Oregon Judicial Department
Annual Performance Progress Report (APPR) for 2011-13

The following is a list of KPMs that OJD will be able to track for the 2011-13 biennium.

2011-13 KPM#	2011-13 Key Performance Measures (KPMs)
1	**Accessible Interpreter Services**: *The percentage of dollars spent on Oregon Judicial Department (OJD) certified freelance interpreters out of total expenditures for freelance (non-staff) interpreters of languages in which certification testing is offered by OJD.*
2	**Collection Rate:** *The percentage of all monetary penalties imposed by circuit court and appellate court that are collected.*
3	**OJIN Data Timelines and Accuracy**: *The average number of calendar days between the date a judge signs a judgment and the date that the judgment is entered into the official record.*
4	**Representative Workforce:** *The parity between the representation of persons of color in the civilian labor force and the representation of the same group in the workforce of the Oregon Judicial Department (OJD).*
5	**Trained Workforce:** *The percentage of Oregon Judicial Department (OJD) education program participants who reported gaining specific knowledge related to OJD by attending the program.*
6	**Timely Case Processing:** *The percentage of cases disposed of or otherwise resolved within established time frames.*
7	**Permanency Action Plans**: *The percentage of circuit courts with a performance measure supporting permanency outcomes for children in foster care.*

The following is a list of KPMs that due to reductions in the performance measurement and court programs area, OJD no longer has the staff and resources to track.

8	**Drug Court Recidivism:** *The percentage of adult drug court graduates with no misdemeanor or felony charges filed in the Oregon Circuit Courts within one year of program graduation.*
9	**Juror Satisfaction:** *The percentage of jurors who are satisfied with their juror experience.*
10	**Quality Self-Represented Services**: *The percentage of litigants satisfied with family law facilitation services received.*

Agency Mission: As a separate and independent branch of government, we provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence.

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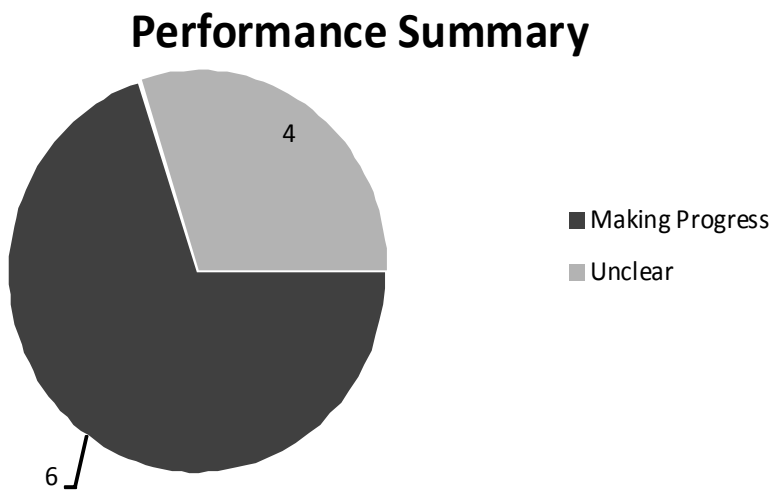
1. SCOPE OF REPORT

These Oregon Judicial Department (OJD) programs are partially addressed by our ten key performance measures: Court Interpreter Services, Collections, Court Improvement, Human Resources, Judicial and Staff Education, Citizen Review Board, Juvenile Court Improvement Project, Drug Courts, Juror Services, and Family Law Facilitation.

Some of OJD's programs not directly included in the KPMs are the other Treatment Courts, Business Court, Arbitration and Mediation Services, and Court Security and Business Continuity Planning.



2. THE OREGON CONTEXT

The Oregon Judicial Department is responsible to:

- Enforce the laws and Oregon constitution;
- Resolve disputes fairly to ensure public and private safety;
- Enforce promises without favor or bias to enforce economic and property rights;
- Protect children and strengthen families; and
- Apply sentencing resources to promote public safety.

OJD's partners in the executive and legislative branches recognize the critical responsibilities of the courts in protecting children and families, enhancing public safety, and enforcing economic and property rights. The business community is committed to an experienced, efficient, and impartial bench as a critical component of continued economic development in Oregon. In addition, non-governmental and professional organizations work daily with the local courts as well as support statewide issues.

3. PERFORMANCE SUMMARY

OJD continues to make progress on six of the ten 2009-11 key performance measures. It is unclear if the department is making progress on KPM 4: Representative Workforce since it is difficult to compare the Judicial Department with other state agencies because the data for the majority of our workforce is based on county labor force data rather than statewide labor force data. Additionally, we were unable to provide a report for KPM 8: Drug Court Recidivism, KPM 9: Juror Satisfaction, and KPM 10: Quality Self-Represented Services due to reductions in the performance measurement and court program areas. The reporting cycle for the KPMs is the Oregon fiscal year.

4. CHALLENGES

Since 2003, when OJD initiated work on performance measurement, the department worked to be inclusive in each phase of its work, beginning with education of judges, administrators, and local court staff on performance measures and strategic planning. Our early phases focused on developing output measures prior to initiating work on outcome measures. In 2007, OJD's long-standing Performance Measurement Advisory Committee (PMAC) launched an intensive redesign of the department's performance measurement system to:

- Provide the right performance information, to the right people, at the right time;
- Create a "bottom-up," transparent, and accountable performance management system environment; and
- Allow for possible future enhancements including added and refined core and subordinate KPMs, improved delivery and distribution of the KPMs, and integration of the performance areas and KPMs with key management process and operations of the judicial branch.

In 2009, due to the budget shortfall brought on by the grave economic crisis, OJD was forced to take drastic reduction measures, including layoffs and furloughs of central and court staff. As a result, the Court Programs and Services Division (CPSD) of OJD ceased operation and the staff were laid off. Among its primary duties, CPSD was responsible for gathering, monitoring, and analyzing the data to measure performance in addition to providing statewide program coordination for the treatment courts (includes drug courts), family law facilitation, and access/ jury administration programs that have KPMs attached. CPSD staff also supported the OJD State Performance Measures Advisory Committee that actively designed, improved and monitored the KPMs.

The layoff of CPSD staff meant that OJD did not have the necessary resources or central data repository to provide a report for KPMs 8, 9, and 10 for fiscal years 2008-09 and 2009-10. The other KPMs for 2008-09 and 2009-10 are reported below from one time reports prepared by budget and other staff from data that resides on current OJD data systems and, while time consuming, can be compiled. The continuing economic downturn has meant that OJD continues to lack the resources to do most of the monthly ongoing and analytical work on measuring performance; therefore, this report will simply provide the measures. There is a policy option package to restore a few of the key statewide coordination and analytical staff. Without them, the proposed measures for 2011-13 would exclude reporting ability for KPMs 8, 9 and 10.

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5. RESOURCES USED AND EFFICIENCY

The Chief Justice's Recommended Budget for the 2009-11 Biennium is $485.6 million (All Funds).

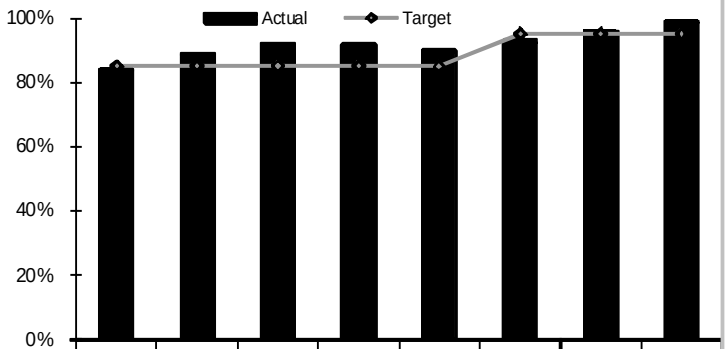
The Efficiency Measures are KPM 1 Accessible Interpreter Services, KPM 2 Collection Rate, and KPM 3 OJIN Data Timeliness and Accuracy (see Key Measure Analysis).

KPM #1	**Accessible Interpreter Services:** The percentage of dollars spent on Oregon Judicial Department (OJD) certified freelance interpreters out of the total expenditures for freelance (non-staff) interpreters of languages in which certification testing is offered by the OJD.	**Measure since: 2005**
Goal	**Justice 2020 Access:** Ensure access to court services for all people.	
Oregon Context	OJD Mission and Access Standards.	
Data source	Monthly Mandated Funds Financial Reports.	
Owner	Court Interpreters Services: Kelly Mills 503-986-7004.	

1. **OUR STRATEGY**
   Court Interpreters Services (CIS) continues work on centralizing scheduling for the courts for cost savings, efficiency and accuracy. 83% of Oregon counties schedule Spanish interpreters through centralized scheduling and 100% of counties schedule languages other than Spanish through CIS.

2. **ABOUT THE TARGETS**
   Without access to court interpreter services, language barriers can often exclude non-English speaking people from their own court proceedings. Through Court Interpreter Services, OJD complies administratively with federal and state laws. It promotes effective and efficient case resolution, assists in keeping cases within framed timelines and assists in meeting collections measures. Certification testing based on psychometric analysis provides an objective assessment of an interpreter's qualifications for the unique demands of court interpreting.

3. **HOW WE ARE DOING**
   CIS anticipated increased use of certified interpreters in 2009-2011 as more interpreters became certified and available to the local courts through centralized scheduling. In addition, there is a growing awareness that certified interpreters provide more accurate and complete court interpreting and prevent expensive retrials.



	03	04	05	06	07	08	09	10
Actual	84%	89%	92%	92%	90%	93%	96%	99%
Target	85%	85%	85%	85%	85%	95%	95%	95%

4. **FACTORS AFFECTING RESULTS**
   Over the past biennia, the department has requested an increase in the certified freelance interpreters pay rate to match the public and private sector increases but those requests have not been funded.

5. **WHAT NEEDS TO BE DONE**
   CIS continues increased use of OJD remote interpreting technology to bring certified interpreter services to all courts. Technology is being used on less complex hearings, as well as a tool to provide training to prospective and certified interpreters in remote areas of the state. Webinars, video presentations, and recorded presentations are being made available statewide.

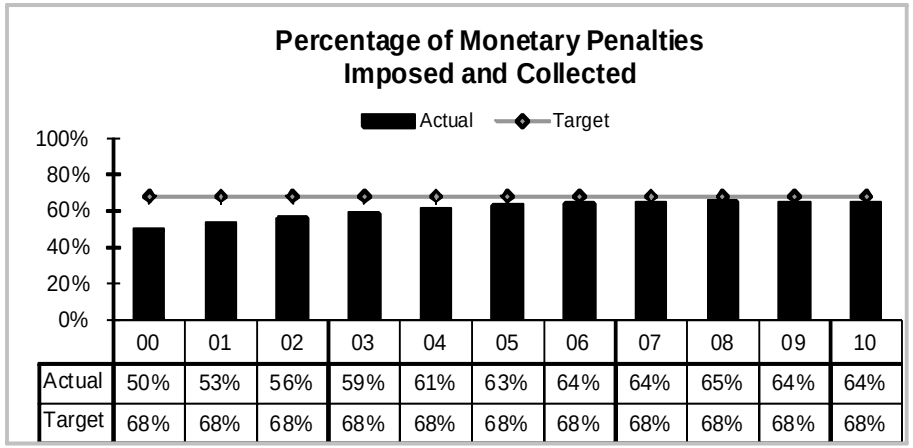
6. **ABOUT THE DATA:** The Business and Financial Services Division (BFSD) of OJD provides a statewide summary of expenditures for freelance court interpreter services to CIS on a request basis. The expenditures are organized by court, language, travel, and certified or uncertified interpreter expenditures.

KPM #2	**Collection Rate:** The percentage of all monetary penalties imposed by the appellate and circuit courts that are collected.	**Measure since: 2005**
Goal	**Justice 2020 Administration:** Make courts work for people.	
Oregon Context	OJD Mission and Administration Standards.	
Data source	OJD's Financial Integrated Services System.	
Owner	Business and Financial Services Division (BFSD): Jessica Basinger 503-986-5601.	

1. **OUR STRATEGY**
   BFSD educates administrators, judges, and community partners about OJD collection efforts, programs, and resources.

2. **ABOUT THE TARGETS**
   The OJD collection rate measures how much of the amounts imposed are collected. Most of the unpaid balances are related to felony and misdemeanor crimes. The target was set based on trending of previous years and plans for program improvements. Due to the length of time judgment remedies exist on these cases and the large dollar amounts that may be imposed, the unpaid balances are often pursued for many years.

3. **HOW WE ARE DOING**
   OJD continues to maintain a consistent collection rate despite staff cuts and budget reductions.



	00	01	02	03	04	05	06	07	08	09	10
Actual	50%	53%	56%	59%	61%	63%	64%	64%	65%	64%	64%
Target	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%

4. **HOW WE COMPARE**
   While we compare favorably to other court systems, it is difficult to find a statewide court system that uses the identical collection rate calculation. We do exchange information with other court systems to compare effectiveness of programs and tools.

5. **FACTORS AFFECTING RESULTS**
   The target was set several years ago before the department had complete information regarding why types of cases had unpaid balances. Most significantly, in recent years, 91% of the delinquent debt at the circuit courts is related to felony and misdemeanor crimes -- these are not unpaid traffic violations. Persons committing these types of crimes and not paying are typically in and out of incarceration, transient, and hard to locate.

6. **WHAT NEEDS TO BE DONE**
   The department is working with the Oregon legislative delegation and the National Center for State Courts on federal legislation that will allow the courts to intercept federal tax refunds. Oregon has already passed legislation and will be ready once federal legislation is passed. In 2010, OJD contracted directly with four different private collection firms (PCFs); this will allow the department to monitor performance and should lead to increase collections of delinquent debt. Additionally, OJD centralized the management of delinquent debt which should create efficiencies and standardization to collections statewide.

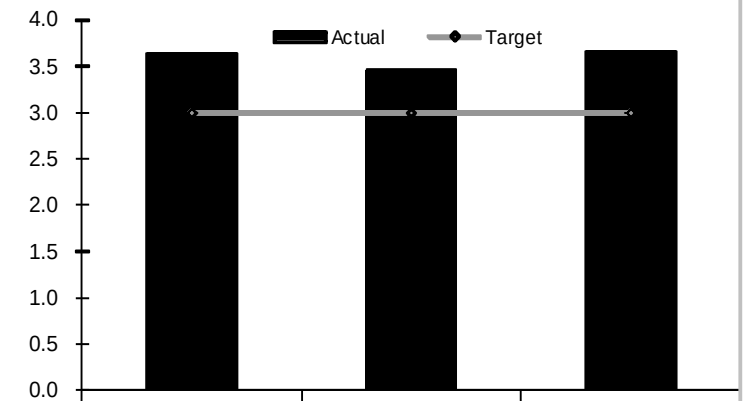
7. **ABOUT THE DATA**
   The measure is the cumulative collection rate calculated by dividing all moneys collected by the net amounts imposed. Net amounts imposed are receivables created in the Financial Integrated Accounting System (FIAS), less adjustments, to accommodate the modification of sentences, data entry error, or other instances where the imposed amount was changed or where no receivable is created, as in some civil case types.

KPM #3	**OJIN Data Timeliness and Accuracy:** Average number of calendar days between the dates a judge signs a judgment and the date a judgment is entered into the official record.	**Measure since: 2007**
Goal	**Justice 2020 Administration:** Make courts work for people.	
Oregon Context	OJD Mission and Administration Standards.	
Data source	OJD's Data Warehouse.	
Owner	BFSD: Jessica Basinger 503-986-5610.	

1. **OUR STRATEGY**
   Administrators and supervisors periodically review data entry protocols, statistics policy, and case flowcharts with staff.

2. **ABOUT THE TARGETS**
   This KPM reflects only "general judgments" in civil and domestic relations cases and "judgments" in criminal. Circuit court staff should enter all court case actions into the official register of actions as expeditiously and accurately as possible. This is especially true for judgments since any delay in the entry of a judgment into the official register of actions for a case may have important legal consequences under Oregon law.

3. **HOW WE ARE DOING**
   The courts started making slow progress in 2009; however, the number went up in 2010. This might be explained by the reduction in court staff due to layoffs and furloughs. While this KPM primarily reflects timeliness, the measure is also dependent upon and reflective of data entry accuracy. Incidents where the absolute number of days between signature date and entry date of judgments is large are sometimes due to data entry errors rather than real delays between signature date and entry of judgments into the official record.



	08	09	10
Actual	3.64	3.46	3.66
Target	3.00	3.00	3.00

4. **HOW WE COMPARE**
   While data timeliness and accuracy is important to court systems, the department is not aware of other states tracking this measure.

5. **FACTORS AFFECTING RESULTS**
   When court staff manually enter data, human error is always possible. The department, through its uniform protocols, local and state education programs, and monitoring procedures ensures a mid-course correction is the standard.

6. **WHAT NEEDS TO BE DONE**
   The Courts Programs and Services Division (CPSD) used to provide biannual court reports, but due to budgetary constraints, CPSD ceased operation and most program staff support services are no longer provided. If data entry time lag is the problem, subject to availability of staffing resources, court administrators may need to increase staffing in a particular area and/or provide training.

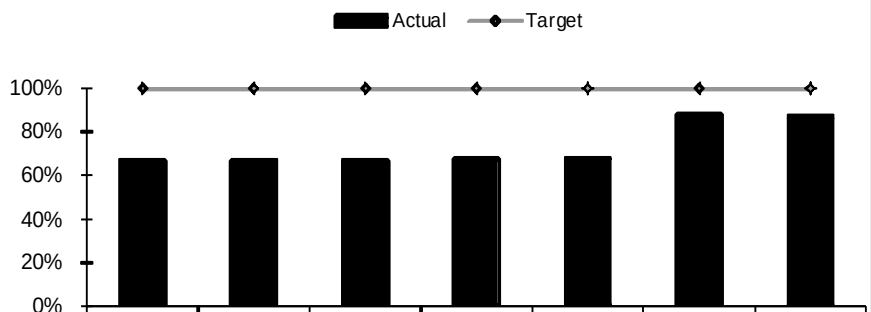
7. **ABOUT THE DATA**
   KPM 3 is calculated using data in the OJD's Data Warehouse. The measure is the average number of days between signature and entry for general judgments in civil and domestic relations cases and judgments in criminal cases that resolve charges.

KPM #4	**Representative Workforce:** The parity between the representation of persons of color in the civilian labor force and the representation of the same group in the workforce of the Oregon Judicial Department (OJD).	**Measure since: 2003**
Goal	**Justice 2020 Administration:** Make courts work for people.	
Oregon Context	OJD Mission and Administration Standards.	
Data source	Oregon Judicial Department Biennial Affirmative Action Report.	
Owner	Human Resources Services Division: Gary Martin 503-986-5923.	

1. **OUR STRATEGY**
   OJD participates in outreach activities and job fairs and provides recruitment and selection training to supervisors and lead workers, including affirmative action and diversity components.

2. **ABOUT THE TARGETS**
   The Oregon Judicial Department strives to attain 100% parity with the Oregon civilian labor force.

3. **HOW WE ARE DOING**
4. OJD data from 2010 depicts 13.4% (216/1,611) employees of color. OJD data from 2009 depicts 13.1% (229/1,743) employees of color. Snapshot from June 2008 depicts 10.1% (169/1,668) employees of color. Snapshot from September 30, 2006 depicts 10.2% (170/1,668) employees of color. Snapshot from Oregon Civilian Labor Force (2000 Census EEO Detailed Report by Residence) depicts 15% of Oregon's workforce as persons of color.



	04	05	06	07	08	09	10
Actual	67%	67%	67%	68%	68%	88%	87%
Target	100%	100%	100%	100%	100%	100%	100%

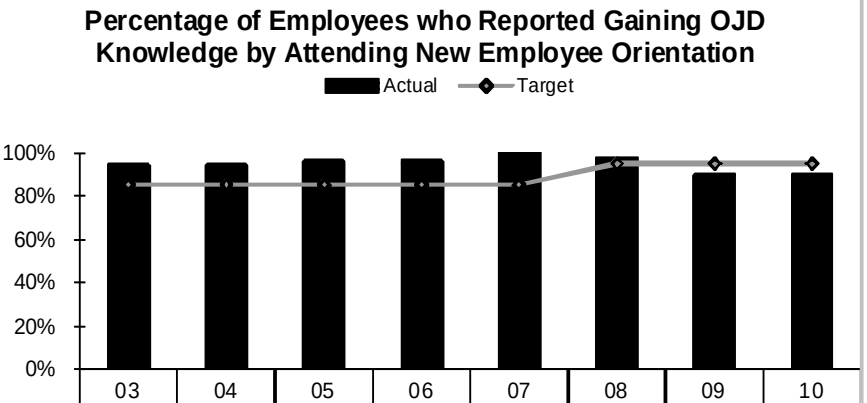
5. **HOW WE COMPARE**
   It is difficult to compare OJD with other state agencies because the data for the majority of our workforce is based on county labor force data rather than statewide labor force data.

6. **FACTORS AFFECTING RESULTS**
   Having data on our applicant pools will help the department narrow the factors affecting our results on this measure.

7. **WHAT NEEDS TO BE DONE**
   The department needs to continue outreach activities and career fairs to promote employment opportunities. In addition, the department will develop additional tools and resources to expand applicant pools.

8. **ABOUT THE DATA**
   Oregon Judicial Department Affirmative Action Plan (January 2011) compared against 2000 Census EEO Detailed Report by Residence – Persons in Civilian Labor Force by Occupation, Sex, and Race/Ethnicity.

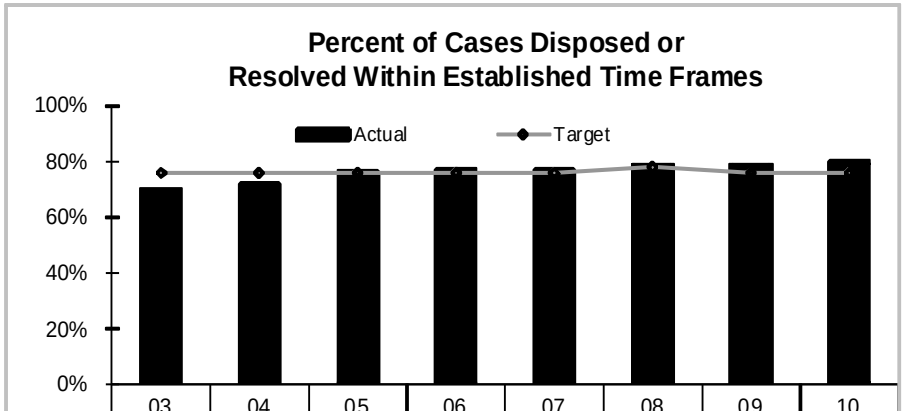
KPM #5	**Trained Workforce:** The percentage of OJD education program participants who reported gaining specific knowledge related to the OJD by attending the program.	**Measure since: 2005**
Goal	**Justice 2020 Administration:** Make courts work for people.	
Oregon Context	OJD Mission and Administration Standards.	
Data source	Education program participant surveys.	
Owner	Office of Education, Training, and Outreach (OETO): Mollie Croisan 503-986-5924.	



	03	04	05	06	07	08	09	10
Actual	94%	94%	96%	96%	100%	97%	90%	90%
Target	85%	85%	85%	85%	85%	95%	95%	95%

1. **OUR STRATEGY**
   The Office of Education, Training, and Outreach develops and implements pre- and post tests for OJD education programs.
2. **ABOUT THE TARGETS**
   KPM 5 focuses on the effectiveness of OSCA's orientation trainings by tracking the percent of New Employee Orientation (NEO) and New Judge Seminar (NJS) attendees who reported gaining specific knowledge about the department and their job by attending the training.
3. **HOW WE ARE DOING**
   The evaluations did not meet performance targets this year but remain consistently high.
4. **HOW WE COMPARE**
   Our evaluation results are similar or exceed similar efforts by other state courts.
5. **FACTORS AFFECTING RESULTS**
   How often the department is able to provide NEO programs impacts the evaluation ratings since OJD staff that have to wait a significant time prior to NEO may have already been exposed to some topics at their work site. Due to budgetary constraints, at this time, OJD is not able to increase the frequency of NEO programs.
6. **WHAT NEEDS TO BE DONE**
   The OETO staff work with all presenters to improve their learning objectives and the relevance of of their presentations to the new employees.
7. **ABOUT THE DATA**
   After each NEO, attendees are asked to rate how much knowledge they gained on a variety of topics covered during the training. The rating is done on a 1 to 5 scale with 1 representing "a little" and 5 representing "a great deal." The performance measure reports the percent of attendees that averaged a 3 or above in their knowledge gained ratings. Averages are calculated from ratings on 5 different topics.

KPM #6	**Timely Case Processing:** The percentage of cases disposed or otherwise resolved within established time frames.	**Measure since: 2005**
Goal	**Justice 2020 Dispute Resolution:** Help people choose the best way to resolve their disputes.	
Oregon Context	OJD Mission and Administration Standards.	
Data source	Oregon Judicial Information Network (OJIN) and OJD's Data Warehouse.	
Owner	BFSD: Jessica Basinger 503-986-5601.	



	03	04	05	06	07	08	09	10
Actual	70%	72%	77%	77%	77%	79%	79%	80%
Target	76%	76%	76%	76%	76%	78%	76%	76%

1. **OUR STRATEGY**
   Courts analyze, implement, and monitor model case flow management principles.
2. **ABOUT THE TARGETS**
   The performance measure target in most cases is less than the Oregon Standards of Timely Disposition (STD) 90% goal.
3. **HOW WE ARE DOING**
   The 2003 to 2010 trend shows a very gradual improvement. The increased volume and complexity of criminal and juvenile dependency cases will continue to slow progress.
4. **HOW WE COMPARE**
   The composite performance measure target differs from the STD, thus, identical other state court data is not available.
5. **FACTORS AFFECTING RESULTS**
   It is evident from the slow progress that insufficient resources exist to meet the national and state standards.
6. **WHAT NEEDS TO BE DONE**
   The department has implemented criminal and juvenile model court programs focusing on case flow management and timely resolution of cases.
7. **ABOUT THE DATA**
   The data is from OJIN statistics. The statistics are updated monthly. Juvenile data is derived from quarterly juvenile reports from OJD's Data Warehouse. These categories are combined and weighed according to the Case Type Priorities to produce the composite measure target and data.

KPM #7	**Permanency Action Plans:** The percentage of circuit courts with a performance measure supporting permanency outcomes for children in foster care.	**Measure since: 2007**
Goal	**Justice 2020 Partnership:** Build strong partnerships with local communities to promote public safety and quality of life.	
Oregon Context	OJD Mission and Partnership Standards.	
Data source	Biannual survey of courts.	
Owner	Juvenile Court Improvement Project (JCIP): Leola McKenzie 503-986-5942.	

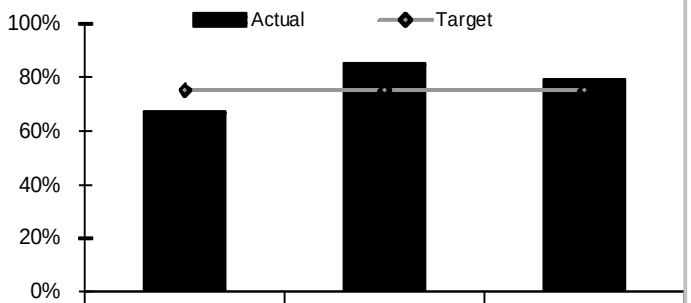
1. **OUR STRATEGY**
   JCIP staff helps local model court teams develop, implement, and monitor intergovernmental plans and statewide performance measures.

   ABOUT THE TARGETS
   The goal is for the local teams to work on strategies to achieve state and local measure targets for children in foster care. Creating the intergovernmental plans with firm commitments from all partners is the initial critical step.

2. **HOW WE ARE DOING**
   Local model court teams developed plans identifying court and system improvement priorities with strategies to implement those improvements.

3. **HOW WE COMPARE**
   All courts have a performance measure supporting permanency outcomes.

4. **FACTORS AFFECTING RESULTS**
   Data is based upon 32, not 36, counties because five county courts still have jurisdiction over dependency cases (see ORS 3.265): Sherman, Wheeler, Gilliam, and Morrow. Lane County is actively working on establishing a local model court team and is assessing local and statewide measures. The continued federal JCIP funding will ensure local model court teams implement outcome measures. The partners must identify and implement their responsibilities for improving outcomes as well as developing performance measure reports and monitoring improvement efforts.



	08	09	10
Actual	67%	85%	79%
Target	75%	75%	75%

5. **WHAT NEEDS TO BE DONE**
   The multi-agency JCIP Committee, with input from judges from all jurisdictions, researched and recommended a shared multi-disciplinary measure to move forward to the 2009 Oregon Legislature. The key JCIP partners will also advance the shared KPM within their agencies' legislative budgeting processes.

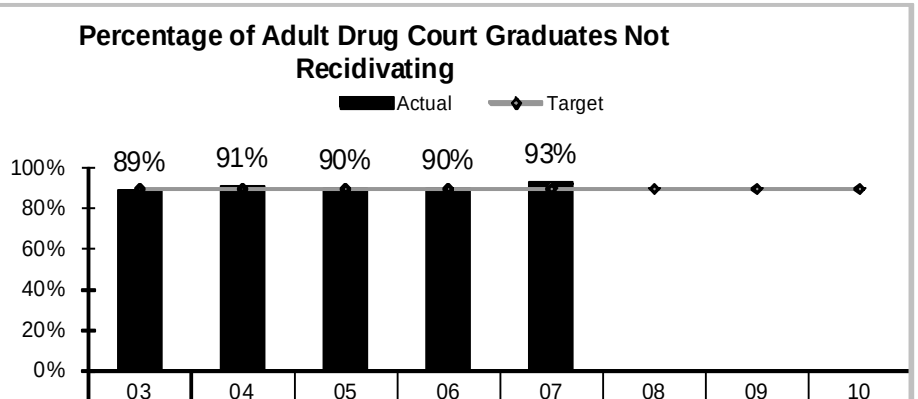
6. **ABOUT THE DATA**
   System improvement and reform requires data analysis addressing whether and how children exit the foster care system, an awareness of the time that passes before foster children enter safe and permanent homes, and the timeliness of those "interim decisions" in between system entry and permanent placement – including measures of time between jurisdiction, permanency hearings, and TPR proceedings. All Oregon courts track statewide performance measures Time to Jurisdiction, Time to First Perm Hearing, and Time to TPR and, therefore, all courts have a performance measure supporting permanency outcomes. The number that is reported are those counties who have model court teams that meet periodically to work on system improvements to improve permanency for children in foster care and, as part of those meetings, examine local court performance, either the statewide measures or local measures.

KPM #8	**Drug Court Recidivism:** The percentage of adult drug court graduates with no misdemeanor or felony charges filed in Oregon circuit courts within one year of program graduation.	**Measure since: 2003**
Goal	**Justice 2020 Partnership:** Build strong partnerships with local communities to promote public safety and quality of life.	
Oregon Context	OJD Mission and Partnership Standards.	
Data source	OJD Data Warehouse and Oregon Treatment Court Management System (OTCMS).	
Owner	Not applicable	

1. **OUR STRATEGY**
   OJD is able to expand use of Oregon Treatment Court Management System (OTCMS) and increase number and capacity of adult drug courts.

2. **ABOUT THE TARGETS**
   Some adult drug court graduates do not acquire the skills required to lead lives free of the criminal justice system. Participants not completing the program are often correlated with the inadequate capacity of services and supervision available to the treatment court programs.

3. **HOW WE ARE DOING**
   The layoff of CPSD staff meant that OJD did not have a Statewide Treatment Court Coordinator to track and analyze the data statewide to provide a report for fiscal year 2008 and beyond.



	03	04	05	06	07	08	09	10
Actual	89%	91%	90%	90%	93%			
Target	90%	90%	90%	90%	90%	90%	90%	90%

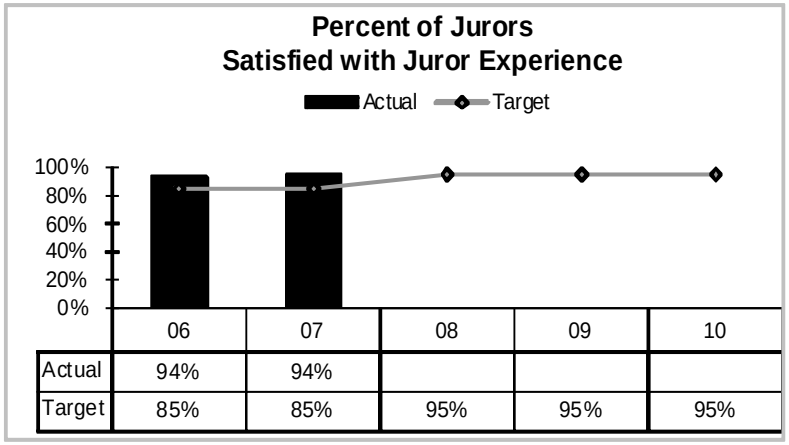
4. **HOW WE COMPARE**
   The largest national study of adult drug court recidivism (sample = 2,020 graduates from 95 drug courts) is based on charges estimates. The result was 16.4% charged within one year of graduation (John Roman, et al. Recidivism Rates for Drug Court Graduates: Final Report), or a 83.6% national recidivism rate.

5. **FACTORS AFFECTING RESULTS**
   Availability of program services including community correction supervision, alcohol and drug and mental health treatment, and other wrap around services associated with Oregon's collaborative treatment courts.

6. **WHAT NEEDS TO BE DONE**
   Increase the capacity of adult, family, and juvenile drug courts through increased and stable funding for the Oregon Treatment Courts.

7. **ABOUT THE DATA**
   OJIN data warehouse query: program graduates' name, date of birth, state identification number, driver's license number, social security number, and Federal Bureau of Investigation (FBI) numbers are matched against court filings for one year post graduation. Graduates are identified in OJIN through records with the associated "DGCM" code (for Drug Court Completed) and in the Oregon Treatment Court Management System (OTCMS).

KPM #9	**Juror Satisfaction:** The percentage of jurors who are satisfied with their juror experience.	**Measure since: 2005**
Goal	**Justice 2020 Public Trust and Confidence:** Earn the public's enduring trust and confidence.	
Oregon Context	OJD Mission and Public Trust and Confidence Standards.	
Data source	Statewide juror satisfaction survey results spreadsheet.	
Owner	Not applicable	



1. **OUR STRATEGY**
   Courts develop, implement, and monitor juror improvement plans based on the customer service survey results.

2. **ABOUT THE TARGETS**
   Based upon customer satisfaction research in other arenas, OJD initially determined an 85% customer satisfaction rate was a high but attainable PM target. Higher trend indicates improvement.

3. **HOW WE ARE DOING**
   The layoff of CPSD and court staff resulted in OJD not having the resources to perform the surveys or track and analyze the data statewide to provide a report for fiscal year 2008 and beyond. Only a few courts had the resources to perform the survey and compile the results on their own.

4. **HOW WE COMPARE**
   Oregon's juror satisfaction rates across the state have been very high, so OJD has raised this PM target to 95% beginning July 2007. Our rates were consistent with other state court systems.

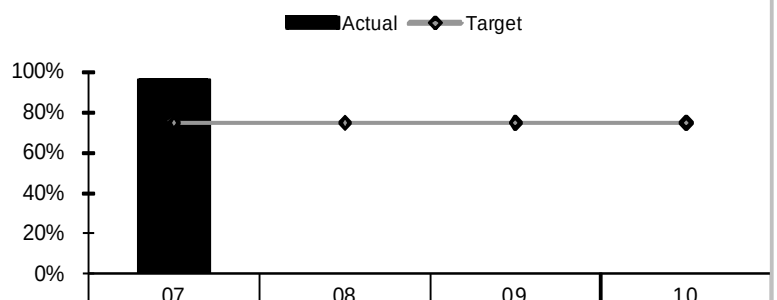
5. **FACTORS AFFECTING RESULTS**
   This measure aggregates all respondents who "agree" or "strongly agree" with the statement: "Overall, I was satisfied with my juror experience." Since respondents are provided a comment field for other feedback, this particular question may not measure other areas of concern such as parking or seating comfort.

6. **WHAT NEEDS TO BE DONE**
   Circuit courts have continued to make efforts to improve juror access and experience. To identify a few examples, juror fees and mileage dollars voluntarily waived by many jurors have been used to purchase more comfortable chairs, provide wireless internet access in some courts, and upgrade jury assembly rooms.

7. **ABOUT THE DATA**
   Since jurors are representative of the communities our courts serve, OJD recognizes the juror surveys as an instructive and consistent feedback mechanism. The statewide juror surveying was launched late in 2005, thus in the earlier report few courts had not yet provided juror data for data entry and analysis.

KPM #10	**Quality Self-Represented Services:** The percentage of litigants satisfied with family law facilitation services received.	**Measure since: 2007**
Goal	**Justice 2020 Access:** Ensure access to court services for all people.	
Oregon Context	OJD Mission and Access Standards.	
Data source	Local court survey data.	
Owner	Not applicable	

1. **OUR STRATEGY**
   In 2006, the State Family Law Advisory Committee (SFLAC), with input from the local family law facilitation programs, published the *Seven Key Components and Benchmarks of Quality Facilitation Programs*. Results from the customer service survey assist courts to develop, implement, and monitor efforts for serving self-represented parties.
2. **ABOUT THE TARGETS**
   The 2007-09 target was established as an incentive to support Oregon becoming more comparable with neighboring states in facilitation services. Comparison of survey results by location, type of customer, and program service can inform and improve court management practices. Facilitators and court managers can seek the reasons behind these numbers as they strive to meet the goals they have set for the court services.
3. **HOW WE ARE DOING**
   The layoff of CPSD and court staff meant that OJD did not have the resources to perform the surveys or track and analyze the data statewide to provide a report for fiscal year 2008 and beyond.



	07	08	09	10
Actual	96%			
Target	75%	75%	75%	75%

4. **HOW WE COMPARE**
   Oregon's family law facilitation programs are not maintaining the range of services that most states provide, such as extensive translated forms and informational materials available for limited English proficient litigants.
5. **FACTORS AFFECTING RESULTS**
   Number of self-represented litigants requesting services have outpaced the program resources for the program's hours and available staff. As the demand exceeds our resources, litigants experience longer wait times for appointments as well as very limited staff help. Courts have instituted classes and group sessions to partially address the unmet needs.
6. **WHAT NEEDS TO BE DONE**
   Local courts receive the technical assistance and staff resources to fully adopt and implement the *Quality Facilitation Programs' Key Components and Benchmarks.*
7. **ABOUT THE DATA**
   The surveys are scanned and the responses entered into a database. Assessments of access may vary by case type, reasons for using the facilitation services, frequency of facilitation program use, and demographic characteristics that might be associated with differential treatment or ability to access court services.

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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.	Throughout the department's KPM work, numerous OJD committees, including Judicial Education; Access to Justice; Accounts Receivable; Chief Justice Treatment Courts; Staff Education; Juvenile Court Improvement Project (JCIP); Jury Coordinators Workgroup; and the State Family Law Advisory Committee (SFLAC), have been involved in the development and reporting of KPMs. These committees, including judges, staff, and our external partners, support developing, improving, refining, and monitoring the measures, targets, and data reports. In 2009-11 biennium, due to budget and staffing loss, only the Judicial Education, JCIP and SFLAC were operational to any level, the latter supported by judge volunteer efforts and state bar assistance.
2. MANAGING FOR RESULTS How is performance measures used for management of the agency? What changes have been made in the past year?	From its adoption**,** ***Justice 2020*** established the foundation for the department's performance measures initiatives and strategic planning continuum. To that end, ***Justice 2020*** specified: "The judicial branch and each local court have a strategic plan to implement our vision and measure our progress." In June 2008, the Chief Justice established a statewide leadership team to develop the department's first five year strategic plan. The current and proposed 2009-2011 proposed key performance measures are a primary reference for this plan. As with prior short-term state plans, the key performance measures within the context of the 2009-2013 strategic plan serve to create a "bottom-up" transparent and accountable information management environment for judges, management, and staff as well as prioritize local action items for furthering OJD's priorities. OJD statewide and local performance measures will be incorporated into management measurements in the Oregon eCourt systems as automated reports will provide the opportunity to adapt to more meaningful performance data measures than current systems can offer.
3. STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?	Court staff have had no central training program in the past year on the practical value and use of performance measures.
4. COMMUNICATING RESULTS How does the agency communicate performance results?	Currently, the department posts annual status reports on the OJD Performance Measure Intranet.