

VISIONING AND STRATEGIC PLANNING

KSA Ranking Survey: Personal Perspective

1. COURT PURPOSES, ENVIRONMENT, AND PROCESSES

Visioning and Strategic Planning require understanding of the purposes of courts and how court management delivers on the American promise of equal justice under law, due process, and judicial independence and impartiality. Visioning and Strategic Planning help court leaders and their justice and community partners ensure that the future of the courts and the justice system matches their enduring purposes and responsibilities. Their plans take into account alternative and current court jurisdiction, structure, and performance; case processing; and the types and numbers of cases being processed.

Highest ranking = 1
Lowest ranking = 9

Your personal learning need and interest
1-9

Importance to your court organization
1-9

Knowledge, Skills and Abilities

A	Knowledge of Purposes and Responsibilities of Courts Curriculum Guidelines and their implications for Visioning and Strategic Planning;		
B	Knowledge of the Trial Court Performance Standards : 1) access to justice; 2) expedition and timeliness; 3) equality, fairness, and integrity; 4) independence and accountability; and 5) public trust and confidence and how they help define the ends to be served by Visioning and Strategic Planning;		
C	Knowledge of fundamental court system values such as: 1) access; 2) fairness and impartiality; 3) judicial independence; 4) responsiveness; 5) accountability; 6) effectiveness; and 7) accessibility;		
D	Skill in linking the concepts of due process of law and equal protection and independence and impartiality to visioning and strategic planning;		
E	Ability to draw upon the inherent powers of the court and the authority it provides for the court to take charge of its future;		
F	Ability to take account of the culture of the judiciary and the political, fiscal, and organizational environment in which the court system and its constituent courts are imbedded;		
G	Knowledge of the jurisdiction, structure, and management of court systems and courts and how they impact court visioning and strategic planning;		
H	Knowledge of limited and general jurisdiction courts, intermediate courts of appeal, and supreme courts, their day-to-day management, and how their distinct responsibilities shape visioning and strategic planning;		
I	Ability to carry out visioning and strategic planning in ways that are relevant to how courts actually function, their fundamental work processes, and all case types.		

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2. FUNDAMENTALS

When implementing visioning and strategic planning, court leaders, future commissions, and staff draw upon proven principles, methods, and techniques. They and others they oversee use the most appropriate visioning and strategic planning tools.

Knowledge, Skills and Abilities

Highest ranking = 1
Lowest ranking = 12

*Your
personal
learning
need and
interest
1-12* *Importance
to your
court
organization
1-12*

A	Knowledge of visioning, futures thinking, and foresight, including trends, scenarios, visions, and strategies, and how to apply them in court settings;		
B	Knowledge of prior court futures projects, their successes, and shortcomings;		
C	Ability to identify the court's mandates and to assess their long term implications on the court and justice system;		
D	Skill in assessing court stakeholder needs and expectations through direct contact, focus groups, and surveys;		
E	Knowledge of strategic planning principles and techniques, and their best uses in court settings;		
F	Knowledge of the technology and software that can support and help structure court improvement through visioning and strategic planning;		
G	Skill in establishing formal mechanisms for monitoring trends and anticipating their potential implications for the court's strategic direction;		
H	Knowledge of statistical and analytical tools such as forecasting, environmental scanning, scenario construction, and related research techniques including descriptive and inferential statistics;		
I	Knowledge of how to gather and to use data in court settings and to project and assess important environmental trends for courts;		
J	Skill in applying available local, state, and federal data to court visioning and strategic planning;		
K	Ability to assess the court's capacity (strengths, weaknesses, opportunities, and threats) to respond to current and likely future demands and expectations;		
L	Ability to focus on both the court's strategic direction and day-to-day problems.		

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3. ORGANIZATIONAL FOUNDATIONS

The court must have the capacity to produce a long-term strategic direction built through an inclusive and collaborative visioning and planning process. Adequate organizational foundation produces understanding and commitment about **what** the court, their justice partners, and the community wish to achieve, **how** they will do it, and **when**.

Knowledge, Skills and Abilities

Highest ranking = 1
 Lowest ranking = 12

*Your
 personal
 learning
 need and
 interest
 1-12* *Importance
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 organization
 1-12*

A	Ability and willingness to lead the court and the justice system;		
B	Ability to form and sustain court leadership executive teams to exert the leadership that gives courts vitality and organizational cohesion;		
C	Ability to develop a cadre of judges and staff who are competent in visioning, strategic planning, and project implementation;		
D	Ability to communicate the purpose, focus, and scope of visioning and strategic planning for the court, the justice system, and the community;		
E	Ability to educate judges and others about the “why” of visioning and strategic planning; the risks and costs in time and dollars; the benefits of these processes; and the required time, energy, and other resources and their current availability;		
F	Skill in obtaining needed resources and in leveraging existing resources to initiate and to sustain visioning and strategic planning;		
G	Ability to critically assess court readiness for change with respect to both the technical and human sides of change and transition;		
H	Skill in engaging the effective and appropriate mix of judicial, political, and community leaders and standing, ad hoc, and new committees in visioning and strategic planning;		
I	Skill in selecting the appropriate mix of staff and clearly defining the responsibilities and roles of the staff and the court’s committees and work groups;		
J	Knowledge of effective group processes and their necessity if court visioning and strategic planning are to succeed and to promote teamwork and to maintain continuity between work teams and planning sessions;		
K	Ability to manage visioning and strategic planning, including initiating and agreeing on the process, creating steering committees, maintaining resource commitments and momentum, and the implementation plan and monitoring;		
L	Ability to maintain top leadership visibility, understanding, and participation in visioning and strategic planning processes and implementation.		

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4. CHANGE AND ALIGNMENT

Visioning and Strategic Planning facilitate change; link visioning, planning, and action; and move the court, its judges, staff, and their justice partners in a common direction toward shared commitments.

Knowledge, Skills and Abilities

Highest ranking = 1
 Lowest ranking = 9

*Your
 personal learning
 need and interest*
1-9

*Importance
 to your
 court organization*
1-9

A	Ability to align day-to-day activities and the court's strategic direction, and to sequence improvement activities;		
B	Ability to solicit community and court stakeholder and staff feedback on completed and planned work;		
C	Ability to help court insiders and outsiders understand how needed changes will impact them;		
D	Skill in communicating the court's vision and plans to the print and electronic media;		
E	Skill in involving the community and building its understanding of the court's vision and strategic plans;		
F	Ability to monitor the court's progress toward achieving goals and outcome-based measures as well as being able to take corrective action if needed;		
G	Ability to use existing court and justice system committees and work groups to achieve long-term goals;		
H	Knowledge of organizational change and project management dynamics and their application to court visioning and strategic planning;		
I	Ability to make clear what is expected during and after change and to reward achievement and effort and to align performance and rewards;		

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5. STRATEGIC THINKING

When carrying out Visioning and Strategic Planning, court leaders think and act futuristically and strategically by anticipating and promoting change.

Knowledge, Skills and Abilities

Highest ranking = 1
 Lowest ranking = 10

Your personal learning need and interest
1-10

Importance to your court organization
1-10

A	Ability to distinguish between routine problems and strategic court issues;		
B	Ability to develop and modify plans to address strategic issues;		
C	Ability to understand the implications of seemingly unrelated events for the courts;		
D	Ability to identify the potential system-wide implications of court activities;		
E	Knowledge of the power of empowering and collaborating with others in creating a preferred court future, which moves thinking past current constraints to what a court might be at its best;		
F	Skill in soliciting and listening to other's ideas about how the court is and should be functioning;		
G	Ability to recognize and use new approaches proposed by court and justice system insiders, other jurisdictions, and national authorities;		
H	Ability to create a forum to involve the community in visioning and strategic planning rather than reacting and reaching out only when the court is faced with an internal or external crisis;		
I	Ability to build coalitions and partnerships -- public and private -- to address long-term needs;		
J	Knowledge of the value and implications of staying power, patience, and tenacity when conceiving and implementing court improvement plans and projects.		