



The attached document is the Court Improvement Standards (CIS), a framework for implementing a Model Courts Program (MCP) in Kosovo. The CIS document was developed from source documents including the KJC Strategic Plan for the Kosovo Judiciary 2007-2012, the applicable Rules of Internal Court Activity, the Kosovo Standard Implementation Plan, and international best practices in the field of court administration.

The CIS were developed by KJSP staff in partnership with representatives of the KJC and KJC Secretariat. A Committee composed of two judges, two court administrators, two representatives of the KJC Secretariat, and KJSP staff was established to finalize and prioritize the standards. The Committee, which held two meetings, was chaired by Judge Nikçi, Chairman of the KJC Court Administration Committee. At its first meeting, the Committee reviewed the 23 standards presented in a draft document. The Committee members provided written comments regarding standards which should be set as priorities. At its second meeting the Committee finalized the 23 standards and identified 9 mandatory standards that all courts participating in the MCP must meet.

The 9 mandatory standards are:

- Standard 1. Reorganizing administrative duties between Presiding Judge and Court Administrator.
- Standard 2. Developing and implement Court Training Plan.
- Standard 8. Maintain and update open and closed case files accurately and chronologically.
- Standard 11. Developing and implementing a plan for reduction of case backlogs in all case types
- Standard 12. Developing and implementing a plan for compliance with case processing time standards.
- Standard 16. Streamlining procedures for effective procurement and use of court logistics and supplies.
- Standard 18. Enhancing court communication with the public.
- Standard 21. Improve accessibility and security of court facilities
- Standard 23. Ensuring that court proceedings are open and that all that appear before the court have the opportunity to participate effectively.

The remaining 14 standards are voluntary. Each participant court in the MCP is encouraged to choose a several other standards among those identified as voluntary, to include in the court improvement action plan.

COURT IMPROVEMENT STANDARDS

	Core Standard	Scoring	Target Start Date	Target Finish Date	KJC Strategic Plan 2007-2012	KSIP	Themes
General Administration and Management	1. Reorganize administrative duties between Presiding Judge and Court Administrator.						Capacity Efficiency
	2. Develop and implement Court Training Plan.				Goals 8	II-10	Capacity
	3. Develop and make available Handbooks and law compilations to all judges and clerks, as relevant.				Goal 6, ST Action Step 4		Independence Capacity
	4. Allow for meaningful local court participation in court staff hiring, discipline, and performance review.				Goal 4		Independence Transparency Efficiency
	5. Schedule regular meetings of non-judicial court staff with planned agenda and minutes.						Transparency Efficiency
	6. Schedule regular meetings of judges with planned agenda and minutes.						Transparency Capacity Efficiency

COURT IMPROVEMENT STANDARDS

	Core Standard	Scoring	Target Start Date	Target Finish Date	KJC Strategic Plan 2007-2012	KSIP	Themes
Case and Record Management	7. Maintain and update register books daily and accurately.				Goal 6, ST Action Step 5		Transparency Efficiency Access
	8. Maintain and update open and closed case files accurately and chronologically.				Goal 6, ST Action Step 5		Transparency Efficiency Access
	9. Improve document flow processes and forms management.						Fairness Transparency Efficiency
	10. Develop IT capacity to support more effective court operation in areas not covered by CMIS.				Goal 6, ST Action Step 1		Transparency Capacity Efficiency Access
Case Backlog and Delay Reduction	11. Develop and implement a plan for reduction of case backlogs in all case types.				Goal 5, ST Action Step 2	II-12 II-13	Fairness Capacity Efficiency
	12. Develop and implement a plan for compliance with case processing time standards.				Goal 5, ST Action Step 3 Goal 7, ST Action Step 1		Fairness Capacity Efficiency Access
	13. Implement referral procedures for alternative dispute resolution in civil cases.				Goal 5, ST Action Step 1	II-15	Efficiency Access
	14. Streamline case assignment and scheduling.				Goal 6, ST Action Step 5		Transparency Efficiency

COURT IMPROVEMENT STANDARDS

	Core Standard	Scoring	Target Start Date	Target Finish Date	KJC Strategic Plan 2007-2012	KSIP	Themes
Budget and Finance Management	15. Contribute meaningfully to development and management of court budget.				Goal 3, ST Action Steps 2 & 3		Independence Transparency Efficiency
	16. Streamline procedures for effective procurement and use of court logistics and supplies.				Goal 3, ST Action Step 3		Independence Transparency Efficiency
	17. Publish and effectively collect court fees.				Goal 1, ST Action Step 2	II-13	Fairness Transparency Efficiency
Public Access and Transparency	18. Enhance court communication with the public.				Goal 10		Independence Transparency Access
	19. Comply with statistical reporting requirements, including monthly, quarterly, and annual reports.				Goal 7, ST Action Steps 1 & 3		Transparency Capacity Efficiency
	20. Schedule regular meetings of judges, within the District and with community stakeholders, with planned agenda and minutes.				Goal 1, ST Action Step 9 Goal 9, ST Action Step 2		Independence Transparency Access
	21. Improve accessibility and security of court facilities.				Goal 3, ST Action Step 4		Access

COURT IMPROVEMENT STANDARDS

	Core Standard	Scoring	Target Start Date	Target Finish Date	KJC Strategic Plan 2007-2012	KSIP	Themes
	22. Hold continuous open hours.						Transparency Efficiency Access
	23. Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively.					II-11	Fairness Efficiency Access

GENERAL ADMINISTRATION AND MANAGEMENT

Core Standard 1

Reorganize administrative duties between Presiding Judge and Court Administrator.

- The Presiding Judge and Court Administrator consult with each other to organize administrative responsibilities within the court.
- The Court Administrator's involvement in administrative matters is expanded.

Guidelines:

1. Written description of currently performed court-related administrative responsibilities developed by the Presiding Judge and Court Administrator.
2. Hold meeting for the Presiding Judge and Court Administrator to discuss and agree on redistribution of court-related administrative responsibilities.
3. Develop a written plan crystallizing the distribution of administrative responsibilities. The Plan should include periodic written reports of the Court Administrator to the Presiding Judge.
4. Develop a quarterly schedule of meetings, at least weekly, between the Presiding Judge and Court Administrator.
5. Organize training and/or briefing of judges and court staff, as needed, to ensure that they are aware of the distribution of administrative responsibilities between the Presiding Judge and Court Administrator.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No delegation of authority for administrative matters to the Court Administrator.

1 = Plan for reorganization of administrative duties between the Presiding Judge and Court Administrator developed following consultation.

2 = Plan implemented.

3 = Plan adjusted following consultation.

(Sources: Internal Rules of Court Activity)

GENERAL ADMINISTRATION AND MANAGEMENT

Core Standard 2

Develop and implement Court Training Plan.

- The court provides training for the improvement of qualifications of as many judges and court clerks as possible.
- The court has identified and trained court trainers.

Guidelines:

1. Each judge and non-judicial staff member in the court participates in at least one training every year.
2. Appoint two court training coordinators (a judge and a clerk) who develop and implement a Court Training Plan each calendar year. The coordinators are familiar with, and encourage training, but do not necessarily function as trainers. At least one of the coordinators is required to have attended a Training of Trainers (TOT) course.
3. Adopt a written Court Training Plan which is based on a need assessment for all judicial and non-judicial staff, clear training goals, and allows every staff member to participate.
4. All court clerks receive training specific to their particular court job, including but not limited to summons, basic computer skills, court administration orientation.
5. All judges have access to trainings on substantive law in their area of responsibility.
6. Identify at least one court trainer. The court trainer can be a judge or a clerk who has attended a TOT course and who has developed and conducted training programs. Court management supports the court trainer in performance of his responsibilities.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No Court Training Plan.

1 = Court training coordinators appointed.

2 = Court Training Plan completed with approval of court leadership.

3 = Court Training Plan implemented.

(Sources: KJC Strategic Plan Goal 8; Kosovo Standard Implementation Plan, NACM Core Competencies for Court Managers)

GENERAL ADMINISTRATION AND MANAGEMENT

Core Standard 3

Develop and make available Handbooks and law compilations to all judges and clerks, as relevant.

Guidelines:

1. Assess needs for law and procedural resources.
2. Make all relevant procedural and substantive laws accessible to judges in electronic or hard copy format.
3. Develop relevant Handbooks, including summons, civil intake, criminal intake, and orientation desk guides.
4. Organize training of judges and clerks as needed to implement changes.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No institutional access to law and procedural resources.

1 = Inventory of needs for law and procedural resources conducted.

2 = Limited distribution of laws and Handbooks.

3 = Relevant judges and staff trained on Handbooks which are widely distributed.

(Sources: N/A)

GENERAL ADMINISTRATION AND MANAGEMENT

Core Standard 4

Allow for meaningful local court participation in court staff hiring, discipline, and performance review.

- Personnel files are developed, maintained and updated.
- Model hiring techniques are developed and implemented for hiring of non-judicial staff.

Guidelines:

1. Develop and maintain court organization chart with clear lines of authority and responsibility.
2. Develop annual goal-setting and corresponding performance review of all non-judicial staff by their immediate supervisor.
3. Develop and maintain personal files for all non-judicial staff which include job descriptions and performance evaluations.
4. Maintain standard staff statistics (gender, ethnicity, pay grade, turnover rate, etc.).
5. Develop procedures for use of competitive model hiring techniques for non-judicial staff vacancies, in accordance with KJC Secretariat standard operating procedures on human resources.
6. Develop policies and procedures to encourage application by, recruit and integrate ethnic minorities and women for positions in the courts.
7. Make the public and non-judicial staff aware of the court's open, transparent, and equal opportunity hiring procedures and willingness to hire minority staff and women.
8. Organize training of judges and clerks as needed to implement changes.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No court participation in court staff hiring, discipline, and performance review.

1 = Record system for personnel file, staff statistics, and staff organization established.

2 = Model hiring procedures developed.

3 = Procedures implemented.

(Sources: KJC Strategic Plan Goal 4; Trial Court Performance Standards 4.3; NACM Core Competencies of Court Managers)

GENERAL ADMINISTRATION AND MANAGEMENT

Core Standard 5

Schedule regular meetings of non-judicial court staff with planned agenda and minutes.

Guidelines:

1. Adopt and abide by yearly schedule of meetings, at least once every quarter, and provide for the opportunity to call extraordinary issue-based meetings.
2. Develop guidelines for the preparation and distribution of agendas and minutes.
For example: a proposed agenda is shared with participants for comments before being finalized; the final agenda is distributed several days prior to the meeting; minutes of the meeting include names of participants, results of agenda items, any unresolved items, and next steps; minutes of the meeting are distributed to all participants (present or not) within a week of the meeting.
3. Items that can be considered for non-judicial staff meetings include:
 - a. Training.
 - b. Improving and streamlining processes to increase court effectiveness, customer service, public access, and public trust in the court.
 - c. Sharing good practices.
 - d. Developing professional relationships with relevant bodies such as municipalities, bar association, other courts, etc.
 - e. Updating court materials.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No meetings, agendas or minutes.

1 = Schedule of meetings established.

2 = Partial implementation: less than four meetings, absence of either agenda or minutes, or both.

3 = Full implementation: four meetings, agenda and minutes for each.

(Sources: N/A)

GENERAL ADMINISTRATION AND MANAGEMENT

Core Standard 6

Schedule regular meetings of judges with planned agenda and minutes.

Guidelines:

1. Adopt and abide by yearly schedule of meetings, at least once a month, and provide for the opportunity to call extraordinary issue-based meetings.
2. Develop guidelines for the preparation and distribution of agendas and minutes. *For example: a proposed agenda is shared with participants for comments before being finalized; the final agenda is distributed several days prior to the meeting; minutes of the meeting include names of participants, results of agenda items, any unresolved items, and next steps; minutes of the meeting are distributed to all participants (present or not) within a week of the meeting.*
3. Items that can be considered for judge meetings include:
 - a. Training.
 - b. Improving and streamlining processes to increase court effectiveness, customer service, public access, and public trust in the court.
 - c. Sharing good practices.
 - d. Developing professional relationships with relevant bodies such as municipalities, bar association, other courts, etc.
 - e. Managing judge/staff relations (including transfer of administrative staff).
 - f. Improving accessibility and security of the court.
 - g. Addressing issues of internal court management.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No meetings, agendas or minutes.

1 = Schedule of meetings established.

2 = Partial implementation: meeting less than monthly, absence of either agenda or minutes, or both.

3 = Full implementation: four meetings, agenda and minutes for each.

(Sources: N/A)

CASE AND RECORD MANAGEMENT

Core Standard 7

Maintain and update register books daily and accurately.

Guidelines:

1. Review register books to ensure that they correspond to applicable law.
2. Develop a written system of accountability for clerks responsible for register maintenance.
3. Develop guidelines for register maintenance and updating which includes delays for recording information and the type of information to be recorded.
4. Identify a team of judges and court clerks responsible for conducting periodic audits of register books.
5. Organize training of judges and clerks as needed to implement changes.
6. Conduct periodic audits of register books. A first audit must be conducted within first year.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = Register books maintained and updated in haphazard manner.

1 = Guidelines for register maintenance and updating adopted.

2 = Written system of accountability implemented.

3 = Clean audit of register books.

(Sources: KJC Strategic Plan Goal 6; NCSC CourTools 6; Trial Court Performance Standards 3.6; Internal Rules of Court Activity)

CASE AND RECORD MANAGEMENT

Core Standard 8

Maintain and update open and closed case files accurately and chronologically.

- Case files meet established standards for completeness and accuracy of contents.
- Case files are readily accessible by authorized personnel.

Guidelines:

1. Develop a written system of accountability for clerks responsible for case file maintenance.
2. Develop guidelines for case file maintenance and updating which includes storing of files in orderly fashion.
3. Establish time standards for case file retrieval from file or storage room.
4. Limit access to file room to authorized personnel.
5. Establish tracking mechanism for file routing in court and file check-out of file or storage room.
6. Develop an audit trail of documents in court. A first audit must be conducted within first year.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = Case files maintained and updated in haphazard manner.

1 = Case file maintenance, updating and routing policy adopted.

2 = Written system of accountability implemented.

3 = Clean audit of file system.

(Sources: KJC Strategic Plan Goal 6; Audit 05/06; NCSC CourTools 6; Trial Court Performance Standards 3.6; Internal Rules of Court Activity)

CASE AND RECORD MANAGEMENT

Core Standard 9

Improve document flow processes and forms management.

Guidelines:

1. Review operational processes of the court to ensure compliance with all document requirements and time limits as well as to identify, reduce and eliminate duplicative and repetitive paperwork and processes. (business mapping)
2. Delegate administrative processes to the court administrator and staff where possible.
3. Streamline procedures and processes. Consolidate where possible.
4. Develop uniform form templates to facilitate administrative processes and paperwork.
5. Organize training of judges and clerks as needed to implement changes.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No review or changes implemented.

1 = Review of operational processes conducted.

2 = Changes to processes and paperwork partially implemented.

3 = Changes to processes and paperwork fully implemented.

(Sources: Internal Rules of Court Activity)

CASE AND RECORD MANAGEMENT

Core Standard 10

Develop IT capacity to support more effective court operation in areas not covered by CMIS.

- The court uses available software in ways which help the court perform efficiently. (Word, Excel, etc.)
- The court regulates computer use.

Guidelines:

1. Develop a written policy on appropriate use of computer hardware and software, including rights to install new software, internet access, types of software and files, email use, backing up, recovery plan. (The policy should be developed in connection with KJC Guidelines.)
2. Prepare and maintain hardware and software inventories.
3. Develop uniform file protocol including new document creation, naming, saving.
4. Develop email communication protocol.
5. Organize training of judges and clerks on appropriate use of equipment and on policies and protocols.

Scoring:

Successful implementation of the standard is based on the following scoring:

- 0 = No policy for computer use.
- 1 = Policies and protocols for computer hardware and software use developed.
- 2 = Staff trained on policies and protocols.
- 3 = Policies and protocols implemented.

(Sources: KJC Strategic Plan Goal 5; NACM Core Competencies of Court Managers)

CASE BACKLOG AND DELAY REDUCTION

Core Standard 11

Develop and implement a plan for reduction of case backlogs in all case types.

- The court seeks to reduce case backlogs.
- The court identifies volumes and causes of case backlogs.

Guidelines:

1. Identify the volume of case backlogs in your court. Conduct caseload inventory by case type and year of filing.
2. Identify the existing problems in your court related to case management and case backlogs, analyze problems and prepare a step-by-step, written action plan to implement the solutions.
3. Identify terms and designate a team of judges and court clerks responsible for achieving goals of the plan.
4. Implement the plan.
5. Organize training of judges and clerks as needed to implement changes.
6. Prepare a written assessment of the impact of changes. Assessment should include problems, observations, steps taken, results, and the extent to which the results meet expected outcomes set forth in the action planning.
7. Use statistics as proof of your success.
8. Make necessary adjustments to the plan based on periodic evaluation of progress.
9. Adopt internal policy for frequency of revision of backlog reduction plan.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = Existing problems are not identified and no action plan is developed.

1 = Action plan is developed.

2 = Action plan is fully implemented.

3 = Action plan is adjusted, based on evaluation of impact.

(Sources: KJC Strategic Plan Goal 5; Kosovo Standard Implementation Plan; NCSC CourTools.)

CASE BACKLOG AND DELAY REDUCTION

Core Standard 12

Develop and implement a plan for compliance with case processing time standards.

- The court seeks to comply with time standards.
- The court collects and reports on accurate data regarding time standards.

Guidelines:

1. Identify the existing problems in your court related to case management and time standards compliance, analyze problems and prepare a step-by-step, written action plan to implement the solutions.
2. Develop internal time standards for case-related steps in order to meet the case processing time standard.
3. Identify terms and designate a team of judges and court clerks responsible for monitoring the plan.
4. Implement the plan.
5. Organize training of judges and clerks as needed to implement changes and achieve time standards.
6. Prepare a written assessment of the impact of changes. Assessment should include problems, observations, steps taken, results, and the extent to which the results meet expected outcomes set forth in the action planning.
7. Use statistics as proof of your success.
8. Make necessary adjustments to the plan based on periodic evaluation of progress.
9. Adopt internal policy for frequency of revision of plan for compliance with case processing time standards.

Scoring:

Successful implementation of the standard is based on the following scoring:

- 0 = Existing problems are not identified and no action plan is developed.
- 1 = Action plan is developed.
- 2 = Action plan is fully implemented.
- 3 = Action plan is adjusted, based on evaluation of impact.

(Sources: KJC Strategic Plan Goal 5; Kosovo Standard Implementation Plan; KJC Circular 2006/1; NCSC CourTools 3; Trial Court Performance Standards 2.1.)

CASE BACKLOG AND DELAY REDUCTION

Core Standard 13

Implement referral procedures for alternative dispute resolution in civil cases.

- The court offers alternatives to litigation to parties in civil cases.
- The court identifies pending cases eligible for alternative dispute resolution.
(Alternative dispute resolution mechanisms include judicial settlement, mediation, arbitration, etc.)

Guidelines:

1. Review pending caseload to identify cases eligible for alternative dispute resolution.
2. Identify terms and designate a team of judges and court clerks responsible for monitoring the implementation of alternatives to litigation.
3. Organize training of judges and clerks on referral procedures.
4. Prepare a written assessment of the impact of changes. Assessment should include problems, observations, steps taken, results, and the extent to which the results meet expected outcomes set forth in the action planning.
5. Establish a tracking system to collect statistical data on cases sent to and successfully resolved through alternative dispute resolution.
6. Provide written and verbal information to litigants on alternative dispute resolution.
7. Use statistics as proof of your success.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = Alternative to litigations not available.

1 = Referral procedures developed and court staff trained.

2 = Information on alternatives to litigation consistently provided to litigants.

3 = Alternatives to litigation increasingly used leading to an increase in the number of cases resolved.

(Sources: KJC Strategic Plan Goal 5; Kosovo Standard Implementation Plan)

CASE BACKLOG AND DELAY REDUCTION

Core Standard 14

Streamline case assignment and scheduling.

- Case assignment is randomized (in coordination with CMIS).
- The court seeks to achieve certainty in scheduling of activities.

Guidelines:

1. Develop and abide by master calendar of court activity.
2. Develop and implement procedures to ensure that cases are scheduled in compliance with internal processing time standards and that continuances and postponement are limited.
3. Develop and implement protocol for random case assignment and recusal.
4. Develop and implement a system for tracking of the number of events (trial and hearings) and continuances on a monthly basis.
5. Organize training of judges and clerks as needed to implement changes.
6. Publicize the use of random case assignment.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = Case assignment and/or scheduling performed in haphazard manner.

1 = Policies for random case assignment and/or reliable case scheduling developed.

2 = Policy implementation initiated, including staff training.

3 = Policies fully implemented.

(Sources: KJC Strategic Plan Goal 6; NCSC CourTools 5; Trial Court Performance Standards 2.2; NACM Core Competencies for Court Managers; Internal Rules of Court Activity)

BUDGET AND FINANCE MANAGEMENT

Core Standard 15

Contribute meaningfully to development and management of court budget. (This is contingent upon apportionment of responsibility from the central office – KJC – to the courts.)

- The court prepares budget request sent to KJC.
- The court takes responsibility for management of court-level share of budget.

Guidelines:

1. Establish procedures for development of an annual needs-based budget, including a timeline for schedule of events prior to budget submission.
2. Submit justifiable budget request to KJC on an annual basis.
3. Establish procedures for managing budget allocation.
4. Prepare periodic report on budget expenditure.
5. Organize training of judges and clerks as needed to implement changes.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No court participation in budget development and management.

1 = Policies developed.

2 = Staff trained on policies.

3 = Policies implemented.

(Sources: KJC Strategic Plan Goal 3; Trial Court Performance Standards 4.2; NACM Core Competencies of Court Managers)

BUDGET AND FINANCE MANAGEMENT

Core Standard 16

Streamline procedures for effective procurement and use of court logistics and supplies.

Guidelines:

1. Prepare and maintain capital equipment and supplies inventories.
2. Establish procedures to track supply utilization, anticipate future needs, and maintain adequate supplies in accordance with KJC Secretariat standard operating procedures on procurement.
3. Establish written protocols for car use and assignment, including the use of a car log.
4. Assign a motor pool manager to track and maintain vehicles.
5. Organize training of judges and clerks on appropriate use of equipment and on policies and protocols.
6. Prepare yearly report on use of supplies and logistics. Use of the report for assessing needs in upcoming year.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No procedures for effective procurement and use of court logistics and supplies.

1 = Procedures developed.

2 = Staff trained on procedures.

3 = Procedures implemented.

(Sources: KJC Strategic Plan Goal 3; Trial Court Performance Standards 4.2; NACM Core Competencies of Court Managers)

BUDGET AND FINANCE MANAGEMENT

Core Standard 17

Publish and effectively collect court fees.

Guidelines:

1. Written court fee schedule and procedures posted in readily accessible location in the court.
2. Ensure continuous hours of operation of the cashier's office.
3. Review and implement policies for safe and accountable handling of money.
4. Establish collection process for court fees and procedural costs which includes timelines, transfer to execution, and penalties.
5. Organize training of judges and clerks on appropriate use of equipment and on policies and protocols.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = Court fees not published nor effectively collected.

1 = Court fee schedule posted in location readily accessible to the public.

2 = Written procedures for collecting approved court fees adopted.

3 = Procedures implemented.

(Sources: KJC Strategic Plan Goal 1; Kosovo Standard Implementation Plan; NCSC CourTools 7 & 10; Trial Court Performance Standards 1.5)

PUBLIC ACCESS AND TRANSPARENCY

Core Standard 18

Enhance court communication with the public.

- The public is informed.
- The public has an opportunity to express satisfaction or complaints.

Guidelines:

1. Develop a written action plan to inform the community of the programs and services of the court. Plan should be fully supported by the Presiding Judge and should include:
 - a. Information center with continuous hours.
 - b. Conveniently located court information board with up-to-date information.
 - c. Public information materials such as brochures, posters, etc.
 - d. Local outreach activities and media relations...
 - e. Open court days for local area students.
2. Establish and publicize mechanisms for the public to submit and the court to address valid complaints and suggestions.
3. Train all staff in public and customer service.
4. Develop procedures for routing of inquiries and time standards for responses. (“No” or “I do not know” are not valid answers.)
5. Conduct periodic user satisfaction surveys. The survey instrument will build upon the NCSC CourTools.
6. Contribute relevant information to the KJC website.
7. Assign court non-judicial staff member to perform duties of public information officer, including maintaining information collected from the public and monitoring implementation of action plan.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No organized communication with the public.

1 = Action plan developed.

2 = person assigned to perform PIO duties, with support of Presiding Judge, and implementation of action plan initiated.

3 = Actual outreach to the community and constructive dialogue with the community.

(Sources: KJC Strategic Plan Goal 10; NCSC CourTools 1 & 9; Trial Court Performance Standards 4.4; NACM Core Competencies of Court Managers)

PUBLIC ACCESS AND TRANSPARENCY

Core Standard 19

Comply with statistical reporting requirements, including monthly, quarterly, and annual reports.

Guidelines:

1. Develop procedure to ensure that statistical reports contain accurate data.
2. Conduct periodic internal audits of reported numbers in statistical reports.
3. Establish strict timelines for submission of statistical data and sanctions for late, inaccurate or absent submission.
4. Develop procedure to incorporate statistical data in management, budgeting, and in future planning.
5. Use statistical data to analyze trends that impact the performance of the court in carrying out its responsibilities. Increases/decreases in filings in particular caseload types may lead to shifts in judge or clerk assignments; impact ordering case files, supplies, etc. and should be reflected in future budgets; and may mandate staff additions or reallocations.
6. Use statistical data to assess whether judges are performing administrative tasks that could be transferred to non-judicial staff.
7. Develop additional detail and breakdown of cases for internal court statistics purposes.
8. Organize training of judges and clerks as needed to implement changes.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No verification and no internal use of statistical data.

1 = Procedures for statistical data verification and use developed.

2 = Staff trained and implementation of procedures initiated, including submission of statistical data by all judges and staff in a timely manner.

3 = Clean audit of statistical data and use of the data to improve court performance as well as in management, budgeting and planning.

(Sources: KJC Strategic Plan Goal 7)

PUBLIC ACCESS AND TRANSPARENCY

Core Standard 20

Schedule regular meetings of judges, within the District and with community stakeholders, with planned agenda and minutes.

Guidelines:

1. Adopt and abide by yearly schedule of meetings, at least once every quarter, and provide for the opportunity to call extraordinary issue-based meetings. (Meetings between judges and local bar representatives.)
2. Hold two meetings per year with all community stakeholders, including municipality, police, bar representatives, land registry representatives, etc.
3. Develop guidelines for the preparation and distribution of agendas and minutes. *For example: a proposed agenda is shared with participants for comments before being finalized; the final agenda is distributed several days prior to the meeting; minutes of the meeting include names of participants, results of agenda items, any unresolved items, and next steps; minutes of the meeting are distributed to all participants (present or not) within a week of the meeting.*
4. Items that can be considered for judge-stakeholder meetings include:
 - a. Case management and delay reduction
 - b. Good practices
 - c. Professional ethics
 - d. Cooperation with the local bar and community relations
 - e. Public access
 - f. Security measures
 - g. Training
 - h. Joint initiatives within the community to improve the work of the court
 - i. New laws (impact and implementation)
 - j. Coordination of court-prosecutors-attorneys in criminal trial

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = No meetings, agendas or minutes.

1 = Schedule of meetings established.

2 = Partial implementation: less than requisite number of meetings in each category, absence of either agenda or minutes, or both.

3 = Full implementation: requisite number of meetings in each category, agenda and minutes for each.

(Sources: KJC Strategic Plan Goals 1 & 9)

PUBLIC ACCESS AND TRANSPARENCY

Core Standard 21

Improve accessibility and security of court facilities.

Guidelines:

1. Develop comprehensive written plan for facility renovation, maintenance and/or improvement. Plan should include putting directional board at the entrance of the court, creating a service area on the ground floor, renovating bathrooms, making facilities accessible to handicapped people, ensuring that there are security exits.
2. Put directional signs, in all official languages, around the court building.
3. Develop a written building and perimeter security plan in accordance with KJC Secretariat standard operating procedures on security.
4. Develop and distribute to all staff a written policy on use of court facilities, both inside and outside of the building, including parking of non-official vehicles.
5. Organize training of judges and court staff as needed to implement changes.
6. Assign court security and facilities coordinator to implement plans developed under this standard.
7. Organize monthly security checks and periodic evacuation drills.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = Courts are not safe and accessible.

1 = Facility and security improvement plans developed.

2 = Court facility and security coordinator appointed and implementation of plans initiated, including signage fully installed and hours of operation posted and adhered to.

3 = Facility and security improvement plans fully implemented.

(Sources: KJC Strategic Plan Goal 3; Trial Court Performance Standards 1.2)

PUBLIC ACCESS AND TRANSPARENCY

Core Standard 22

Hold continuous open hours.

Guidelines:

1. Identify offices which are relevant to the public and should have continuous open hours. Offices relevant to the public are those that work directly with the public such as registry offices.
2. Adopt a written plan for continuous open hours during the working time defined under the law. (TBD) Plan should include: staggered lunch hours, flexible working hours, combining functions for lunch hours, redistributing work assignment involving affected staff, re-engineering work processes, etc.
3. Publicize court continuous open hour policy.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = Offices relevant to the public closed during lunch hours.

1 = Plan for continuous open hours adopted.

2 = Plan for continuous open hours implemented.

3 = Plan for continuous open hours publicized.

(Sources: TBD)

PUBLIC ACCESS AND TRANSPARENCY

Core Standard 23

Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively.

Guidelines:

1. Develop a comprehensive written plan for minority litigant access to court services which includes availability of translation services and of all information materials in official languages.
2. Develop written service plan that includes hours of court proceedings convenient for the community.
3. Develop schedule to maximize use of limited courtroom space and adhere to that schedule. Post schedule of court events in place where it can be easily seen by the public.
4. Put signage on courtroom and judge's chambers indicating whether trial/hearing taking place.

Scoring:

Successful implementation of the standard is based on the following scoring:

0 = the public cannot attend court proceedings or can only attend in haphazard manner.

1 = Courtroom schedule developed to maximize courtroom use and ensure court proceeding hours convenient for the community.

2 = Plan for minority litigant access to court developed.

3 = Court proceedings open and accessible to all litigants and observers.

(Sources: N/A)