

## Fundamentals of Caseflow Management

District Court Judges' Summer Conference  
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## Fundamentals of Caseflow Management

### Section I:

- What is Caseflow Management?
- Why is it important?
- What is the cost of failure?
- Why should we care?

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## Definition of Caseflow Management

- Coordination of court processes and resources to move cases timely from filing to disposition, regardless of the case type or the type of disposition.

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## Caseflow Management Objectives

The goal of caseflow management is to create an environment that assures **justice** is achieved in each case in a **fair, timely** and **efficient** manner.

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## Caseflow Management Objectives - Continued

Effective caseflow management pursues the following objectives:

1. Equal access to court processes for all litigants
2. Timely disposition consistent with the circumstances of the individual case
3. Enhance the quality of the litigation process
4. Enhancement of public confidence in the court as an institution

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## Basic Methods

1. Creation of case events, but most importantly, management of the time **between** events.
2. Time allowed should be long enough to allow preparation, **but** short enough to encourage preparation
3. Creation of a **predictable** system that sets **expectations** and helps assure that required action is taken

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## Evolution of Delay Reduction Theories

### Approaches to Delay Reduction 1960s - Early 1970s

- Simplify court structure and jurisdiction
- Streamline rules of procedure
- Reduce case volume
- Increase court resources

## ABA Standard 2.50 on Court Delay Reduction

- From the **commencement** of litigation to its resolution, whether by trial or settlement, any **elapsed time** other than reasonably required for pleadings, discovery, and court events is unacceptable and should be eliminated.
- To enable just and efficient resolution of cases, **the court**, not the lawyers or litigants, should control the pace of litigation.
- A strong judicial **commitment** is essential to reducing delay and, once achieved, maintaining a current docket.

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## Research

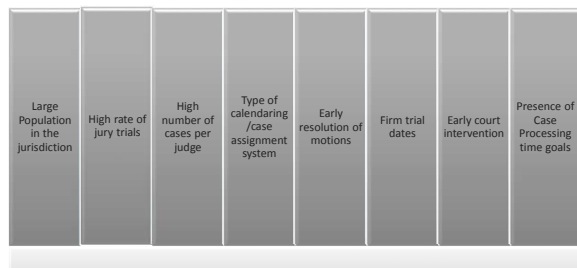
- 1987 - NCSC examination of twenty-six metropolitan trial courts
  - ✓ Why cases are disposed of at a faster pace in some courts than others
  - ✓ What factors account for the pace of litigation in each jurisdiction

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## Factors Related to Civil Case Disposition

### Which are related to disposition delays?



## Research Results - Summary

- No correlation between *case filings, judicial resources* and court productivity
- Courts disposing of cases by *jury* were neither less productive nor slower than courts with a lower jury activity
- The type of *calendaring system* was not the key to improved productivity and efficiency

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## Research Results - Continued

- Only consistent factor present in the faster jurisdictions and absent in slower jurisdictions:

Early intervention and strong case management by the **Court**

- Early court intervention
- Early resolution of motions
- Firm trial dates

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## Research Results - Continued

- “The pace of litigation in each locality was a product of the **expectations, practices and informal rules of behavior** of judges and attorneys in the jurisdiction.”

### THE LOCAL LEGAL CULTURE

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## Court Culture

### Court Culture Includes:

- Norms, Values and Expectations
- Communications Patterns – Spoken and Unspoken
- Power Relationships/Types - Legitimate, Coercive, Expert, Informational, Reward, Connection, and Referent
- Loyalty to the institution or the profession?

**“How things are done around here”**

## Dimensions of Culture

### Solidarity

- The degree to which a court has clearly understood shared goals, mutual interests, and common tasks

### Sociability

- The degree to which people are able to work together in a cordial fashion

## Court Personality

### Assessing Your Organization

- The values emphasized in each court can be thought of as a court culture or court personality
- Instrument to assess value orientation in courts
- Responses provide a picture of court personality

## Why is Case Management important?

JUSTICE

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## Professor Ernest Friesen Quote

- “Justice is the process of finding the truth and the chance of finding the truth diminishes with the passage of time. Memories fade, witnesses and documents become unavailable, and the vigor with which lawyers prepare the case may be eroded by numerous unproductive court appearances and continuances of scheduled hearings.”

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## Common Criticism

- Caseflow management is an assembly line process which sacrifices justice for speed.

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## Justice vs. Speed

- Is it better for the attorneys to **prepare** 5 times or have the litigants **arrange their schedules** 5 times due to continuances or for them to do it only once?
- Is it better use of justice system resources to send out **notices** 5 times and pull the **file** 5 times or to schedule the case once and complete it?
- Is justice better served and **memories** sharper if trials are held 1 to 2 years after the filing or 90 –120 days?

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## What is the cost of failure?

Lost Public Trust and Confidence

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## The Uncomfortable Truth

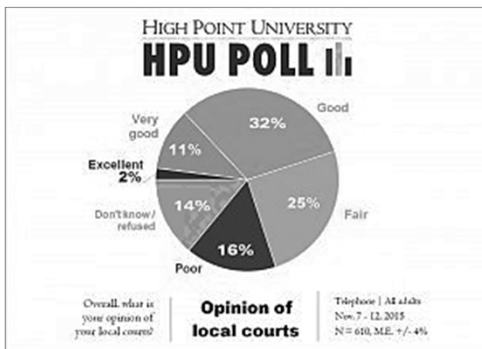
How Much Confidence Does the Public Have in Our State Courts?



**13%**  
STATE COURT  
SYSTEM

Source: NCSC and Justice at Stake Funding Justice: Strategies and Messages for Restoring Court Funding First Edition, 2012

## What Do North Carolinians Think About Their Court System?



## What Do North Carolinians Think About Their Court System?

- 63% disagreed or disagreed strongly that cases are resolved in a timely manner

## Why should we care?

- The authority of government under a democratic system is derived from the people
- The loss of public trust and confidence in our justice system weakens the institution

## Why should we care?

- When trust and confidence are eroded:
  - There is a lack of public support, which
  - leads to lack of political support, which
  - leads to a lack of funding, which
  - leads to greater diminishment of services, which
  - leads to a further erosion of trust and confidence.
- An inexorable downward spiral

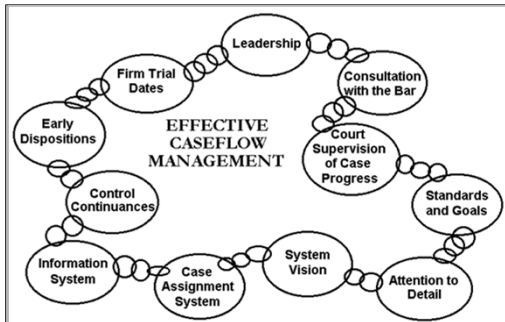
## Direct Correlations

- The effective and efficient administration of justice is vital to protection of our **rights and liberties**, **economic prosperity**, and integral to **public safety**
- The direct correlation can be seen through the Court's connection with **families, businesses and communities**

## Fundamentals of Caseflow Management

### Section II Fundamentals 1 - 9

## Introduction to the Fundamentals



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## Fundamental 1 - Judicial Commitment and Leadership

- Chief Judge should set the tone
  - Establish partnership with administrators, coordinators and clerks
  - Provide new judge orientation
  - Establish court-wide policy
  - Involve other agencies
- Shared Leadership – Judges must:
  - Manage other judges – mutual accountability
  - Be committed and show commitment

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## Characteristics of Successfully Managed Courts

- Willingness to initiate change
- Accountability
- Persistence

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## Leading Change is Dangerous

It challenges values, norms, beliefs, and attitudes

It's personal

It's about loss

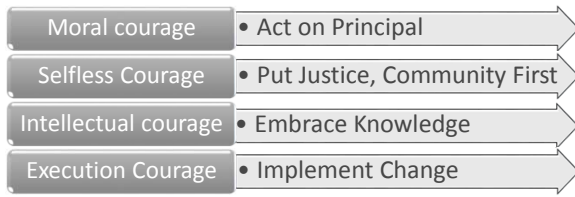
It's about how people define themselves

It's about loyalty to previous relationships



## Building Courageous Leaders

- Courageous Leadership is Dangerous! It's about changing the Status Quo
- It requires...



## Fundamental 2

### Internal and External Communication

- Internal
  - Core Team Collaboration: Judge, Clerk, FC
    - Regular File Reviews
    - End of Session - Reconciling Calendar Notes
    - Interim Meetings – Policies and Procedures
  - Collegial Communication
    - Judicial Mentoring
    - Continuous Learning Environment

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## Fundamental 2 - Continued Internal and External Communication

- External
  - Effective caseload management is a concern of both the court and the bar
  - Meetings should be regularly scheduled
  - Purpose is to have dialog and gain input, not to obtain reaction

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## Fundamental 3 Court Supervision of Case Progress

### Three Axioms

- Lawyers settle cases, not judges
- Lawyers settle cases when prepared
- Lawyers prepare for significant events

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### Fundamental 3 Court Supervision of Case Progress

- Four Principles:
  - Early court intervention
  - Continuous court control
  - Set on a short schedule
  - Create the expectation and the reality that events will happen when scheduled

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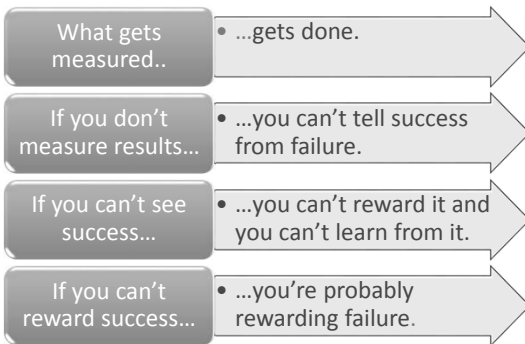
### Fundamental 4 Standards and Goals

- Macro
  - Overall docket
  - Filing to disposition
- Micro
  - Specific cases
  - Time between events
- Related performance goals
  - Session Continuances
  - Session Not reached
  - Session Productivity
  - Session Utilization

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### Standards and Goals



### Sample Case-Specific Time Standards

**TABLE 2.  
AMERICAN BAR ASSOCIATION TIME STANDARDS\***

Case Type	Time Within Which Cases Should be Adjudicated Or Otherwise Concluded		
	90%	98%	100%
General Civil	12 Months	18 Months	24 Months
Domestic Relations	3 Months	6 Months	12 Months
Felony	120 Days	180 Days	365 Days
Misdemeanor	30 Days	--	90 Days

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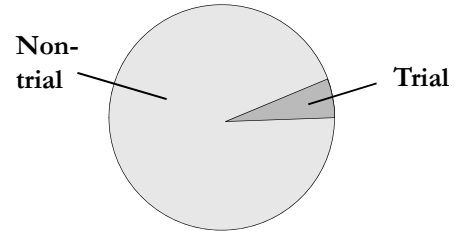
## Why Time Standards Are Helpful

- Promote prompt justice
- Provide motivation to achieve time goals
- Yardstick for measuring effectiveness of management, programs, and individuals
- Starting point for development of management procedures
- Promote use of information systems to monitor caseload and provide performance data

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## Fundamental 5 - Early Court Intervention and Early Dispositions



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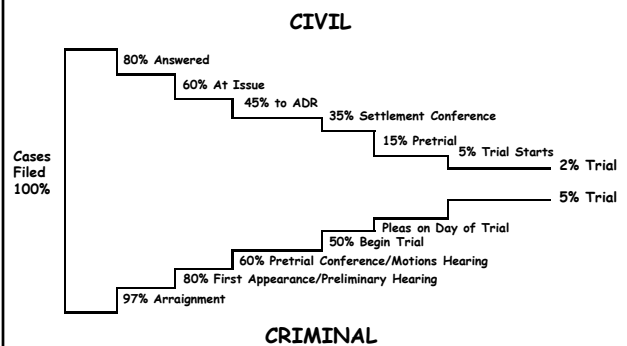
## Guidelines for Early Non-Trial Dispositions

- Create an early disposition climate
- Review case status at every event and consider every event a disposition opportunity
  - What issues remain open?
  - Does every issue have an upcoming event scheduled?
  - Has a deadline been communicated for submission of an order?
- Does the order submitted address all claims filed in original pleading?

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## Reverse Telescope



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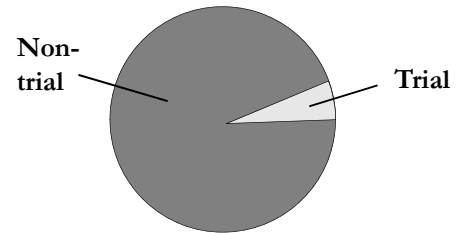
## Actions A Judge Can Take to Obtain Early Dispositions

- Pretrial Conferences
  - Scheduling Conferences
    - Set deadlines for significant events
    - Discuss ADR Options
    - Identify any human services needs
  - Status Conferences
    - Review progress
    - Resolve any outstanding problems
    - Review status of human services referrals
  - Judicial Settlement Conferences
    - Discuss outcome of ADR
    - Discuss Strengths and Weaknesses of each side case
    - Discuss what has happened in similar cases at trial

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## Fundamental 6 - Setting Firm Trial Dates



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## Guidelines for Setting Firm Trial Dates

- × Planning court calendars requires the court to evaluate two things:
  - × The number of cases that will survive to the scheduled date; and,
  - × The number of cases that can be handled during a particular term.
- × Schedule as few cases for trial as possible. With fewer cases set for trial, firm trial dates can be given.
  - × Goal: 10% or less not reached, 10% or less of available court time unused
- × Set firm trial dates. Do it once.

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## Trial Setting Options

- Set trial date at scheduling conference
- Set trial date at end of final settlement conference
- Set trial dates in near future – appear imminent

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## Identifying Problem Dockets - 1

1. Not reached rate > 10%
2. Continuance rate > 10%
3. Next available trial date > 180 days in future
4. Poor court-time utilization
  - Start time 10:00 a.m. or later
  - Stop time 3:00 p.m. or earlier
5. Motions, hearings, calendar conferences scheduled more than once on same case

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## Identifying Problem Dockets - 2

6. High numbers of skipped cases
  - Cases skipped on docket due to length or complexity
  - Cases routinely last longer than projections

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## Fundamental 7 Controlling Continuances and Avoiding Backlogs

No system will work unless continuance requests carefully scrutinized.

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## Keys to Controlling Continuances

- Written court policy – Discourages requests and specifies acceptable criteria
- Track continuance rate to see if policy is enforced
  - Who continued?
  - Reasons for continuance?

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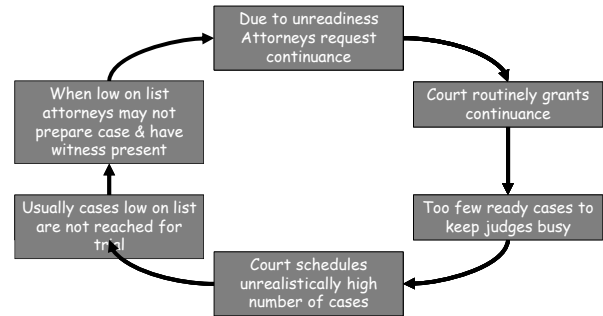
## Continuance Rules

- Continuances breed continuances
  - If attorneys believe case will proceed as scheduled, they will prepare
  - Preparation minimizes the need for continuances
- Cannot establish trial date certainty if don't carefully scrutinize continuances

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## The Continuance Conundrum



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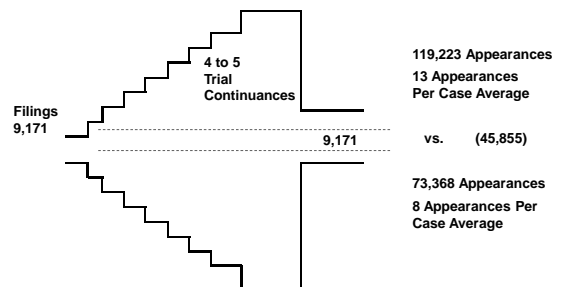
## Impact of Continuances

- Simple things become complex over time
- The higher the volume, the greater the impact
  - Number of people per case (family, friends, children)
  - Number of appearances per case

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## Workload Expansion Due to Continuances



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## Fundamental 8 Monitoring and Information Systems

- Using Statistical Reports as Management Tools
  - VCAP
  - CaseWise
  - JWisE
  - ACIS

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## Organizing Data into Usable Easy to Read Reports

### Good Reports Should Enable You To ...

- See Vital Pulse and blood pressure information at a glance i.e., management reports
- Identify information specific to each case i.e., cases missing next action or next action date

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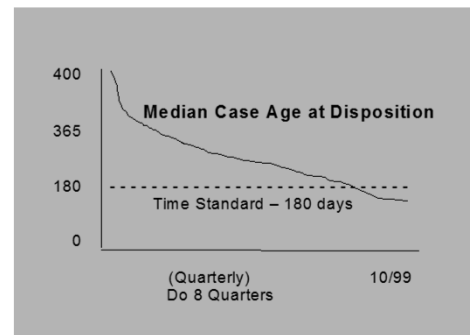
## AGE OF DISTRICT COURT PENDING DOMESTIC RELATIONS CASELOAD

Year	Total		< 6 Mos.		6 -12 Mos.		> 1 Year		Median Age Days
	Pending	#	#	%	#	%	#	%	
2011	4,262	2,423	56.9	778	18.2	1,061	24.9	132	
2012	4,068	2,396	58.9	615	15.1	1,057	26.0	120	
2013	4,296	2,622	61.0	730	17.0	944	22.0	121	
2014	3,995	2,396	60.0	777	19.4	822	20.6	115	
2015	4,807	2,877	59.9	877	18.2	1,053	21.9	119	

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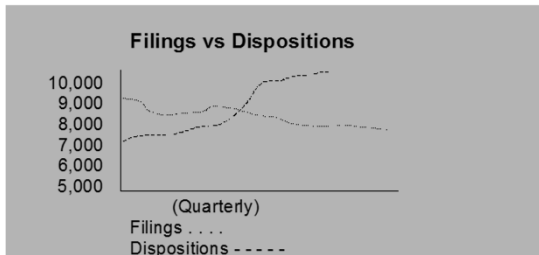
## Median Case Age at Disposition



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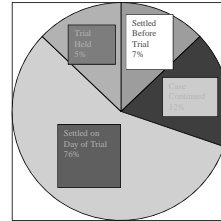
## Filings vs. Dispositions



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## When Dispositions Occur



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## DISTRICT COURT RANKING OF FAMILY DISTRICTS BY AGE OF PENDING DOMESTIC RELATIONS CASELOAD

Family District	Total Pending	Family District		Family District		Family District				
		< 6 Mos	%	6 TO 12 Mos	%	> 12 Mos	%			
6A	138	208	313	51%	28	69	11%	20A	2	1%
20A	157	26	2,877	60%	20A	18	12%	8	23	5%
3A	325	10	1,545	64%	8	55	12%	28	45	7%
8	451	12	1,106	66%	25	93	13%	3A	27	8%
20B	613	5	529	67%	14	106	13%	6A	14	10%
19B	624	25	507	71%	3A	52	16%	19B	64	10%
28	647	14	568	72%	19B	102	16%	5	109	14%
25	714	6A	100	73%	12	277	16%	25	114	16%
5	787	19B	458	73%	10	395	17%	12	305	18%
14	792	3A	246	76%	6A	24	17%	14	305	18%
12	1,688	28	533	82%	26	877	18%	10	458	19%
10	2,399	8	373	83%	20B	115	19%	26	1,053	22%
26	4,807	20A	137	87%	5	149	19%	20B	185	30%

Chart does not include Child Support or URESA/UIFSA

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## Fundamental 9 Systems Approach

- Caseflow management is not just the court; it's the whole system
- Everyone has to work together
- Include all individuals and agencies involved
- Obtain buy-in of all involved

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### Why A Team Approach is More Efficient

- More motivation
- More commitment
- Team can withstand more stress
- Team generates and sustains energy
- More excitement and enthusiasm
- Different perspectives in problem solving

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### The Importance of Teamwork and Consistency

- No single person can make the system work, but one person can cause the system to fail

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## Take Home Self-Assessment Exercise

Examining the strengths and weaknesses of your court

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# Court Culture Assessment Instrument

Dominant Case Management Style		Current	Preferred
I	There is general agreement on performance goals, but centralized judicial and administrative staff leadership is downplayed and creativity is encouraged. As a result, there are alternative acceptable ways for individual judges to apply court rules, policies and procedures		
II	Judicial expectations concerning the timing of key procedural events come from a working policy built on the deliberate involvement and planning of the entire bench. Follow-through on established goals is championed and encouraged by a presiding (administrative) judge		
III	There is limited discussion and agreement on the importance of court wide performance goals. Individual judges are relatively free to make their own determinations on when key procedural events are to be completed.		
IV	Judges are committed to the use of caseflow management (e.g. early case control, case coordination, and firm trial dates) with the support of administrative and courtroom staff. Written court rules and procedures are applied uniformly by judges.		
<b>TOTAL</b>		100	100

Identify the relative degree of CURRENT emphasis that you think is placed on the value by your court. Divide 100 points among these four alternatives depending on the extent to which each alternative best describes your court. Give a higher number of points to the alternative that is most descriptive of your court.

Turning to your PREFERRED emphasis, identify the relative degree of emphasis you would like to see your court embrace.

---

Name



# INDIVIDUAL CASEFLOW MANAGEMENT SELF-ASSESSMENT

## PURPOSE

The purpose of this activity is to give you the opportunity to look at your court's strengths and weaknesses in caseflow management, reflecting the understanding of caseflow management principles you have gained in the course thus far. Then, based on your assessment of individual strengths and weaknesses, you can consider your court's areas of greatest strength, and those areas where some change might be beneficial.

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## DIRECTIONS

- Read the statements below and on the following pages. For each statement, think about where your court falls on the scale provided, and circle the number that reflects your rating of your court. If you are uncertain, provide your best guess.
  - When you have completed the rating for all of the statements, calculate your score in key areas, following the directions on the SCORING SHEET that follows the statements.
  - Then plot your scores from the SCORING SHEET on the ASSESSEMENT RESULTS graph that follows the SCORING SHEET.
- 

1. The chief judge or another key judge plays a leading role in initiating caseflow management improvements in this court.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
rarely		occasionally		usually

2. In our court there is a philosophy that the court should control case progress.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
absent		weak		strong

3. The court has adopted explicit time standards or guidelines for case disposition.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
no standards		informal guidelines		time standards exist

4. The courts' mechanism for consulting the bar about caseflow problems or proposed changes is:

1	2	3	4	5
there is none	discussion when requested by bar	informal contact	occasionally initiated by court	structured consultation is standard practice

5. Consultation with attorneys by a judge or staff member occurs early in a case to set deadlines for completion of major case events.

1	2	3	4	5
no	if requested by lawyer	in some cases	complex cases only	in all but the most minor cases

6. When new caseflow programs or procedures are being considered, the court's leaders consult with leaders of agencies that may be affected.

1	2	3	4	5
no	rarely	by information copy of proposal	if they are interested	standard policy

7. There are published rules governing the caseflow process to which the court and bar may refer.

1	2	3	4	5
no published policies		exists for some areas		yes, govern all major caseflow issues/areas

8. These policies are followed/enforced.

1	2	3	4	5
rarely		occasionally		consistently

9. Judges' commitment to effective caseload management is demonstrated by their actions in holding lawyers to schedules and limiting continuances to short intervals for good cause only.

1	2	3	4	5
generally, no		inconsistent		generally, yes

10. Judges with administrative responsibility meet with the judges in their division to review the status of the caseload.

1	2	3	4	5
never	rarely	when a problem surfaces	occasionally	on a regular basis

11. Consultation between judges and court administration and staff about the caseload system occurs.

1	2	3	4	5
rarely		only when a problem occurs		regularly

12. Judges who have responsibility for all or part of the caseload receive management reports about such things as the number and age of pending cases, the status of pending cases and the age of cases at disposition.

1	2	3	4	5
not available		if they request it		regularly

13. The court supervises case progress from filing to final disposition.

1	2	3	4	5
leave it to the attorneys	when requested	only for case problems	in most cases	all cases have future action dates assigned

14. The courts' staff at all levels are aware of the courts goals with respect to caseload management.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
there are no goals		some are aware	top stall only	yes

15. The court begins to exercise supervision of case progress at the time of filing.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
no, rely on attorneys to monitor each other	in problem cases	in complex cases	in most cases	in all cases

16. The court has goals concerning the frequency with which trials should occur on the first scheduled date.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
no stated goals		informal standards		yes, explicit goals

17. The chief judge is widely regarded by the bar, the judges, court staff – as strongly committed to effective caseload management to minimize delays.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
no, just the reverse	by some	within the court but not by the bar	generally, yes	positively

18. When scheduled trials/hearings must be continued, it is to a certain date.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
never	rarely	sometimes	usually	always



19. Information about the current status, history, and related cases is available for use in case management.

1	2	3	4	5
only from case files		by special request	readily available on request	provided routinely

20. Judges whose pending inventories and times to disposition do not meet court goals are informed of the discrepancy.

1	2	3	4	5
we do not collect this information	rarely	sometimes	by monthly stat. report	by court leaders as a matter of court policy

21. The condition of the court's pending caseload is:

1	2	3	4	5
do not know	many cases are older than the court's (or aba) time standard re: max. disp. time	about 30% older	about 1—15% are older	few cases are older than the standard for max. disp. time

22. Overall, case progress and the timelessness of case disposition are

1	2	3	4	5
controlled by the bar	not really under control	controlled for if requested by counsel	sometimes controlled by the court	generally controlled by the court

23. The system of planning of a scheduling trial and motion calendars provides attorneys certainty of a case being reached on the schedule date:

1	2	3	4	5
rarely	less than half the time	about 50% of the time	better than half the time	95-100% of the time

24. The court uses the following:

Mediation:

1	2	3	4	5
never		occasionally		frequently

Arbitration:

1	2	3	4	5
never		occasionally		frequently

Other form of Alternative Dispute Resolutions:

1	2	3	4	5
never		occasionally		frequently

25. Mechanisms exist for consulting the bar concerning problems or proposed changes in the caseload system:

1	2	3	4	5
no mechanisms; rare consultation	no mechanisms occasional informal consult	consultation as needed, requested by bar	formal mechanisms; occasional consultations	formal mechanisms frequent consultations

26. Judges and court staff review the age and status of the pending caseload.

1	2	3	4	5
never	rarely	occasionally	as time permits	regularly as part of our management plan

27. The statistics and information system:

1	2	3	4	5
detracts from effective caseload	not particularly useful	has some helpful features	is helpful	greatly facilitates effective caseload

28. The judges and staff review the extent to which goals are met:

---

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
never	rarely	annually	occasionally	often

29. Attorneys are ready to proceed on the scheduled date:

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<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
rarely	less than half the time	about 50% of the time	better than half the time	95-100% of the time

30. Consultation between judges and staff concerning caseflow management problems occurs:

---

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
substantially less often than necessary/desirable				as often as necessary/desirable

31. The following case management information is readily available and regularly used in our court: (Y – yes; N = no)

<u>AVAILABLE</u>	<u>USED</u>	<u>INFORMATION</u>
_____	_____	Number of pending cases by case type
_____	_____	Age of pending cases (in age categories)
_____	_____	Change in the above measures since last report and/or since last year
_____	_____	Age of pending caseload compared to time standards
_____	_____	Median age of cases at disposition or range of ages
_____	_____	Disposition pattern (fall out) of our caseload
_____	_____	% of trials starting on first assigned trial date
_____	_____	Number of continuances in each case
_____	_____	Reason for each continuance
_____	_____	Who requested continuances in each case
_____	_____	Other (specify)
		_____
		_____
		_____

To score this question, add the number of Y's in the *AVAILABLE* and *USED* columns and divide total by 4.

RESULT: \_\_\_\_\_

32. There are explicit time standards/guidelines governing the intervals between each major event in the caseflow:

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
no		not sure		yes

33. Potentially protracted or complicated cases are identified early for special attention.

1	2	3	4	5
no	only if attorneys bring them to court attention	if they happen to come to the attention of staff or judge		yes, a specific procedure exists for early identification

34. The information/recordkeeping system facilitates monitoring the progress of each case:

1	2	3	4	5
not at all		somewhat		very well

35. Techniques for avoiding or minimizing attorney schedule conflicts are part of the scheduling system and attorneys' schedules are accommodated to the extent reasonably possible:

1	2	3	4	5
needs improvement				needs no improvement

36. Court policies/problems regarding continuances are:

1	2	3	4	5
policies do not exist in this division	never discussed at judges' meeting or staff meetings	sometimes discussed		frequently discussed at judges or staff meetings

37. Discussions among judges and administrators concerning caseflow management procedures occur:

1	2	3	4	5
substantially less often as necessary		infrequently		as often as needed

38. There are goals or guidelines governing other aspects of caseflow such as a number of pending cases, number of continuances, etc.

1	2	3	4	5
none		some informal		yes, we have performance standards

39. Generally, these policies are followed/enforced:

1	2	3	4	5
rarely		occasionally		consistently

40. The staff/judges use this system to monitor the progress of each case; cases may not lie dormant:

1	2	3	4	5
no		when time permits		yes

41. The ease of attorneys obtaining a continuance of a hearing or trial date:

1	2	3	4	5
easily obtained upon request/stipulation		attorneys must show cause, but no written requests		strict policy requiring written request/motion and showing substantial cause

42. Simple cases which might be disposed of early are identified for special processing:

1	2	3	4	5
never	rarely	only at the request of counsel		routinely

43. When a case must be continued, the new date assigned falls within approximately the next:

---

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
over one year	6 mos.-year	3-6 mos.	1-3 mos.	2-4 weeks

44. How often are scheduled cases continued because there are more ready cases that the judge can reach in the time available:

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<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
never	rarely	occasionally	frequently	regularly

45. There are explicit time standards/guidelines for case disposition:

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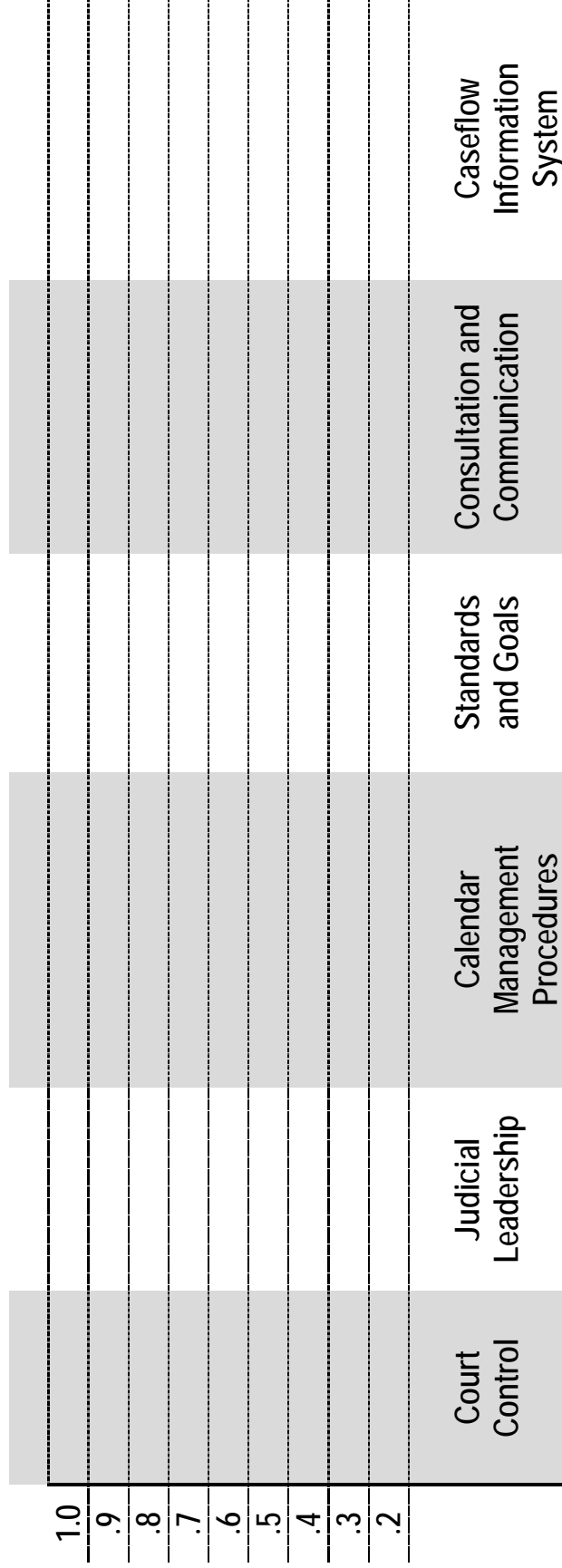
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
no		not sure		yes





## ASSESSMENT RESULTS

**INSTRUCTIONS:** Plot the final score for each dimension on the graph below:



## SCORING SHEET

**INSTRUCTIONS:** Place the score for each question on the assessment instrument in the appropriate space below:

Court Control of Caseflow	Judicial Leadership		Calendar Management Procedures	Standards and Goals		Consultation and Communication		Caseflow Information System	
	1	2		3	4	5	6	7	8
8			5	3	4			12	
9			7	14	6			19	
13	10		23	16	11			27	
15	17		24	28	25			31	
18	20		29	32	30			34	
21			33	38	36				
22			35	39	37				
26			42	45					
40			44						
41									
43									
<b>TOTAL = _____</b>	<b>TOTAL = _____</b>	<b>TOTAL = _____</b>	<b>TOTAL = _____</b>	<b>TOTAL = _____</b>	<b>TOTAL = _____</b>	<b>TOTAL = _____</b>	<b>TOTAL = _____</b>	<b>TOTAL = _____</b>	<b>TOTAL = _____</b>
Out of 55 possible, Divide total by 55.	Out of 25 possible, Divide total by 25.	Out of 45 possible, Divide total by 45.	Out of 40 possible, Divide total by 40.	Out of 35 possible, Divide total by 35.	Out of 25 possible, Divide total by 25.				
_____ (Score)	_____ (Score)	_____ (Score)	_____ (Score)	_____ (Score)	_____ (Score)	_____ (Score)	_____ (Score)	_____ (Score)	_____ (Score)

Name \_\_\_\_\_