

INFORMATION TECHNOLOGY MANAGEMENT

KSA Ranking Survey: State Perspective

1. COURT PURPOSES AND PROCESSES

Information Technology must not disrupt either the proper balance between the branches, the balance between parties to litigation, or bedrock legal principles. Bedrock legal principles include due process and equal protection, the adversarial system, equal access, and independent and impartial judicial decisions.

From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 11	<i>Score</i>	<i>Score</i>
	1-11	1-11

Knowledge, Skills and Abilities

A	Knowledge of the Purposes and Responsibilities of Courts Curriculum Guidelines and how they apply to Information Technology Management.		
B	Knowledge of accepted purposes underlying the management of cases from filing to disposition: 1) individual justice in individual cases; 2) the appearance of individual justice in individual cases; 3) provision of a forum for the resolution of legal disputes; 4) protection of individuals from the arbitrary use of governmental power; 5) create a formal record of legal status; 6) deter criminal behavior; 7) rehabilitate persons convicted of crime; and, 8) separate some convicted people from society.		
C	Knowledge of how courts function and their fundamental work processes for all case types.		
D	Knowledge of the importance and the nature of court records for all case types.		
E	Knowledge of the jurisdiction, structure, and management of courts and how they affect decision making about resource acquisition and allocation for court technology.		
F	Knowledge of the culture of the judiciary and the political and fiscal environment in which the court system and its constituent courts are imbedded.		
G	Ability to manage resource allocation and acquisition in ways that preserve judicial independence, essential judicial processes, and productive relationships with the other branches of government and justice agencies.		
H	Knowledge of other organizations in the justice system and how their competing roles affect intergovernmental working relationships, information exchange, and systems integration.		
I	Skill in ensuring that technology does not upset proper balance either between branches of government or between the parties to litigation and their lawyers.		
J	Knowledge of the growth of self represented parties and the issues the self represented present to the use of court technology.		
K	Ability to reengineer court and justice processes to take maximum advantage of new systems without disrupting bedrock legal principles and rights, including due process and equal protection, independence and impartiality, and privacy and confidentiality.		

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2. VISION AND LEADERSHIP

Court leaders must take responsibility for Information Technology. If the court lacks strategic vision about technology and a multi year plan, they work with others to create them. A court leader must be able to articulate this vision, to convince others inside and outside of the judicial branch to cooperate, and to lead the management of political, policy, fiscal, and technical issues related to technology. They work with others to acquire sufficient resources and to oversee the analysis and improvement of the status quo.

From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 10	<i>Score</i>	<i>Score</i>
	1-10	1-10

Knowledge, Skills and Abilities

A	Ability to create and articulate a clear vision of how evolving technology can be applied to courts and justice systems.		
B	Ability to inspire courts and their partners to use technology to improve courts and the justice system.		
C	Knowledge of how effective information technology can empower the courts, the justice system, and the public.		
D	Knowledge of the problems that can be addressed and capacities that can be increased with court technology.		
E	Ability to assess accurately court readiness for change with respect to both the technical and human sides of change and transition.		
F	Skill in working with others to use technology to enhance the quality and timeliness of justice, to provide equal and open access to the courts, to increase the accountability of judges and other court officials, and to improve the business practices of the judicial branch and their justice partners.		
G	Ability to lead the use of technology by establishing direction; and, motivating, inspiring, and overcoming resistance to change.		
H	Skill in explaining the value of multi year technology plans and investments to judges, funding authorities, and other decision makers, including those who are not entirely technologically literate.		
I	Ability to collaborate with state and local executive and legislative branches to obtain sufficient technology funding, to build technology infrastructure, and to integrate justice system applications.		
J	Knowledge of court technology policy issues, including data dissemination, accuracy, privacy, public access, confidentiality, ownership, and security.		

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3. FUNDAMENTALS

Court leaders must know the fundamentals and ensure that they and their technical staff stay current with how other organizations and courts are using technology successfully. Every court leader must appreciate both the capacities and the limitations of always evolving technology tools. To establish and manage expectations court leaders must know what options exist, how technology evolves, the issues that arise with the use of technology, and how to select the most appropriate solution. No one can manage what he or she does not adequately understand.

From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 21	<i>Score</i>	<i>Score</i>
	1-21	1-21

Knowledge, Skills and Abilities

A	Knowledge of approaches taken by other courts to address information technology needs and problems, as well as resources available at the national level to monitor technological developments including, among others, the National Center for State Courts (NCSC), SEARCH Group, and the Forum on the Advancement of Court Technology (FACT);		
B	Knowledge of the need for functional standards and the case management functional standards being developed by the National Consortium on Court Automation Standards through the Conference of State Court Administrators (COSCA) and NACM Joint Technology Committee (COSCA/NACM JTC);		
C	Ability to articulate court functional requirements;		
D	Knowledge of both the capacities and limitations of information technology for specific court functions and how to match competing technologies and vendors to the functional requirements of the court, its judges, and its staff;		
E	Knowledge of technology life cycles and how technology evolves through future, emerging, current, and obsolete stages;		
F	Skill in assessing architectural options including centralized and consolidated, point- to-point coordinated systems, and hub and spoke hybrid systems, among others, for hardware, applications, and operating systems in the judicial branch and justice system;		
G	Knowledge of data integration architecture options including data warehouses and data integration hubs;		
H	Knowledge of infrastructure options: facilities, computer equipment, system software, networks, telecommunications, infrastructure support staff, data, operational procedures, finances, and other components;		
I	Ability to oversee help desk problem management systems that serve end users;		
J	Knowledge of application systems including case management, financial management, jury management, administrative systems, public access, and their integration in the courts, and the hardware and software required to support these systems;		
K	Knowledge of the systems development life cycle and its evaluation, planning, procurement, development, and implementation stages;		

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FUNDAMENTALS, CONTINUED

From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?

Highest ranking = 1
 Lowest ranking = 21

Your Score
1-21

Group Score
1-21

Knowledge, Skills and Abilities

L	Knowledge of software engineering processes including design, coding, and testing and the role court staff plays at various points in these processes to ensure quality;		
M	Knowledge of the Internet and its implications for court technology infrastructure, user interfaces, information exchange, standards, integration, and confidentiality;		
N	Knowledge of electronic government and how to link court applications to the Internet;		
O	Knowledge of the need for court disaster recovery contingency planning and how to put disaster recovery plans in place;		
P	Knowledge of office automation technologies including electronic mail, word processing, spreadsheets, Internet access, and database tools and their application in the court environment;		
Q	Knowledge of integrated document management and records management technologies used to store, index, and retrieve active and archival court records including imaging, document management, and electronic filing;		
R	Knowledge of technologies for facilitating and capturing verbatim records of court proceedings including audio and video recording, court reporting technologies, videoconferencing, assisted listening devices, and language interpretation and translation and their potential to expedite and improve trial and appellate processes;		
S	Knowledge of technologies used to display and preserve evidence presented in the courtroom including document cameras, PC simulations, and projection systems;		
T	Knowledge of technologies used to organize and access statutes, rules, court opinions, and other legal works including online legal research databases, CD-ROM legal collections, and Internet services;		
U	Knowledge of other technologies necessary to support court operations including security, facilities management, telephones, and photocopy;		

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4. TECHNOLOGY MANAGEMENT

Well-managed courts make good use of Information Technology. Automation requires courts and others work more closely and at new levels of detail. This creates tension and requires superior management, delegation, and communication. The quality of technical staff is critical and the market for them makes it difficult for courts to compete. But for even highly qualified court technologists to be effective, court leaders must manage the technologists. Talented court leaders know how to blend technical staff into the court and justice system, achieve common understandings and, very importantly, ensure that technical staff service and support those who do the court's work. Budget, staff, equipment, and caseflow and other business processes must be aligned.

From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 11	<i>Score</i>	<i>Score</i>
	1-11	1-11

Knowledge, Skills and Abilities

A	Knowledge that success with court technology depends as much on the management of people and work processes as it does on the quality of the tools;		
B	Ability to attract, develop, and retain good court technical staff;		
C	Ability to lead and manage technical people, whether in-house, central judicial (e.g., state administrative office), executive branch, outsourced, or contractual;		
D	Ability to anticipate and resolve the problems that judges and operational staff will have with the introduction of new technology;		
E	Skill in working with agencies and organizations in the justice system to produce or to implement standards for application integration and data exchange, including remote access, electronic reporting, and workflow;		
F	Ability to work with technologists to maintain and improve court operations, including case management, facilities and their modification, data conversion strategies, start-up plans, and operational procedures;		
G	Skill in writing, speaking, listening, presenting, media relations, and meeting management as they relate to oversight of technology and technical staff supporting court operations;		
H	Ability to develop and maintain communication plans and information distribution methods concerning technology for stakeholders, insiders and outsiders, including judicial officers, funding authorities, and those who process cases and manage other court functions;		
I	Skill in setting goals, evaluating options, and monitoring the work of technologists to maintain and improve the acquisition, development, and use of court technology;		
J	Knowledge of how to provide effective user support for court technology applications, including training, documentation, and quality assurance;		
K	Skill in aligning budgets, technology, court workflows, judges, other staff, and technologists.		

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5. PROJECTS

Projects create something that was not there before. In projects, court leaders must deal with budgets, project scope, staffing, schedules, financial management, quality, communications, risk, and procurement. Court leaders must also make sure on-going operations are balanced with the need to upgrade current systems through projects. Courts must be able to build the staff, the vendor and outsource resources, the control processes, and the feedback loops necessary to deliver high-quality products on time and within budget.

From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 12	<i>Score</i>	<i>Score</i>
	1-12	1-12

Knowledge, Skills and Abilities

A	Ability to assess the availability, cost, risk, and value of current technology as it changes in different stages of its life cycle.		
B	Knowledge of alternative funding schemes for technology projects and upgrades including private public partnerships, bonds, and lease and buy back options.		
C	Knowledge of the project life cycle and the importance of dividing a project into phases with discrete deliverables and management controls.		
D	Ability to organize and develop management and technical teams to conduct project work without comprising on-going operations.		
E	Ability to identify and work with stakeholders, the individuals and organizations that are actively involved in or affected by a court technology project.		
F	Skill in using diverse procurement approaches, managing project procurement, including procurement planning, solicitation planning, solicitation including request for information (RFI) and request for proposals (RFP), vendor or product selection, and contract development, administration, implementation, and closeout.		
G	Skill in evaluating the substance of vendor responses to RFIs and RFPs before signing a contract.		
H	Expertise with project management tools and techniques, including project plan development and execution, change management, and project closeout.		
I	Knowledge of risk management practices in court technology projects, including risk identification and quantification, response and contingency planning, development of reserves, and restrictive contract language.		
J	Skill in applying the tools and techniques of project management to define the scope of court projects, to negotiate formal acceptance of the scope with stakeholders, and to manage needed changes in scope and deliverables throughout a project.		
K	Skill in defining project activities, sequencing tasks, estimating the duration of work, developing schedules, and managing schedule changes during the project life cycle.		
L	Skill in overseeing planning, monitoring, and testing the quality of interim and final products to ensure that systems developed during court technology projects meet court specifications and functional requirements.		