly implements Strategy 6.2.3, to implement courtwide performance measures and regularly issue reports on how the Courts are performing. The requested funding for business intelligence software, training and travel, and expert services for the Office of Strategic Management will enhance the Courts' ability to implement the Strategic Plan throughout all divisions and units of the organization, and build the Courts' capacity to undertake effective strategic planning and performance assessment.

Methodology. The cost estimate for the Office of Strategic Management would provide business intelligence software, expert services, and travel and training for staff.

Expenditure Plan. The software and services will be procured in accordance with the Courts' Procurement Policies and Procedures.

Performance Indicators. Performance indicators include: (1) timeliness and quality of the Courts' Strategic Plan, (2) currency and alignment of division MAPs with Strategic Plan, (3) timeliness and quality of court performance reports, (4) customer/stakeholder assessment of impact of enterprise strategic planning and management function on organizational effectiveness.