

HUMAN RESOURCES MANAGEMENT

KSA Ranking Survey: State Perspective

1. VISION AND PURPOSE

Courts that are managed effectively have a strategic vision that reflects enduring court purposes and responsibilities. The court's strategic vision should resonate in Human Resources Management and all other court functions and processes. Courts should be model employers with policies and practices that comply with state and federal employment laws and regulations and relevant ethical codes. But legal requirements imposed by others must be integrated with judicial independence and the inherent powers doctrine. A competent judiciary is independent in philosophy, form, and practice. It delivers justice from the bench but also on the phone, at the counter, and the bar of the court. When Human Resources reflects court purposes and is aligned with the courts strategic vision, it supports all other core competencies, particularly Leadership; Visioning and Strategic Planning; and Education, Training, and Development.

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	Knowledge of the Purposes and Responsibilities of Courts Curriculum Guidelines and their application to Human Resources Management;		
B	Knowledge of how Human Resources supports all other Core Competencies;		
C	Knowledge of how judicial independence, the rule of law, and inherent powers doctrine and supporting case law guide Human Resources policy and practices;		
D	Knowledge of the mission, vision, and values of the court and how to operate Human Resources in support of the vision;		
E	Ability to develop a strategic vision for the court, if it is missing, and to apply it to Human Resource Management;		
F	Ability to articulate how ethical standards, including the NACM Model Code of Conduct , the ABA Canons of Judicial Conduct , and relevant state and federal ethical codes apply to Human Resource policies, procedures, and practices;		
G	Skill in controlling and taking responsibility for Human Resources and ensuring that the court is a model employer;		
H	Knowledge of how well-managed Human Resources contributes to a healthy work environment and productive and committed court employees;		
I	Ability to articulate with respect, when necessary, to judges involved in Human Resources that judicial immunity does not extend to personnel policies, practices, and decisions;		
J	Ability to ensure that court Human Resources is independent in philosophy, form, and practice.		

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2. HR FUNDAMENTALS

For court leaders to manage and improve Human Resources, they must understand the fundamentals. The fundamentals begin with job analysis to understand court jobs and duties, required competencies, and specific job environments. Identifying, attracting and recruiting, and selecting good applicants for court positions, and compensating, developing and retaining them are critical Human Resources fundamentals. Compensation refers, at a minimum, to the many forms of financial rewards and tangible services and benefits. Compensation flows from performance management, which includes but is more than performance appraisal. Employee relations and legal requirements are crucial. Are court employees representative of the community? Human Resources fundamentals are known to and skillfully managed by effective judicial leadership teams.

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 = 28	<i>Score</i>	<i>Score</i>
	1-28	1-28

Knowledge, Skills and Abilities

A	Ability to attract, develop, motivate, and retain competent court employees;		
B	Ability to develop and to update Human Resources policies and regulations for the judicial branch;		
C	Knowledge of Title VII of the Civil Rights Act of 1964; applicable affirmative action obligations; Fair Labor Standards Act; Family and Medical Leave Act; workplace injury and Workers Compensation laws, rules, and regulations; and other laws, rules, and regulations covering medical absences, other federal and state employment laws, sexual harassment, workplace privacy, grievances, discipline, at-will employment, and civil service legal issues;		
D	Knowledge of American with Disabilities Act and needed accommodations for court employees and the public;		
E	Skill in Human Resources planning that comprehends community demographics and trends and anticipates future needs;		
F	Knowledge of job analyses, the drafting of job descriptions, and skill in overseeing their use;		
G	Ability to analyze the labor market, i.e. the area from which court employees can reasonably be recruited, and how to recruit and hire staff that are reflective of the community;		
H	Ability to oversee recruitment and to manage the recruitment process, including yield ratios;		
I	Ability to utilize appropriate selection methods, including interviews and assessment centers;		
J	Skill in overseeing orientation processes for newly hired employees, including the purposes and responsibilities of courts, specific court values, and court structure;		
K	Ability to oversee position classification and compensation through job evaluation that ensures internal equity;		

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HR FUNDAMENTALS, CONTINUED

L	Ability to oversee data gathering about compensation of employees outside the court that ensures external equity;		
M	Knowledge of direct pay methods and trends, including base pay, merit pay, incentives, and cost-of-living adjustments;		
N	Knowledge of indirect compensation components, including protection programs (e.g. pensions, health insurance, life insurance, disability insurance), pay for time not worked on the job (e.g. breaks, meal time), pay for time not worked off the job (e.g. vacations, holidays, leaves), and perquisites (e.g. on-site day care, attractive work place);		
O	Knowledge of alternative workplace arrangements such as telecommuting and flex scheduling and their use in courts;		
P	Knowledge of employee performance appraisal and performance management methods;		
Q	Knowledge of how to define jobs, set performance expectations, and relate them to court and departmental goals and objectives;		
R	Skill in overseeing performance monitoring and evaluation to identify organizational problems and to develop solutions to those problems;		
S	Skill in overseeing evaluation of individual performance, reviews, and feedback;		
T	Knowledge of the principles and methods for documenting performance and behavior problems and personnel actions;		
U	Knowledge of how and when to counsel, discipline, transfer, and terminate problem court employees;		
V	Skill in overseeing succession planning;		
W	Skill in overseeing, when necessary, court workforce reduction using proper processes;		
X	Knowledge of principles of labor relations, including management rights, past practices, discipline in a unionized environment, and contract administration;		
Y	Skill in negotiating contracts;		
Z	Knowledge of alternative ways of resolving "impasses" in labor negotiations;		
AA	Knowledge of the purposes of employee wellness programs and how to oversee the creation and implementation of these programs in court settings;		
BB	Knowledge of private sector Human Resource products that relate to all of the above including testing, other software, and outsourcing Human Resource services.		

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3. CONTEXT AND FAIRNESS

Fairness in court Human Resource ensures that the actions of court employees, particularly supervisors are acceptable. Concerning fairness, the court must be a model employer, which serves the court's mission, and protects court stakeholders. Among those stakeholders are court employees. Court structure and organization, civil service rules, merit procedures, and collective bargaining agreements define the organizational context in which fair court Human Resource Management is situated. Whatever the context, court Human Resource Management should be fair and impartial.

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 convey to every court employee the court's commitment to fair treatment of everyone that works in and comes to court, whatever the court's structure or funding;		
B	Knowledge of the governmental and organizational structure in which the court operates, the legal authority of court and other governmental leaders, and their implications for Human Resources;		
C	Ability to apply federal and state affirmative action laws, cross cultural, ethnic, racial, religious, diverse life styles, and gender issues to Human Resources policies and practices;		
D	Skill in recruiting and developing employees who are reflective of the community, particularly groups that are disadvantaged by income and other factors;		
E	Knowledge of due process, fairness, equity, and consistency in managing Human Resources;		
F	Ability to engender a court culture that is sensitive to and willing to report bias in the court, both between employees and court employees and the public;		
G	Knowledge of effective complaint or grievance procedures and disciplinary investigations that balance the rights of accusers and those accused of bias and other misconduct affecting actual and perceived fairness;		
H	Skill in responding to and properly resolving employee concerns, complaints, and grievances, including charges of sexual harassment;		
I	Ability to convey to every court employee the courts' commitment to fair treatment of everyone that works in and comes to court, whatever the courts' structure or funding;		
J	Knowledge of the governmental and organizational structure in which the court operates, the legal authority of court and other governmental leaders, and their implications for Human Resources.		

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4. MANAGEMENT AND SUPERVISION

Skillful management and supervision is crucial to Human Resource Management in any organization, including courts. The Human Resources Management competency includes not only functions traditionally associated with “personnel,” but also knowledge, skills and abilities associated with leading, supervising, and managing a cohesive court. It is axiomatic that leadership and management underpin Human Resource Management. There is obvious overlap between this and the NACM Leadership Core Competency. Court leaders who oversee Human Resources must be skilled managers and supervisors. Through their practices and conduct they model the values, attitudes, and behaviors that define a high performance court. They understand the importance of consistency across the court. Human Resources is critical to creating a cohesive court and maintaining a high performance court culture.

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 = 19	<i>Score</i>	<i>Score</i>
	1-19	1-19

Knowledge, Skills and Abilities

A	Skill in establishing value-added Human Resource policies, procedures, and work rules that are aligned with the courts' purposes and strategic vision;		
B	Ability to keep Human Resource Management, Education, Training, and Development, and other court departments on the same page;		
C	Skill in balancing the need for rules, structure, and consistency against the need for organizational cohesion and flexibility in dealing with court staff and Human Resource issues;		
D	Skill in ensuring that Human Resource staff provide uniform and consistent service and support to other court departments, supervisors, and staff that do the work;		
E	Skill in overseeing Human Resource staff and other court managers as they plan, work with, and for, court employees;		
F	Skill in effective written and oral communication with employees about Human Resources and its fit in the court and the court's strategic vision;		
G	Ability to organize work and to assign it to the right employees;		
H	Skill in delegating work to Human Resources and other court departments and staff;		
I	Ability to oversee the recruitment, training, and management of volunteers;		
J	Skill in modeling how to encourage, mentor, coach, counsel, and resolve employee problems;		
K	Effective supervision skills, particularly providing necessary guidance and support without “micro-managing”;		
L	Skill in developing, energizing, and managing effective court teams;		

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MANAGEMENT AND SUPERVISION, CONTINUED

M	Skill in providing timely and constructive feedback to individuals and court departments;		
N	Skill in recognizing high performing individual and court departments.;		
O	Skill in motivating individuals and court departments to improve their performance including recognition, praise, and other rewards including financial compensation;		
P	Ability to listen and collaborate with subordinates and to ensure that others in the court family do likewise;		
Q	Ability to anticipate new challenges and to lead and manage change of the court and its Human Resources Management;		
R	Skill in setting and maintaining the court's governance structure and the role of Human Resources in that structure;		
S	Ability to convey to court employees and other stakeholders that the court is an independent and accountable employer.		