



*GOAL V: EDUCATION FOR BRANCHWIDE  
PROFESSIONAL EXCELLENCE*

High-quality education and professional development will be provided to enhance the ability of all individuals serving in the judicial branch to achieve high standards of professionalism, ethics, and performance. Judicial branch personnel will have access to the resources and training necessary to meet the diverse needs of the public and to enhance trust and confidence in the courts.

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The following provides information related to the 2008-2011 Operational Plan objectives for **Goal V**. This material provides a glimpse of where we have been and where we are going as a branch. With respect to **Where We Have Been**, you will see examples of work demonstrating branch efforts to operationalize each objective. These are samples of work and do not represent the full breadth of all projects and work performed related to each objective. Rather, we intend this snapshot of “where we have been” to help inform your survey responses as we draft new objectives going forward (*e.g., How have we met each objective? Does the objective give the proper guidance for the work to be performed? Is more work needed in this goal area?*). The information was gathered from reports, discussions, and subject matter experts in the early phases of the current planning process and provides a sampling of work with regard to each objective. With respect to **Where We Are Going**, this information identifies challenges facing the branch as well as possible focus points as we move forward.

After reviewing the material below related to the Goal V objectives, please return to the planning website to access the link to the Goal V survey. The survey will ask you to rank, as well as comment on, the current Goal V objectives. This ranking exercise was conducted by the Judicial Council at its 2011 Planning Meeting, and serves as a means to spark discussion and critical thinking about the breadth and utility of the current plan. Your feedback will be used at the March 2012 planning meeting to begin to shape the new Goal V objectives for the *Operational Plan for California’s Judicial Branch 2012-2015*.

**Objective 1**

*Provide relevant and accessible education and professional development opportunities for all judicial officers (including court appointed temporary judges) and court staff.*

***Where Have We Been?***

Examples of work done to operationalize Objective 1:

**Educational and professional development of court employee and judicial officers.**

- Continued to use new technologies, including videoconferencing, video simulations, and other distance education products, to develop (and deliver) education more extensively throughout the branch.
- Launched webinar education for judges and for court staff.
- Continued to develop and maintain extensive curricula in all areas of judicial branch education by working with target audiences to identify, develop, and maintain curricula.
- Provided education to support implementation of key initiatives, such as the Blue Ribbon Commission on Children in Foster Care, the Criminal Justice Collaboration on Mental Health Issues Task Force, the Domestic Violence Practice and Procedures Task Force, the Elkins Family Law Task Force, and the Statewide Action Plan for Serving Self-Represented Litigants.
- Created self-help resources to assist unrepresented parties in completing cases and obtaining orders after hearing.

**Collaborations and Partnerships to Leverage Educational Resources**

- Developed partnerships with colleges, universities, and others to create educational programs which culminate in certificates and degrees for judicial branch personnel.
- Developed a local court judicial education program and a regional judicial education program in response to local court needs.
- Brought the Institute for Court Management certification program to California, including conducting three national faculty certification weeklong programs.
- Held first multistate leadership program – Western States Leadership Academy.
- Created and maintain LINC (Linking Individuals Networking Courts) website.
- Support law school externship program that partners law schools with collaborative justice courts.

- Provide education supporting effective and efficient case management, new family law requirements; reentry court pilot teams, application of collaborative justice principles and practices, and alternative dispute resolution.
- Offer interdisciplinary training with justice partners at the state level (Beyond the Bench) and local level (Indian Child Welfare Act; federal IV-E reviews).
- Provide access to educational resources for Tribal Court Judges.

### **Methods for Assuring the Program Value**

- Developed rules of court establishing education requirements and expectations for the Judicial Branch (rules effective in 2007/2008).
- Implemented a new education development model and launched the first branch-wide Education Plan which contains education programming for all judicial branch audiences..
- Greatly expanded faculty development education.
- Developed 1st e-newsletter for judicial branch faculty.

### **Local Court Example**

#### **Online Procedure Manual**

##### *Superior Court of Amador County*

- An online procedure manual consisting of close to 100 step-by-step "job aids" has added versatility to the small staff of the Superior Court of Amador County. With a click of the mouse, a staff member can find out how to perform tasks that range from processing an appeal to refueling the court van. There is even a job aid on writing a job aid.

#### ***Objective 2***

*Promote public trust and confidence by establishing and maintaining high standards of professionalism and ethics.*

#### ***Where Have We Been?***

Examples of work done to operationalize Objective 2:

#### **Curriculum and Associated Training Programs Addressing Cultural Competency, Ethics, Procedural Fairness, Public Trust and Confidence, and Public Service for Judges and Court Staff.**

- Developed and delivered multiple education programs and products on customer service and cultural sensitivity to all judicial branch audiences, including but not limited to, *Continuing the Dialog* broadcast series for judges, the *May I Help You?* broadcast series for court staff,

as well as an extensive series of judicial education programming on cultural sensitivity and implicit bias.

- The Qualifying Ethics series for judicial officers.
- Ethics and Fairness comprises one half of the week-long mandatory New Judge Orientation program.
- Responded to court requests for training and technical assistance for compliance with statutory requirements.
- Made educational resources available to courts to support effective court response, evidence-based programs, and best practices in addressing violence against women, serving self-represented litigants, mentally ill court users, and litigants with limited English proficiency,
- Developed programs to assist courts in meeting needs of underserved populations, such as youth, elders, veterans, mentally ill court users, and litigants with limited English proficiency.
- Offered comprehensive online resources and educational programs supporting performance of court appointed counsel in dependency cases.
- Provided specialized training for family dispute resolution professionals, family law facilitators, court appointed special advocates, self-help professionals, and child support professionals.

#### **Code of Ethics Training for California Court Employees**

- 60 and 90 min. broadcasts on Code of Ethics for California Court Employees for court management and staff available by DVD;
- A Moodle course which includes scenarios, videos and a facilitator's guide;
- Appellate staff videoconference training exploring the code of ethics and
- A half-day class addressing ethics for the California Court Association (CCA).

#### **Procedural Fairness Initiative**

- A branchwide initiative on procedural fairness in the California courts grew out of survey and focus groups conducted by the Judicial Council to assess public trust and confidence in the courts, as well as a wide body of research showing that trust, confidence, and compliance with court orders are linked more closely with a perception that court users have been treated fairly with favorable case outcomes.

## *Where Are We Going?*

The information in this section was provided by the same subject matter experts who provided examples of work related to objectives outlined above. The “Current Conditions” outline the challenges and realities faced by the branch and society more generally. The “Future Considerations” provides a sampling of thoughts regarding trends and opportunities to consider in drafting objectives and outcomes for the next three year operational plan.

### ***Current Conditions***

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#### **State and National Economic Conditions**

- Budget reductions to the judicial branch
  - Staff reductions
  - Reduced funding to provide education to the judicial branch
  - Travel and expenditures for in-person trainings reduced

#### **Structural Changes in Government**

- Reduced government due to budget crisis
- Reduced services to the public
- Shifting responsibilities to the local level (e.g., realignment)

#### **Demographics**

- Aging population and the baby boomers retiring
- New generational workforces entering
- Increased cultural diversity

#### **Diverse Learning Modalities**

- Distance Learning
- Online Web based learning tools
- Generational learning patterns
- Face to face traditional classroom learning versus distance learning

#### **Technology**

- Even without the budget crisis push toward tech solutions, technology still expanding in education solely because of its deeper penetration into people’s lives and their expectations in using technology for education

## ***Future Considerations***

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### **Secure Stable Funding for the Judicial Branch**

- Ensure that education resources continue to reach all judicial branch audiences in an effective and efficient manner
- Local and regional live training
- Distance mediated technology

### **Respond to Ongoing Budget Crisis**

- Drive to leverage technologies and develop other methods to deliver education more efficiently and conveniently to target audiences
- Demonstrate high levels of accountability and oversight for how public funds are spent

### **Expand, Evolve, and Implement More User Friendly Technologies**

- Cheaper to use, easier to learn, more powerful functionality
- Responds to emerging expectations of learners

*Please return to <http://www.courts.ca.gov/jbplanning.htm> to access the Goal V survey link.  
Thank you.*