SMAART

A Plan for Performance Management

Nineteenth Judicial Circuit
Circuit Court of Lake County, Illinois

WAUKEGAN

LAKE COUNTY

FORWARD

The Nineteenth Judicial Circuit Court of Illinois released its first version of the SMAART Performance Measurement Process in the spring of 2000. The purpose of the SMAART process was to assist staff at all levels throughout the organization in determining whether the Court, as an organization, was achieving its vision and meeting the standards and strategies outlined in its Strategic Plan. This performance measurement process was designed to increase the insight of both staff and stakeholders into the operations of the Court, and to assist Court managers in making judgments about the effectiveness of Court programs, staff functions, and how to allocate resources throughout the organization.

Since its inception, the SMAART process has relied on the collection and analysis of both quantitative and qualitative data collected from throughout the Court organization and the programs it facilitates. SMAART, itself, is an acronym, which indicates the type of information that the process should generate in order to evaluate the Court's operations and assist in the planning any improvements, if necessary:
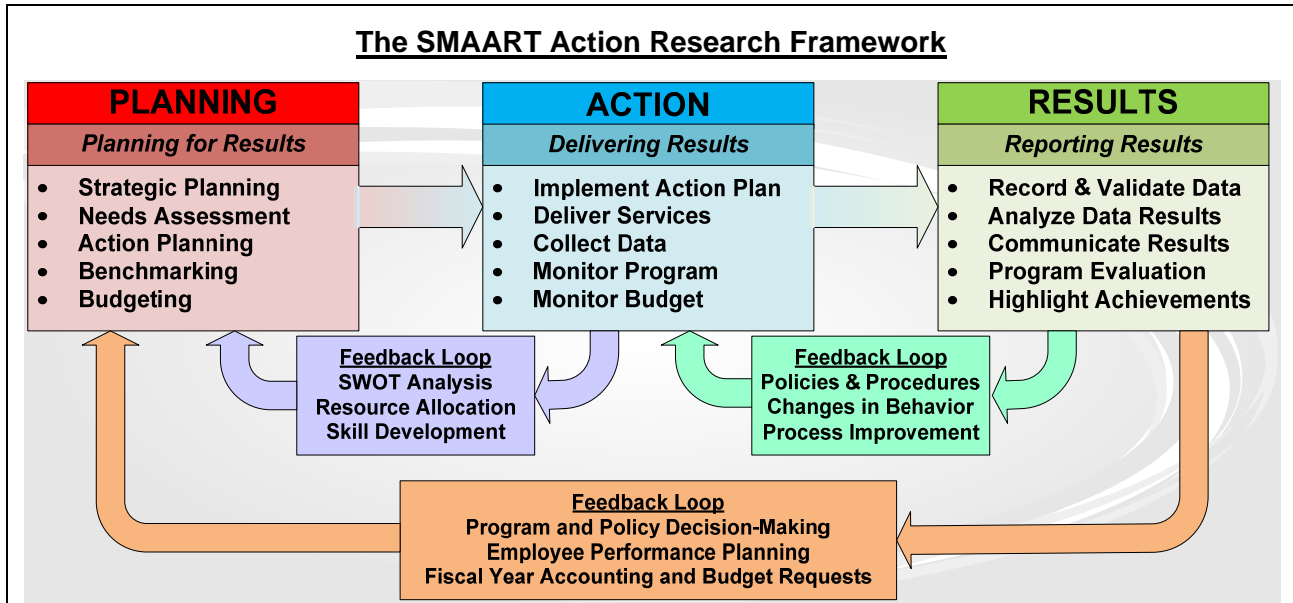
Specific:	**Outcome-based goals, standards or targets of success.**
Measureable:	**Demonstrated quantities or qualities that can be expressed as a calculation or comparison.**
Aggressive:	**Bold or assertive levels of organizational success.**
Achievable:	**Realistically able to be accomplished based on existing resources and staffing.**
Relevant:	**Directly related to the challenges at hand or reflected in the Court's Strategic Plan.**
Time-Sensitive:	**As close to real-time as possible; reflective of closure and target dates.**

The current version of SMAART has been updated to incorporate what the Court organization has learned over the past decade regarding effective performance measurement and management systems. The basic components of the SMAART Program include elements that are part of *Managing for Results*, an outline for assessing and improving performance within public sector organizations. These components include:

- Planning for Results
- Measuring for Results
- Budgeting for Results
- Delivering Results
- Analyzing & Reporting Results
- Evaluating & Improving Results

In this current version, SMAART becomes a performance management program rather than a performance measurement process. This update embraces organizational performance measures and continuous improvement efforts to ensure that Court activities are aligned with the Court's strategic plan and that they are being conducted in an effective and efficient manner. The Court's strategic plan provides the vision of the judicial system, based on both service to the community and fostering public trust and confidence. The strategic plan also outlines goals, objectives, and system-wide initiatives for the Court organization based on these values to guide Court staff in working to fulfill the mission of

the Court. The SMAART Program provides an Action Research framework for aligning Court actions – services, programs, and support activities – with the strategic plan, measuring the impact of those actions using a balanced scorecard approach, and planning continuous improvements in order to enhance outcomes.

The SMAART Action Research Framework

PLANNING	ACTION	RESULTS
Planning for Results	*Delivering Results*	*Reporting Results*
• Strategic Planning • Needs Assessment • Action Planning • Benchmarking • Budgeting	• Implement Action Plan • Deliver Services • Collect Data • Monitor Program • Monitor Budget	• Record & Validate Data • Analyze Data Results • Communicate Results • Program Evaluation • Highlight Achievements

Feedback Loop
SWOT Analysis
Resource Allocation
Skill Development

Feedback Loop
Policies & Procedures
Changes in Behavior
Process Improvement

Feedback Loop
Program and Policy Decision-Making
Employee Performance Planning
Fiscal Year Accounting and Budget Requests

The consensus among judges, senior managers, and other court stakeholders is that better information regarding the delivery and quality of services and programming throughout the Nineteenth Judicial Circuit leads to the ability to make better strategic decisions and continuous improvement. The quality of the information provided is enhanced through better linkage among the mission, goals, objectives and performance indicators of the Court, as well as a more balanced picture of performance using the Court's Balanced Scorecard. This manual contains information and instructions on how to make these links between the everyday activities of staff and the larger vision and mission of the court organization.

CONTENTS

I.   OUR VISION, MISSION, AND VALUES STATEMENTS

VISION STATEMENT OF THE
NINETEENTH JUDICIAL CIRCUIT LAKE COUNTY

The vision of the Circuit Court of Lake County is to be one truly independent and empowered branch of government providing a fair and responsive system of justice to lead Lake County into the 21st Century. This includes an effectively managed Judiciary and Judicial System that fully utilizes technological advancement and alternative dispute resolution to best serve the public, while seeking the highest possible understanding, trust and confidence.

MISSION STATEMENT OF THE
NINETEENTH JUDICIAL CIRCUIT LAKE COUNTY

The mission of the Circuit Court of Lake County is to serve the public. It accomplishes this mission by providing a fair and efficient system of justice, committed to excellence, fostering public trust, understanding and confidence.

VALUES STATEMENT OF THE
NINETEENTH JUDICIAL CIRCUIT LAKE COUNTY

The Circuit Court of Lake County espouses those values and qualities that are reflective of the community that it serves and are consistent with those of high-performance organizations. These values permeate all levels and divisions of the Court organization and act as a guiding influence on our daily activities:

- *Organizational Commitment*
- *Job Knowledge & Skills Development*
- *Creativity and Innovation*
- *Positive Interpersonal Skills*
- *Effective Communications*
- *Operational Policies & Benchmarks*
- *Quality Improvement*
- *Adherence with Ethical Standards*
- *Superior Client and Customer Service*
- *Problem-Solving Competence*

II.   OUR SYSTEM FOCUS AREAS

The Strategic Plan of the Nineteenth Judicial Circuit has adopted these standards as the framework for the delivery of our services.

A.   ACCESS TO JUSTICE
Courts and the justice, services, and programs they deliver should be both accessible and perceived by the public as accessible.

B.   EXPEDITION AND TIMELINESS
The public should have confidence that basic court functions are being conducted expeditiously and fairly.

C.   EQUALITY, FAIRNESS AND INTEGRITY
Courts should provide due process and equal protection of the law to all who have business before them, and its decisions should have integrity.

D.   INDEPENDENCE AND ACCOUNTABILITY
The court should be independent, not unduly influenced by other components of government, and accountable for responsible use of its resources.

We believe that if a court conducts its business and develops programs within this contextual framework, it will achieve the final performance area:

E.   PUBLIC TRUST AND CONFIDENCE
Public trust and confidence is achieved when a court demonstrates that it provides Access to Justice; Expedition and Timeliness; Equality, Fairness and Integrity; and Independence and Accountability.

III. OUR DIVISIONS – SUPPORTIVE STATEMENTS AND GOALS

In this most recent update of SMAART, directors, senior managers and staff collaborated and developed division goals and supportive statements. These goals and statements serve as the linkage between our Strategic Plan and SMAART.

The following pages outline each division's supportive statements and goals. These goals will serve as the launching point for each division in the development of their actions and projects during the life cycle of our current Strategic Plan.

Division of Administrative Services

Supportive Statement of the Division of Administrative Services
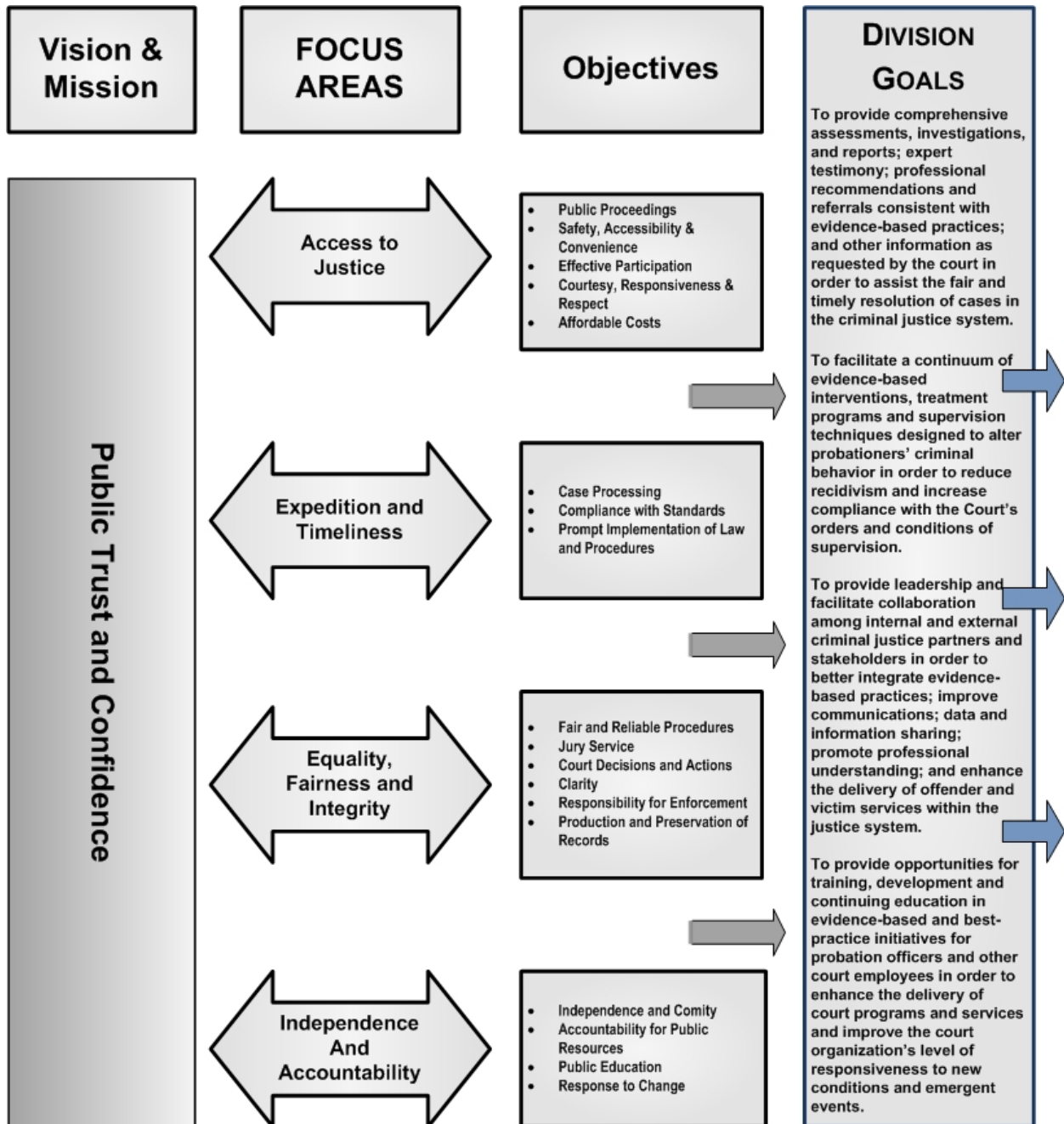
The Division of Administrative Services supports the mission of the Court by providing leadership and support in the areas of human and financial management throughout the Court organization in a manner that emphasizes the Court's responsible use of resources, while preserving the fairness and reasonableness of costs associated with public access to the Court's proceedings, services, and programs.

Vision & Mission

FOCUS AREAS

Objectives

DIVISION GOALS

Public Trust and Confidence

Access to Justice

- Public Proceedings
- Safety, Accessibility & Convenience
- Effective Participation
- Courtesy, Responsiveness & Respect
- Affordable Costs

To procure products and services that are consistent with the standards established by the Court for judges, employees, clients, and the public in order to improve the level of operations throughout the Court organization.

Expedition and Timeliness

- Case Processing
- Compliance with Standards
- Prompt Implementation of Law and Procedures

To manage existing financial resources and pursue opportunities for increased funding through various revenue sources, for the Court in order to enhance the delivery of services and programs throughout the Court organization.

Equality, Fairness and Integrity

- Fair and Reliable Procedures
- Jury Service
- Court Decisions and Actions
- Clarity
- Responsibility for Enforcement
- Production and Preservation of Records

To facilitate a work environment for Court employees that emphasizes fair employment decisions and reasonable management practices in order to enhance employee satisfaction and improve service to the public.

Independence And Accountability

- Independence and Comity
- Accountability for Public Resources
- Public Education
- Response to Change

To provide opportunities for training, development, and continuing education for judges and Court employees in order to enhance the delivery of Court programs and services, facilitate advancement and succession planning throughout the organization, and improve the Court's level of responsiveness to new conditions and emergent events.

Division of Adult Probation Services

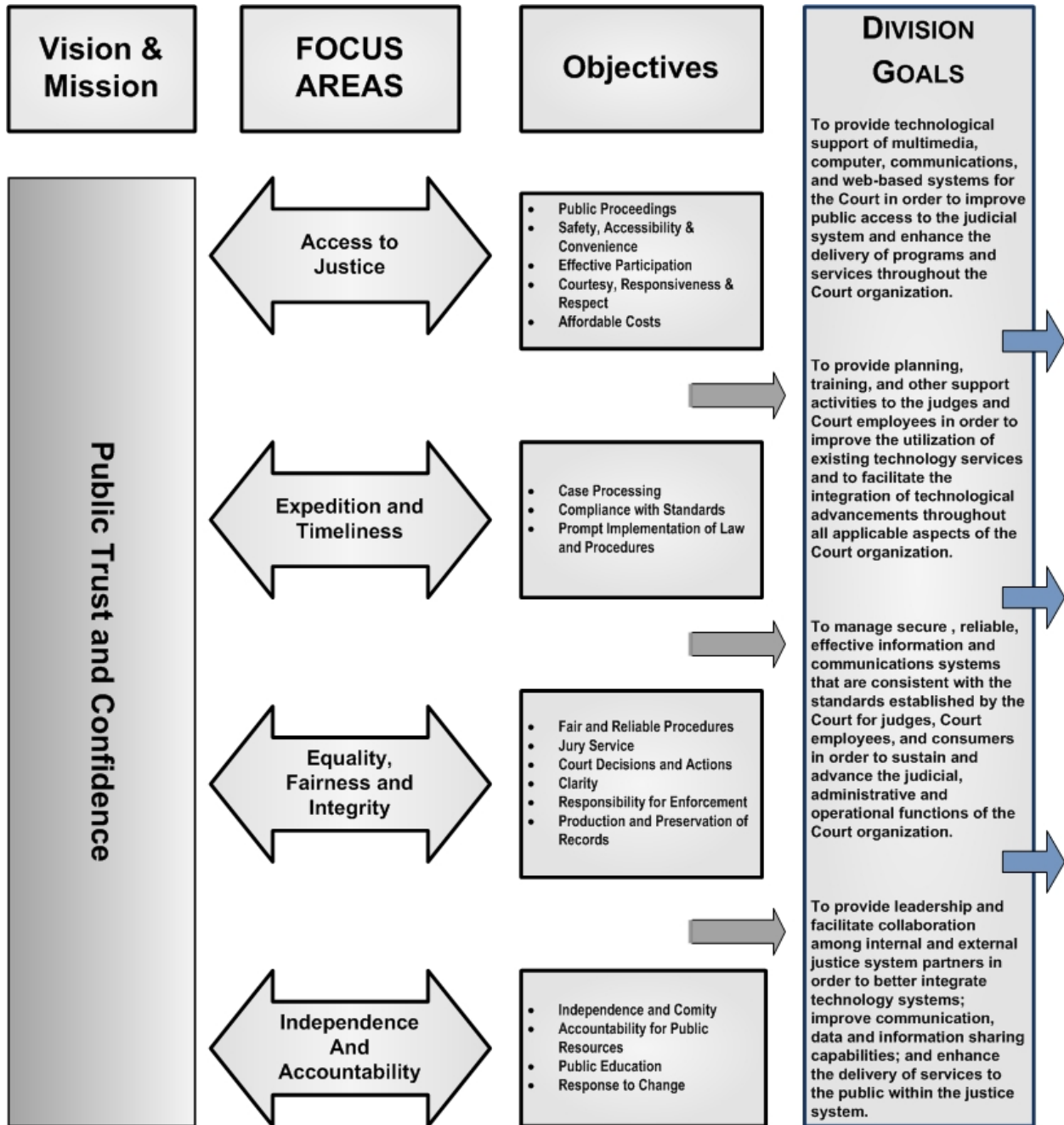### Supportive Statement of the Division of Adult Probation Services

The Division of Adult Probation Services supports the mission of the Court by serving the Court and reducing offender recidivism in a manner that enhances the fairness and integrity of the Court's decisions, promotes accountability and responsiveness in its enforcement of the Court's orders, and advances public trust and confidence in the justice system.

Division of Judicial Information and Technology

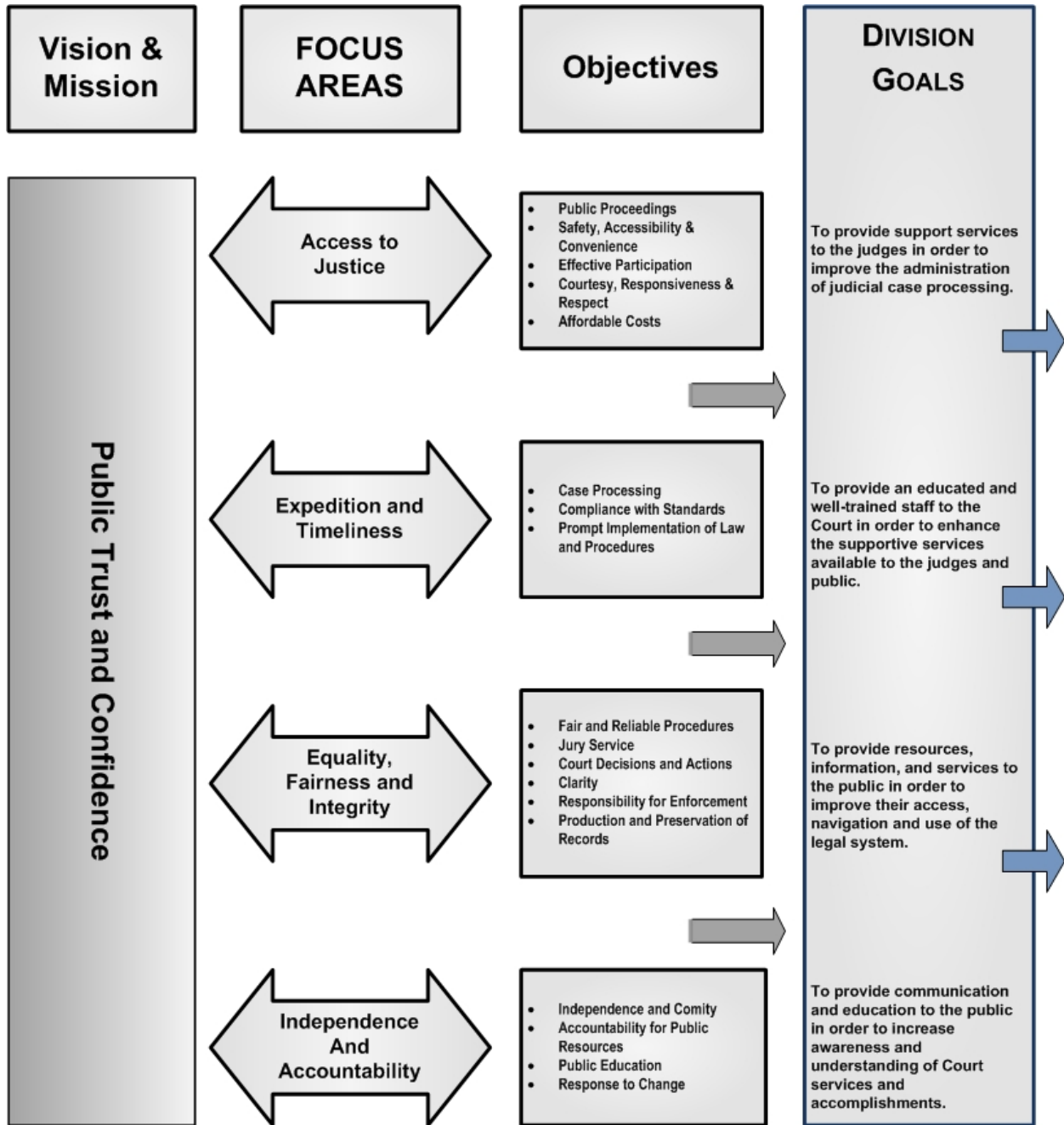### Supportive Statement of the Division of Judicial Information and Technology

The Division of Judicial Information and Technology supports the mission of the Court by providing technology-based systems, solutions, and support services throughout the Court organization in a manner that improves public access to the justice system, enhances the timeliness and responsiveness of basic court functions, and expedites communication and information-sharing throughout the justice system.

Vision & Mission	FOCUS AREAS	Objectives	DIVISION GOALS
Public Trust and Confidence	Access to Justice	• Public Proceedings • Safety, Accessibility & Convenience • Effective Participation • Courtesy, Responsiveness & Respect • Affordable Costs	To provide technological support of multimedia, computer, communications, and web-based systems for the Court in order to improve public access to the judicial system and enhance the delivery of programs and services throughout the Court organization.
	Expedition and Timeliness	• Case Processing • Compliance with Standards • Prompt Implementation of Law and Procedures	To provide planning, training, and other support activities to the judges and Court employees in order to improve the utilization of existing technology services and to facilitate the integration of technological advancements throughout all applicable aspects of the Court organization.
	Equality, Fairness and Integrity	• Fair and Reliable Procedures • Jury Service • Court Decisions and Actions • Clarity • Responsibility for Enforcement • Production and Preservation of Records	To manage secure, reliable, effective information and communications systems that are consistent with the standards established by the Court for judges, Court employees, and consumers in order to sustain and advance the judicial, administrative and operational functions of the Court organization.
	Independence And Accountability	• Independence and Comity • Accountability for Public Resources • Public Education • Response to Change	To provide leadership and facilitate collaboration among internal and external justice system partners in order to better integrate technology systems; improve communication, data and information sharing capabilities; and enhance the delivery of services to the public within the justice system.

Division of Judicial Operations

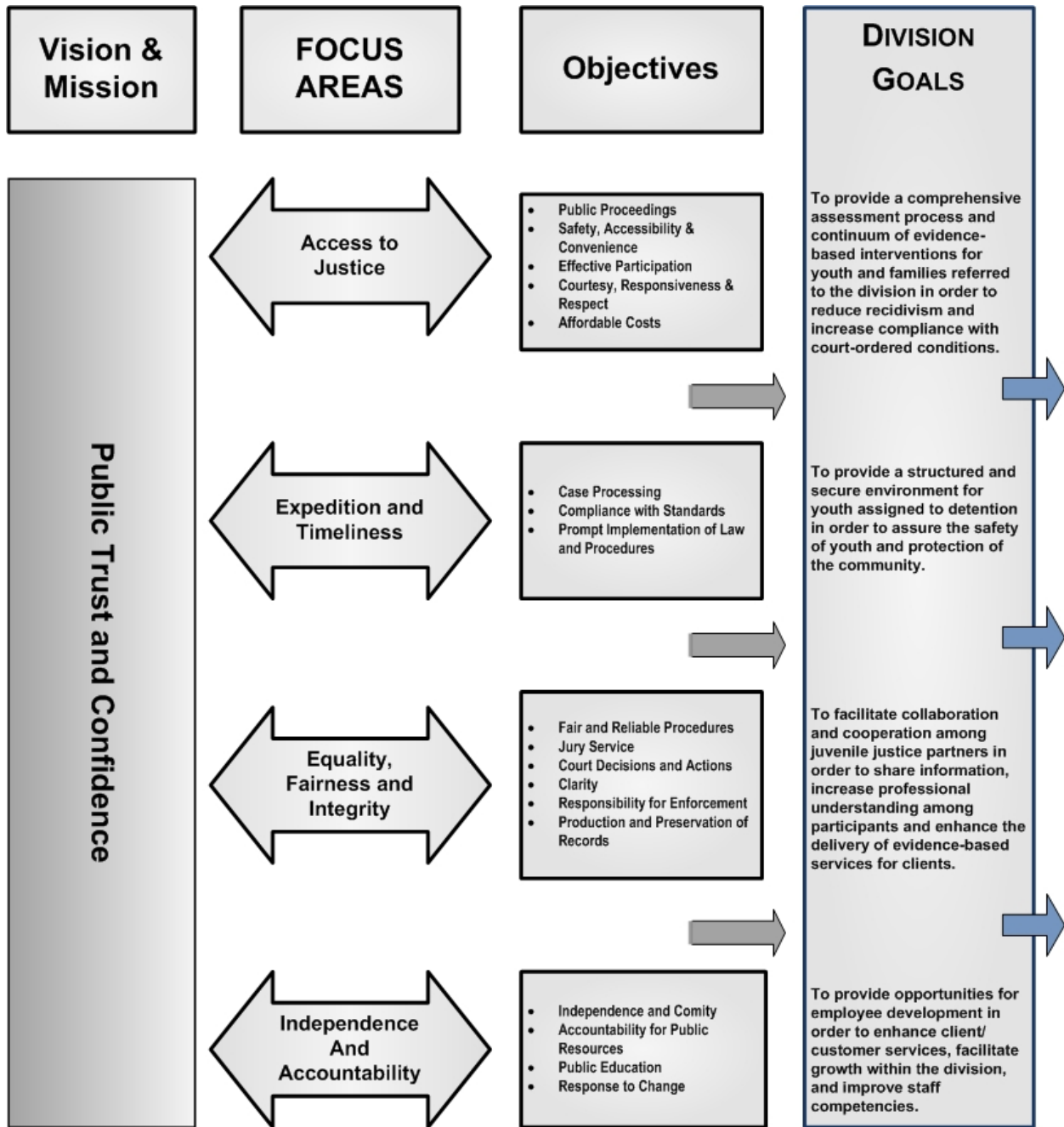### Supportive Statement of the Division of Judicial Operations

The Division of Judicial Operations supports the mission of the Court by providing legal-related support services to internal and external Court customers in a manner that advances public trust, understanding, and confidence in the justice system.

Vision & Mission	FOCUS AREAS	Objectives	DIVISION GOALS
Public Trust and Confidence	Access to Justice	• Public Proceedings • Safety, Accessibility & Convenience • Effective Participation • Courtesy, Responsiveness & Respect • Affordable Costs	To provide support services to the judges in order to improve the administration of judicial case processing.
	Expedition and Timeliness	• Case Processing • Compliance with Standards • Prompt Implementation of Law and Procedures	To provide an educated and well-trained staff to the Court in order to enhance the supportive services available to the judges and public.
	Equality, Fairness and Integrity	• Fair and Reliable Procedures • Jury Service • Court Decisions and Actions • Clarity • Responsibility for Enforcement • Production and Preservation of Records	To provide resources, information, and services to the public in order to improve their access, navigation and use of the legal system.
	Independence And Accountability	• Independence and Comity • Accountability for Public Resources • Public Education • Response to Change	To provide communication and education to the public in order to increase awareness and understanding of Court services and accomplishments.

Division of Juvenile Probation and Detention Services

Supportive Statement of the Division of Juvenile Probation and Detention Services

> *The Division of Juvenile Probation and Detention Services supports the mission of the Court by serving a juvenile justice system that ensures public protection from further acts of juvenile delinquency, and assisting in the accountability and rehabilitative needs of youthful offenders.*

Division of Psychological Services

Supportive Statement of the Division of Psychological Services

The Division of Psychological Services supports the mission of the Court by providing diagnostic information and psychological services to the Court, consumers, and the public that ensures the independence and empowerment of the judicial system, the integrity and fairness of its decisions, and responsiveness to the needs of the community.

IV. FIVE ACTIONS WITHIN 500 DAYS

This is the heart of our performance management program. Beginning January 1, 2010 each division will commit to implementing a minimum of five actions within 500 days. Document each action using the SMAART forms described in this manual.

Use these steps when developing your actions:
1. Review your division's statement and goals sheet for the development of your committed actions.
2. Plot your desired actions on the Strategies and Actions sheet. (A snapshot of the form appears below.)
   a. Align each of your actions to a strategy. You can have more than one action per strategy, and may find that each action also affects more than one strategy.
   b. Strategies A-M are listed on the following page. Refer to the Strategic Plan for more detail on each strategy area.
3. Complete an Action Plan Template for each action.
   a. Complete pages 1-4 of the Action Plan Template.
   b. An Action Plan Template must be submitted within 30 days from the onset of the action and updated each quarter for the length of the project.
   c. Submit all completed Action Plan Templates to the SMAART Team.
   d. SMAART Team members are available to assist you and your team with the completion of an Action Plan Template.
   e. All Action Plan Templates are available on the *Court's Daily*.

STRATEGIES		ACTIONS
A.	Need and Quality of Judicial Facilities	A.1 A.2
B.	Enhance Website Functionality	B 1. B 2.
C.	Expansion of Services in Branch Courts	C 1. C 2.
D.	Enhance Accessibility in Court Facilities	D 1. D 2.
E.	Increase Effective Judicial Technology	E 1. E 2.
F.	Increase and Enhance Quality Training	F 1. F 2.
G.	Improve Caseflow Management	G 1. G 2.
H.	Increase Services to Self-Represented Litigants	H 1. H 2.
I.	Improve Court Forms	I 1. I 2.
J.	Collaboration with Stakeholders and Justice Partners	J 1. J 2.
K.	Communication with Stakeholders and Justice Partners	K 1. K 2.
L.	Contain and Reduce Cost of Litigation	L 1. L 2.
M.	Improve Court Operations and Service Delivery	M 1. M 2.

Strategy A. Need And Quality Of Judicial Facilities
Develop and update a master facilities plan which documents courtroom and staff space needs.

Strategy B. Enhance Website Functionality
Continue to improve the court's website with particular emphasis on interactive functionality that enables court users to transact business without the necessity of appearing in person.

Strategy C. Expansion Of Services In Branch Courts
Promote the expansion of and types of court services offered in the branch courts as a convenience to improve accessibility by the public and the Bar.

Strategy D. Enhance Accessibility In Court Facilities
Promote accessibility of court facilities by continually improving signage, directories, displays of calendars and receptionist services.

Strategy E. Increase Effective Judicial Technology
Effectively use technology to make the services of the court more accessible, secure, convenient to use, and cost effective.

Strategy F. Increase And Enhance Quality Training
Continue to expand training of judges and court staff to promote improved customer service, technical skills, and professional development.

Strategy G. Improve Caseflow Management
Improve caseflow and reduce delay by implementing the caseflow management plan.

Strategy H. Increase Services To Self-Represented Litigants
Improve services and programs to assist self-represented litigants.

Strategy I. Improve Court Forms
Improve court forms and procedures to promote ease of use by judges, the public, and the Bar.

Strategy J. Collaboration With Stakeholders & Justice Partners
Collaborate with stakeholders, ancillary justice agencies and private support providers to ensure that judges have sufficient information to make informed decisions.

Strategy K. Communications With Stakeholders And Justice Partners
Continually improve external communications, especially with the public, the Bar, funding agencies, and justice partners.

Strategy L. Contain And Reduce Cost Of Court Services
Contain the cost of litigation and court services to ensure equal access.

Strategy M. Improve Court Operations And Service Delivery
Continually improve court operations and service delivery of the judicial branch.

V. OUR ACTION PLAN TEMPLATES

Action Plan Template
For Developing, Implementing, and Aligning Actions to the Strategic Plan

Division:_____

Quarter:_____

Page ____ of ____

Vision
Mission
Focus
Strategy
Action

Vision Statement of the 19ᵗʰ Judicial Circuit
The vision of the Circuit Court of Circuit Court of Lake County is to be one truly independent and empowered branch of government providing a fair and responsive system of justice to lead Lake County into the 21ˢᵗ Century. This includes an effectively managed Judiciary and Judicial System that fully utilizes technological advancement and alternative dispute resolution to best serve the public, while seeking the highest possible understanding, trust and confidence.

Mission Statement of the 19ᵗʰ Judicial Circuit
The mission of the Circuit Court of Lake County is to serve the public. It accomplishes this mission by providing a fair and efficient system of justice, committed to excellence, fostering public trust, understanding and confidence.

System Focus: _____Access to Justice _____Expedition & Timeliness _____Equality, Fairness & Integrity _____Independence & Accountability

Division Goal: _____

Strategy Area – circle affected area(s)

A. Need and Quality of Judicial Facilities
B. Enhance Website Functionality
C. Expansion of Services in Branch Courts
D. Enhance Accessibility in Court Facilities
E. Increase Effective Judicial Technology

F. Increase and Enhance Quality Training
G. Improve Caseflow Management
H. Increase Services to Self-represented Litigants
I. Improve Court Forms
J. Collaboration with Stakeholders and Justice Partners

K. Communications with Stakeholders and Justice Partners
L. Contain and Reduce Cost of Litigation
M. Improve Court Operations and Service Delivery

Action or Plan: _____

The Action Plan Template will assist staff in planning and evaluating their actions (e.g., projects, programs, initiatives, plans) throughout the 500 days. The cover page of the Action Plan captures all of the essential elements of our performance management program in a sequential flow. Information from your completed Strategies and Action sheet can be transferred to this form. It is best to work page one from the bottom-up (i.e., starting with the action or planned project), then indicating which strategy areas, goals, and focus areas are best aligned with this action.

Remember: A completed Action Plan Template is required within the first 30 days of every new action and must be updated quarterly for the length of the action or project. All completed Action Plan Templates should be submitted to the SMAART Team.

SMAART Team Members include: Patrice Evans, Rose Gray, Marci Jumisko, Joseph Kelroy, Robert Verborg and Robert Zastany.

WORK PLAN		Quarter:	Year:
Tasks / Action Steps	**Responsibilities**	**Resources**	**Timeline**
What will be done?	*Who will do it?*	*(Funding / Time / People / Materials)*	*By when? (Day / Month)*
Step 1:			
Step 2:			
Step 3:			
Step 4:			
Step 5:			
Step 6:			
Step 7: Evaluation/Measurement of Action Plan			
Intended Outcome(s) for *PROJECT MANAGEMENT*			
Intended Outcome(s) for *FINANCIAL MANAGEMENT*			
Intended Outcome(s) for *INTERNAL PROCESSES AND CONTROLS*			
Intended Outcome(s) for *ORGANIZATIONAL DEVELOPMENT AND INNOVATION*			
Evidence of Success *(How will you know you are making progress? What are your Targets or Benchmarks?)*			
Evaluation Process *(How will you determine that your target has been reached? What is your method of measurement?)*			

The Work Plan is a resource that teams can use to outline the tasks or action steps that need to be executed in order to implement their plan. Although seven steps have been included on the Work Plan template form, specific actions will require more or less steps to complete. **Note: Evaluation or Measurement of the Action is a required step and should be the last step of the Work Plan.**

The Work Plan also includes space that teams can use to begin planning completion of the Balanced Scorecard perspectives including their methods of measurement. The four perspectives that are measured are: Project Management; Financial Management; Internal Processes and Controls and; Organizational Development and Innovation. When completing this section of the form, please refer to the list of intended outcomes provided below. **All actions/projects need to capture at least two perspectives.**

The Evidence of Success and Evaluation Process boxes are used to indicate how you will be determining if the project is successful. To complete this portion, consider the reason(s) you began the project; what you are hoping to accomplish; and how you will know you achieved the intended goal. This is also where the Benchmarking (standard or target) process is initiated for each project. The planning phase of benchmarking is an essential component of project development and addresses the questions of: what, who, and how. Please refer to the SMAART Manual Resources on the *Court's Daily* for additional information.

PERSPECTIVES

A. Project Management

The project management perspective defines the value of a project in relationship to its ability to satisfy the needs of various customer groups – both internal and external users of court services. This perspective involves the planning, organizing, and managing of resources to bring about successful program outcomes that are most likely to affect clients, stakeholders, and the general public.

Goals – Intended Outcomes:
- **Improve Access to Services and Programs**
- **Improve Program Outcomes**
- **Improve Case Processing**
- **Improve Client / Customer Satisfaction**
- **Improve Public Awareness of Programs and Services**

B. Financial Management

The financial management perspective examines a project's ability to effectively manage its operations and costs in terms of money, time, or the procedures to be followed. This perspective involves not only those costs of the project incurred by the organization, but by court users as well.

Goals – Intended Outcomes:
- **Reduce Cost to Client / Customer**
- **Reduce Cost to County / Court Organization**
- **Achieve Project Budget**
- **Secure Grant Funding**
- **Financial Compliance with Court Orders / Service Costs**

C. Internal Processes and Controls

The internal processes and controls perspective is concerned with those aspects of the organization that aid in creating and delivering value to court users and stakeholders. This perspective involves those underlying processes (e.g., organizational structure, workflows, information systems, human resources management, etc.) that enhance the efficiency of the project and lead to outcomes that are more predictable.

Goals – Intended Outcomes:
- **Improve Internal Efficiency Of Program / Service Delivery**
- **Improve Collaboration with Internal and External Partners**
- **Compliance with Existing Policies and Procedures**
- **Compliance with Ethical and Professional Standards**
- **Enhance Internal and External Communication**

D. Organizational Development and Innovation

The organizational development and innovation perspective focuses mainly on the intangible assets of the organization that are required to support value-creating actions and processes. This perspective is concerned with the jobs (human capital), the systems (information capital), and the climate (organization capital) of the project.

Goals – Intended Outcomes:
- **Enhance Employee Job Knowledge and Skills**

- **Improve Utilization of New and Existing Technology**
- **Increase Organizational Commitment**
- **Development of New Solutions and Techniques**
- **Improve Responsiveness to Emergent Conditions/Events**

SWOT Analysis Worksheet		
	Elements **HELPFUL** towards achieving our goals	Elements **HARMFUL** towards achieving our goals
Internal Elements	**STRENGTHS:** *Attributes of the organization, division, or team that help performance*	**WEAKNESSES:** *Attributes of the organization, division, or team that harm performance*
External Elements	**OPPORTUNITIES:** *External conditions or factors that do or could enhance performance*	**THREATS:** *External conditions or factors that do or could damage performance*
How do/did we use the STRENGTHS to take advantage of the OPPORTUNITIES?		
How do/did we overcome the WEAKNESSES that prevent us from taking advantage of these OPPORTUNITIES?		
How do/did we use our STRENGTHS to reduce the likelihood and impacts of these THREATS?		
How do/did we overcome the WEAKNESSES that might make these THREATS a reality?		

The SWOT analysis is a technique used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or business activity. It involves specifying the intended outcomes of the action and identifying the internal and external elements that are favorable and unfavorable to achieving those outcomes.

Identify those factors that impact performance. These factors should be considered from both an internal, organizational viewpoint, as well as that of court clients, consumers, and customers:

- **Strengths**:
  Attributes of the organization, division, or project team that are <u>helpful</u> to achieving the goals of the project.
  - o What does this organization, division, or project team do well?
  - o What unique or low-cost resources do you have access to?
  - o What positive qualities do team members bring with them?
  - o What do stakeholders and clients see as the strengths of this project?
  - o What successes have we had with this project to date?
- **Weaknesses:**

Attributes of the organization, division, or project team that are <u>harmful</u> to achieving the goals of the project.
- o What could you improve about this project?
- o What should you avoid doing?
- o What do stakeholders and clients view as weaknesses of this project?
- o What factors have interfered with the success of this project?

- **Opportunities:**
  External conditions or factors that are, or could potentially be, <u>helpful</u> to achieving the goals of the project.
  - o What are the interesting trends that you are aware of?
  - o What new opportunities for funding are available?
  - o What organizational changes could improve the success of this project?
  - o What opportunities for partnerships or collaboration with community agencies or justice stakeholders exist?
  - o What new technologies or evidence-based practices could enhance success?

- **Threats:**
  External conditions or factors that are, or could potentially be, <u>harmful</u> to achieving the goals of the project.
  - o What obstacles do you face in implementing a new project or making improvements to an existing project?
  - o Are the other job requirements of team members interfering with this project?
  - o Is funding this project a growing concern?
  - o Is stakeholder support and confidence for this program impacting success?
  - o Changes in social patterns, population profiles, and lifestyle changes of the population being served.

The SWOT analysis may or may not change from the beginning of a given project therefore, it may not require updating.

Balanced Scorecard															
Perspective	Is Perspective Measured?	Goal	Is the Goal Measured?	Method of Measurement										Target	Result
What is being measured?	Mark X if Yes	Intended Outcome	Mark √, if Yes	Statistical Report	Record Review	Survey	Focus Group	Cost / Benefit	Test / Re-Test	Time-Series	Trend Analysis	Internal Audit	Other	Standard or Benchmark	Score, Cost, or Measurement
Project Management		Improve access to services and programs		1	2	3	4	5	6	7	8	9	10		
		Improve program outcomes		1	2	3	4	5	6	7	8	9	10		
		Improve case processing		1	2	3	4	5	6	7	8	9	10		
		Improve client / customer satisfaction		1	2	3	4	5	6	7	8	9	10		
		Improve public awareness of program and services		1	2	3	4	5	6	7	8	9	10		
Financial Management		Reduce cost to client / customer		1	2	3	4	5	6	7	8	9	10		
		Reduce cost to County / Court Organization		1	2	3	4	5	6	7	8	9	10		
		Achieve project budget		1	2	3	4	5	6	7	8	9	10		
		Secure grant funding		1	2	3	4	5	6	7	8	9	10		
		Financial compliance with Court orders / service costs		1	2	3	4	5	6	7	8	9	10		
Internal Processes & Controls		Improve internal efficiency of program/service delivery		1	2	3	4	5	6	7	8	9	10		
		Improve collaboration with internal & eternal partners		1	2	3	4	5	6	7	8	9	10		
		Compliance with existing policies and procedures		1	2	3	4	5	6	7	8	9	10		
		Compliance with ethical & professional standards.		1	2	3	4	5	6	7	8	9	10		
		Enhance internal & external communication		1	2	3	4	5	6	7	8	9	10		
Organizational Development & Innovation		Enhance employee job knowledge & skills		1	2	3	4	5	6	7	8	9	10		
		Improve utilization of new & existing technology		1	2	3	4	5	6	7	8	9	10		
		Increase Organizational Commitment		1	2	3	4	5	6	7	8	9	10		
		Development of new solutions & techniques		1	2	3	4	5	6	7	8	9	10		
		Improve responsiveness to emergent conditions/events		1	2	3	4	5	6	7	8	9	10		

The Balanced Scorecard is a performance management tool for measuring whether the smaller scale operational activities of an organization are aligned with it larger scale objective in terms of vision, mission, values, and strategy. By focusing not only on financial outcomes, but also on the intangible impacts of activities, internal processes, and organizational development, the Balanced Scorecard helps to provide a more comprehensive view of the organization, which in turn helps the organization act in its own long-term best interests. The Balanced Scorecard provides a template that thoroughly describes activities within the organization and a means with which to measure ***Organizational Effectiveness.***

When completing this page, refer back to page two, the Work Plan, and transfer the perspectives and intended outcomes from that page.

METHOD OF MEASUREMENT DEFINITIONS
1. **Statistical Report**
   A single quantity contained in or computed from a set of data. Extent, size, or sum of countable or measurable discrete events, objects, or phenomenon, expressed as a numerical value.
   - ***Descriptive Statistics:*** Mathematical methods (such as mean, median, standard deviation) that summarize and interpret some of the properties of a set of data but do not infer the properties of the population from which the sample was drawn.

2.   Record Review
This is a <u>process measure</u>, which examines the access to and accuracy of paper or computer records. The maintenance of case records affects the timeliness and integrity of case processing. Record reviews can provide information regarding: a) how long it takes to locate a file; b) whether the file's contents and case summary information match up; and c) the organization and completeness of the file.

3.   Survey
A system for collecting information from or about people in order to describe, compare, or explain their knowledge, attitudes, or behavior.
- ***Questionnaire:*** A research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. A distinction is made between open- and closed-ended questions. An open-ended question asks respondents to formulate their own answer; a closed-ended question requires the respondent to pick an answer from a given number of options.
- ***Interview:*** A conversation between the interviewer and the respondent where questions are asked by the interviewer to obtain information from the respondent.

4.   Focus Group
A focus group is a form of <u>qualitative research</u> in which a group of people are asked about their attitude towards a product, service or program. Questions are asked in an interactive group setting where participants are free to talk with one another.

5.   Cost / Benefit Analysis
A *project appraisal* process that involves, either explicitly or implicitly, weighing the total expected costs against the total expected benefits of one or more actions in order to choose the best cost-saving option.
- ***Project appraisal*** is a generic term that refers to the process of assessing, in a structured way, the costs of proceeding with a project or proposal. Formal techniques include <u>Cost-effectiveness analysis</u>, <u>Economic impact analysis</u>, <u>Fiscal impact analysis</u>, and <u>Social Return on Investment</u>.
- ***Social Return on Investment (SROI):*** SROI translates social and environmental outcomes into tangible monetary values, helping organizations and stakeholders to see a fuller picture of the benefits that flow from their investment of time, money and other resources. The benefits can then be seen in terms of the 'return' for individuals, organizations, communities, society or the environment.

6.   Test / Re-Test
A test or measurement is taken before services or activities begin and re-applied sometime after services are concluded. ***Pre-test*** results are compared with the results of a ***post-test*** to show evidence of the effects of the services or activities being evaluated. A pretest can also be used to obtain baseline data.

7. **Time-Series**
A time series is a sequence of data points measured at successive and uniform time intervals. Time-series analysis comprises methods and models that attempt to 1) understand the time series (*graphical exploration*), or 2) examine the underlying context of the data points (*decomposition of the time series*).

8. **Trend Analysis**
Trend Analysis refers to the process of collecting information and attempting to spot patterns or trends in the information. Trend analysis uses a variety of mathematical techniques to study changes in social patterns and consumer behavior and to make forecasts and predictions based on those changes (e.g., *time series forecasting*, *causal methodologies*, *judgmental methods*, *and* *simulations*).

9. **Internal Audit**
Internal auditing involves an array of activities that assist an organization to achieve their stated objectives. Internal audits make use of varying methodologies that examine organizational processes, procedures, and activities with the goal of highlighting organizational problems and recommending solutions. Internal auditing involves such topics as efficacy of operations, the reliability of financial reporting, and compliance with laws, regulations, professional standards, and organizational policies and procedures.

10. **Other**
This is certainly not an exhaustive list of measurement techniques. Other techniques may prove equally valuable in measuring the outcomes associated with particular projects, programs, or actions.

TARGET – Standard or Benchmark
A target is the desired level of performance that a project is attempting to achieve related to a particular goal. A target is best expressed as a quantitative number (e.g., 80% client satisfaction; 25% reduction in recidivism; 5% reduction in project operating cost). Targets are based on technical standards or best-practices benchmarking. Targets should be adjusted based on long-term performance in order to improve outcomes.

A standard is an industry-related norm or requirement, usually established by a governing body or professional association. Many standards are based on formal consensus by lawmakers or technical experts within a profession. Although some standards are evidence-based, others may be arbitrarily established. In most cases, standards represent a minimum performance level and should, therefore, be adjusted accordingly with evidence of better-than-standard performance.

Benchmarking is the process of identifying, understanding, and adapting best practices or techniques used by other organizations that may help you own organization to improve its performance. Benchmarking helps an organization to focus on how to improve its business activities by exploiting best practices, not necessarily best performances. A best performance may not be the same for every organization because each has its own culture, technology, and resources. *Best practices are those that have produced superior results in*
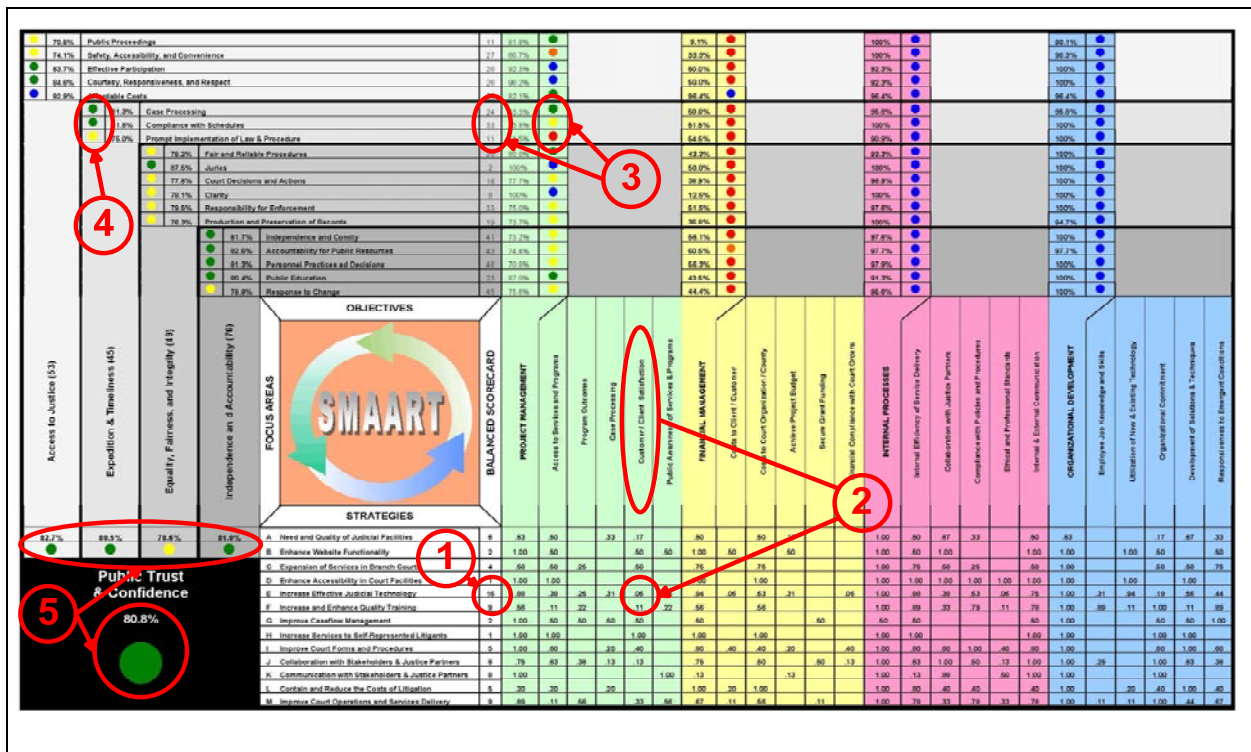
similar organizations. Best practices should be adapted to fit your particular activity, and provide opportunities for improving strategic, operational, and financial processes.

For a full description of the benchmarking process, see SMAART Manual Resources on the _Court's Daily_.

RESULT – Actual Score, Cost, or Measurement
The result is the actual score, cost, or measurement obtained using the method of measure indicated. Similar to the target (standard or benchmark), this result should be a quantitative number.

VI.   OUR COURT ORGANIZATION DASHBOARD

The SMAART Dashboard is a document that is prepared quarterly by the Judicial Programs and Process Unit in cooperation with the SMAART Team based on the completed Action Plans and Balanced Scorecard results. The dashboard is an example of an X-Matrix, a tool which is useful for comparing several pairs of complementary lists – in this case, connecting affected strategies with the objectives and focus areas of the Strategic Plan via the Balanced Scorecard.

1.   Each project is tied to one (or more) of the 13 outlined strategies. The number to the right of the strategy indicates the underlined number of affective projects. In the example above, 16 projects for the reporting period affected _Effective Judicial Technology_.

2. The interaction between strategies and the balanced scorecard is the proportion of projects in each strategy area that use the measure in reporting their results. In the example above, only one of sixteen (.06) projects that affected *Effective Judicial Technology* used Customer/Client Satisfaction to assess outcomes.

3. Each project is also connected with one or more objectives of the Strategic Plan through the broader Focus Area headings indicated on the Action Plan cover sheet. SMAART Team members will review each completed Action Plan to align projects with specific objectives. The number to the right of each objective indicates the number of projects that affect that objective. The Balanced Scorecard measures are the percent positive outcomes (measures that meet or exceed targets) according to perspective area for each project that affects that objective. The color-coding scale provides a quick reference to the impact of that perspective.

Key
● $\geq$ **90% Positive Outcomes**
●   **80% - 89.9% Positive Outcomes**
●   **70% - 79.9% Positive Outcomes**
●   **60% - 69.9% Positive Outcomes**
●   **< 60% Positive Outcomes**

4. The score for each Objective is the average of each of the component perspectives affecting that objective. The same color-coding scale used above provides a quick-reference of the impact of affective programs on that objective.

5. Focus Area scores are the weighted average of each of the composite objectives, based on the number of projects affecting that objective. In the same way, the Public Trust and Confidence score is a weighted average of each of the four focus area scores.