



Judicial Council of Georgia
Administrative Office of the Courts

Strategic Business Plan
FY 2017 – FY 2019

October 2016

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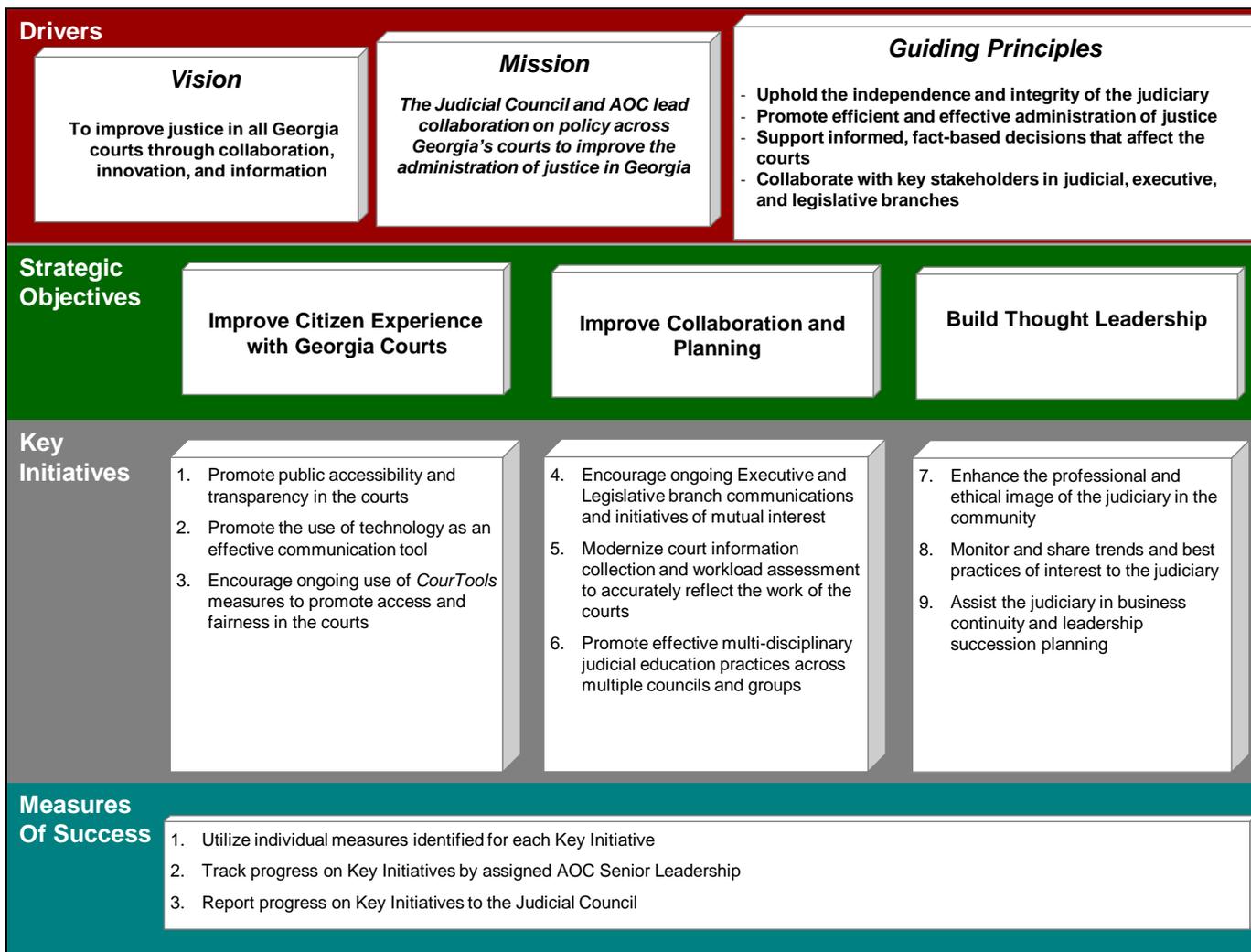
1. Executive Summary

The Judicial Council of Georgia has been actively engaged in strategic planning since 2013 and has completed its previous Strategic Plan. As the Bylaws of the Judicial Council require the Council to engage in ongoing strategic planning, the Judicial Council Strategic Plan Standing Committee determined a need to create an updated Strategic Plan to identify and prioritize the major strategic objectives of the Judicial Council. Using facilitators to guide the information gathering process, the Judicial Council Strategic Plan Standing Committee met in multiple on-site sessions to discuss the critical topics and focus on creating an updated Strategic Plan for the future.

The end result of the 2016 strategic planning sessions includes:

- Defined Judicial Council priorities for the coming 2-3 years
- A Strategic Plan that defines success and measures progress
- Aligned and prioritized key initiatives required to support the vision, mission, and strategic objectives of the Judicial Council
- A defined process for measuring and reporting progress on a regular basis
- Defined action items, ownership, and timeframes for completion of key initiatives

2. Strategy Map



3. Strategy Map Development & Details

Based on a common understanding of high-level priorities and needs amongst the strategic planning group, the group focused on developing the Strategic Plan or “roadmap.” The development of each component of the map incorporated feedback from the strategic planning group.

The activities included in defining the components of the Strategy Map encompass confirming, revising and/or defining a:

- **Vision** – What do we aspire to be?
- **Mission** – Why are we here?
- **Guiding Principles** - How will we operate and what rules/guidelines will we use?
- **Strategic Objectives** – Groupings of what we want to do.
- **Key Initiatives** – Projects or major activities to be done with specific actions.
- **Measures of Success** – How do we measure the success of our strategic objectives (at the key initiative and strategic objective level)?

The items below are the results of the group discussions in each of the above areas. These points were individually agreed upon by the strategic planning group.

Vision

To improve justice in all Georgia courts through collaboration, innovation, and information

Mission

The Judicial Council and AOC lead collaboration on policy across Georgia’s courts to improve the administration of justice in Georgia

Guiding Principles

- *Uphold the independence and integrity of the judiciary*
- *Promote efficient and effective administration of justice*
- *Support informed, fact-based decisions that affect the courts*
- *Collaborate with key stakeholders in judicial, executive, and legislative branches*

Strategic Objectives

Next, the strategic planning group identified a number of needs and confirmed its strategic objectives. Based on the discussions, the strategic planning team agreed that the strategic objectives required to meet the vision of the Judicial Council are:

- Improve Citizen Experience with Georgia Courts
- Improve Collaboration and Planning
- Build Thought Leadership

Key Initiatives

The strategic planning group then reviewed the list of topics and defined concise key initiatives to address each one. The group utilized a prioritization process on the inventory of key initiatives to assign a level of importance to each key initiative.

The key initiatives are now ordered by High, Medium, and Low priority based on the results of group discussion and consensus. The definition for the priorities is as follows:

- **High** - Must Have
- **Medium** - Great to Have
- **Low** - Nice to Have

The key initiatives have been grouped by strategic objective and assigned a timeframe for completion. Timeframes will be Short Term (6-12 months), Medium Term (12-24 months) and Long Term (24+ months). The table on the next slide demonstrates the strategic objective/key initiative alignment and detail.

4. Key Initiatives Summary

Description	Priority	Timeframe	Status
Initiative 1: Promote public accessibility and transparency in the courts	H	MT	NS
Initiative 2: Promote the use of technology as an effective communication tool	M	ST	NS
Initiative 3: Encourage ongoing use of <i>CourTools</i> measures to promote access and fairness in the courts	M	LT	NS
Initiative 4: Encourage ongoing Executive and Legislative branch communications and initiatives of mutual interest	H	ST	IP
Initiative 5: Modernize court information collection and workload assessment to accurately reflect the work of the courts	H	MT	NS
Initiative 6: Promote effective multi-disciplinary judicial education practices across multiple councils and groups	L	LT	NS
Initiative 7: Enhance the professional and ethical image of the judiciary in the community	H	ST	NS
Initiative 8: Monitor and share trends and best practices of interest to the judiciary	M	MT	NS
Initiative 9: Assist the judiciary in business continuity and leadership succession planning	L	LT	NS

Timeframe: ST – Short term, MT – Medium term, LT – Long term Status: New, NS-Not Started, IP – In Process, O-Ongoing, C-Complete

5. Guidelines for Measuring Success

Once the core components of the Strategy Map were developed, the strategic planning group focused on defining key guidelines for measuring progress and ultimately success associated with implementing the Strategic Plan. The following guidelines were the result of this discussion:

- Measures should be at the strategic objective level
- Assignment of a responsible party for each strategic objective or specific key initiatives that roll up to the strategic objective for summary
- Define measures at high/low level as needed
- Establish a frequency for measuring and reporting progress

Next, the strategic planning group discussed how it would track and measure success in addressing the strategic objectives. The Judicial Council Strategic Plan Standing Committee created specific measures for some actions as well as an overall measure of progress against each strategic objective that will be used to generate progress reports to the Judicial Council.

The status reporting tool (currently used by multiple Judge's Councils) has been provided as an example and can be used to capture progress against the Strategic Plan by strategic objective and by priority levels while the individual measures would serve as a completion checkpoint for each action. Each strategic objective group would be rolled up into a summary report to report overall status on the Strategic Plan.

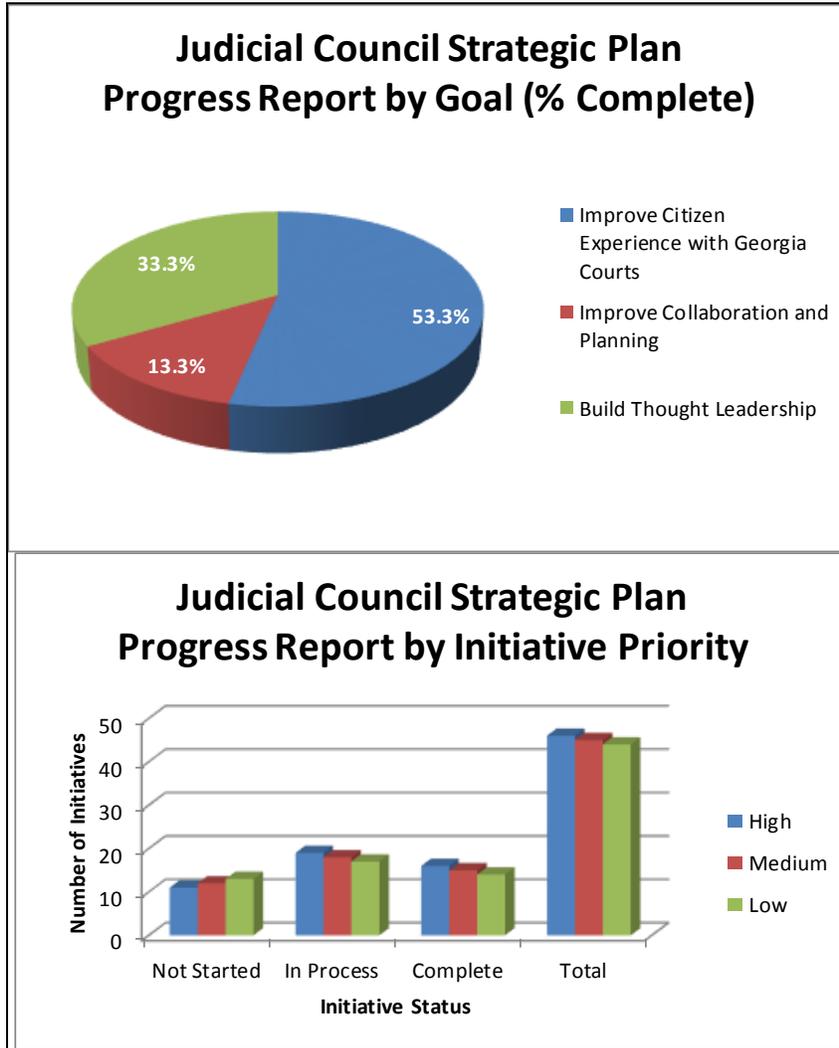
Additionally, the group assigned ownership of coordinating reporting/status to the AOC senior leadership to measure and report progress by strategic objective against the Strategic Plan. The roles and responsibilities for the AOC are provided on the below. The general roles and responsibilities of the AOC senior leadership that can be modified to best suit the Strategic Plan Standing Committee and/or Judicial Council.

Responsibilities include:

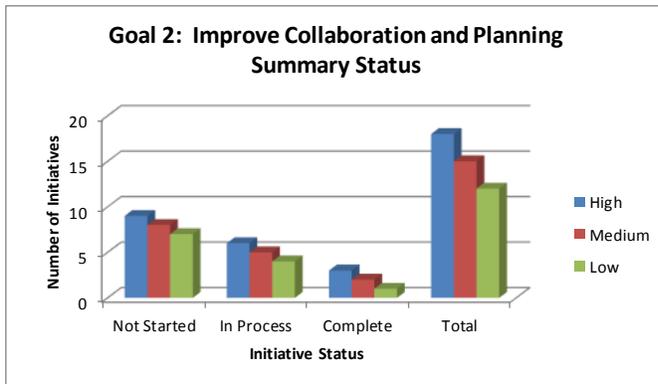
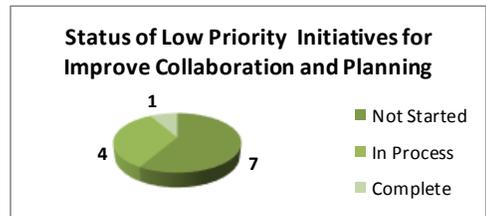
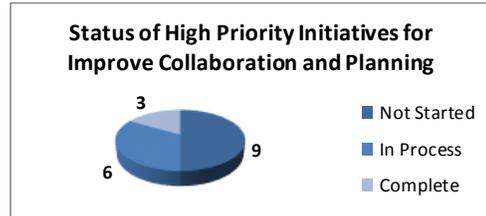
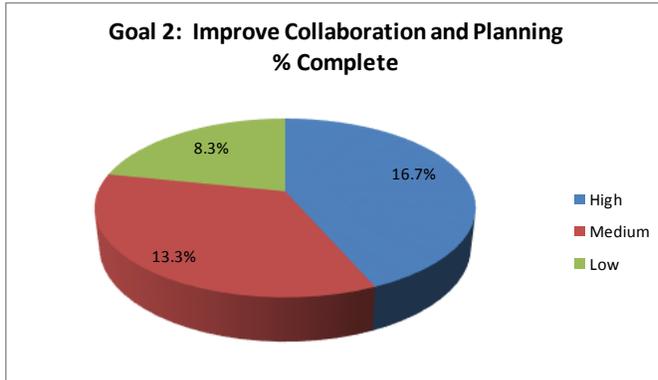
- Judicial Council Strategic Plan Standing Committee owns the Strategic Plan
- AOC senior leadership will delegate the Strategic Plan key initiatives to AOC staff and manage completion of the key initiatives within the defined timeframe
- The Judicial Council Strategic Plan Standing Committee and AOC will “plan the work and work the plan” – define expectation of work and effort to be completed
- Judicial Council Strategic Plan Standing Committee Chair will communicate to the Judicial Council on the whole

Sample Status Reports

Summary View



Strategic Objective Owner Summary



6. Strategic Plan Usage

Future Use of the Strategic Plan:

- Guiding document
- Internal and external communication tool
- Measuring stick for progress
- Priority stabilizer
- Provide an accounting of past and present effort
- Credibility measure
- Build legacy and reputation
- Long-range planning tool

Approval of the Strategic Plan:

- Judicial Council Strategic Plan Standing Committee
- Judicial Council

Ongoing Maintenance of the Strategic Plan:

- Living document with periodic reviews
- Quarterly assessment and adjustment with status reporting at Judicial Council meetings
- Annual 1-2 day refresh and update

Communicate Plan To:

- Judicial Council Committees
- Judges Councils Presidents
- Legislature
- AOC
- Other external stakeholders