This series profiles high performance.

- Issue 2 – Self or individual
- Issue 3 - Court leader
- Issue 4 - Team
- Issue 5 - Judges
- **Issue 6 - Justice system**
- Issue 7 - High Performance RX

What is High Performance?

High performance is an orientation toward successful and results-based outcomes. And, it is:

- Being better, faster, and efficient (Merriam-Webster)
- Having an environment for workers to be as effective as possible to support business goals and provide high value (Gartner)
- Sharing a common vision, goals, and metrics to collaborate, challenge, and hold each other accountable (LinkedIn)

This issue offers a sampling of practices for high performance *for the justice system*

High Performance for the Justice System

High Performance Court Framework

- Apply administrative principles (individual and proportionate case treatment, use of procedural justice practices, exercising of judicial control over the legal process)
- Leverage and understand the court and managerial culture (communal, networked, autonomous, hierarchical)
- Approach/utilize different perspectives as strategies for performance success and outcomes (perspectives: customer, internal operating, innovation, social value)
- Measure and manage court performance (for efficiency, effectiveness, productivity, and procedural satisfaction)
- Apply iterative cycles to evaluate practices and implement improvements (identify the problem, collect and analyze data, take action, evaluate results, repeat)

Justice Coordinating Council Elements

- Seek a systemic focus
- Work for executive level participation and leadership structure
- Use consensus building and based decisions
- Use organized meetings, committees, and workgroups
- Use a strategic plan to guide work
- Apply data and research to inform decision making
- Engage and share information with the community
- Provide a director and staff to support initiatives

Communication and Collaboration

- Court leadership commitment
- Emphasis on collegiality, discussion, communication, and face-to-face interaction
- Court-wide and top downward communication
- Engage and interact with judges and staff

Courts that Succeed

- Leadership and goals
- Judicial responsibility and commitment
- Education and training
- Backlog reduction
- Case inventory control
- Communications
- Accountability mechanisms
- Administrative staff involvement
- Caseflow management procedures
- Information sharing

Court Governance

- Defined governance structure, policy decision making, and system administration of core judicial branch duties
- Meaningful input into decision making from all court levels with policy level focus
- Judicial leadership based on competency rather than solely seniority or rotation
- Commitment to transparency, evaluation, and accountability with open communication on decisions, role delegation
- Understood, well-respected roles, and responsibilities within governing entity, presiding judges, court administrators, judges, court committees
- Speaking with a single voice as a system
- Positive institutional relationships that foster trust among other branches and constituencies

Descriptive traits for justice system high performance: systemic focus, governance structures, communication, collaboration, and transparency

Resources:

High Performance Court Framework, National Center for State Courts, 2010
Criminal Justice Coordinating Council (CJCC) Essential Elements, National Institute of Corrections, Justice Management Institute, 2023
Courts that Succeed, National Center for State Courts, 1990
Enhancing Communications, Collaboration, and Collegiality in State Intermed. Appellate Courts, Council of Chief Judges of the State Courts of Appeal, Dec. 2019
National Association for Court Management (NACM) CORE® Competency, Governance, June 2022