

ESSENTIAL COMPONENTS

KSA Ranking Survey: State Perspective

1. PURPOSE, ROLE AND VISION

Essential Components must be organized and managed in a way that is consistent with and contributes to the purposes, responsibilities, and role of the judiciary. The court's vision and strategic direction should comprehend and include its Essential Components.

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

Highest ranking = 1
 Lowest ranking = 9

<i>Your Score</i>	<i>Group Score</i>
1-9	1-9

Knowledge, Skills and Abilities

A	Knowledge of the Purposes and Responsibilities of the Courts Curriculum Guidelines and how they apply to Essential Components;		
B	Skill in articulating a preferred future for the court and the justice system that acknowledges and includes Essential Components;		
C	Ability to design, manage, and evaluate Essential Components that is consistent with and supports the purpose and role of the judiciary;		
D	Knowledge of the traditional, and evolving, role of judges regarding support services and programs;		
E	Knowledge of the expanding role of the court from resolving disputes to problem solving by collaborating with other public agencies and the community to better serve litigants and provide justice;		
F	Ability to monitor the trends generating the need for Essential Components and to respond to the trends that affect program and service expectations;		
G	Knowledge of how race, ethnicity, and gender differences impact needed Essential Components and service levels;		
H	Skill to use Essential Components to educate the public about the role and purpose of the judiciary and its performance;		
I	Ability to manage Essential Components to strengthen rule of law, judicial independence and impartiality, equal protection, due process, judicial accountability, and public trust and confidence.		

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2. CASE PREPARATION

Court leaders oversee programs that assist parties in preparing their case and in gathering information used in the judicial decision making process. The activities can involve pre-filing case preparation, pre-trial case preparation, gathering information relevant to the resolution of the dispute, and educating parties about the process.

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	Ability to identify programs and services supporting preparation of cases is needed in the community served by the court, the ability to find or develop such programs and services;		
B	Knowledge of the role and objectives of programs that investigate or initiate cases such as children's protection services, the grand jury, and pre-trial services and probation;		
C	Knowledge of programs and services that provide information to the court on indigency issues, detention alternatives, and jail crowding;		
D	Knowledge of types of treatment and referral recommendations, and information such as drug testing results provided to problem solving courts and how to organize and manage these services;		
E	Knowledge about when the court must appoint counsel, supported by investigators and experts when necessary, in criminal and juvenile cases and how to coordinate programs providing adequate representation;		
F	Ability to establish and manage self-help programs to assist self represented litigants, particularly for domestic violence, civil harassment orders, family law, and small claims cases, and to educate the public about the availability and use of these services;		
G	Skill to coordinate services providing clinical, forensic, psychiatric, or psychological evaluations of a party's mental state or treatment options in criminal, juvenile, child abuse and neglect, child custody, mental health, probate, and guardianship cases;		
H	Ability to coordinate legal research provided to judges by research attorneys, whether in-house or contractual;		
I	Knowledge of probation services that provide the court information about factors relevant to sentencing and sentencing alternatives;		
J	Knowledge of child advocacy and public guardian programs and services and how to coordinate them with judicial processes;		
K	Skill in collaborating with community resources and referral programs to help litigants with housing, education, and health needs, and in offering resources to support pre- or post-trial detention alternatives, diversion, mediation, or counseling services for litigants and victims.		

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3. ADJUDICATION AND ENFORCEMENT

Cases can be resolved through traditional judicial processes, or through alternative dispute resolution (ADR) techniques. Court leaders must be aware of alternative approaches and what is needed to support them. Court leaders must also manage the preparation and maintenance of the court record. Enforcement of court orders is essential to the rule of law, and the integrity of the judicial process and 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 = 15	<i>Score</i>	<i>Score</i>
	1-15	1-15

Knowledge, Skills and Abilities

A	Ability to manage court record keeping function to produce a complete, accurate, and timely record of judicial actions and decisions;		
B	Ability to establish court records management policies and practices, including record preparation, records retention, public access, and privacy protections;		
C	Ability to organize and manage the creation of the verbatim record and provide the record on appeal, including court reporters and electronic recording (audio and video), in a timely manner;		
D	Ability to manage a cost-effective program that provides sufficient jurors in a timely manner who represent a cross section of the community;		
E	Ability to establish and maintain a program that provides qualified interpreters when required;		
F	Ability to provide services and technology to supporting the presentation of evidence;		
G	Knowledge of the application of caseflow management principles to Essential Components;		
H	Ability to integrate ADR programs that resolve cases, such as arbitration, mediation, and settlement programs, and other techniques such as summary jury trials, into court processes;		
I	Ability to coordinate programs that enhance or substitute for court resolution of some issues in a case, for example, a child custody mediation service;		
J	Knowledge of probation practices, services, and programs related to sentencing;		
K	Skill in coordinating sentencing alternatives, including intermediate sanctions, community corrections alternatives, and traffic safety programs;		
L	Knowledge of follow-up treatment and post-judgment activities of problem solving courts;		
M	Knowledge of child support enforcement services and programs;		
N	Ability to collect fees, forfeitures, and other judgments to enforce judgments;		
O	Ability to develop and manage post-judgment assistance, especially for self-represented litigants, in family law, eviction, small claims, and other cases.		

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4. COURT INFRASTRUCTURE

Court leaders must be able to acquire and effectively manage the court facilities and infrastructure within which the court operates. This includes courthouse security and facilities, how they are used, and their environmental aspects.

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	Knowledge of court facility design options and the impact of facilities on public perceptions, access, court performance, people flow, workflow continuity, and staff effectiveness;		
B	Knowledge of the Americans with Disabilities Act requirements regarding access and use of facilities;		
C	Skill to direct and to assist program planners and architects in the design of court facilities;		
D	Ability to determine the appropriate location of court services;		
E	Knowledge of court facility financing alternatives;		
F	Ability to identify alternative work practices and physical modifications to improve employee workplace ergonomics, safety, effectiveness, and performance;		
G	Ability to modify business practices and physical characteristics of the workplace to avoid or alleviate court employee and judicial space concerns and issues;		
H	Knowledge of security, including the courthouse and its perimeter, courtrooms, and other offices and how to work with others to maintain and improve courthouse and courtroom security and safety;		
I	Knowledge of prisoner (adult and juvenile) transportation and detention issues as they affect case management, facility, and other needs;		
J	Knowledge of court communication needs and alternative technologies available to meet them;		
K	Ability to specify communication needs of the court for telecommunications, information technology, and court security to architects and contractors;		
L	Ability to serve as an effective liaison to agencies outside the court supplying essential services to the court, such as personnel, fiscal and financial, purchasing, collections, or physical infrastructure and utilities;		

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5. PROGRAM MANAGEMENT

Court leaders must lead, oversee, coordinate, and evaluate Essential Components. This requires an understanding of what services they provide, service delivery model alternatives, funding, and evaluation. Essential Components and other court and justice system operations and workflows must also be aligned with and support the judiciary's purposes and roles.

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	Knowledge of the roles, functions, operations, and values of all the agencies, programs, and services that provide the court with Essential Components and their impact on court performance and specific court operations;		
B	Knowledge of the actual tasks performed by Essential Components;		
C	Ability to manage Essential Components so as to promote justice values such as independent and impartial judicial decisions, due process, equal protection, fairness, consistency, and predictability;		
D	Skill in working with others to solve justice system problems such as jail over-crowding;		
E	Knowledge of alternative service delivery models, including outsourcing and use of volunteers, interns, practicum students, and community service organizations for diverse Essential Components;		
F	Knowledge of alternative case management techniques and practices used in Essential Component services and programs;		
G	Ability to use information systems and technologies to support program operations and to link the court and all other aspects of the justice system - juvenile, family, civil, and criminal;		
H	Knowledge of funding alternatives for Essential Components and which funding models are appropriate for which programs and services;		
I	Skill in allocating and, when necessary, acquiring needed funding, technology, and other resources needed for effective Essential Components;		
J	Ability to read and understand accounting reports covering Essential Components;		
K	Ability to develop relevant measures and measurement systems to monitor and evaluate Essential Component performance, to hold them accountable, as well as to achieve expected outcomes for litigants, including fair, efficient, and prompt case processing;		
L	Skill to create needed collaborative partnerships among courts, ancillary programs, community services, non-profits, and legislative and executive branch agencies at the state and local level.		