

DISTRICT OF COLUMBIA COURTS INITIATIVES

STRATEGIC MANAGEMENT AND PERFORMANCE ACCOUNTABILITY

Initiative Element	Requested Increase	Requested FTE
Personnel – Performance Analyst	\$118,000	1

Problem Statement. The D.C. Courts’ Office of Strategic Management provides courtwide strategic planning and performance management services to foster the Courts’ achievement of strategic goals and enhance public accountability. The Office supports the development of the Courts’ Strategic Plan, monitors Plan implementation, provides technical assistance to court divisions in the development of Management Action Plans (MAPs), monitors courtwide performance in achieving strategic goals, makes recommendations for performance improvement initiatives, and prepares performance reports. The Office is presently staffed only by a director and program analyst, and cannot effectively meet its performance objectives without dedicated resources, as the Courts continue to expand and integrate strategic planning and performance measurement into day-to-day business operations.

The D.C. Courts are engaged in a multi-year effort to implement courtwide performance standards and metrics that are aligned with the Strategic Plan. The Office of Strategic Management has principal responsibility for coordinating the development of these standards and measures, and once fully implemented, for monitoring and reporting on their achievement. The Office supports working group meetings chaired by the Superior Court Chief Judge and attended by Presiding Judges of Superior Court, divisions directors, the Chief Information Officer and the Director of the Research and Development Division. Current work involves refining definitions of these measures appropriate to each case type and/or office, determining data collection methods, and developing reporting templates. This initiative is directly responsive to a 2006 evaluation of the D.C. Courts by the Office of Management and Budget which stated “While the Courts have a robust strategic planning process, more work is needed on providing specific and ambitious goals and timeframes... for the Courts’ performance measures.” In addition to determining appropriate courtwide metrics, the Office is assisting divisions in developing and aligning division-level metrics with the courtwide metrics. The Office continues to work with the Human Resources Division to cascade division-level metrics into individual employee performance plans, thus creating a line of sight between employees’ day-to-day job responsibilities and courtwide strategic goals and performance targets.

In addition to leading the courtwide performance measurement program, the Office of Strategic Management has responsibility for the Courts’ strategic planning function. The Office 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 monthly throughout the year to develop the Strategic Plan and/or monitor its implementation and promote strategic management practices at the Courts. The Office of Strategic Management supports the work of the Strategic Planning Leadership Council and related subcommittees.

The Office of Strategic Management also plans and carries out the Courts' outreach to internal and external stakeholders to gather feedback on the Courts' performance. 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 Strategic Planning Leadership Council to develop the Strategic Plan and, in interim years, to assess the effectiveness of the Courts' implementation of the Plan.

The Office of Strategic Management works continually with the Courts' Chief Financial Officer, Director of Human Resources, Director of Education and Training, and Director of Research and Development to align the Courts' budgeting process, employee performance management, training, and statistical reporting, with the Courts' strategic goals. The Office also conducts periodic training for new employees on "Your Role in the D.C. Courts' Strategic Plan."

The Office of Strategic Management provides technical assistance to 18 court divisions and units in developing Management Action Plans, or MAPs, that detail how the divisions help achieve the goals of the Courts' Strategic Plan. MAPs contain performance objectives, metrics and targets. 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 Judicial Leadership, Court Executive Management and the Strategic Planning Leadership Council.

Funds are requested to support one Performance Analyst FTE position, which would assist the Office in implementing courtwide performance measures, providing technical assistance to divisions in developing MAPs and aligning division-level metrics with courtwide metrics and individual employee performance plan metrics, planning and conducting outreach activities to collect and evaluate stakeholder feedback, and developing the Courts' Strategic Plan. In addition, the Performance Analyst would use the comprehensive performance data reporting system financed in FY 2010 to help pull information up from the operating levels of the organization to support executive decision-making and long-range planning, and push information down throughout the organization to enable managers, first line supervisors and employees to use this information in their daily work.

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 Judicial Leadership, 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, Chief Judges 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.
6. Enhance the impact of strategic management practices by collaborating with the Chief Financial Officer, Human Resources Director, Chief Information Officer, Director of Research and Development, and Director of 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 the Courts' strategic goals.
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 one FTE position.

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 a FTE position 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 improvement.

Methodology. The cost estimate for the Performance Analyst is based on court classification policies.

Expenditure Plan. The FTE will be recruited and hired in accordance with the Courts' Personnel 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) customer/stakeholder assessment of impact of enterprise strategic planning and management function on organizational effectiveness.