

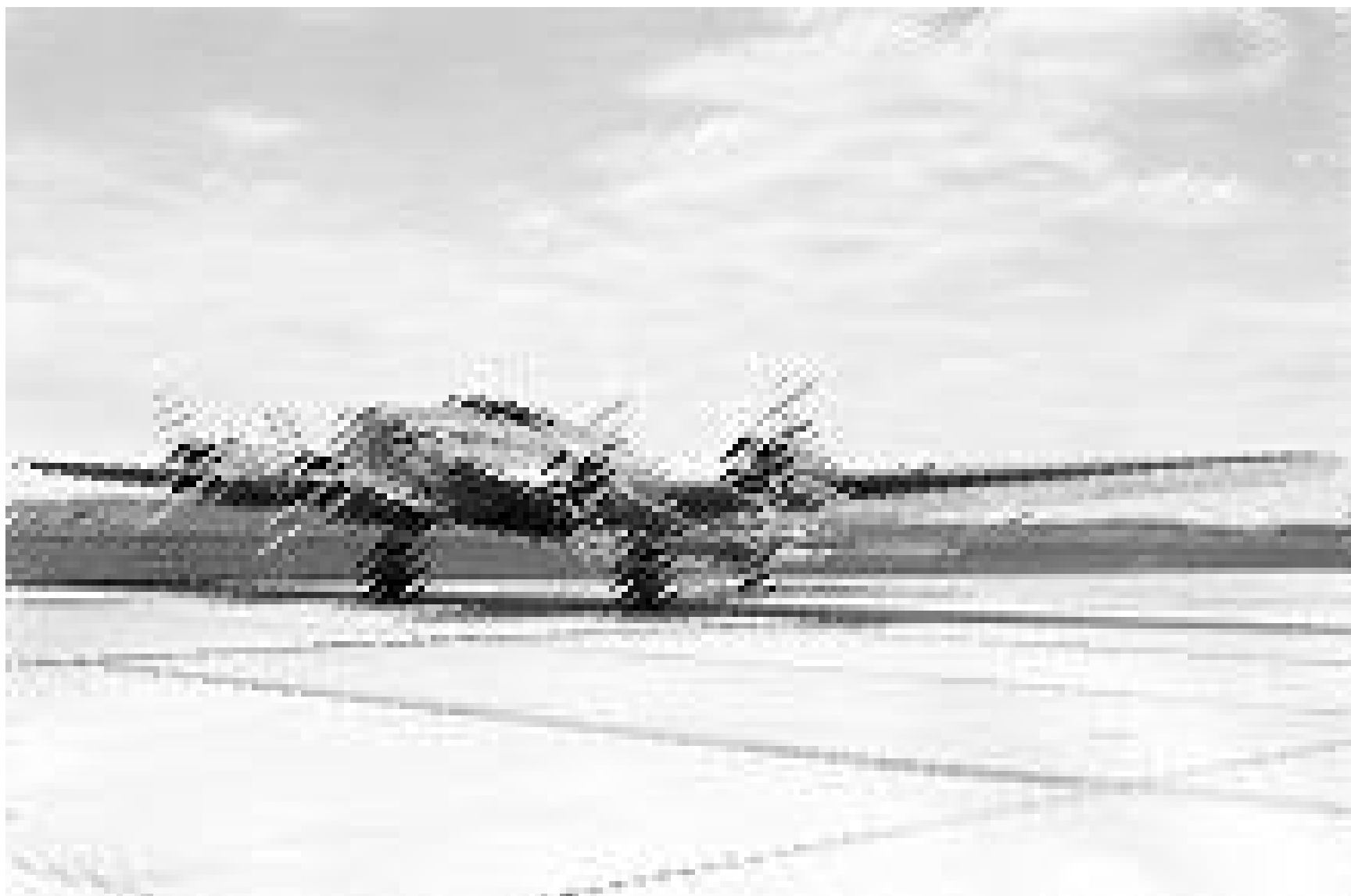
Radical Reengineering of the Judicial Branch

Lessons for the Future from the Past and Present

Lawrence P. Webster

December 13, 2010

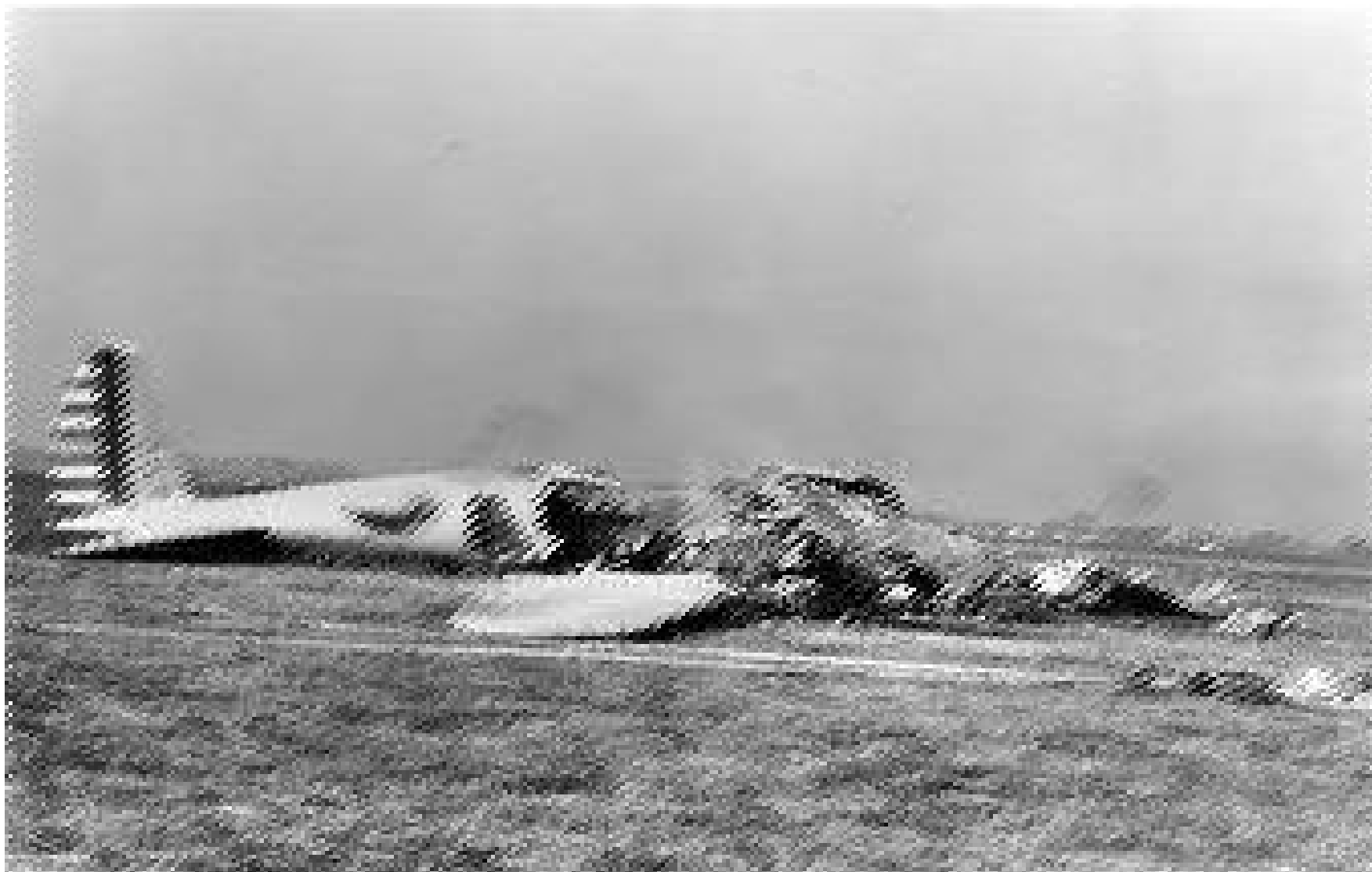
Boeing 299



Boeing 299



Boeing 299



Boeing B-17 Flying Fortress



Checklists

- ü Release elevator lock
- ü Prepare e-Courts presentation
- ü Find your way to Las Vegas
- ü Show up on time on Monday morning
- ü Don't go over time on your presentation

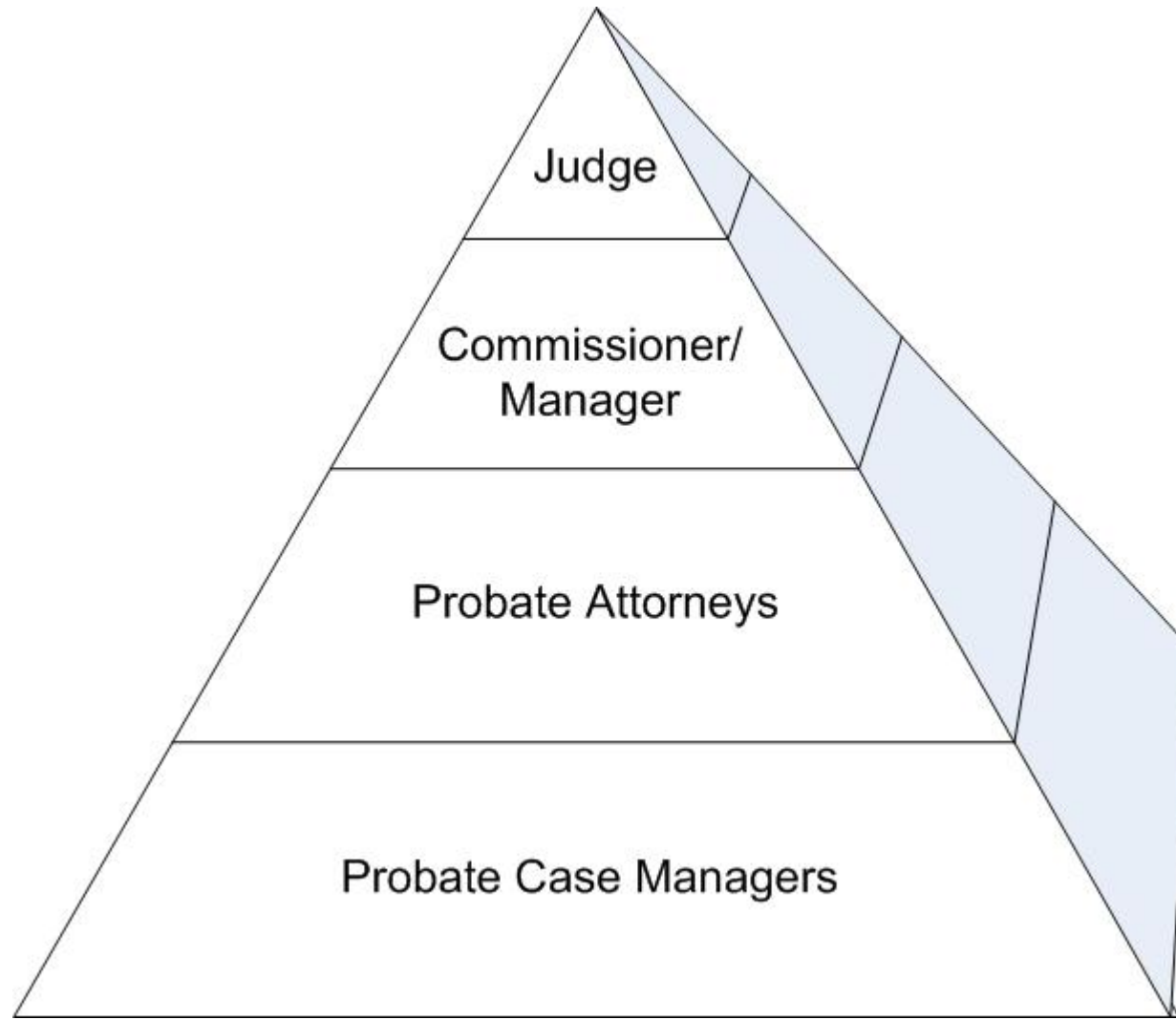
Trash Heap of Ideas



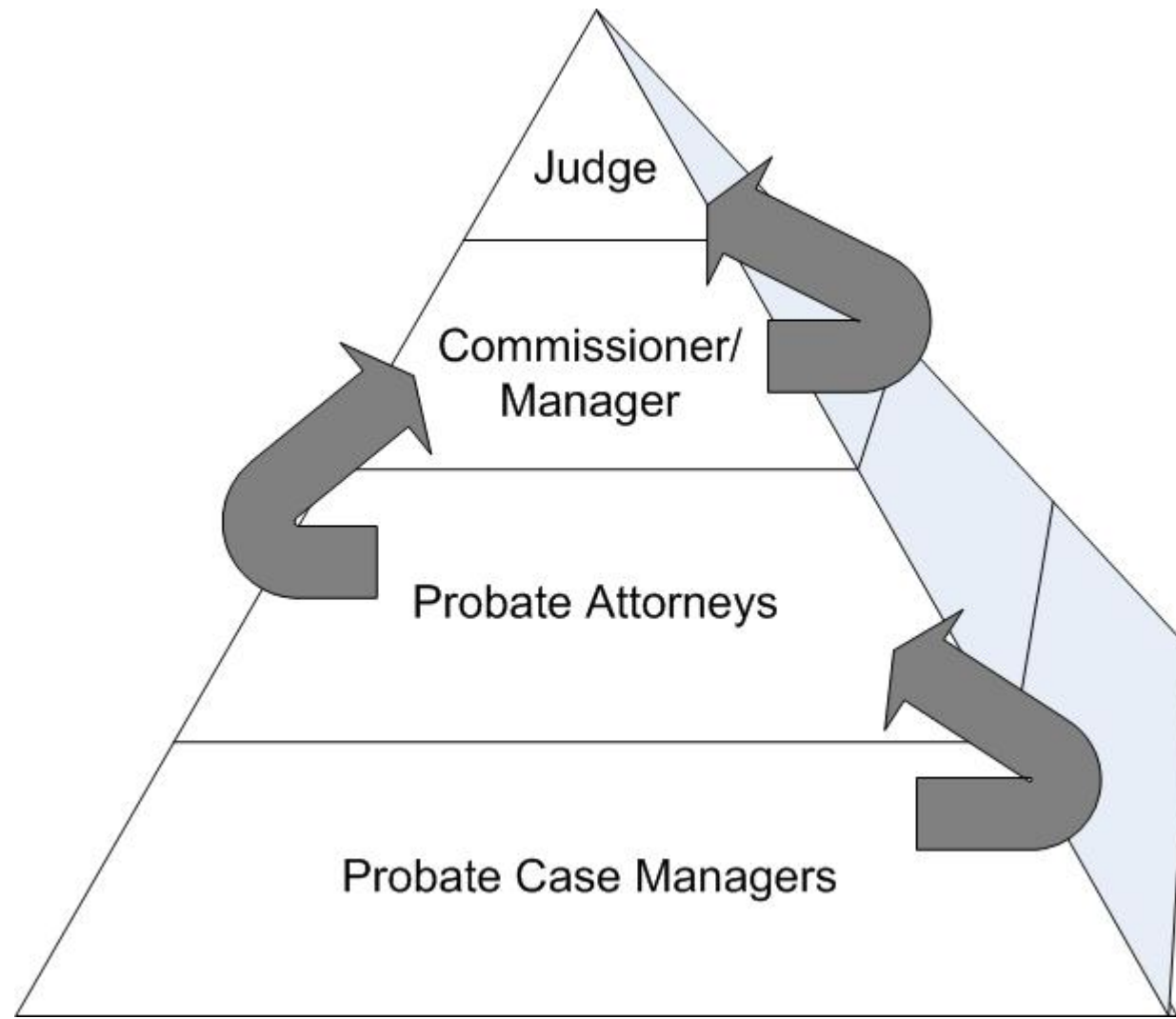
1. Orange County California Superior Court – Probate Department

1990

Reengineering Business Processes



Reengineering Business Processes



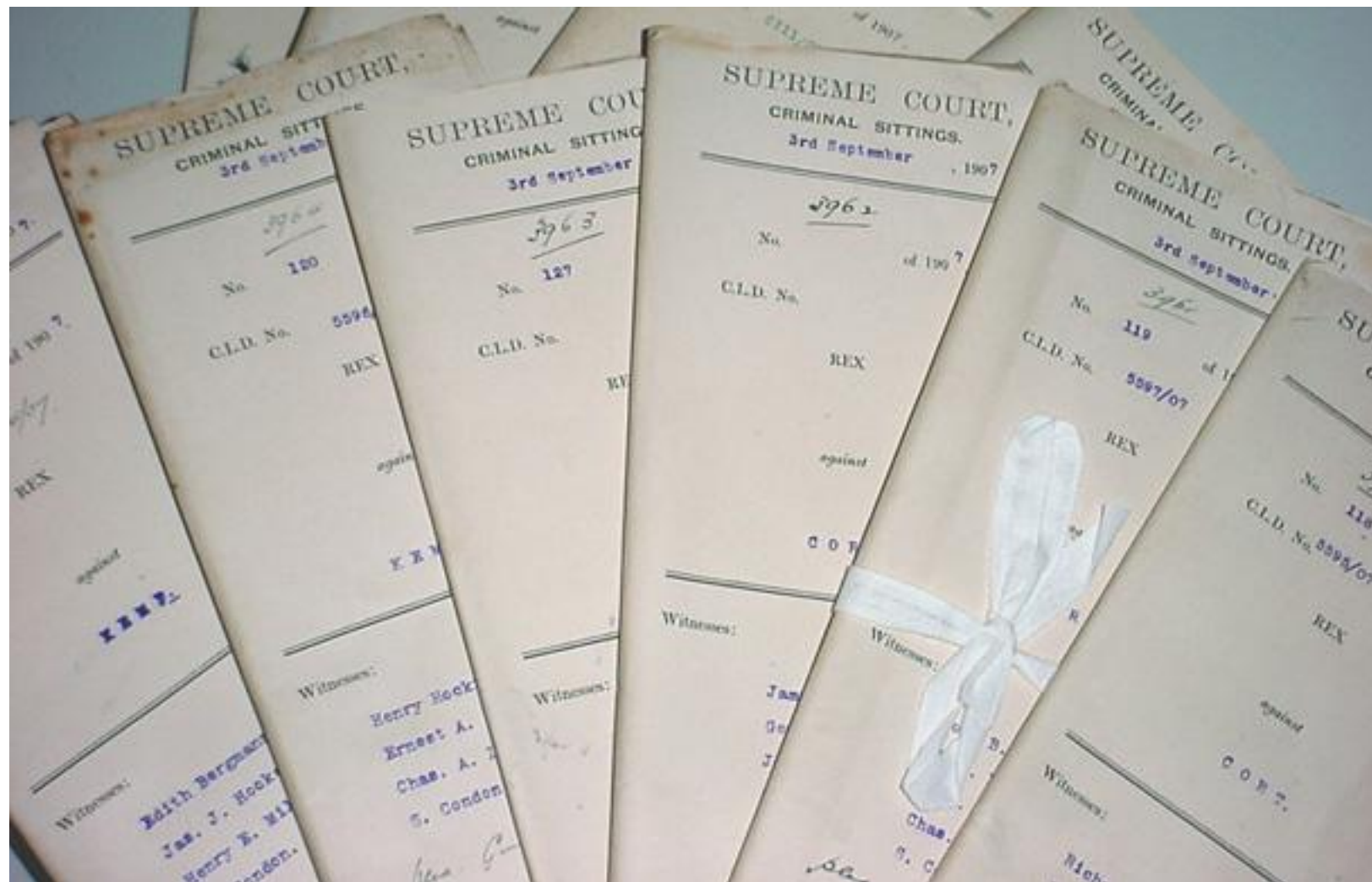
Lessons Learned:

- Give judges only the work that requires their education and experience
- Delegate lesser tasks to quasi-judicial officers, attorneys, paralegals, and other staff
- Work with judges to develop checklists to guide this delegated work
- Automate the workflow and the checklists

2. The Unbundled Courthouse

1997

Proximity to Paper



Deconstructing the County Model

- Customer service
- Back office processing
- Adjudication

State of Confusion Model

Figure 1

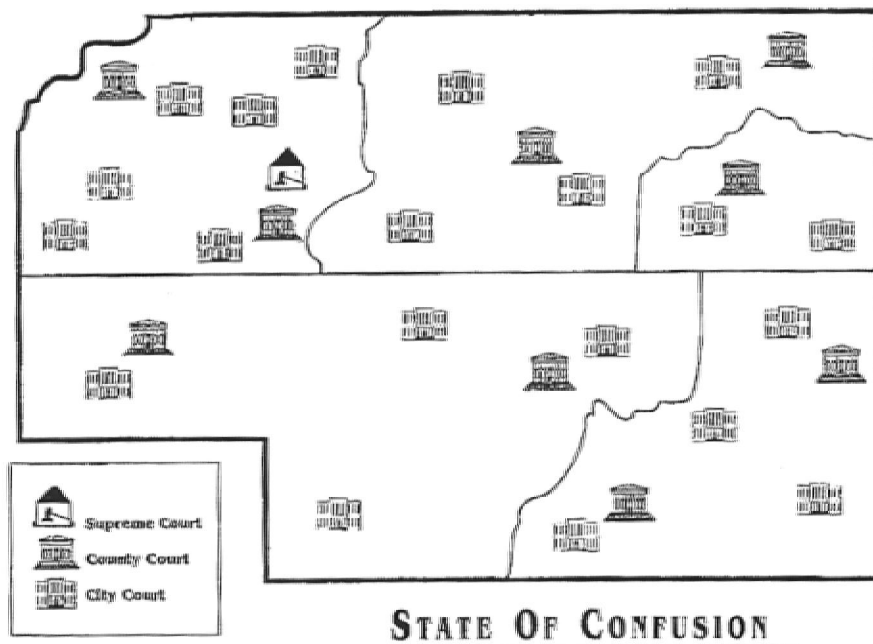
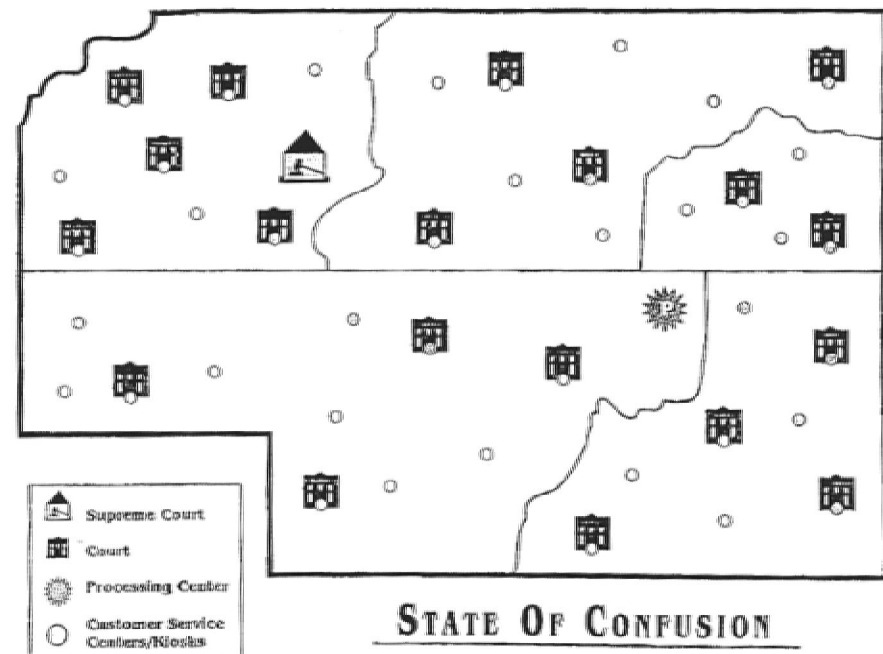


Figure 2



Lessons Learned:

- Move work to where resources are available
- Increase specialization of staff
- Create clerks' offices that support the work of all courts
- Regionalize or centralize appropriate functions
- Reduce hours or eliminate offices where the volume of work does not justify their existence

3. SUMAC: Puerto Rico's New Case Management System

2010

A Short History of the CMS

- Statistical systems
- Record keeping systems for clerical staff
- Automation: replace human effort with machine effort

Lessons Learned:

- Start with business transactions
- Create case type by case type, event by event, document by document
- Start with judges
- Redefine administrative and clerical operations to support the work of judges

4. Nebraska Judicial Branch: Business Process Management

2010

Lessons Learned:

- Establish business analysts at state level
- Create business process documentation
- Build automation around uniform business processes
- Train and support court users

Conclusions

- Technology can enable change
- Creative leadership and vision also are required
- Cooperation and collaboration are essential between judicial, administrative, and clerical functions
- Reexamine and rethink every fundamental assumption

“Some new ideas will fail, but no untried idea can ever succeed.”

Radical Reengineering of the Judicial Branch

Lessons for the Future from the Past and Present

Lawrence P. Webster

September 13, 2010