

**STATE OF SOUTH CAROLINA
JUDICIAL DEPARTMENT**



**ANNUAL ACCOUNTABILITY REPORT
FISCAL YEAR 2006- 2007**

September 21, 2007

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Accountability Report Transmittal Form

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SECTION I

EXECUTIVE SUMMARY

1. MISSION AND VALUES

By the adoption of Article V, Section 1, of the South Carolina Constitution, the people of this State established the Judicial Department as the administrator of a unified judicial system (the Judicial Branch), one of the three co-equal branches of South Carolina State Government.¹ At some point, virtually every citizen of the state has contact with the Judicial Department, whether that contact is direct because of involvement in a civil dispute or criminal matter or indirect because the citizen's life is affected by a decision of a trial or appellate court that could involve local zoning, taxation, or interpretation of a state statute. The Judicial Department works constantly to provide a court system that not only is fair but also is perceived as fair, in which all persons are treated equally and all matters are resolved in an unbiased and just manner according to the law as established by the United States Constitution, the Constitution of South Carolina, state statutes, and the common law.

The mission of the Judicial Department is to ensure that an accessible forum is available for the resolution of civil disputes and criminal matters and to resolve those cases in a fair and efficient manner.

Values are defined as the principles, goals, and standards held by society. The Judicial Department balances the tradition of the courts with its modernization by upholding its core values:

- Fundamental belief in justice for all
- Commitment to the people of South Carolina
- Focus on improving results
- Dedication to collaboration within the Judicial Branch and with appropriate outside entities
- Expectation of professional and ethical behavior

2. MAJOR ACHIEVEMENTS FROM PAST YEAR

Through the combined efforts of judges, administration and staff, the Judicial Department has attained notable achievements this year. Some of the accomplishments significantly improved specific operations within the courts while others have solidified the changing direction, attitude, and approach of individuals working in and with the Judicial Branch. The following achievements have been identified:

- The highly successful Supreme Court Institute, which the Supreme Court hosts with the South Carolina Bar, was increased in length from two-and-one-half days to four-and-one-half days. This program, which was modeled on a program developed by the Wisconsin Supreme Court, is a professional development program that allows secondary education

¹ Throughout this report, the term "Judicial Department" includes those departments and divisions directly funded by the State. The term Judicial Branch refers to all entities included in the unified judicial system, funded both by the State and locally by counties and municipalities. 3

teachers to learn about the judicial system in South Carolina through interaction with attorneys, judges, court employees and members of the Supreme Court. The program gives these educators a variety of new tools for teaching about the courts and the justice system in a way that is relevant and interesting to their students.

- The Chief Justice formed a Task Force on Public Access to Court Records to study and make recommendations regarding access to court records. This Task Force, led by Justice Management Institute President Alan Carlson and comprising 38 representatives from across the state, has been examining ways to improve public access to court records while insuring that privacy interests are protected. The Task Force has held a series of meetings and has prepared a draft public-privacy policy for consideration by the Supreme Court. The draft will be available for public comment in the autumn of 2007.
- The Supreme Court created an Access to Justice Commission to assess how low income citizens are being provided with access to justice in civil matters and to develop and implement initiatives to increase the access of these citizens.
- The Chief Justice and the 16 circuit solicitors entered into an agreement to develop differentiated criminal case management systems in each county by the end of August 2007. The implementation of these case management systems will result in criminal cases being processed in a more effective and timely manner, benefiting defendants, victims and the public.
- At the end of the fiscal year June 30, 2007, the Prosecutor Case Management System (PCMS), which is the statewide solicitor case management system, was in production in five of the 16 judicial circuits which handle approximately 43 percent of the total General Sessions Court caseload.
- A pilot project using mediation for civil cases in magistrate's court was implemented in Richland and Lexington Counties. This continues the Judicial Department's commitment to explore alternate dispute resolution as a way to resolve disputes more efficiently.
- The use of video conferencing has been approved for use in the family court for hearings on bench warrants, DSS cases involving emergency protective custody, intervention hearings, status review hearings, and permanency placement hearings. This approval is the latest in a series of initiatives which use technology to allow matters to be resolved in a more effective and expeditious manner while insuring that due process is maintained.
- The Supreme Court implemented a pilot mentoring program for a limited number of attorneys who were admitted following the July 2006 Bar Examination. This program is designed to allow more experienced lawyers to assist new members of the South Carolina Bar in developing professional habits, practices and character. Depending on the success of this pilot program, it may be expanded to cover all new admittees in the future.
- The Supreme Court adopted an amended order regarding interpreters for non-English speaking persons. This order provides increased fees for certified interpreters and provides that Court Administration will keep a centralized list of certified or otherwise qualified interpreters.
- The Supreme Court approved a proposal to allow attorneys to receive some of the required continuing legal education by use of audio-visual or media presentations including those provided by webcasts and telephonic means.
- In the Court of Appeals, continued implementation of the expedited procedure in dependency appeals has reduced the length of these appeals by an average of six months.

- Pursuant to legislation providing for appeals directly from the Administrative Law Court, the Court of Appeals received 135 appeals from the A.L.C. About three-fourths of these appeals involved inmate grievances against the Department of Corrections, a species of appeal rarely seen previously in the Court of Appeals.
- At the end of the fiscal year June 30, 2007, the statewide court case management system was in production in nine counties which handle approximately 37 percent of the total caseload in the state Circuit Courts.
- The Office of Court Administration sponsored a Family Court Mini-Summit funded by a federal Court Improvement Grant involving all family court judges and Department of Social Services attorneys and county directors to discuss systemic changes to improve the way our state processes cases involving abused and neglected children with the goal of improving outcomes for children.
- The Office of Court Administration hosted a one-day seminar for judges and journalists to help journalists improve their performance in covering the courts and to educate judges on First Amendment and media issues that occur in trials and other newsworthy court activity. The seminar helped judges and journalists strengthen their working relationships to the benefit of both groups as they serve the public in their respective roles.
- The Office of Court Administration implemented the first phase of the process to prepare interpreters for the S.C Certification of Court Interpreters Exam. The workshop provided 74 bilingual individuals instruction and practical experience in the work of interpreting in the court system and the role and responsibilities of interpreters. The next two phases will include written and oral tests.
- In order to manage its caseload, expedite document preparation using merging capabilities, and maintain its records, the Office of Disciplinary Counsel has implemented a case management system using “off-the-shelf” software with the assistance of the Judicial Department’s own Office of Information Technology.
- A program to reward Judicial Department court reporters for achieving national certifications was implemented, resulting in 24 employees receiving salary increases based upon guidelines developed by Court Administration and Finance & Personnel.

3. KEY STRATEGIC GOALS FOR PRESENT AND FUTURE YEARS

The following significant efforts are planned for the Judicial Department:

- Increase the efficiency of the day-to-day court operations with the continued deployment of the statewide court case management system to all the counties in the state.
- Utilize differentiated case management with the deployment of PCMS, the statewide solicitor case management system, to all judicial circuits in the state.
- Develop an online bar admissions application and automated bar admission tracking system.
- Implement the direct, near real-time, electronic interfaces that have been in development for several years with other agencies in the state including South Carolina Law Enforcement Division (SLED), Department of Motor Vehicles (DMV), and local law enforcement. Then expand and enhance these interfaces to other agencies including Department of Pardon, Probation and Parole (DPPP), South Carolina Department of Corrections (SCDC), and others in accordance with the homeland security interface standards developed by the US

Department of Justice.

- Finalize the revision of the record retention schedules and obtain approval from State Archives to have only digital images as the permanent court records of the Supreme Court and Court of Appeals. Also, replace and enhance the document management system at the these courts.
- Finalize the public-privacy policy.
- Replace, update, and enhance the existing automated systems used in Court Administration that comprise the county statistics system and court reporting systems.
- Implement the imaging capabilities of the existing “off-the-shelf” case management system in the Office of Disciplinary Counsel so as to digitally store incoming documents.

4. OPPORTUNITIES AND BARRIERS

4.1 Opportunities

Opportunities for the Judicial Department for FY 2007-2008 are based on further leveraging the resources and skills of all Judicial Branch entities as follows:

- The Judicial Department continues its multi-year initiative to modernize the judicial system through the incorporation of technology into everyday court operations. The Judicial Department will continue partnerships with other state and federal agencies, including SLED, DPS, SCDC, DPPP, DSS, Department of Revenue, Election Commission, and the Office of the State CIO. In addition, the Judicial Department will continue its close collaboration with each of the 46 counties.
- In this year’s State of the Judiciary Address, the Chief Justice again informed the General Assembly that citizens in the trial courts of this state were suffering the frustration of the law’s delay because there continues to exist an inadequate force of Circuit Court and Family Court judges. No trial level judges anywhere in the nation handle a caseload as large as that faced by the judges of South Carolina. [For South Carolina caseload, see Table and Charts in Section III, Category 7, sec. 2.5 *et seq.*] In Family Court alone, this lack of judges can cause time-sensitive matters involving children to be slowed in processing. Still pending from the previous year is the request by the Chief Justice to the General Assembly to authorize and fund three (3) new Circuit Court Judges and three (3) new Family Court Judges. The Chief Justice deems this the minimum acceptable increase to begin addressing the critical lack of trial court judges.
- Homeland Security continues to occupy the forefront of public awareness. The criminal justice system, specifically law enforcement and the courts, has become a focus of emphasis for public safety. The threat posed by terrorism highlights the critical role of our nation’s state courts in maintaining the primacy of the rule of law.
- Effective July 1, 2007, the Court of Appeals has been designated by an Act of the General Assembly as the recipient of direct appeals from the Workers’ Compensation Commission. An estimated 240 new appeals will be coming to the Court of Appeals as a result of this change, an increase of about 15 percent.

4.2 Barriers

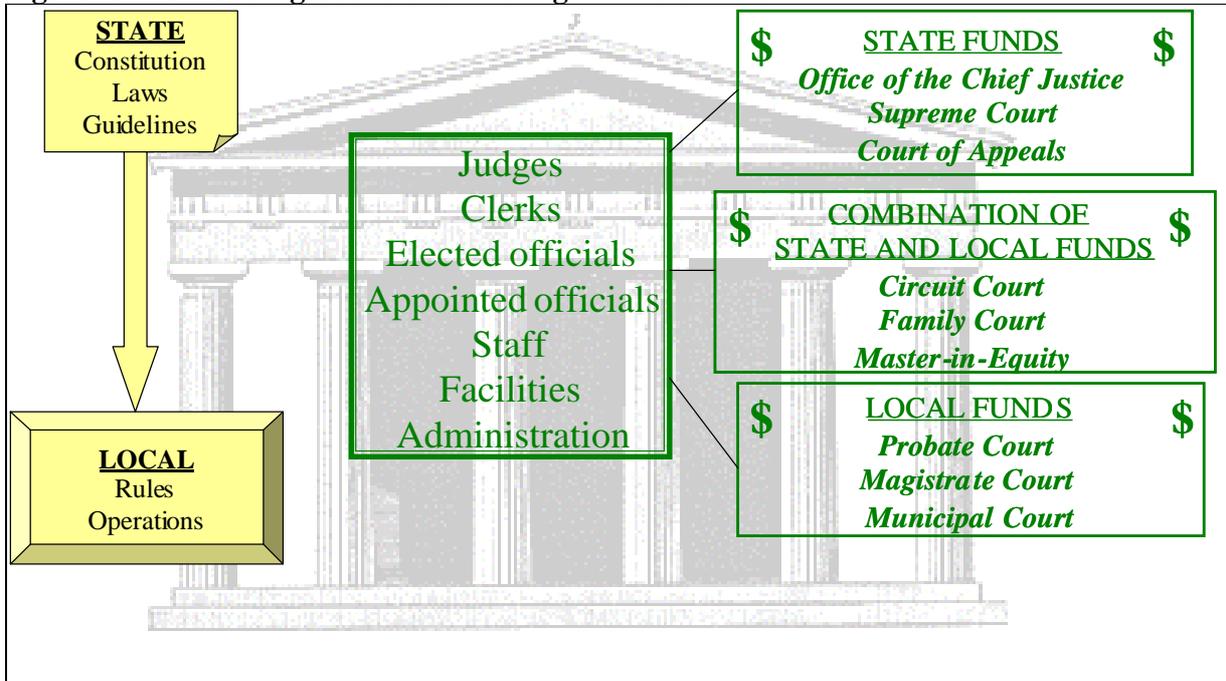
The Judicial Department's ability to meet its goals is directly affected by constitutional mandates and separation of powers. The level of funding provided to the Judicial Department by the Legislative Branch is the overwhelmingly determinative factor in the quantity and quality of resources available to achieve the Judicial Department's objective to provide an efficient forum for resolution of issues brought forth through Legislative Branch enactments and actions initiated by the Executive Branch and citizens. Criminal prosecution is an Executive Branch function, and the number of cases filed and the disposition rate of those cases are largely controlled by the prosecutorial arm of state government. The Legislative Branch enacts legislation that impacts the Judicial Department's ability to meet its goals, as new laws are enforced by the Executive Branch and must be interpreted by the Judicial Department. Much of the needed funding has been provided by the Legislature through temporary provisos.

The barriers being faced by the Judicial Branch are:

- There continues to be a compelling need for more Circuit Court and Family Court Judges in order to handle the cases brought to court by citizens and agencies of South Carolina, so that these cases may be decided expeditiously and with due deliberation.
- The potential loss of expertise, knowledge and leadership over the next five years of approximately 20 percent of the permanent support staff, including key directors/managers, through retirements necessitates intensive ongoing recruitment, training and promotion programs.
- The rapid advances in technology combined with the increased dependence of daily court operations on technology present constant and changing challenges to the Judicial Department.
- Counties without technology resources continue to increase their reliance on the Judicial Department for technology support. Therefore, the limited Information Technology (IT) staff of the Judicial Department is serving as the direct technology support for the most rural counties, diverting IT staff from their direct duties. Essentially, Judicial Department IT is serving as the county IT support for approximately 10 to 15 rural counties.
- The ability to provide adequate services for all levels of the unified judicial system relies in large part on local funding. County and municipal governments bear responsibility to provide funding for county courthouses, clerks of court, magistrates, municipal judges, probate judges, and masters-in-equity and their staffs. A combination of state and local funding sources is required to operate the eight levels of court constituting the Judicial Branch.
- The judicial facilities across the state are public buildings that are not designed for tight security and are, for the most part, very open and accessible. The expense and operational changes that will be necessary to secure most of the facilities across the state is anticipated to be substantial and will require assistance from many funding sources to accomplish the security mission.
- The Judicial Department's success depends on the knowledge, skills, and motivation of its workforce. Accordingly, the Judicial Department has placed emphasis on providing more accessible, effective, and efficient customer-related services to employees. Emphasis is also being placed on professional development, career progression, and

personal growth as it pertains to the needs of the Department. In order to provide adequate services to South Carolina customers and stakeholders, requests have been made for additional judges and Judicial Department staff.

Figure 4.2-1: Funding Sources for the Eight Levels of Court



5. HOW THE ACCOUNTABILITY REPORT IS USED TO IMPROVE ORGANIZATIONAL PERFORMANCE

Throughout the year, the Chief Justice and Executive Team use the Accountability Report as a tool to assess progress toward goals and make adjustments in priorities, resource assignments, and allocations as required.

SECTION II

BUSINESS OVERVIEW

1. MAIN PRODUCTS AND SERVICES

The Judicial Department delivers products and services in two areas: adjudication and administration. *See Organizational Structure, Sec. II, item 10.* By adjudicating the cases and issues that come before its courts, the Department provides litigants with resolution and interprets the laws of the state. The various areas of administration involve the eight levels of court under the unified judicial system of the state.

2. KEY CUSTOMERS SEGMENTS LINKED

The key customers of the Judicial Branch include:

- Litigants and counsel
- Grievants
- Non-litigants participating in court proceedings
- Judges, clerks and staff at the locally funded level

The key products and services provided to these customers are identified in **Section III – Category 3.**

3. KEY STAKEHOLDERS

The key stakeholders of the Judicial Branch include:

- Members of the South Carolina Bar
- Applicants
- Media
- General public

4. KEY SUPPLIERS AND PARTNERS

The key suppliers of the Judicial Department are the customers (citizens of South Carolina, agencies, businesses, etc.) of the other two branches of government, as those branches respond to the changing needs of their customers. The Legislative Branch enacts new statutes providing greater or different rights and protections for citizens. The Executive Branch, through the solicitors, Attorney General and the citizens of the State, enforces the Legislative enactments. The Judicial Branch then provides a forum for the application and interpretation of these enactments.

5. OPERATION LOCATIONS

The Supreme Court, Court of Appeals, Office of the Chief Justice and Court Administration are located in Columbia, with the other courts' facilities and personnel located throughout the 46 counties.

6. NUMBER OF PERSONNEL

Table 6-1 identifies the various types of personnel affiliated with the Judicial Branch. Some of these personnel are employees of the county and are funded by the county.

Table 6-1: Judicial Branch Personnel

NUMBER	DESCRIPTION	LOCATION	FUNDING SOURCE
14	Justices and Appellate Judges	Court in Columbia; Offices throughout the state	State
98	Circuit and Family Court Judges	Throughout the 46 counties	State
368	Law clerks, appellate court clerks, staff attorneys, court reporters, judges' administrative assistants and clerical staff	Throughout the 46 counties	State
98	Court Administration, Finance and Personnel, Information Technology, and Office of Disciplinary Counsel	Columbia	State
22 + Staff	Masters-in-Equity Judges	Throughout the 46 counties	County
46 + Staff	County Clerks of Court	Each of the 46 counties	County
21 + Staff	Registers of Deeds	Throughout the 46 counties	County
46 + Staff	Probate Judges	Throughout the 46 counties	County
312 + Staff	Magistrates	Throughout the 46 counties	County
301 + Staff	Municipal Judges	Throughout the 46 counties	Municipalities
1 + Staff	State Grand Jury Clerk	Columbia	State – Attorney General's Office

7. REGULATORY ENVIRONMENT

The Judicial Department operates under all applicable federal and state health and safety regulations. The Department is subject to state audits of its financial data. Security scanning equipment in the Supreme Court and John C. Calhoun buildings is kept under certification by SCDHEC.

8. KEY STRATEGIC CHALLENGES

Detailed information on this subject is set forth under Opportunities and Barriers in the Executive Summary.

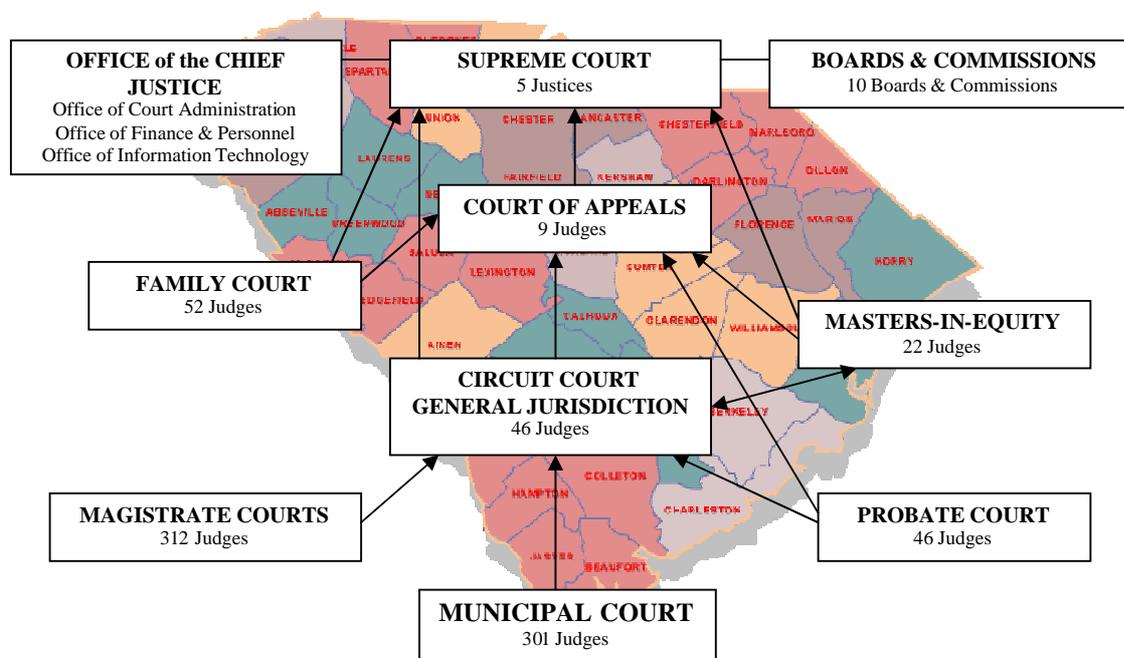
9. PERFORMANCE IMPROVEMENT SYSTEM(S)

The Judicial Department's performance improvement system is proactive, continuous, and ongoing. It begins with constant attention to needs and concerns of stakeholders and customers. The data may be gathered through daily individual contact in the normal course of business and through surveys and formal notice of proposed rule-making. With this information, the Department leaders can set or alter priorities and monitor performance in areas already established as priorities. For example, the

Chief Justice and 16 Solicitors signed a consent order in the spring of 2007 to implement differentiated case management principles and processes for the management of the criminal docket in the South Carolina General Sessions Courts. Currently 0 of the 16 judicial circuits are meeting the established performance benchmarks for criminal court. Differentiated case management has been proven through pilot projects to reduce the pending case backlog through the proactive management of the criminal docket. Therefore, the goal of this consent order is to implement the necessary changes that will be reflected in improved performance measures in the General Sessions Court. Note that South Carolina is the only state in which the Solicitors control and manage the criminal court docket. This joint effort also reflects the interdependencies of the Judicial Department on other entities outside of the Judicial Department.

10. ORGANIZATIONAL STRUCTURE

Figure 10-1: South Carolina Judicial System



The Judicial Department manages the statewide, unified judicial system. The organizational structure of the South Carolina Judicial Department can be categorized in two areas: (1) adjudication and (2) administration.

10.1 Adjudication

Supreme Court

The Supreme Court is the highest court in South Carolina. It has both appellate and original jurisdiction. In its appellate capacity, the Supreme Court has exclusive jurisdiction over any case:

- Including the sentence of death
- Setting public utility rates
- Challenging the state constitution, state law, county or municipal ordinance on state or federal grounds
- Challenging the authorization of general obligation debt (state bonds)
- Challenging elections and election procedures
- Limiting investigation by the state grand jury
- Relating to an abortion by a minor

Additionally, cases filed in the Court of Appeals are sometimes transferred to the Supreme Court when the appeal involves novel issues of significant public interest. Also, the Supreme Court reviews decisions made by the other courts and issues writs to decide actions in its original jurisdiction. The Supreme Court provides litigants with a resolution of the matter from the highest court in the state and interprets and develops the law of this state. The Supreme Court's published decisions serve as binding precedent on all other courts in this state and, therefore, serve as a framework for how cases will be decided in the future, providing stability and predictability in the law. Finally, the Supreme Court may agree to answer questions of law submitted by federal courts or appellate courts of another state when South Carolina law may be determinative of the action pending in the other jurisdiction.

Court of Appeals

The Court of Appeals is an intermediate appellate court that hears all appeals from the Circuit and Family Courts with the exception of the appeals that fall into one of the seven classes of exclusive jurisdiction reserved to the Supreme Court. The Court of Appeals, sitting in panels of three judges, reviews decisions of the lower courts by applying the law to the facts presented. The published decisions of the Court of Appeals, unless overruled by the Supreme Court, serve as precedent for the trial courts. Effective July 1, 2006, the General Assembly directed that appeals from the Administrative Law Court would be taken directly to the Court of Appeals, rather than to the Circuit Court, as was the previous practice. Most recently, the General Assembly further directed that appeals from the Workers' Compensation Commission would go directly to the Court of Appeals.

Circuit Courts

Circuit Courts are South Carolina's trial courts of general jurisdiction. The courts of common pleas provide a forum for the resolution of civil disputes involving sums greater than \$7,500. Common pleas courts are available to issue injunctions to provide immediate relief and time for a thorough assessment of a particular situation, such as "to immediately, yet perhaps temporarily stop the demolition of a historic landmark." Also, through the Chief Justice's appointment of one judge to hear the entirety of a complex civil action, the circuit courts are able to resolve cases involving numerous parties and varied, complex causes of action. In criminal cases, the courts of general sessions protect the rights of the accused to a fair and impartial trial, protect the rights of the victim, and balance public safety and the goals of punishing and rehabilitating a convicted offender. In capital cases, again through the Chief Justice's appointment of one judge to preside over the case, the courts of general sessions are able to provide continuity in decision-making in these often highly emotional and difficult cases.

Family Courts

The family courts provide a forum for the dissolution of a marriage and the division of marital assets. These courts hear and decide actions involving the most intimate details of citizens' lives and do so in a manner that strives to preserve the litigants' privacy while protecting the public's right of access to the courts. Family courts also hear and decide child abuse and neglect proceedings as well as child support matters, protecting the most vulnerable of South Carolina's citizens. Family courts also issue orders of protection from domestic abuse for abused family or household members. Family courts adjudicate juvenile delinquency matters, working with a multitude of executive agencies as these courts balance public safety with the rehabilitative goals of the juvenile justice system.

Masters-in-Equity

The master-in-equity courts are an extension of the court of common pleas, the civil side of the circuit court. These courts resolve civil cases that do not require a jury trial and typically involve contract disputes over property or construction and real estate foreclosures.

Probate Courts

The probate courts provide citizens with a forum to probate wills and settle disputes over the distribution of the assets of estates. Probate courts also preside over proceedings for involuntary commitments, insuring that the rights of citizens who are suffering from a disability requiring involuntary commitment are protected while also insuring that, if necessary, these citizens receive treatment. In addition, South Carolina marriage licenses are issued by the probate courts.

Summary Courts

The summary courts comprise both Magistrate and Municipal courts, which resolve the majority of cases filed in South Carolina. Magistrates hear a wide variety of disputes between citizens, such as landlord tenant cases and civil cases involving less than \$7,500. Magistrates also issue orders for protection from domestic abuse, restraining orders, and warrants assisting in criminal investigations. The summary courts set bonds for all criminal cases and directly decide criminal cases with penalties not exceeding 30 days imprisonment and/or a fine of \$500. The process for setting bonds is standardized statewide so all citizens who are arrested and seek to be released on bond receive a timely hearing. Municipal courts have the same criminal jurisdiction as Magistrate courts; however, Municipal courts have no civil jurisdiction.

Jury Service

Jury service in circuit, probate, magistrate, and municipal courts is mandated by Art. I, § 14, of the South Carolina Constitution, South Carolina Code Ann. § 62-1-306, and Rule 38, SCRPC, which provide for jury trials. The purpose of these provisions is to allow for parties to have their disputes decided by their peers.

10.2 Administration

Supreme Court

The Chief Justice, as the administrative head of the Judicial Branch, is responsible for the operation, both adjudicative and administrative, of the courts in the statewide, unified judicial system. Through orders and directives, she clarifies issues such as expungement procedures and limiting the appointment of counsel in post-conviction relief matters, which affect courts,

customers and stakeholders around the state. The Chief Justice and the Supreme Court promulgate rules of practice and procedure for all South Carolina courts, judges, lawyers, and various commissions and boards of the Supreme Court. In addition to deciding cases, the Supreme Court licenses all attorneys practicing in the state and disciplines lawyers and judges for misconduct.

Office of Bar Admissions

The Office of Bar Admissions is responsible for processing applications of individuals seeking admission to practice law in South Carolina. Additionally, it processes requests to be certified as lead counsel in death penalty cases, requests for approval of trial experiences required before a lawyer may appear alone in the trial of a case, applications for out-of-state attorneys to appear in South Carolina courts or before administrative bodies *pro hac vice*, and requests for certificates of good standing for members of the South Carolina Bar. Finally, it assists the Board of Law Examiners in conducting the South Carolina Bar Examination and assists the Committee on Character and Fitness as it determines whether each applicant has the requisite character to be a member of the South Carolina Bar. The Board of Law Examiners and the Committee on Character and Fitness ensure that lawyers have the requisite legal knowledge, skills, and character to competently and ethically handle the legal affairs of the citizens of South Carolina.

Office of Disciplinary Counsel

The Office of Disciplinary Counsel investigates and prosecutes complaints involving allegations of misconduct and incapacity on the part of lawyers licensed to practice law in South Carolina and of judges who are part of the state unified judicial system. Matters handled by the Office of Disciplinary Counsel are filed with and processed through either the Commission on Lawyer Conduct or the Commission on Judicial Conduct. Matters not directly decided by either of these commissions are decided by the Supreme Court. The purpose of the disciplinary system is to protect citizens from attorneys or judges who, because of flaws in their character or skills or because of mental or physical incapacity, could pose a danger to the public if they are allowed to continue practicing law or presiding over court proceedings.

Court Administration

Court Administration serves the Chief Justice in her capacity as the administrative head of the unified judicial system. This office has a wide range of responsibilities and duties, which include recommending to the Chief Justice schedules of terms for circuit and family court, assigning judges to preside over these terms, and scheduling and supervising the court reporters who transcribe the proceedings. Court Administration provides assistance to individual courts in jury management, record keeping, and case processing procedures. It provides reports, documents, data analysis and assistance to the Legislative and Executive branches on court related matters. Court Administration is also responsible for the state criminal docket report (CDR) codes that are utilized throughout the state criminal justice process by the criminal justice agencies within South Carolina. The office conducts legal education programs for judicial personnel at all levels of court in the state, including coordinating the annual Judicial Conference. In addition, Court Administration staffs several advisory committees that were established to provide advice and recommendations on improving the administration of the judicial system.

Finance and Personnel

The Office of Finance and Personnel is responsible for the Judicial Department's internal fiscal operations. In addition to budgetary management, Finance and Personnel is responsible for all personnel matters, payroll and purchasing for the Judicial Department.

Office of Information Technology

The Office of Information Technology (IT) continues to oversee and direct the implementation of the statewide Strategic Technology Plan to modernize the Judicial Branch. IT provides technology tools to support and enhance the daily court operations of the Judicial Department. Network infrastructures and Internet connectivity in the judicial facilities across the state, online Web services, and the deployment of the statewide court case management system are the primary focus areas of the Judicial Department IT. IT also provides technology support and training as well as hardware, office automation, information security, email, and electronic legal research software. IT continues to investigate advancements in technology such as imaging, electronic signatures, and electronic document certifications to determine their feasibility within everyday court operations.

County Clerks of Court

Clerks of Court are popularly elected in each county to four-year terms. By state statute, the clerk of court is the official record keeper for court records filed in each county. The clerk of court staff is the local liaison for the processing and handling of court files for judges, attorneys, and the public. They also respond to requests for records from federal, state, and local agencies. In addition to their other duties, clerks of court collect and disburse court-ordered child support payments, issue Rules to Show Cause in cases where court orders have not been followed, and file all court orders, including orders of protection from domestic abuse. Some clerks of court also serve as the county register of deeds. Registers of Deeds are responsible for recording all property transactions and maintaining these records.

11. EXPENDITURES/APPROPRIATIONS CHART

The expenditures and appropriations for the Judicial Department are listed in Tables 11-1, 11-2, and 11-3.

Table 11-1: Base Budget Expenditures and Appropriations

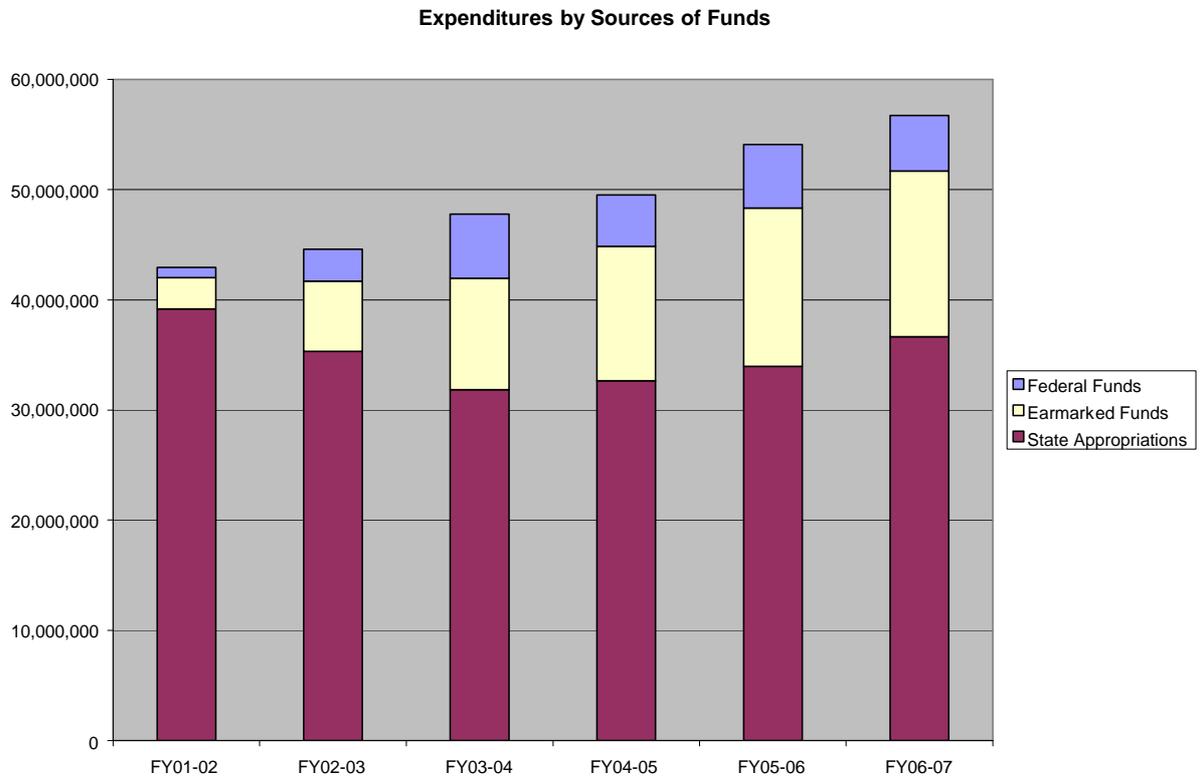
Major Budget Categories	05-06 Actual Expenditures		06-07 Actual Expenditures		07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$30,586,184	\$22,906,378	\$31,874,804	\$23,651,362	\$32,177,544	\$23,838,698
Other Operating	\$5,508,280	\$1,414,488	\$6,459,535	\$1,482,807	\$6,986,626	\$2,478,586
Special Items	\$5,950,973	\$0	\$5,766,469	\$0	\$8,921,000	\$650,000
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$329,730	\$0	\$349,425	\$0	\$0	\$0
Distributions to Subdivisions	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$11,728,616	\$9,637,542	\$12,300,351	\$9,997,269	\$12,453,503	\$10,043,404
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$54,103,783	\$33,958,408	\$56,750,584	\$35,131,438	\$60,538,673	\$37,010,688

**In FY07-08, the General Assembly funded 61.14% of the Judicial Department's total budget needs. The remaining funds are currently received via unstable revenue sources such as fees, surcharges, and federal grants.*

Table 11-2: Other Expenditures

Sources of Funds	05-06 Actual Expenditures	06-07 Actual Expenditures
Capital Reserve Fund	\$796,117	\$1,024,709
Federal Funds	\$5,755,279	\$5,053,703
Earmarked Funds	\$13,593,979	\$14,040,734
Supplemental Appropriations	\$0	\$1,500,000

Table 11-3: Expenditures by Sources of Funds



12. MAJOR PROGRAM AREAS CHART

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References for Financial Results*
Supreme Court	This is the highest court in the state. It interprets the law of South Carolina and is the final rule-making body for all other courts in the state.	State: 3,993,756.01 Federal: 0.00 Other: 783,796.19 Total: 4,777,552.20 % of Total Budget: 8%	7% 0% 1% 8%	State: 4,219,176.26 Federal: 0.00 Other: 884,373.85 Total: 5,103,550.11 % of Total Budget: 8%	7% 0% 1% 8%	Tables 1.1.1-1, 1.1.1-2 & Figures 1.1.1-1.
Appeals Court	This is an intermediate appellate court. This court reviews decisions of the lower courts for procedural and/or legal errors.	State: 2,441,272.61 Federal: 0.00 Other: 2,848,011.95 Total: 5,289,284.56 % of Total Budget: 10%	5% 0% 5% 10%	State: 1,817,686.53 Federal: 0.00 Other: 3,069,133.81 Total: 4,886,820.34 % of Total Budget: 8%	3% 0% 5% 8%	Tables 1.2-1, 1.2-2 and 1.2-3 & Figure 1.2-1.
Circuit Court	The Circuit Courts are South Carolina's courts of general jurisdiction which are comprised of the General Sessions Courts (hear criminal cases) & Common Pleas (hear civil disputes).	State: 11,948,137.69 Federal: 0.00 Other: 4,524,001.84 Total: 16,472,139.53 % of Total Budget: 30%	22% 0% 8% 30%	State: 12,457,091.17 Federal: 0.00 Other: 4,354,891.51 Total: 16,811,982.68 % of Total Budget: 30%	22% 0% 8% 30%	Figures 1.5-1, 1.5-2, 1.5-4, 1.5-5 & Table 1.5-1.
Family Court	Family courts provide a forum for the resolution of disputes involving family matters: divorce, abuse and neglect, protection from domestic abuse, and juvenile matters.	State: 11,392,504.86 Federal: 0.00 Other: 2,912,454.79 Total: 14,304,959.65 % of Total Budget: 26%	21% 0% 5% 26%	State: 11,853,980.29 Federal: 0.00 Other: 2,618,080.55 Total: 14,472,060.84 % of Total Budget: 26%	21% 0% 5% 26%	Figures 1.5-3, 1.5-6 & Table 1.5-1.
Information Technology	IT provides the technology tools needed to modernize the Judicial Branch. It enables South Carolina to electronically exchange information with other state and local agencies.	State: 1,521,360.37 Federal: 5,755,278.82 Other: 1,706,459.10 Total: 8,983,098.29 % of Total Budget: 17%	3% 11% 3% 17%	State: 1,649,640.36 Federal: 5,053,702.96 Other: 2,495,835.49 Total: 9,199,178.81 % of Total Budget: 16%	3% 9% 4% 16%	N/A
Court Admin	Court Administration serves the Chief Justice in her capacity as the administrative head of the unified judicial system.	State: 1,299,664.41 Federal: 0.00 Other: 210,526.55 Total: 1,510,190.96 % of Total Budget: 3%	2% 0% 1% 3%	State: 1,466,146.58 Federal: 0.00 Other: 213,765.98 Total: 1,679,912.56 % of Total Budget: 3%	2% 0% 1% 3%	N/A

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State: 1,361,712.69	3%	State: 3,167,717.47	6%
Bar Examiners, Disciplinary Counsel,	Federal: 0.00	0%	Federal: 0.00	0%
Administration(Finance & Personnel),	Other: 1,404,845.40	3%	Other: 1,429,361.54	3%
Judicial Commitment, Interpreters and	Total: 2,766,558.09		Total: 4,597,079.01	
Other Operating	% of Total Budget: 6%		% of Total Budget: 9%	

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

SECTION III

ELEMENTS OF MALCOLM BALDRIGE CRITERIA

CATEGORY 1 – LEADERSHIP

1. How do senior leaders set, deploy and ensure two-way communications for: a) short and long term direction and organizational priorities, b) performance expectations, c) organizational values, d) empowerment and innovation, e) organizational and employee learning, and f) ethical behavior?

a) Short and longer term direction and organizational priorities. The State Constitution establishes the Chief Justice as the administrative head of the unified judicial system. She is supported by the other members of the Supreme Court and her Executive Team and sets short- and long-term policies for the Judicial Branch. The Executive Team is composed of the Director of Court Administration, Clerk of the Supreme Court, Clerk of the Court of Appeals, Disciplinary Counsel, Director of Information Technology, and Director of the Office of Finance and Personnel. The Executive Team holds monthly meetings to discuss progress and obstacles to achieving Judicial Branch objectives. These meetings also include a periodic review of the Accountability Report goals. In this manner, the Executive Team has been able to remain focused on achieving the primary goals and objectives of the Judicial Department without diverting too much attention to the numerous everyday demands that surface and vie for the limited time and resources of the organization. The Chief Justice meets with the Executive Team when necessary and calls meetings when critical issues need to be addressed.

The Chief Justice is involved in a hands-on capacity in many of the initiatives of the Judicial Department, which requires her to work with the individuals on the Executive Team and staff on a daily basis. The Judicial Department holds periodic staff meetings, hosted by the Chief Justice, for judicial personnel in the Supreme Court and Calhoun buildings. These staff meetings are informative, promote development of working relationships among personnel from the various divisions, and help foster teamwork among employees.

The Chief Justice and members of the Executive Team participate in meetings and conferences that are held across the state at various times throughout the year. These presentations and discussions enable the direction of the Judicial Department to be readily communicated in person to judges, court reporters, clerks of court, the South Carolina Bar Association, South Carolina Trial Lawyers Association, South Carolina Defense Trial Attorneys Association and other participants in the unified judicial system including SLED, DPS, SCDC, DPPP, Solicitors, and Public Defenders.

Through her annual State of the Judiciary address to the General Assembly, the Chief Justice summarizes the status, progress, and initiatives (both current and visionary) of the Judicial Department. This speech outlines the direction that the Judicial Branch is taking. This presentation, held every year, is broadcast live and archived on the Judicial Department Web site.

b) Performance expectations. Performance expectations of the Judicial Department are now established through several different means. There are federal guidelines and laws with regard to case types and timeframes, which impact the Judicial Department. State legislation and guidelines

are established in accordance with these federal rules. The increased emphasis on homeland security is putting further scrutiny on the performance of the Judicial Department.

The Judicial Department deploys and communicates performance expectations through a combination of reports and presentations. The caseloads of the Circuit and Family Courts are reported and aggregated by Court Administration on a monthly basis and published on the Judicial Department Web site. The Chief Administrative Judges, Clerks of Court, and Court Administration review these reports on a monthly basis, which continues to improve the accuracy of the reports and, in many cases, has reduced the backlog because of the heightened awareness of the needs of particular courts.

For the past several years, a color-coded map of the counties in the state has been used to visually illustrate counties with reliable, high-speed network and Internet connectivity and those without it. This map is called the “Go for the Gold” map. All counties now have reliable Internet connectivity; therefore the focus has shifted to assist the rural counties in establishing complete, county-wide networks.

c) Organizational values. The values of the Judicial Branch, as described in the Executive Summary, have evolved through time and tradition. Values are communicated and taught by the Chief Justice and members of her Executive Team primarily through the performance of daily work activities, which range from face-to-face contact with staff, customers, and stakeholders to deciding cases, disciplining lawyers and judges to protect the public, and participating in conferences and meetings of Judicial Branch entities.

d) Empowerment and innovation. The empowerment and innovation within the Judicial Branch must occur within the constraints established by the law since the role of the judiciary is to interpret the law. In accordance with these constraints, individual creativity is encouraged through the performance of individual jobs and working with other team members. Senior leaders within the Judicial Department are working managers integral to case and project teams.

e) Organizational and employee learning. The Judicial Department provides training for newly elected circuit and family court judges, probate judges and county clerks of court. Training sessions are also provided for chief administrative judges of the circuit and family courts. A two-week orientation school is provided for all newly appointed summary court judges. A mandatory annual Judicial Conference is held for all appellate, circuit and family court judges, masters-in-equity, law clerks and staff attorneys. Magistrates are required to attend annual meetings for continuing education purposes. In addition, the Office of Disciplinary Counsel provides an orientation program for all attorneys employed or appointed to work on disciplinary matters. Employees participate in technology training, which focuses on applications used by the Judicial Branch both at the state and county level.

New employees from across the state travel to Columbia to attend a one-day session led by Finance & Personnel staff. During the session, employees learn about insurance, retirement, leave, travel, etc. and complete all necessary new employee paperwork. A session with IT staff is also scheduled to introduce new employees to the Department’s technology.

Department attorneys also must comply with annual continuing legal education (CLE) requirements.

As deemed necessary or appropriate, the Judicial Department conducts one-hour CLE programs in Columbia for the Judicial Department lawyers. These CLEs focus not only on topics that enhance performance of the lawyers in the department but also on topics that broaden the lawyer's general knowledge of the law. Non-attorney staff members may also participate in the one-hour CLEs.

Grant and scholarship opportunities are sought to provide continuing judicial education on substantive topics for family, circuit, probate and summary court judges. Within the constraints of the budget, circuit and family court judges attend the National Judicial College in Reno, Nevada, which provides intensive training. Appellate judges take courses at the Institute of Judicial Administration at NYU and attend educational and professional seminars and conferences. Senior staff attorneys attend national conferences, as do the clerks of the appellate courts. Furthermore, the Judicial Department has sent a team to the last six National Center for State Courts Court Technology Conferences, both as participants and speakers.

As finances permit, staff personnel attend professional education courses. For example, Human Resources staff has become actively involved in numerous training/professional growth opportunities such as Human Resources Professional Development Program, State Government Improvement Network, State Agency Training Consortium, Human Resources Advisory Meetings, Forums, and Webinars. In addition, the IT staff has participated in national training workshops during the course of the year in order to remain current in some of the most integral technologies used at the Judicial Department. The Judicial Department allows employees to arrange their work schedules to take courses that will enhance relevant professional skills.

Building on a program begun last year, the Judicial Department established additional structured career paths, providing for advancement opportunities, additional skills and knowledge gained through training and salary increases.

f) Ethical behavior. All new employees are provided with training on ethical behavior, and ethics training is always included in seminars attended by judges and lawyers. In addition, employees receive the *Rules on Political Activity for Judicial Department Employees and Officers*. The *Code of Conduct for Staff Attorneys and Law Clerks* is provided to all staff attorneys and law clerks. The *Code of Judicial Conduct* and the *Rules of Professional Conduct*, which were adopted by the Supreme Court after soliciting and receiving comments from the legal community, the general public, and staff, are provided to judges and lawyers, respectively. Senior leaders monitor ethical behavior of their staff, and the Office of Disciplinary Counsel oversees the ethical behavior of all lawyers and judges within the Judicial Branch under the guidelines promulgated by the Supreme Court in the *Rules for Lawyer and Judicial Disciplinary Enforcement*.

2. How do senior leaders establish and promote a focus on customers and other stakeholders?

The Judicial Department focuses on its customers and stakeholders through participation in meetings and conferences held by all entities associated with the Judicial Branch.

- The Chief Justice and her Executive Team participate in a full range of meetings and conferences from the annual, statewide judicial conference to county council meetings.
- Staff members attend Legislative hearings to learn the concerns of legislators and the public that may affect the Judicial Branch.

- Input from members of the South Carolina Bar is obtained from regular meetings with the Bar’s leadership and attendance at the South Carolina Bar’s Annual Meeting.

From the clerk of court counters to judges’ chambers to the Web site, everyone within the Judicial Department interacts with customers and stakeholders on a daily basis.

3. How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

As discussed in **Section III Category 6 –Process Management**, the Judicial Department identifies those individuals and groups affected by the Judicial Branch’s operations and solicits their advice when addressing changes to the Judicial Branch’s operations. The Clerks of Court Advisory Board, Judges Associations, and Judges Advisory Committees are examples of judicial committees established to provide guidance, generate new ideas, and assess impact to judicial personnel and the public. Input, in the form of requests for comments and public hearings, is also actively sought prior to changes being made in court rules and operations. Proposed changes to court rules are posted on the “What’s New” page of the Judicial Department’s Web site. Also, the South Carolina Bar currently provides an “E-Blast,” free of charge to subscribers, which sends out a weekly electronic message detailing proposed changes to court rules and operations in the Judicial Branch, assisting the Judicial Department in disseminating this information.

4. How do senior leaders maintain fiscal, legal, and regulatory accountability?

The Office of Finance and Personnel, through requests from senior leaders and directives from the Chief Justice, is responsible for ensuring that the Judicial Department is utilizing its resources in a fiscally responsible way. The Judicial Department, as the Branch of government responsible for ensuring that legal issues and regulatory requirements are followed by the other branches of government, is constantly aware of its responsibility to ensure that all legal requirements and regulations that impact the Judicial Department are enforced. As part of the monthly Executive Team meetings, the Directors review the status of the Judicial Department with regards to fiscal, legal, and regulatory accountability. When changes are made by the legislature or by agencies that may affect the Judicial Department, these changes are immediately communicated not only to senior leaders, but to all participants in the Judicial Branch and may result in changes to Court Rules and procedures.

5. What key performance measures are regularly reviewed by your senior leaders?

The mission of the Judicial Branch is the fair and timely resolution of disputes. Therefore, case processing is the critical performance measure that is regularly reviewed as follows:

- The Supreme Court meets semi-monthly to review outstanding cases.
- The Court of Appeals meets semi-monthly to review outstanding cases.
- Court Administration reviews the caseloads of each circuit, family and probate court on a monthly basis and conducts periodic audits of local case records.
- Court Administration reviews the caseloads of each magistrate and municipal court on an annual basis.
- Court Administration monitors court reporter transcript productivity on a monthly basis.
- The Chief Justice reviews a report on outstanding orders of each circuit and family court judge on a monthly basis.

Technology support and infrastructure performance required to keep the Judicial Department operating both efficiently and effectively are reviewed through system logs and division and team staff meetings.

6. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect a commitment to the organizational values?

Inasmuch as the senior leaders within the Judicial Department are working managers integral to case and project teams, findings and feedback are constantly received by the Executive Team from staff, customers, and stakeholders. BearingPoint, the systems integrator for the Judicial Department, requires its leadership to participate in leadership training directed towards improving the management of organizations and communicates key components of this training to the Executive Team for use within the Judicial Branch.

Within the ethical limits imposed by applicable rules, senior leaders are involved in a broad range of continuing education, lawyer association, and community activities. For example, the Director of Court Administration serves as the President of the South Carolina Women Lawyers Association. In this role, she not only seeks to enhance the status, influence and effectiveness of women lawyers in the state but she also strives to promote and maintain the highest standards for the legal profession, the judiciary and the court systems of the state.

7. How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

Through the ongoing effort to spread the establishment of career paths and through personal observation, training, and delegation of responsibilities, senior leaders cultivate the talents of staff members, with a view to providing succession for senior or deputy staff members. Attendance at the Executive Institute is a component of this process.

8. How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives, and innovation?

The Chief Justice and her Executive team maintain an open-door policy with regard to suggestions and ideas from any area of contact with the Judicial Department, including from personnel and from stakeholders. From individual contact, to small group meetings, to open hearings concerning rule-making, the Judicial Department solicits input and new ideas. These ideas are then evaluated and noted as priorities and initiatives as required or appropriate.

9. How does senior leadership actively support and strengthen the communities in which your organization operates?

The *Code of Judicial Conduct* restricts judges' participation in any extra-judicial activities that may cast reasonable doubt on the judge's capacity to act impartially as a judge, demean the judicial office, or interfere with the proper performance of judicial activities. However, these restrictions have not limited judges' participation in community activities. Many judges are active in church and religious organizations, serving as members, officers, sponsors and youth sports coaches. Several judges and others in senior leadership actively serve our country through participation in the United States military and Reserves; many have been on active duty since the terrorist attacks of September

11, 2001. Historic preservation is high on the community service list of several of our judges who have introduced and, in several instances, sponsored initiatives to restore historic buildings and sites. Education is also very important to judges. Many are members of alumni associations, education committees, and mentor programs. In addition, they participate in mock trials, seminars, lectures, and small productions at local community theaters. In recognition of their efforts, judges have been honored as Citizen of the Year in their communities, and several have received the state's highest civilian honor – The Order of the Palmetto.

Likewise, the *Code of Conduct for Staff Attorneys and Law Clerks* restricts the activities of Judicial Department attorneys. Within these confines, the senior leadership has actively supported employees' participation in charitable causes. Employees have used their time, talent and resources to support and strengthen several community organizations, including United Way, Families Helping Families Christmas project, Harvest Hope Food Bank, Lunch Buddies Mentoring Program, and the March of Dimes.

Senior leaders are also sensitive to the needs of parents to attend children's school-related activities and allow flexibility in scheduling lunch and breaks to permit attendance. In addition, staff members who are lawyers are encouraged to strengthen the legal community by lecturing at continuing legal education seminars and teaching legal writing and research courses at the University of South Carolina School of Law.

Through the technology initiatives of the Judicial Department, county networks are being established in rural areas that never before utilized the Internet or had access to it. Furthermore, a program has been successfully established to allow junior and senior high school students to actively participate in selected Supreme Court cases. Use of the Internet, combined with attendance at oral arguments in the Supreme Court, is strengthening the awareness and knowledge of the local community of court operations.

CATEGORY 2 – STRATEGIC PLANNING

The Judicial Department conducted a detailed, in-depth strategic planning project focused upon the technology infrastructure of the South Carolina Courts from June to December 2000. This strategic technology plan and the primary technology initiatives identified in this plan began serving as the foundational strategy for the Department in January 2001 and continue to do so today. This plan constitutes a "living" document providing direction while constantly being adjusted to meet changing needs and evolving requirements. The execution of these technology initiatives and their results, combined with the changes in state law, are currently driving the needs, expectations, and changes in all divisions of the Judicial Branch, not only in technology.

- 1. What is your Strategic Planning process, including KEY participants, KEY process steps, and how does it address:**
 - a. Your organization's strengths, weaknesses, opportunities and threats;**
 - b. Financial, regulatory, societal and other potential risks;**
 - c. Shifts in technology or the regulatory environment;**
 - d. Human resource capabilities and needs;**
 - e. The opportunities and barriers you described in the Executive Summary, (question 4);**

- f. Business continuity in emergencies;**
- g. Your ability to execute the strategic plan.**

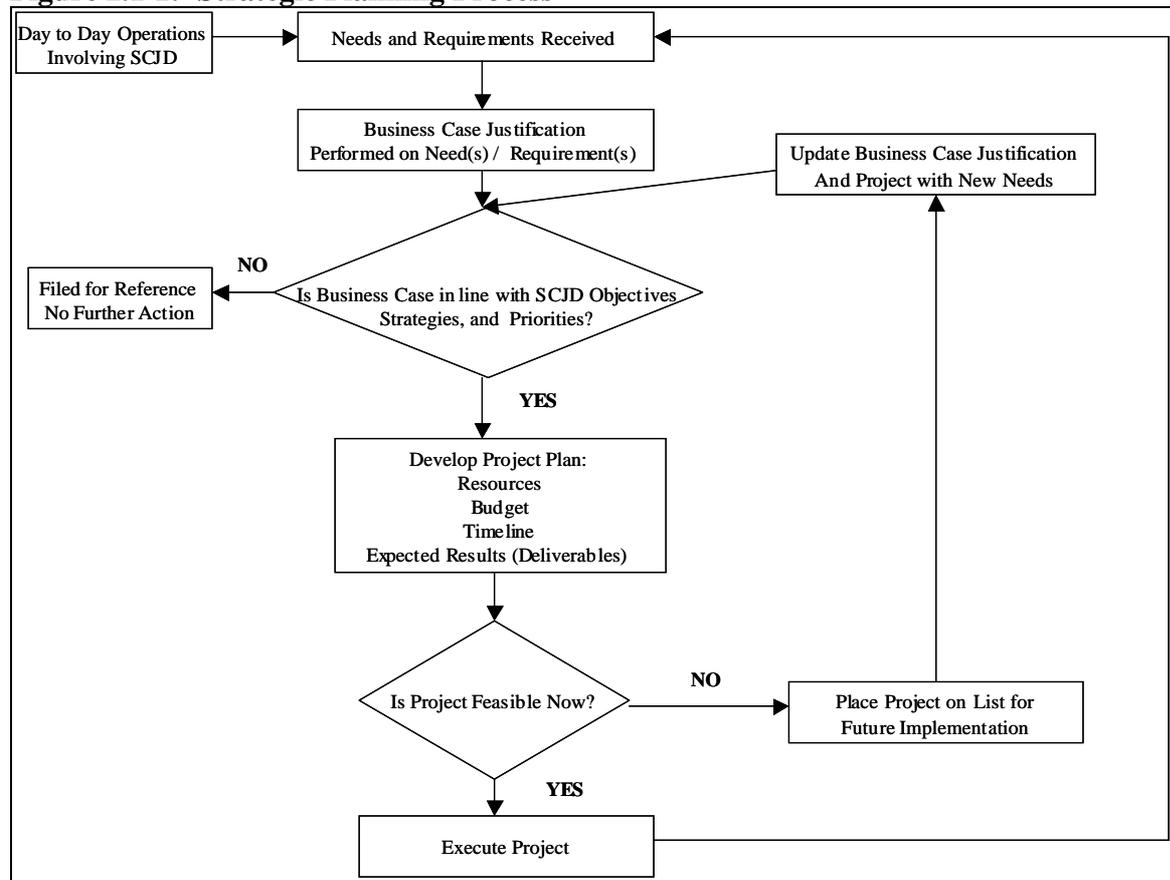
The principles, concepts and techniques employed in the technology initiatives flow over into other functions of the Judicial Department, not least because all divisions and personnel within the Judicial Department have been impacted by and are incorporating the benefits of the technology initiatives. More significantly, however, Judicial Department strategic planning for technology has resulted in the development of a cluster of organizational tools applicable to strategic planning in other areas. Divisions within the Judicial Department have recognized the benefits gained by using the strategic planning process as illustrated in Figure 2.1-1 to respond flexibly to customer needs and expectations and to improve traditional processes. This planning is carried out in both standing and ad hoc groups and may also include judges, law clerks, and staff attorneys as well as other entities within the Judicial Branch.

Anyone involved with the Judicial Branch can submit needs, requirements and a business-case justification. The Executive Team determines whether a project is implemented.

Work with suppliers/contractors/partners is planned, procured, and implemented under the guidance and resources of the Procurement Office within the Office of the Chief Information Officer under the Budget and Control Board.

The Judicial Department is deeply engaged in developing a business continuity plan, although this initiative has not been completed.

Figure 2.1-1: Strategic Planning Process



The Judicial Department performs strategic planning throughout the year. It is viewed as an ongoing process, not an exercise performed just once a year. The *South Carolina Code of Laws*, published opinions of the Supreme Court and the Court of Appeals, and the Department’s strategic technology plan serve as the guiding documents for strategic planning decisions.

2. How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of these plans?

Action plans are developed and tracked through the review of three primary factors: results/deliverables, timeframes, and resources. For example,

- Justices of the Supreme Court meet on a semi-monthly basis to review outstanding cases awaiting decision. The Clerk of the Supreme Court, along with the Chief Justice, reviews cases awaiting oral argument monthly to determine how many and which cases will be scheduled for oral argument in the next month and adjusts the Court’s schedule as necessary.
- The Chief Staff Attorney’s office at the Supreme Court reviews incoming matters on a daily basis to determine which may need immediate action and reviews cases and caseloads on a weekly and semi-monthly basis in accordance with the Supreme Court’s court schedule. Matters needing immediate attention are assigned to senior staff attorneys to be processed accordingly. Incoming disciplinary matters are also reviewed on a daily basis by the Deputy

Clerk of Court in the Bar Admissions office to determine whether the matter needs the immediate attention of the Chief Justice.

- The Clerk of the Court of Appeals tracks the length of time a mature case needs to come before a panel for decision and reports to the Chief Judge, who determines the steps required for any adjustment in scheduling cases for oral argument or submission without argument.
- Technology projects are tracked through project plans that identify tasks, timelines, deliverables, and resources. These project plans are reviewed with the project team on a weekly or bi-weekly basis, depending upon the priority, scope and magnitude of the project. Information Technology (IT) Managers submit weekly status reports to the IT Director on efforts in specific areas, including call center, Web site, networking, applications development, systems integration, and statewide court case management system.
- The Commissions on Judicial and Lawyer Conduct examine quarterly statistics permitting adjustments in resource allocation. Additionally, the Deputy Disciplinary Counsel reviews incoming complaints on a daily basis to determine those needing priority action.
- The monthly caseload reports from each of the counties are used to develop and track action plans to meet the Judicial Department's goal to process trial court cases efficiently and fairly. The Office of Court Administration reviews the monthly caseload reports and requests for new/additional terms of court from each county. These reviews enable resources to be allocated/reallocated by adjusting trial court schedules based upon current caseloads and case complexities in conjunction with the availability of Judicial Department resources, including judges, court facilities, and court reporters as well as monetary resources available for travel expenses.
- The Chief Justice reviews a monthly outstanding order report on each circuit and family court to ensure orders are issued in a timely manner.

3. How do you communicate and deploy your strategic objectives, action plans and performance measures?

Many diverse entities, ranging from the public, attorneys and other state agencies to Judicial Department employees and other participants in the Judicial Branch, need to stay up to date on the strategic objectives, action plans and performance measures of the Judicial Department. To accommodate these various entities, a wide variety of communications channels is used to disseminate this important information. The communications mechanisms currently being used by the Judicial Department include the following:

- Judicial Department Web site postings – www.sccourts.org
- South Carolina Advance Sheets
- Speeches and presentations at conferences and meetings
- E-mail
- Hardcopy letters through FAX and US Mail
- Press releases
- Monthly report distribution through the Judicial Department Intranet and on CD-ROMs
- Task force and project team meetings
- Surveys
- Evaluations
- Training

4. How do you measure progress on your action plans?

Through its monthly meetings and reports, the Executive Team is able to monitor progress on initiatives and objectives.

5. How do your strategic objectives address the strategic challenges you identified in your Organizational Profile (Section II, Question 8)?

The Chief Justice and her Executive Team review court trends and patterns to anticipate future needs and prepare appropriate budget requests and to organize supporting data.

6. How do you evaluate and improve your strategic planning process?

The Judicial Department leaders confer with peers nationwide at a variety of conferences to acquire information and ideas concerning processes and procedures. This information is shared with all Executive Team members, who together devise tools and methods to gauge the effectiveness of the strategic planning process.

7. If the agency's strategic plan is available to the public through the agency's Internet homepage, please provide an address for that plan on the Web site.

The Web site address for the Judicial Department is www.sccourts.org. The strategic technology plan is available at www.sccourts.org/judauto/stratplan.cfm.

Figure 2.4-1: SCJD Strategic Planning Chart

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 07-08 Key Action Plan/Initiative(s)	Key Cross References for Performance Measures*
Supreme Court	+ Reliable and fair court proceedings in accordance with due process + Modernization of the SC Courts through the incorporation of technology + Collaboration with appropriate federal, state, and local entities + Collaboration with SC Bar and Department of Education + Leadership in the criminal justice arena + Establish minimum courtroom security standards for judicial facilities across the state	* Resolve cases in accordance with the benchmarks established for appellate cases * Improve the triage system within ODC * Expand the "Class Action" judicial education program for junior and senior high-school students to make it available over the Internet * Enhance the Supreme Court Institute for high school teachers * Revise record retention schedules and get approval from State Archives to only have digital images as the Court's record * Complete survey and draft standards by the Courtroom Security Task Force (collaboration of SCJD and SLED)	* Caseload results * Caseload results * # of students participating in-person and via the web # of teachers participating in the program * Complete records survey and update retention schedules * Survey results from each judicial facility and identify security standards
Court of Appeals	+ Reliable and fair court proceedings in accordance with due process + Leadership in the criminal justice arena	* Resolve cases in accordance with the benchmarks established for appellate cases * Revise record retention schedules and get approval from State Archives to only have digital images as the Court's record	* Caseload results * Complete records survey and update retention schedules
Circuit Court	+ Reliable and fair court proceedings in accordance with due process + Leadership in the criminal justice arena	* Resolve cases in accordance with the benchmarks established for trial court cases	* Caseload results
Family Court	+ Reliable and fair court proceedings in accordance with due process + Leadership in the criminal justice arena	* Resolve cases in accordance with the benchmarks established for trial court cases	* Caseload results
Information Technology	+ Modernization of the SC Courts through the incorporation of technology + Collaboration with appropriate federal, state, and local entities + Leadership in the criminal justice arena	* Establish reliable, high-speed Internet connectivity in Magistrate facilities * Deploy statewide court CMS * Develop online bar admissions application and tracking system * Increase services provided by SCJD Web site * Develop a direct, near real-time, electronic interface with South Carolina Law Enforcement Division (SLED)	* # of judicial personnel still needing connectivity * % of state caseload managed and population covered by CMS * % of applications received electronically * # of hits to Web site * # of transactions exchanged electronically between agencies
Court Administration	+ Collaboration with appropriate federal, state, and local entities + Leadership in the criminal justice arena	* Update Code of Conduct for all employees of the Judicial Department * Develop a Code of Conduct for County Clerks of Court * Determine standards for court interpreters	* # of employees trained on new Code of Conduct * # of Clerks of Court trained on new Code of Conduct * Establish certification program for court interpreters

CATEGORY 3 – CUSTOMER AND MARKET FOCUS

1. How do you determine who your customers are and what their key requirements are?

Key customers and stakeholders of the Judicial Department comprise those who use its services, experience the effects of its actions, and respond to its decisions. These key customers are ranked from the most particular to the most general:

- a. Litigants and counsel. Individuals and entities that come before the tribunals of this state, either *pro se* or through counsel, form the most obvious, immediate and intensely engaged group of stakeholders. For this group, the process of justice and its outcome have an undiluted, highly focused impact. This group makes contact with the court through formal filings. The rules of procedure for the various levels of court determine the requirements of this group, and rules are amended based on requests from Judicial

Department staff, litigants, attorneys representing litigants, and other participants in the Judicial Branch.

- b. Grievants. This group includes those who contact the Office of Disciplinary Counsel to lodge a complaint concerning a judge or a lawyer. This group makes contact by telephone or in writing. By reviewing and considering all contacts, requirements are regularly reassessed. Again, requirements are set and amended by rules of procedure.
- c. Non-litigants participating in court proceedings. This group includes witnesses, jurors, and those who participate indirectly in court proceedings as support personnel or advocates. The court summons jurors, and witnesses may appear voluntarily, but they may also be required to appear by being subpoenaed by the court or a litigant. The General Assembly sets the requirements for non-litigants' participation in court proceedings, and the Judicial Department offers assistance to the General Assembly in assessing these participants' concerns and possible solutions.
- d. Judges, clerks and staff at the locally funded level. This group includes masters-in-equity, probate judges, magistrates, municipal court judges, clerks of court, and staffs of the counties and municipalities. County and municipal court personnel actively participate in the Judicial Department task forces, joint project teams, and day-to-day administration activities. Requirements are initially set through procedure manuals, benchbooks, and rules of procedure. Refinements, enhancements, and changes are made through these customers' and stakeholders' participation with the Judicial Department.
- e. Members of the South Carolina Bar. South Carolina requires all attorneys admitted to practice in South Carolina be members of the Bar. This group expresses its requirements by letter, telephone or personal visit. The Bar leadership meets regularly with the Supreme Court to express the concerns and needs of its members. The requirements of the Bar to have an available forum for dispute resolution and to have rules of procedure which are uniform throughout the State are expressed in its Constitution and By-laws and in proposed rules of procedure for trial and appellate courts, which are recommended by vote of the Bar membership, rejected or adopted by the Supreme Court, usually after a period for public comment, and, where necessary, submitted to the General Assembly for consideration.
- f. Applicants. This group includes applicants to be admitted to practice law in South Carolina, applicants to be readmitted to practice law, applicants to be lead counsel in capital cases, out-of-state attorneys who wish to appear as counsel in South Carolina courts, and applicants seeking approval of required trial experiences under Rule 403. This group makes requirements known by letter, telephone call, or personal visit. This group generally requires assistance in completing the application process. Through these contacts, the Judicial Department makes amendments to applicable rules and has made resources available on the Judicial Department Web site.
- g. Media. The media includes print, television, radio, and groups with newsletters and Web sites. The Judicial Department issues press releases concerning matters of particular

public interest and contacts media who have asked to be contacted when a particular case is decided or when an Administrative Order of particular significance is issued. The Judicial Department Web site includes current events-type information on the “What’s New” Web page. The Web site also provides the media and public with a summary of the issues included in cases to be argued before the Supreme Court and the Court of Appeals. Once a case has been decided in these courts, a synopsis of the opinion is also made available on the Web site. All published and unpublished opinions of the Supreme Court and the Court of Appeals are now posted on the Web site. Published opinions are printed in paper format and mailed to subscribers of the South Carolina Advance Sheets.

- h. **General public.** This group includes everyone who has an interest in the Judicial Branch for information or access to public documents. The status of the Judicial Department as one of the three co-equal branches of government in South Carolina establishes the general public as a stakeholder. The Judicial Department reassesses the general public’s requirements through attending Legislative hearings and meetings with other participants in the Judicial Branch. Changes to rules of procedure are then proposed and after input is received, they are either adopted or rejected. Questions, including requests for information, are received and addressed by Court Administration on an individual basis as they are received.

2. How do you keep your listening and learning methods current with changing customer/business needs and expectations?

The Judicial Department focuses on its customers through participation in meetings and conferences held by all entities associated with the Judicial Branch.

- The Chief Justice and her Executive Team participate in a full range of meetings and conferences from the annual, statewide judicial conference to county council meetings.
- Staff members attend Legislative hearings to learn the concerns of legislators and the public that may affect the Judicial Branch and to provide input when requested.
- Input from members of the South Carolina Bar is obtained from regular meetings with the Bar’s leadership and attendance at the South Carolina Bar’s Annual Meeting.
- The Judicial Department receives information from numerous groups and individuals such as the South Carolina Bar, the Judicial Council, and the Ad Hoc Committee on the Rules of Civil Procedure regarding changes that might be made to improve the Judicial Branch.

3. How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

During staff meetings and Executive Team meetings, information from customers and stakeholders is evaluated, and experiences are compared to determine what improvements are needed and whether they can be made with current resources. Divisions regularly review procedures in response to customer and stakeholder comments and make revisions when customer input indicates the need for change. The strategic planning process described in **Section III Category 2- Strategic Planning** is used to assess information received from customers and stakeholders to improve services and programs throughout the Judicial Branch. Where major changes in process or programs appear necessary, a business-case justification is developed and the Executive Team, with the concurrence of the Chief Justice, will then propose changes that are implemented after input from Judicial Branch

customers and stakeholders.

4. How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

Processing cases in a timely and fair manner is currently the primary indicator of customer and stakeholder satisfaction. However, direct contact from customers and stakeholders, media reports, and information acquired through staff attendance at Legislative hearings on issues involving the Judicial Branch are also considered in determining customer and stakeholder satisfaction.

The Judicial Branch strives to resolve disputes in a fair and efficient manner. Because of the nature of the business of the courts, one side of the dispute may be dissatisfied with the result. Because of this fact, the Judicial Department recognizes that its customers and stakeholders may have different opinions as to what constitutes disposing of cases without “undue delay” and in a “fair manner.” Litigants may wish cases to be processed faster than lawyers who file requests for continuances and extensions. The rules of procedure for the trial courts, the orders appointing Chief Judges for Administrative Purposes in the trial courts, and policies adopted by the appellate courts address the divergent opinions as to how a case is resolved efficiently and according to law.

5. How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.

Positive relationships with the Judicial Department rest upon the trust and faith that customers and stakeholders have in the Judicial Department carrying out its mission. This faith and trust is earned by having competent, ethical, and dependable personnel working and communicating directly with customers and stakeholders. Judicial Department employees treat all customers and stakeholders equally, from individuals handling their own cases to highly respected members of the Bar. All phone calls are returned promptly, correspondence is routed to the appropriate division within the department, and customers and stakeholders are given assistance consistent with the *Rules of Professional Conduct* and the *Rules of Judicial Conduct*.

CATEGORY 4 – MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

Staff constantly monitors the interests of the Judicial Department’s two key suppliers, the Legislative Branch and the Executive Branch. Legislative and Executive Branch activities are monitored for financial impact because they establish financial and operational priorities for the Judicial Department.

Inquiries about operations, processes, and systems from customers and stakeholders spur measurement in particular areas. For example, inquiries are received about the number of a particular type of case completed over a specific period of time, filed/completed cases in specific geographical locations, or conviction rates for specific demographic subsets of the population. The Judicial Department staff also works closely with numerous committees of the Legislature, when requested, regarding the impact of potential legislation on the Judicial Department’s resources, customers, and

stakeholders. Additional inquiries from customers and stakeholders alert the Judicial Department that there is interest in a particular measurement and prompts the Judicial Department to track activity in various areas within the Judicial Department's responsibilities.

2. How do you use data/information analysis to provide effective support for decision making throughout your organization?

Executive Team members and managers use Judicial Department court rosters and caseload reports to determine resource allocations and tasks. Ideas received from judges, clerks, and staff to improve operations and access to information provide the catalyst for deciding why and how different judicial operations become automated. This automation provides more timely, complete, and accurate information used by judges and judicial management for effective decisionmaking. Additionally, as a member of the National Center for State Courts (NCSC), the Judicial Department extensively utilizes NCSC data to determine trends, projections, and comparisons with other states to set priorities for analyzing the best use of Judicial Department resources. Results are reported in **Section III Category 7 – Business Results.**

3. What are your key measures, how do you review them, and how do you keep them current with organizational needs and direction?

The universal standard "unit of work" for the courts is a case. Caseload statistics are tracked by judicial circuit, county, and court type. These statistics are reviewed by means of periodic reports. Results are reported in **Section III Category 7 – Business Results.**

4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

The Judicial Department selects comparative data by reference to its records from previous years. The caseload and output figures of previous years are used as guideposts in estimating requirements. For example, historical comparative data is useful in estimating the number of terms of courts needed to dispose of similar pending caseloads.

Together, the courts and law enforcement identify criminal trends through court and law enforcement (SLED and DPS) statistics. These trends provide focus for the criminal justice agencies and the Judicial Branch to meet the current needs of the public. For example, criminal domestic violence, gang activities, and highway safety are the primary focus areas requiring attention and resources to be increased and reallocated.

5. How do you ensure data integrity, timeliness, accuracy, security, and availability for decision making?

Historically, the Judicial Department conducted manual audits of individual court records to ensure the accuracy, timeliness and integrity of caseload data reported to Court Administration from the state and local courts. The Judicial Department has transitioned many of its paper-based reporting mechanisms to automated systems that make the reporting easier, but more importantly, more accurate and timely. Automated reports and automated comparisons are now done to perform data quality and completeness checks in family court and circuit court. These reports are generated and distributed monthly. Follow-up phone calls are conducted with counties on an as-needed basis when these reviews indicate possible errors or problems. The appellate caseload reports are reported monthly; however, the ability to generate these reports at

any time on an as-needed basis is possible with the Appellate Case Management System. The appellate clerks of court and staff attorneys check these reports for accuracy. The Judicial Department's IT Division has worked to ensure a secure environment exists for receiving, generating and distributing data. The security of the system is monitored by IT and if security problems are found, they are resolved as a priority matter.

6. How do you translate organizational performance review findings into priorities for continuous improvement?

The directors focus on performance review findings as a guide to planning and the proper allocation of resources within their own divisions. Sometimes this process involves implementing priorities that have a broader reach, such as expediting dependency cases at the appellate level, where the policy is set by the Chief Justice and affects operations in more than one division.

For matters of long-term planning and overall policy, the Chief Justice, as head of the unified judicial system, identifies the areas most needing attention.

7. How do you collect, transfer, and maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?

Traditionally, the Judicial Department has utilized cross training of employees to ensure employee knowledge of Judicial Department processes is preserved as much as possible. Other measures are also being employed. The Judicial Department is currently working to establish an easily accessible database of orders and directives issued by the Supreme Court and the Chief Justice in her administrative capacity in order to further improve the transfer of organizational knowledge. The Executive Team, working together with the Chief Justice and BearingPoint, the Judicial Department's system integrator, identifies best practices and the most efficient way to share these practices within the various offices and divisions of the Judicial Department and with the Judicial Branch as a whole.

CATEGORY 5 – WORKFORCE FOCUS

1. How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desire organizational culture?

The Judicial Department recognizes the need to develop and maintain a diversified work force of professional employees. Employees are provided with the means to obtain professional development, career progression and personal growth as described in **Section III Category 1.1.e**. Employees are encouraged to work both independently on projects as well as part of team efforts, allowing each individual to determine the means necessary to complete the work assigned.

Employee recognition awards are presented recognizing years of government service. The Judicial Department maintains its conviction that outstanding job performance should be recognized through in-position increases and by using the flexibility provided us by the Legislature to redefine job positions and responsibilities. This ability to react to employee and Department needs is demonstrated through the low employee turnover statistics reported in

Section III Category 7 – Business Results.

2. How do you evaluate and improve your organization’s human resource related processes?

Direct feedback comes to the HR office from its customers and stakeholders. Each employee feels free to contact the HR office with any matters pertaining to employment. Data of this kind is then evaluated within the HR department to highlight any areas needing attention.

3. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training and how do you encourage on the job use of the new knowledge and skills?

Through participation at national conferences, members of the Executive Team interact with court officials nationwide. These meetings provide the Judicial Department with lessons learned, best practices and other valuable information as to how other courts address issues, including personnel development and training needs, within their own jurisdictions.

The staff and executives in each of the eight levels of court within the Judicial Branch meet regularly. There are separate organizations for most of the groups involved at each level of the court system. For example, there is a court reporters organization, a clerks of court organization as well as professional associations representing counties, municipalities and various interest groups that are active participants in the court system. Judicial Department staff and management solicit input from these groups and meet with them on a regular basis. These meetings provide a forum for education and the exchange of ideas and information pertinent to the group. The Chief Justice also hosts an annual, statewide judicial conference for the appellate justices and judges, trial court judges, law clerks and affiliated staff personnel for skills updating and education. In addition, the Judicial Department offers ad hoc one-hour CLEs for department lawyers. These CLEs focus not only on topics that enhance performance of the lawyers in the department but also on topics that broaden the lawyer’s general knowledge of the law. Non-attorney staff members may also participate in the one-hour CLE programs. Furthermore, the Office of Finance and Personnel staff receives annual training in areas such as accounting, budgeting, procurement, benefits administration and human resources. Two staff members completed the Human Resources Professional Development Program, one is a Certified Procurement Officer, and three are Certified Government Finance Officers. To assure relevance and cost efficiency, most of this training is through state organizations or state-sponsored organizations.

The Judicial Department continues to participate in the South Carolina Executive Institute and has six graduates of the program.

With the Judicial Department’s current emphasis on improvement through automation, much training is made necessary through these technology innovations. Formal technology training is provided both in Columbia and regional locations across the state for new hires and existing employees. This training begins when new employees receive their computer equipment and continues throughout the year with training in desktop applications such as word processing, spreadsheets, case management, legal research, and other specialized Judicial Department applications. Ongoing enhancements include online notification to employees on insurance updates,

equal employment requirements, and opportunities to effect changes in their working status. The Information Technology staff itself receives specific technology training at national workshops. New employees from across the state travel to Columbia to attend a one-day session led by Finance & Personnel staff. During the session, employees learn about insurance, retirement, leave, travel, etc. and complete all necessary new employee paperwork. A session with IT staff is also scheduled to introduce new employees to the Department's technology.

Safety training for Judicial Department employees in the Supreme Court and John C. Calhoun buildings is discussed in **Section III, Category 5.8.**

Generally, the direct supervisor of the employee assesses the effectiveness of education and training through observation of job performance. As new procedures and technologies are introduced into the courts, the old processes are eliminated, which strongly encourages employees to use their new knowledge and skills.

4. How does employee training contribute to the achievement of your action plans?

The work of the Judicial Department is often highly technical and better-trained employees deliver better products and services. An example is the holding of legal seminars, to update and refine knowledge of the law among those who assist judges with research and writing.

5. How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?

The Judicial Department is organized internally in such a manner that staff interacts with Executive Team members on a daily basis. This interaction enables staff to remain energized with the vision and direction from Judicial Department leadership while, at the same time, Judicial Department leadership gains insight and awareness of staff morale and motivations on a near daily basis.

The Judicial Department considers each justice, judge, and director, with their staff, as a semi-autonomous work group. With more than 100 work groups, the Judicial Department has empowered each justice, judge, and director to evaluate their immediate staff regarding job performance.

The Judicial Department has an open-door policy throughout the organization. Employees are encouraged to meet with their supervisors or with the Offices of Court Administration, Finance and Personnel and/or Information Technology to resolve problems and/or improve the performance of the Judicial Branch.

These processes have a natural tendency to contribute to all initiatives with the Judicial Department, since employees feel a stake in the outcome of their contributions.

6. How do you motivate your employees to develop and utilize their full potential?

Career paths have been established in some divisions and are being developed in others. Employees are encouraged to develop the skills required to take advantage of the opportunities offered by the career path program.

7. What formal and/or informal assessment methods and measures do you use to

determine employee well being, satisfaction, and motivation? How do you use other measure such as employee retention and grievances? How do you determine priorities for improvement?

The organizational structure of the Judicial Department and the close interaction staff has with managers and directors allow for daily assessments of employee well-being, job-satisfaction and motivation.

The issue of employee retention was a prime motivational factor in the development of career paths.

8. How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

The Department of Public Safety and local law enforcement agencies provide physical security for judicial facilities and employees across the state.

The Judicial Department has worked with the Budget and Control Board to implement emergency action plans for staff and visitors in the Supreme Court and John C. Calhoun buildings. These are comprehensive action plans designed to prepare employees to deal with emergencies ranging from fire alerts to homeland security issues.

The Chief Justice has also issued orders regarding courtroom security in county courthouses. In addition, the Chief Justice, in coordination with the South Carolina Law Enforcement Division (SLED), has formed a committee to study and make recommendations on improving courtroom security. The committee is composed of state law enforcement officials, sheriffs, corrections officials, clerks of court, and other court personnel. The goal of this committee is to generate standards for courtroom security that can be made applicable to courts at all levels to avoid the tragic incidents such as recently occurred in courtrooms in Atlanta and Chicago.

Finance and Personnel staff receive training regarding employee benefits and employee referral services. This staff, in turn, provides assistance to employees or referrals to other appropriate agencies.

The Judicial Department encourages good health through an annual worksite screening and coordinates with other state entities to provide access to flu shot clinics and mobile mammography testing. In addition, free chronic disease workshops on topics such as cholesterol education, men's health, diabetes, prostate cancer screening, and women's reproductive health are made available.

CATEGORY 6 – PROCESS MANAGEMENT

The Judicial Department continues to undergo a dramatic change in the manner in which it conducts operations because of the emphasis and greater reliance on technology. These changes are also revamping the culture of the Judicial Department by creating self-sufficiency not only in Judicial Department personnel but also in Judicial Branch users. For example, real-time courtroom reporting by the court reporters is providing the courtroom transcript to the judge as it is occurring in the courtroom which enables the judge to make notes and review proceedings as they occur. Judges estimate that this capability cuts the courtroom hearing time nearly in half for the longer, complex

cases. Collaboration tools such as instant messaging and electronic mailing lists enable judges to work with their peers across the state in real-time and on an as-needed basis. The access to judicial information through the Web is continuing to increase not only the availability of the judicial information but also the timeliness of it. Court calendars, rosters, and opinions are just a few examples.

The increased risks of physical security are being evaluated and addressed in the counties under the leadership of both Chief Justice Toal of the Judicial Department and Chief Robert Stewart of SLED. Securing the court facilities across the state to reduce the physical security risks will significantly affect the construction of new courthouses, and renovation and retrofitting of existing courthouses. This factor will significantly impact the process management of people and their access within courthouses in the future as well as increase the use of technologies within the courts.

Figure 6-1 summarizes the recent paradigm shift in the process management of the Judicial Department.

Figure 6-1: Paradigm Shift in Process Management of the Judicial Department

TRADITIONAL THINKING	CURRENT THINKING
Issue Mandates	Develop most attractive option(s)
Change in a REACTIVE Mode	Change in a PROACTIVE Mode
Ivory tower decision making	Grass roots involvement
No funding to the lower courts	Targeted funding for all courts
Limited assistance and support	Numerous mechanisms of support for all levels of court for judicial and non-judicial personnel
Training acquired on your own	Education structured and delivered both in classes and on individual basis
Courts work by themselves	Extensive collaboration with entities outside the courts
All knowledge resides with lawyers	IT professionals, educators, and business managers have skills that greatly enhance judicial operations
Focus on the “haves”	Focus on the “have nots”

1. How do you determine, and what are your key processes that produce, create or add value for your customers and your organization? How do you ensure that these processes are used?

There are five key processes of the Judicial Department:

- Conducting court hearings and trials for the purpose of fair and impartial judgment
- Issuing rulings which determine the outcome of court proceedings
- Promulgating rules of procedure for all courts to provide statewide uniformity in court proceedings
- Providing court information as the official records of the court proceedings
- Ensuring the public is served by competent, ethical lawyers and judges through the Office of Bar Admissions and the Office of Disciplinary Counsel

The outcomes of these processes are the customers' and stakeholders' expectations of the Judicial Department. Therefore, success is determined by the ability of the Judicial Department to accomplish these processes.

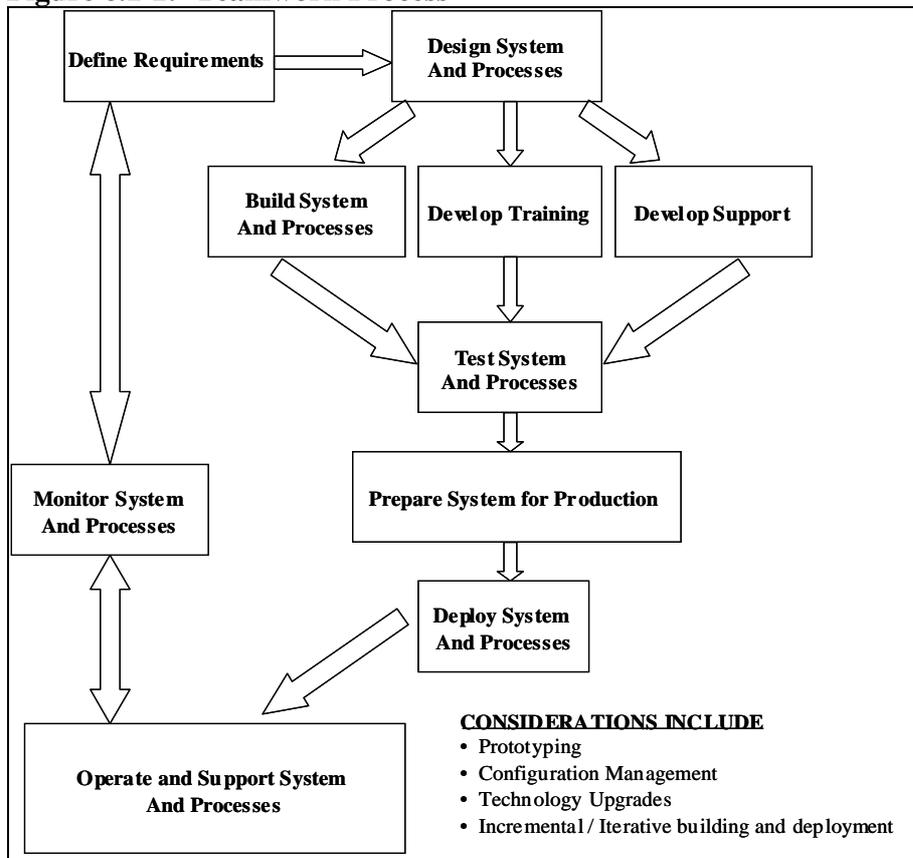
2. How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors into process design and delivery?

The Judicial Branch of government is a heterogeneous organization composed of a combination of elected officials and staff funded through a combination of state and local sources. As a result, organizational knowledge, new technology, changing customer and mission-related requirements, cost controls and other factors are incorporated into the processes of the Judicial Department through one of two means: collaborative teamwork and mandates.

Collaborative Teamwork: Whenever possible, collaborative teamwork is used to incorporate organizational knowledge and bring about change. New operational requirements, new technologies and changing expectations of the public and/or Judicial Branch personnel are addressed through joint task forces and project teams. These joint task forces and project teams are composed of representatives from every affected entity. For example, the statewide court case management project team comprises County Clerks of Court staff, County Information Technology (IT) staff, the Office of Court Administration, Judicial Department IT division, the Judicial Department's systems integrator, and vendors. The process that the Judicial Department follows to incorporate change into Judicial Branch processes and systems is illustrated in Figure 6.1-1. Note that this process is followed after the project team and/or task force members are already identified and notified of the recommendation for a change.

Teamwork promotes collaboration and ownership by enabling more ideas to be incorporated in a project. Teamwork usually requires a greater time commitment at the beginning of the effort but generally reduces the time and disruption of business during the deployment phase.

Figure 6.1-1: Teamwork Process



Mandates: Mandates are only used in matters of law and in situations of crisis when consensus building is not an option. For example, changes in the statutes and codes by the Legislature that result in changes within the Judicial Branch are a type of mandate. Prohibiting the use of cell phones in courtrooms is an example of a mandate. A mandate is issued by a judicial order or administrative directive.

3. How does your day-to-day operation of these processes ensure meeting key performance requirements?

Because of the role of the Judicial Branch in the judicial process of the United States, it is constantly in the public limelight. The scrutiny of the news media is a daily measure of whether the Judicial Department is meeting its responsibilities. The interactions that the Judicial Branch has with other government entities on a daily basis, through questions and noted discrepancies in reports, constitute another measure.

4. How do you systematically evaluate and improve your key product and service related processes?

At monthly management meetings held by the directors, progress and results on Judicial Department products and services are reported. For example, the IT division is expanding case management services into all counties of the state. As this project goes forward, IT details its

progress and highlights any areas where obstacles have been overcome. In another area, the Court of Appeals Clerk's office periodically uses surveys of stakeholders to identify areas where improvement in customer service might be needed. These are also useful for evaluating employee performance.

Both in individual divisions and in management meetings, periodic reports are reviewed to determine performance in the areas shown annualized in this report.

5. What are your key support processes, and how do you improve and update these processes to achieve better performance?

The Judicial Department uses 10 key support processes in its adjudicatory and administrative functions:

- Court scheduling
- Licensing
- Disciplining
- Legal education programs
- Monitoring legislation
- Legislative election of judges
- Pro bono representation of indigents
- Procurement
- Employee compensation and benefits
- Deployment of information technology

Changes and updates to these processes occur through the methods defined in **Section III Category 6.1**, enactment and amendment of statutes made by the General Assembly, appellate court opinions, amendments to rules of procedure, and through collaboration with customers and stakeholders.

6. How does your organization determine the resources needed to meet current and projected budget and financial obligations?

We regularly prepare financial statements to evaluate our current financial status and make financial projections to determine our future needs. This process makes it possible to achieve current operating objectives while identifying those areas of the operation that will need additional future funding. We then address these needs with the legislature at appropriate times.

CATEGORY 7 – RESULTS

1. What are your performance levels and trends for key measures of mission accomplishment and organizational effectiveness?

The following are key measures of mission accomplishment for the Judicial Department.

1.1 Supreme Court of South Carolina

As indicated in **Section II – Business Overview**, the Supreme Court has both adjudicatory and administrative functions.

1.1.1 Supreme Court Performance Levels and Trends in the Adjudicatory Area

In the adjudicatory area, the key indicator of performance level is the case filing and disposition information listed in Tables 1.1.1-1 and 1.1.1-2.

Table 1.1.1-1: Supreme Court Caseload Activity for Fiscal Year 2006-2007

CASELOAD ACTIVITY	NUMBER
Opinions Issued	
Published	181
Unpublished	71
Total Opinions	252
Motions Pending July 1, 2006	65
Motions Filed	2918
Motions Ruled Upon	2921
Motions Pending June 30, 2007	62

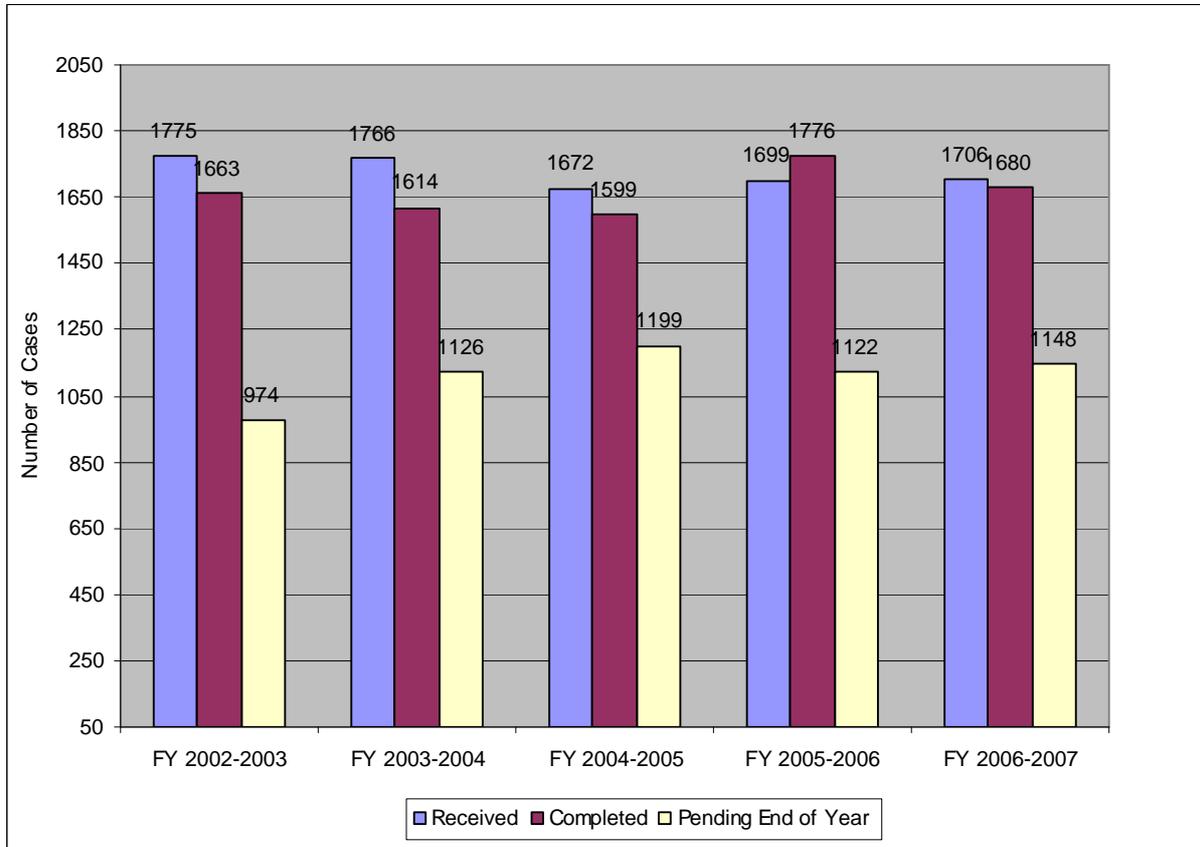
Table 1.1.1-2: Supreme Court Case Filings and Dispositions for Fiscal Year 2006-2007

FILINGS AND DISPOSITIONS	NUMBER
Cases Pending July 1, 2006	1122
Cases Filed	
Direct Appeals	
Criminal	120
Civil	156
Petitions for Certiorari	
Post-Conviction Relief	602
Court of Appeals	185
Original Jurisdiction	
Writs	315
Actions	45
Certified Questions	3
Judicial Conduct	7
Lawyer Conduct	44
Bar Admissions	135
Bar License Fees / CLE Suspensions / Reinstatements	82
Disciplinary Reinstatements	12
Total Cases Filed	1706
Total Cases Awaiting Disposition	2828
Cases Disposed	
Direct Appeals	
Criminal	

Transferred to Court of Appeals	78
Dismissed / Other Disposition	6
Opinion Filed	29
Civil	
Transferred to Court of Appeals	46
Dismissed / Other Disposition	11
Opinion Filed	67
Petitions for Certiorari	
Post-Conviction Relief	
Transferred to Court of Appeals	150
Dismissed / Other Disposition	153
Denied	228
Opinion Filed	52
Court of Appeals	
Dismissed / Other Disposition	16
Denied	174
Opinion Filed	53
Original Jurisdiction	
Writs	286
Actions	49
Certified Questions	3
Judicial Conduct	7
Lawyer Conduct	43
Bar Admissions	135
Bar License Fees / CLE Suspensions / Reinstatements	82
Disciplinary Reinstatements	12
Total Cases Disposed	1680
Cases Pending June 30, 2007	1148

Caseload and disposition data for the last five years are reflected in Figure 1.1.1-1

Figure 1.1.1-1: Supreme Court Caseloads



1.1.2 Supreme Court Performance Levels and Trends in the Administrative Area

The effectiveness with which the Chief Justice and the Supreme Court administer the trial courts is reflected in the positive key results at every level of the Judicial Branch.

Regarding its rule-making authority, the Supreme Court has made various rule amendments during the fiscal year:

- Amended the South Carolina Appellate Court Rules (SCACR) to provide for the review of administrative decisions. These amendments were necessary due to the enactment of Act No. 387 of 2006, which significantly changed how appeals are taken from administrative decisions. In most cases, this Act provided that these appeals will go directly to the South Carolina Court of Appeals or the Supreme Court of South Carolina without first going through the circuit court. Although initially adopted on an emergency basis in August 2006, these amendments were subsequently submitted to the General Assembly and became effective as final amendments in May 2007.
- Amended the South Carolina Appellate Court Rules (SCACR) to clarify the authority of a single judge or justice to act on a motion or petition on behalf of the appellate court, to clarify the procedure when review by the Supreme Court is sought following a dismissal

of an appeal by the Court of Appeals, and to reduce the number of copies of briefs and records on appeal that must be served on the opposing party from three to one.

- Amended Rule 401, SCACR, relating to student practice to allow its provisions to be applicable to students at the Charleston School of Law. This action was taken as the Charleston Law School became the second law school in South Carolina to receive approval from the Council of Legal Education of the American Bar Association.
- Amended Rule 402, SCACR, to eliminate provisions allowing applicants to review and seek re-grading of their examinations. The amendment brings South Carolina in line with the overwhelming majority of other jurisdictions that do not provide for any appeal or other review of bar examination results.
- Amended Rule 403, SCACR, to reduce the number of trial experiences an attorney must complete before being allowed to appear alone in a hearing, trial or deposition.
- Amended Rule 404, SCACR, to prohibit out of state attorneys from applying for admission pro hac vice more than six times in one calendar year without applying for admission to practice law in this State.
- Amended Rules 413 and 502, SCACR, regarding lawyer and judicial discipline to eliminate the sub-panel process and to allow the imposition of a confidential admonition if a lawyer or judge fails to object. Additionally, Rule 411, SCACR, was amended to allow the Lawyers' Fund for Client Protection to accept and disburse funds for restitution that may have been ordered in attorney disciplinary proceedings.
- Adopted Rule 424, SCACR, to allow attorneys admitted to practice law in foreign countries to be licensed as Foreign Legal Consultants in South Carolina.
- Amended Rule 607, SCACR, regarding court reporters to specifically allow transcripts to be provided in new formats and with enhanced features. This includes real-time transcriptions, electronic versions, condensed format, transcripts in rough (unedited) format and key word indexing for transcripts.
- Amended the Court-Annexed ADR Rules to, among other things, exempt family court actions initiated by the Department of Social Services from ADR, to clarify that the Chief Judge for Administrative Purposes may exempt a specific case from ADR, to provide for mediation in medical malpractice actions as required by S.C. Code § 15-79-125, and to provide that allegations of misconduct by an arbitrator or mediator will be processed under regulations promulgated by the Commission on Alternate Dispute Resolution.
- Amended Rule 40(b) of the South Carolina Rules of Civil Procedure (SCRCP) to extend the period of time in which a case cannot be called for trial following the addition of a new party from 120 to 180 days. Additionally, Rule 71.1, SCRCP, has been amended to reflect the Office of Appellate Defense became the Division of Appellate Defense of the Office of Indigent Defense in 2005.

1.1.3 Supreme Court Other Key Measures of Performance

The Supreme Court has continued to take steps to increase public awareness of the Judicial Branch and its role in our society. The highly successful Supreme Court Institute, which the Supreme Court hosts with the South Carolina Bar, was increased in length from two-and-one-half days to four-and-one-half days. This program, which was modeled on a program developed by the Wisconsin Supreme Court, is a professional development program that allows secondary education teachers to learn about the judicial system in South Carolina through interaction with attorneys, judges, court

employees and members of the Supreme Court. The program gives these educators a variety of new tools for teaching about the courts and the justice system in a way that is relevant and interesting to their students.

The Judicial Department, working with the South Carolina Bar and the South Carolina Educational Television Commission, has continued its very successful “Class Action” program. The program allows middle and high school students to read briefs prior to oral argument, attend arguments before the Supreme Court, and engage, within the limits of the Court’s confidentiality policy, in a question and answer session with the Court about issues in the case. At least one case each month is identified as a “Class Action” case, and the briefs are made available on the Judicial Department Web site prior to argument so that they can be reviewed by the students and their instructors. Further, a video tape of the argument is made available on the Web site so students who cannot attend the live arguments may participate in the program.

In addition, the Supreme Court provided instruction regarding the South Carolina Judicial System to students from the elementary to the college level, provided tours of the Supreme Court building to numerous groups, and hosted the Chief Justice J. Woodrow Lewis Moot Court competition for law students.

Further, the Court has met with several groups of foreign visitors to include prosecutors from Chile, business leaders from Australia and Wales, and foreign college students. This has given the Court the opportunity to interact with these foreign visitors about the advantages of our democratic form of government.

1.2 Court of Appeals

Case and motion filing and disposition constitute the key indicators of the performance level for the Court of Appeals. This information appears in Tables 1.2-1, 1.2-2 and 1.2-3 and in Figure 1.2-1.

Table 1.2-1: Court of Appeals Case Filings and Dispositions

FILINGS AND DISPOSITIONS	NUMBER
Cases Pending July 1, 2006	1686
Cases Received	1729
Cases Completed	1524
Pending June 30, 2007	1891

Table 1.2-2: Caseload Activities

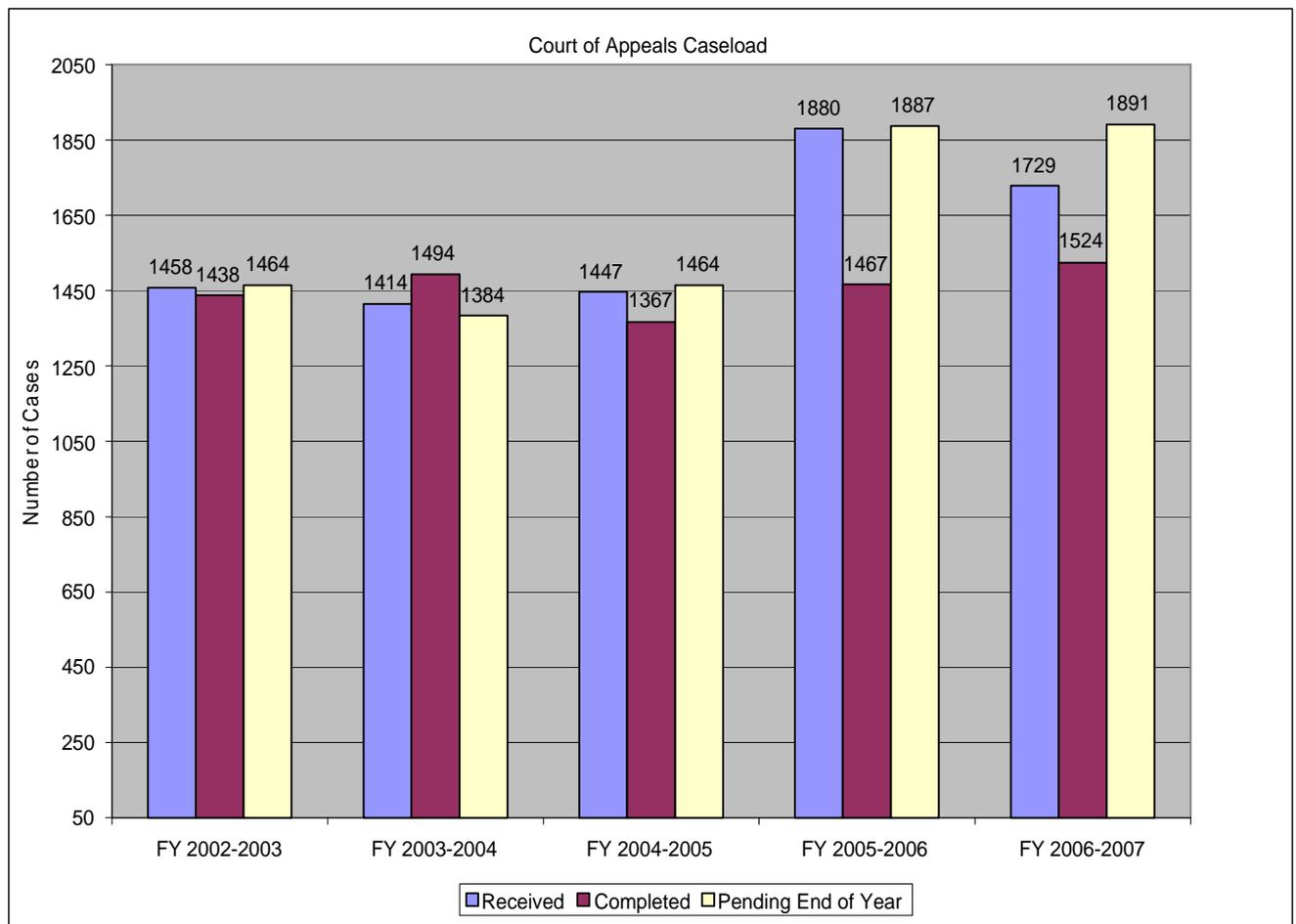
CASELOAD	NUMBER
Published	142
Unpublished	482
Total Opinions	624
Motions Pending July 1, 2006	86
Motions Filed	7174

Motions Completed	7103
Motions Pending June 30, 2007	157

Table 1.2-3: PCR Petitions

PCR PETITIONS	NUMBER
Pending July 1, 2006	191
Petitions Received	150
Petitions Completed	170
Pending June 30, 2007	171

Figure 1.2-1: Court of Appeals Caseload, Filings and Dispositions



The key performance indicator for the Court of Appeals is the number of cases filed and concluded. The Court of Appeals Clerk's Office periodically uses surveys to determine customer satisfaction in the areas of promptness, accuracy, and courtesy. These surveys address only the administrative

process and do not ask for comments on the legal outcome of appeals. Besides surveys, communications by letter, telephone and personal visits keep court staff aware of areas of concern during the process of preparing the appeal for decision by the Court of Appeals.

1.2.1 Other Key Measures of Performance

Each year the Court of Appeals welcomes many school and civic groups and other visitors to its historic quarters in the John C. Calhoun Building. Paralegal groups, students from colleges, high schools, middle schools, and elementary schools, model government participants, moot court contestants, community business and political leaders, international government figures, and citizens with an interest in the judiciary come to see the Court of Appeals in action or just to visit a courtroom and library with the flavor of times past. Using a specially edited transcript of an actual oral argument before the Court, students have the chance play the roles of advocates and judges, thus experiencing first hand the intense give-and-take of oral argument.

Not only does the public come to the Court of Appeals in Columbia, the Court itself travels to hold Court in different parts of the state. In this fiscal year, the Court of Appeals held court in Beaufort, Charleston and Horry Counties. With the cooperation and assistance of the local bar organizations, the Court made itself available to members of the public and students from these counties, who thus were able to observe oral arguments more readily.

1.3 Bar Admissions

The key indicators of the performance level for Bar Admissions are listed in Table 1.3-1.

Table 1.3-1: Bar Admissions

KEY INDICATOR	RESULTS
Bar Applications Filed	687
Applications for Limited Certificates	7
Applicants Who Appeared Before the Committee on Character and Fitness	41
Special Accommodation Requests Filed	5
Courses of Study Filed	7
Applicants Taking the Bar Examination	603
Number and Percentage Passing	78.2%
Applicants Admitted	453
Hearings Held on Reinstatement Petitions	6
Trial Experiences Processed	450
Applications to be Certified as Lead Counsel in Death Penalty Cases	12
Pro Hac Vice Applications	1491

The Office of Bar Admissions continues to work on the creation of an automated system in which applicants will be able to file online applications and bar staff will be able to electronically track each applicant's progress in completing all requirements for admission and automatically generate all forms and letters relating to bar admissions. Significant progress was made this year and some of

the automation components were used during the administration of the July 2007 Bar Examination. Additionally, the Office of Bar Admissions is exploring the use of laptop computers by examinees during the administration of the bar exam. The Office of Bar Admissions met with two vendors who provide services in other jurisdictions to discuss the use of laptops during bar examination.

As the number of bar applicants continues to grow at a significant rate, the Office of Bar Admissions continues to expand its use of the Internet and, thereby, increase its efficiency and services. Rules and forms used in the admissions process are available on the Judicial Department’s Web site, www.sccourts.org. These rules and forms allow applicants ready access to information and decrease the amount of staff time spent responding to written and telephonic inquiries. Further, the results of the bar examination are published on the Web site, thereby providing faster notification of exam results to applicants and reduced staff time in responding to inquiries.

With the American Bar Association’s (ABA’s) provisional approval of the Charleston School of Law in December 2006, the Supreme Court and Office of Bar Admissions have worked to insure that students of that law school are fully integrated into the bar application process. Since the ABA’s approval was given during the application filing period for the July 2007 Bar Examination, the Supreme Court allowed applicants from the Charleston School of Law to file applications with the lower fee in effect at the beginning of the filing period. A staff member from the Office of Bar Admissions traveled to Charleston to provide these students with an overview of the application process and to answer questions concerning bar applications. As a result, over 130 graduates from the Charleston School of Law applied to take the July 2007 Bar Examination.

1.4 Office of Disciplinary Counsel

The primary goals of the Office of Disciplinary Counsel (ODC) are to expeditiously dispose of complaints in a fashion which promotes institutional values promulgated by the Supreme Court of South Carolina and to instill public confidence in the integrity of the legal and judicial system. The performance of ODC is primarily indicated by the cases disposed of annually.

1.4.1 Commission on Judicial Conduct

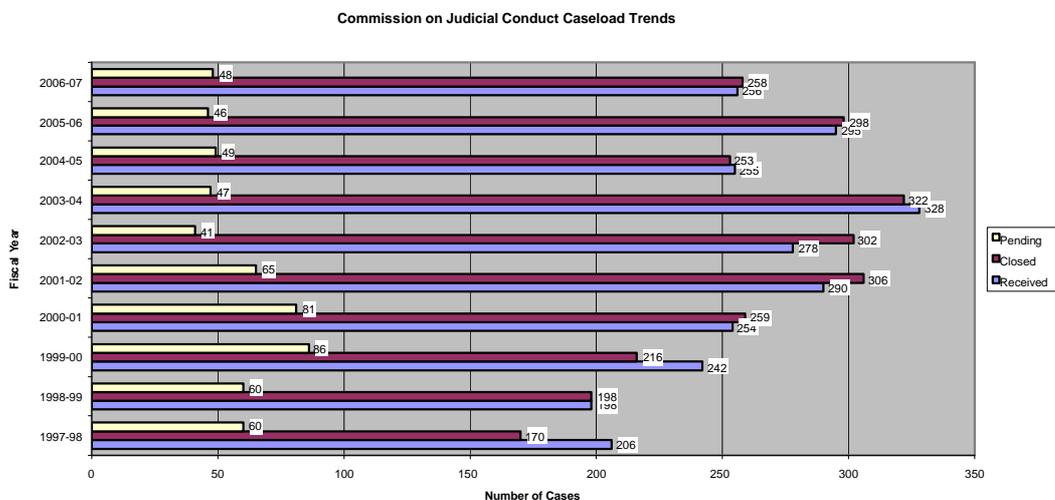
The performance levels for the Commission on Judicial Conduct are listed in Table 1.4.1-1 and Figure 1.4.1-1.

Table 1.4.1-1: Commission on Judicial Conduct Performance Levels

Complaints pending July 1, 2006	46
Complaints received this year	258
Total of pending and received complaints for the past fiscal year	304
DISPOSITION OF CONCLUDED COMPLAINTS	
Dismissed by Disciplinary Counsel after review (no jurisdiction)	157
Dismissed by Disciplinary Counsel after prelim investigation (lack of evidence)	57
Dismissed by Investigative Panel after preliminary investigation	16
Dismissed by Investigative Panel after full investigation	1
Dismissed by the Supreme Court	0

Total Dismissed	231
Referred to another agency	0
Deferred Disciplinary Agreement	0
Letter of Caution without finding of misconduct	8
Letter of Caution with finding of minor misconduct	3
Admonition (Confidential)	5
Admonition (Public but not Published)	0
Public Reprimand	3
Suspension	4
Removal from Office	0
Closed But Not Dismissed	2
Other	0
Total Dispositions other than Dismissal	25
Total Complaints concluded this year	256
Total Complaints pending as of June 30, 2007	48

Figure 1.4.1-1: Commission on Judicial Conduct Caseload Trends



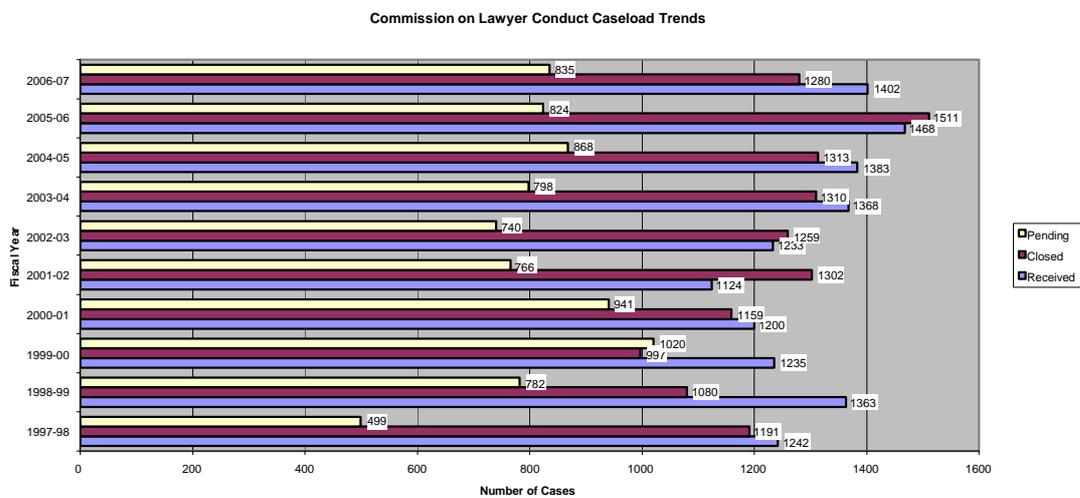
1.4.2 Commission on Lawyer Conduct

The performance levels for the Commission on Lawyer Conduct are listed in Table 1.4.2-1 and Figure 1.4.2-1.

Table 1.4.2-1: Commission on Lawyer Conduct Performance Levels

COMPLAINTS	NUMBER
Complaints pending July 1, 2006	824
Complaints received	1402
Total pending and received complaints	2226
DISPOSITION OF CONCLUDED COMPLAINTS	
Dismissed by Disciplinary Counsel after review (no jurisdiction)	203
Dismissed by Disciplinary Counsel after prelim investigation (lack of evidence)	728
Dismissed by Investigative Panel after preliminary investigation	68
Dismissed by Investigative Panel after full investigation	26
Dismissed by Supreme Court	0
Administrative Dismissals	111
Total Dismissed	1136
Referred to Other Agency	2
Letter of Caution without finding of misconduct	64
Letter of Caution with finding of minor misconduct	46
Transferred to Incapacity Inactive Status as final disposition	0
Deferred Disciplinary Agreement	1
Confidential Admonition	50
Admonition - not confidential, (Public information but not published)	0
Public Reprimand	23
Suspension	42
Disbarment	16
Closed but not Dismissed	8
Other Disposition (death of lawyer)	3
Total Dispositions other than Dismissal	255
Total Complaints Concluded	1391
Complaints Pending as of June 30, 2007	835

Figure 1.4.2-1: Commission on Lawyer Conduct Caseload Trends



1.4.3 Office of Disciplinary Counsel (ODC) Other Key Measures of Performance

The staff of ODC participates as presenters and panel members for numerous continuing legal education programs sponsored by the S.C. Bar, the S.C. Judicial Department, other government agencies, and professional organizations. Staff also participates in the Bridge the Gap Course, which is required of all applicants for admission to the practice of law.

ODC provides an orientation program for approximately 70 attorneys appointed to assist Disciplinary Counsel and monitors and assists them in their investigation of complaints at the local level. ODC assists and provides advice to attorneys appointed to protect the interest of clients of attorneys who are incapacitated, suspended or otherwise unable to complete their representation of their clients in pending matters. ODC serves as counsel in contempt proceedings before the Supreme Court of South Carolina and before the Committee on Character and Fitness when suspended or disbarred lawyers seek reinstatement or readmission. ODC works closely with federal, state and local investigative and prosecutorial agencies, particularly the Attorney General’s Office and State Law Enforcement Division, to utilize their information, technical expertise and forensic assets and to assist them in prosecuting crimes committed by lawyers or judges when authorized to do so. In addition, staff members take courses offered by other agencies on topics ranging from real estate fraud to detecting and overcoming deception.

1.5 Circuit Court (General Sessions and Common Pleas) and Family Court

Benchmarks have been established to meet the parties’ need to have cases decided within a reasonable amount of time, depending on the type of court. The target time for processing a case in General Sessions court (benchmark) is resolution within 180 days of filing. The benchmark for a case filed in Common Pleas or Family Court is 365 days from date of filing.

Figures 1.5-1, 1.5-2 and 1.5-3 show this year’s results of the judicial circuits according to the benchmarks as of June 30, 2007:

General Sessions - Circuits Meeting Benchmark: 0 of 16
Common Pleas - Circuits Meeting Benchmark: 1 of 16
Family Court - Circuits Meeting Benchmark: 5 of 16

Figure 1.5-1: General Sessions Benchmarks by Circuit

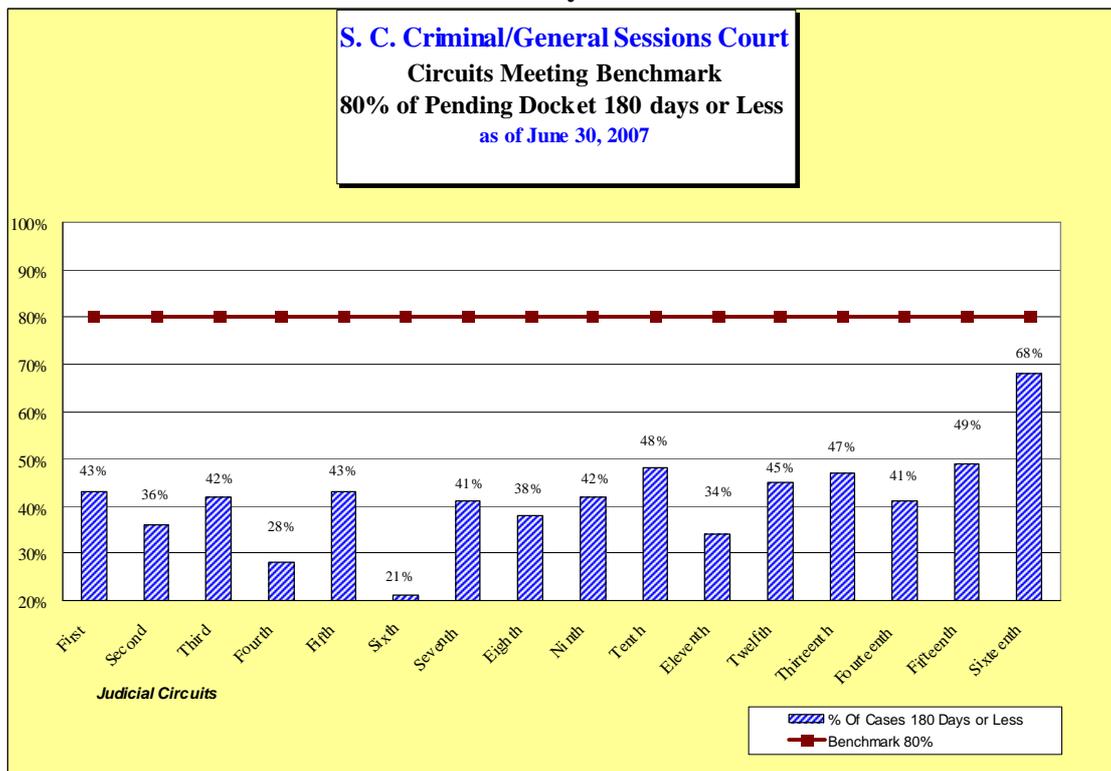


Figure 1.5-2: Common Pleas Benchmarks by Circuit

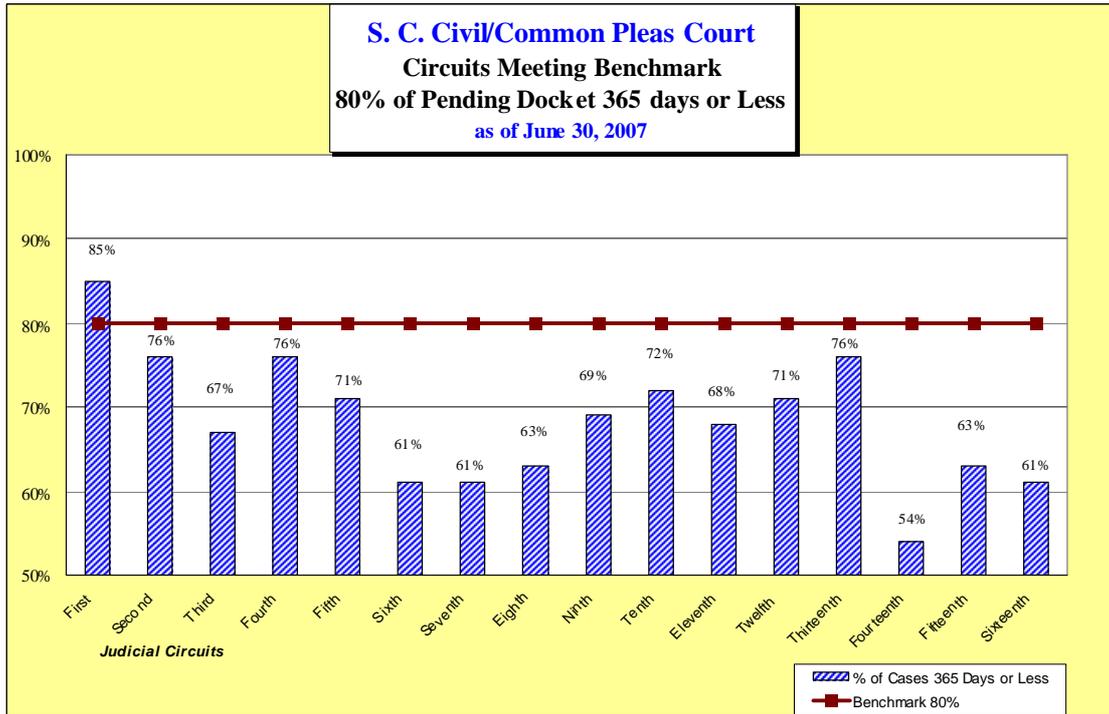
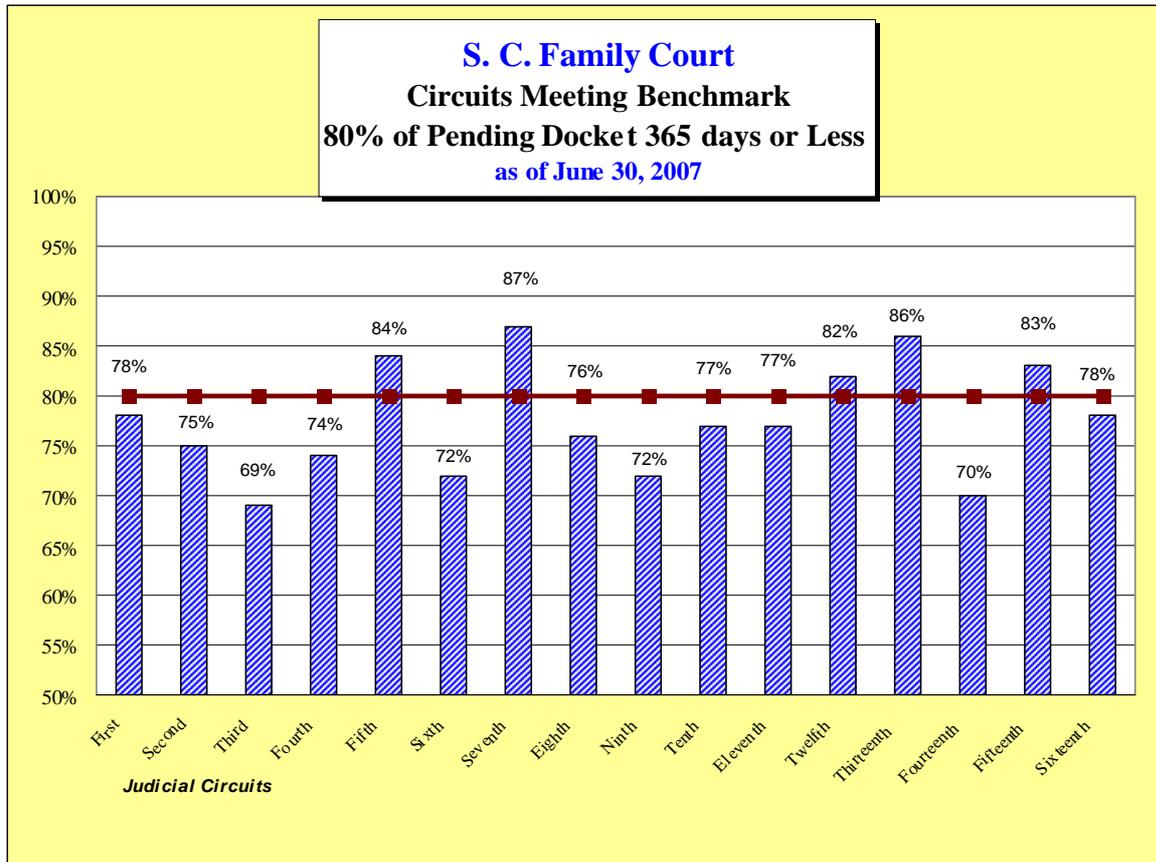


Figure 1.5-3: Family Court Benchmarks by Circuit



The increasing circuit and family court caseloads have hampered the ability of the judicial circuits to meet the caseload benchmarks this past year. Some individual special projects were held in the trial courts throughout the year to address the caseload backlog problems; however, these successes were not enough to carry the overall state benchmarks into the satisfactory range.

Table 1.5-1: Terms of Court

YEAR	COMMON PLEAS	GENERAL SESSIONS	TOTAL CIRCUIT COURT	FAMILY COURT
1997/98	895.8	861.8	1757.6	2088.8
1998/99	991.4	870.0	1861.4	2176.6
1999/00	1057.2	892.2	1949.4	2220.2
2000/01	1007.2	887.7	1894.9	2213.7
2001/02	956.6	893.2	1849.8	2137.9
2002/03	941.2	888.2	1829.4	2194.4

2003/04	856.8	903.3	1759.8	2481.4
2004/05	956.0	959.0	1915.0	2121.6
2005/06	982.6	982.8	1965.4	2133.2
2006/07	1002.4	976.8	1979.2	2104.0

Figure 1.5-4: General Sessions Cases

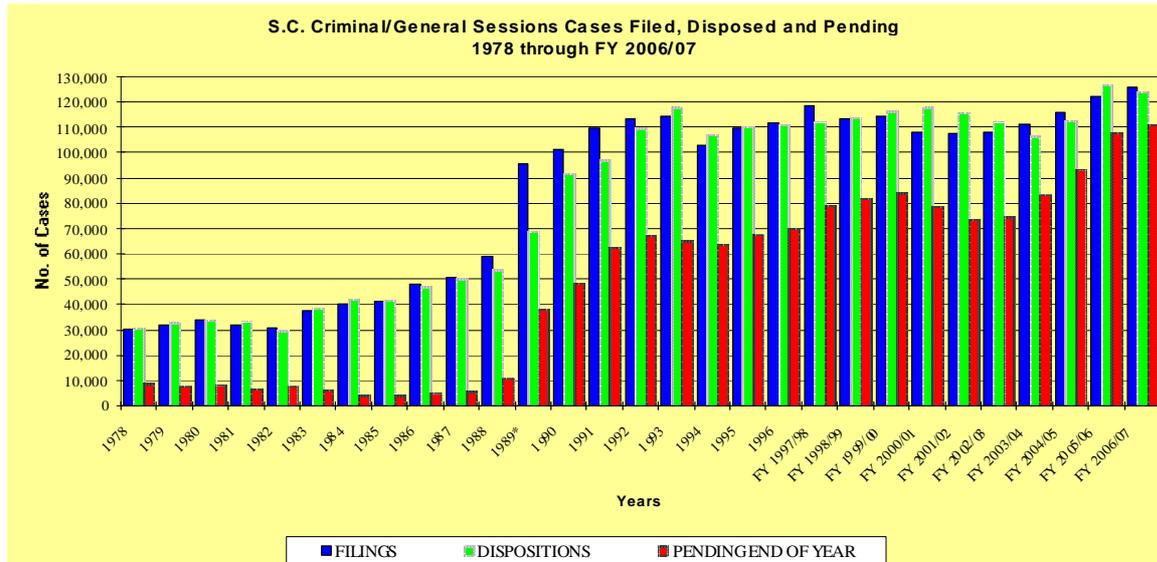


Figure 1.5-5: Common Pleas Cases

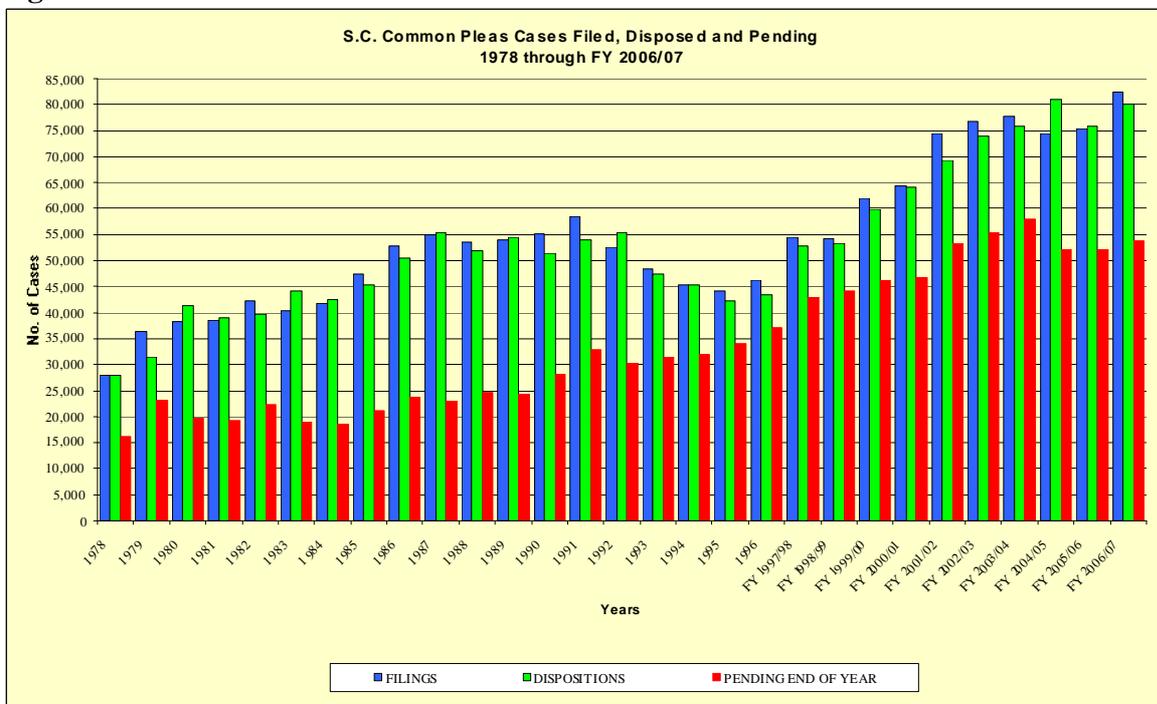
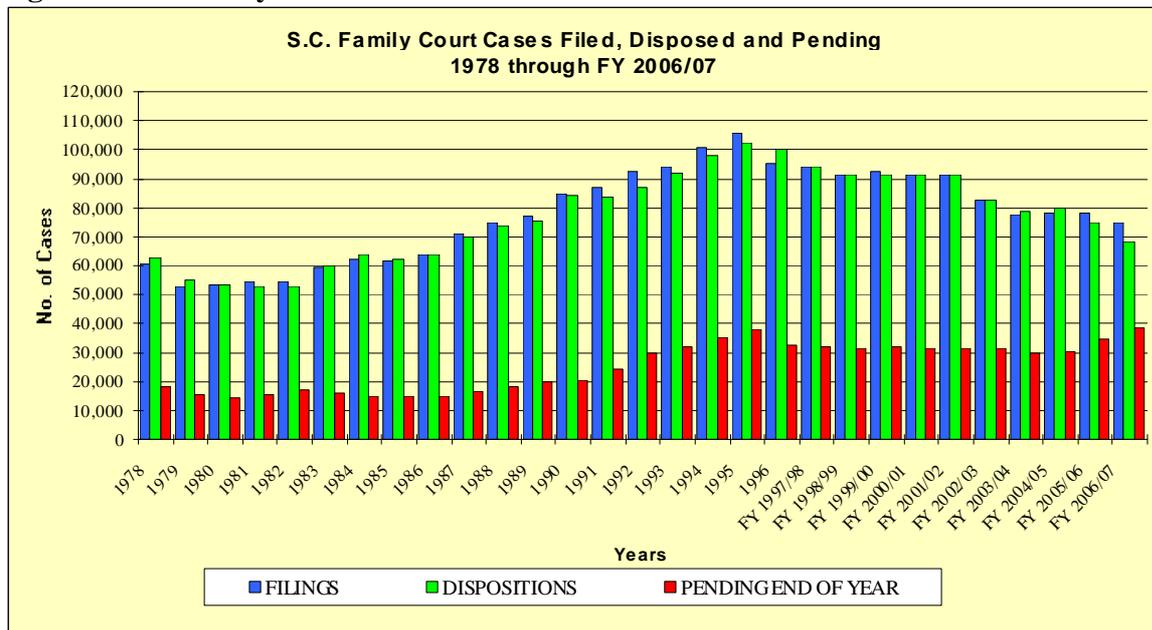


Figure 1.5-6: Family Court Cases



1.6 Office of Court Administration Performance Levels and Trends

A brief review of program accomplishments by work groups within Court Administration is as follows:

1.6.1 Court Services

The Court Services staff continuously works to preserve the integrity of the information contained in the Clerk of Court Manual by assigning specific staff members the responsibility to monitor relevant chapters and forms within their area of expertise. Updates to the Clerk of Court Manual occur frequently as a result of changes to court rules, statutes and administrative orders. These changes often require revisions to procedural guidelines outlined in the manual as well as revisions to Supreme Court-approved forms.

Projects for the year included coordination of activities pursuant to the Federal Court Improvement Grant to include the revision and completion of South Carolina’s Reassessment required under the grant; collaboration with DSS to implement new procedures for the Designation of Payment of Court Costs in child support cases; working closely with DSS and the Children’s Law Office on the recently implemented Court Coordination Pilot Program, which is focused on coordination and resolution of child abuse proceedings; and participation in quarterly meetings with DSS to address issues related to DSS’s Program Improvement Plan, the Court Improvement Plan, and child welfare cases in general. Six counties are currently participating in this pilot.

Court Services initiatives also included the coordination of efforts among the Judicial Department, DSS, and the Children’s Law Office to plan South Carolina’s Mini-Summit on Justice for Children, monitoring the implementation of uniform, nature-of-action codes to track and describe common

pleas and family court cases, working with SLED on issues related to federal firearms prohibitions and orders of protection, assisting with the revision of the expungement procedures and the expungement order and form order, assisting clerks of court in the restoration of pending or dismissed status to all cases which were previously assigned to an administrative PTI disposition, working to standardize the manner in which attorneys are notified when a case is called to trial in Common Pleas Court, creating procedures to comply with new medical malpractice legislation, and revising, standardizing, and transferring into electronic format forms relating to the confiscation of vehicles by law enforcement and revised the procedures for such confiscations.

The Court Services staff provided assistance to trial court staff and clerks of court through on-site visits and training. The court services representative visited 37 clerks of court offices at least once during the year to review files to ensure statutory compliance and to provide assistance in document processing and procedures. The court services representative also performed on-site verifications at 32 county probate court offices, physically examining case files in the last fiscal year. Additionally, in conjunction with the Probate Judges Advisory Committee, probate court forms continue to be modified and electronically posted on the Web site for public and court use. The Probate Judges Advisory Committee and Court Services staff surveyed the fees charged in the Probate Courts and initiated efforts to develop a procedures manual for Probate Court Administrative staff.

The circuit, family, and court services representatives met with advisory committees on a quarterly basis to address issues related to the respective court. Orientation schools for new family and circuit court judges were conducted. In accordance with the value of teamwork, Court Services, working with other members of the Judicial Department, planned and coordinated the New Appellate Law Clerks and Staff Attorneys' Seminar, the New Circuit Court Law Clerks Seminar and the annual Judicial Conference, which included 250 participants. Judicial Education Scholarship funding was obtained for 29 appellate, circuit, family, probate and magistrate court judges to attend courses conducted at the National Judicial College. This represents a 45 percent increase in scholarship funding over the previous year. Four new judges will attend the General Jurisdiction course, three circuit court judges will attend the Handling Capital Cases course, three appellate court judges will attend the Essential Skills for Appellate Judges course, and 19 judges will attend a variety of multi-day competency courses. These scholarships are funded through grants provided by the South Carolina Bar Foundation (IOLTA) trust accounts with a match from the Bureau of Justice Assistance. Scholarship funding was provided to two magistrates to attend a faculty workshop on drivers' licensing laws under a grant from the Motor Carriers Safety Administration. A circuit court judge was awarded a scholarship to attend the National Conference on Confidentiality in the Courts and Media. Judicial Department funding is provided annually to a limited number of family court judges to attend the National Conference of Juvenile and Family Court Judges.

Court Services staff responds to inquiries involving court policy and procedures and researches legal authorities for clarification of issues for many customers and stakeholders. In the past year, on average, each court representative staff responded to approximately 60 inquiries a month from the general public, legislators, state agencies, practicing attorneys, judges, clerks of court, and victim advocates. Additionally, each month staff processed and responded to approximately 40 written inquiries from inmates alone.

The circuit and family court representatives attended national conferences throughout the year,

including the National Summit on Justice for Children, the States and Tribes Meeting as South Carolina's representative for the Court Improvement Program, and the National State Drug Court Coordinators' Conference. In addition, the family court representative participated in Child Welfare Advisory Committee meetings, as well as meetings of the Children's Law Section of the South Carolina Bar. The circuit and family court representatives attended association meetings with their respective court. In addition, both representatives attended legislative hearings and tracked legislation relating to the circuit and family courts or the court system in general.

The probate court services representative addressed participants at three Probate Court Association meetings and a Probate Bench/Bar continuing legal education program. In addition, the court services representative also monitors legislation for the probate court.

1.6.2 Court Reporting

The Court Reporting staff is responsible for ensuring that an official state court reporter is assigned to each term of Circuit and Family court. In addition, this staff monitors the production of transcripts requested, ensuring that court reporters are in compliance with the time limits set by Order of the Supreme Court.

Court Administration is allowed to grant up to three extensions for time to deliver transcripts. Court reporters who cannot deliver transcripts within the three-extension time frame must seek approval from the Chief Justice for a fourth extension. As a result of vacancies, Family and Circuit Court reporters are experiencing an increase in the number of extensions they have to request. Several court reporters have requested and received fourth extensions on transcripts. Typically, a fourth extension request is made for death penalty, malpractice, or long and complicated trials. Only court reporters expressing an interest in reporting death penalty trials are assigned to those cases. In an effort to address the increased extension requests, court reporters are currently being encouraged to seek transcript production assistance.

Many of the Judicial Department court reporters have become proficient in generating Realtime transcriptions. In a continuing collaborative effort with the Judicial Department's Office of Information Technology staff, approximately 20 court reporters have been provided equipment, assistance, and training in Realtime techniques, advancing the efforts to ultimately provide Realtime Technology in every Family and Circuit courtroom in the state.

Additionally, the manager of the Court Reporting staff is responsible for maintaining a Directory of certified or otherwise qualified interpreters for both foreign and sign language. South Carolina joined the Consortium for State Court Interpreter Certification in 2005. This year we have implemented our Interpreter Certification Program. It is a three-phase program consisting of a Two-Day Orientation Workshop-Phase I; Written Examination -Phase II; and an Oral Performance Examination-Phase III. The first Two-day Workshop was held on June 9-10, 2007 on the campus of Midlands Technical College. The next Two-Day Workshop is scheduled for September 15-16, 2007. The first Written Examination is scheduled for November 3, 2007. It is expected that we will conduct the first Oral Examination in the first quarter of 2008. Participation in the Interpreter Certification Program will ensure that interpreters are given the opportunity to attain the knowledge, skills, and abilities required to render interpreting services in South Carolina courts.

1.6.3 Summary Court Services

Many of the Summary Court judges are not attorneys, nor do they have law clerks. Court Administration's two staff attorneys and summary court representative provide the necessary support for these courts to operate within the requirements of court rules and state laws. The Summary Court Services staff also conducts a two-week mandatory orientation school for new judges twice a year. This year, 49 new judges were enrolled. Staff assists the Board of Magistrate and Municipal Judge Certification in fulfilling their responsibilities as required by court rules. The certification examination was administered to 30 new appointees, as required by state law, with 30 appointees passing the examination. Staff approves, on behalf of Board, seminars as suitable for summary court judges' continuing legal education. The staff coordinates with the state technical college system and oversees an eligibility examination to test basic skills of all prospective magistrates. The Summary Court Services staff, in conjunction with the Magistrate Advisory Council, coordinates and provides instruction at an annual one-week intensive education program for sitting magistrates. Staff coordinates and/or makes presentations at legal education seminars statewide. Staff responds to numerous inquiries from court personnel, citizens, inmates, and state and local governmental agencies on a daily basis. Staff provides technical support to the Chief Justice, the Information Technology Department working with the Chief Justice's Case Management System, and other Court Administration staff members. Staff maintains and updates the Magistrate and Municipal Judge Benchbook, which is available on the Judicial Department's Web site.

1.6.4 Court Scheduling

The Court Scheduling staff recommends to the Chief Justice schedules for all terms of court for Circuit and Family Courts for the 46 counties. In addition to determining the proper locations and terms of court, judges and court reporters are assigned to these locations and terms of court. This large and encompassing schedule is now generated six months in advance for each six-month term of court.

2. What are your performance levels and trends for key measures of customer satisfaction? (a customer is defined as an actual or potential user of your organization's products or services.)

By definition, the courts decide cases. Therefore, the final decision in a case means that one side will win and generally be satisfied, while the other side will lose and generally be dissatisfied. The Judicial Department strives to ensure that the process by which the case is adjudicated is reliable and fair to the participants.

The Judicial Department obtains information about customer satisfaction in a variety of ways:

- First, it meets with the leadership of the South Carolina Bar to obtain information about the needs of and problems facing lawyers in this State.
- Second, it meets with various groups or associations, including the South Carolina Trial Lawyers Association, South Carolina Defense Trial Attorneys Association, Circuit Court Judges Advisory Committee, Family Court Judges Advisory Committee, Probate Court Judges Advisory Committee, Clerks of Court and Registers of Deeds Advisory Committee, Court Reporters Advisory Committee, the Solicitors Association, the Public Defender's Association, the Probate Judges Association, and the Summary Court Judges Association to obtain information about their satisfaction with the Judicial Branch.

- Third, information about the public's level of satisfaction is obtained from correspondence received from members of the public, media reports, written responses to requests for public comment regarding rule changes and other matters, and public hearings held on various rule changes or other matters.

The key measures of customer satisfaction for the Judicial Department are twofold:

1. accessibility of accurate court information
2. response time to requests received

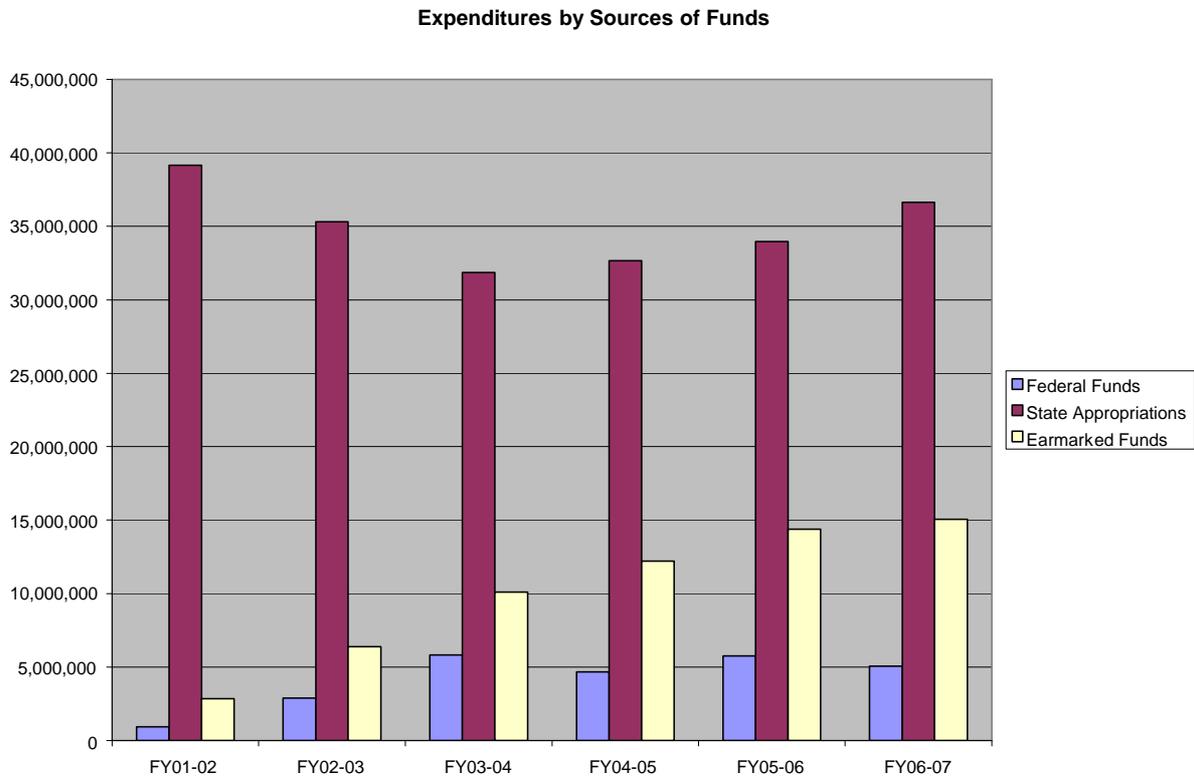
Through the incorporation of technology, both of these key measures of customer satisfaction are improving. For example, the Judicial Department Web site provides a summary of the issues included in cases to be argued before the Court and, once a case has been decided and published, offers readers a synopsis of the opinion decision. The Web site also provides access to unpublished opinions of both the Court of Appeals and the Supreme Court, updated rules, court calendars, forms, procedure manuals, CDR codes, judicial orders, etc. The Web site continues to evolve to provide greater functionality and more information and online services.

3. What are your performance levels for the key measures of financial performance, including measures of cost containment, as appropriate?

The Judicial Department continues to strive for excellence as it fulfills its mission and continues to grow into a more effective organization. Thanks to the insight of the Legislature, the Judicial Department has developed alternative sources of revenue. The Judicial Department continues to work with the County Clerks of Court and the County Treasurers to realize this source of funding. The fees and assessments enacted by the Legislature and collected for the Judicial Department have remained at approximately 30 percent of the Judicial Department operating budget. A large portion of these fees and assessments are available to the Judicial Department through appropriations act provisos. The Judicial Department continues to need a stable base of recurring funding for its operating budget.

The Judicial Department has also remained dedicated to the advancement of its mission through technology. The Judicial Department believes that by investing in human resources and technology, it will grow into a more responsive and cost effective organization. In order to do this, the Judicial Department has actively sought out sources of funding to enhance the funding provided by the general fund of South Carolina. Through the efforts of the Chief Justice, Information Technology Director and the Judicial Department's systems integrator, the Judicial Department has achieved a significant growth in earmarked and federal funding at the same time appropriations from the State's General Fund have been declining, as illustrated in Figure 3-1. Federal funding is restricted to building technology infrastructure and cannot be used for general operations. Federal grant projects have enabled the Judicial Department to continue its modernization vision with technology when state funds have not been available.

Figure 3-1: Expenditures by Sources of Funds



4. What are your performance levels and trends for the key measures of Human Resource Results (i.e. work system performance, employee learning and development, employee well-being, employee satisfaction, diversity, and retention)?

Employee turnover rates still indicate a high rate of job satisfaction in the Judicial Department. Tables 4-1, 4-2 and 4-3 reflect the Judicial Department’s very stable work force and low overall turnover rate. Over the past 5 years, the State Government turnover rate has averaged 13.21 percent while the Judicial Department turnover rate has averaged 5.57 percent. Also, 27 percent of SCJD employees have more than 10 years service with the Department, and another 15 percent have more than 20 years. This longevity of 42 percent of our workforce is indicative of our employees enjoying their work and their working environment.

Table 4-1: Judicial Department Employee Turnover

	FY 02-03			FY 03-04			FY 04-05			FY 05-06			FY 06-07		
	FTE	Term	Turnover												
Supreme Court	48	7	14.58%	50	5	10.00%	50	5	10.00%	50	10	20.00%	50	6	12.00%
Circuit Court	205	51	24.88%	205	51	24.88%	205	51	24.88%	206	53	25.73%	207	56	27.05%
Family Court	166	8	4.82%	164	8	4.88%	164	11	6.71%	162	9	5.56%	162	7	4.32%
Court Administration	24	5	20.83%	24	1	4.17%	24	2	8.33%	24	1	4.17%	24	2	8.33%
Appeals Court	62	22	35.48%	62	19	30.65%	62	16	25.81%	62	14	22.58%	62	13	20.97%
Disciplinary Counsel	15	2	13.33%	15	2	13.33%	15	1	6.67%	16	2	12.50%	18	2	11.11%
Finance & Personnel	15	1	6.67%	15	2	13.33%	15	2	13.33%	15	1	6.67%	15	1	6.67%
Information Technology	21	0	0.00%	21	1	4.76%	21	2	9.52%	33	1	3.03%	40	2	5.00%
	556	96	17.27%	556	89	16.01%	556	90	16.19%	568	91	16.02%	578	89	15.40%
Less Retirees & Non-Career Employees	(71)	(71)		(63)	(63)		(62)	(62)		(67)	(67)		(65)	(65)	
Less Vacancies	(35)			(38)			(39)			(47)			(47)		
	450	25	5.56%	455	26	5.71%	455	28	6.15%	454	24	5.29%	466	24	5.15%

Table 4-2: Judicial Department Employee Turnover

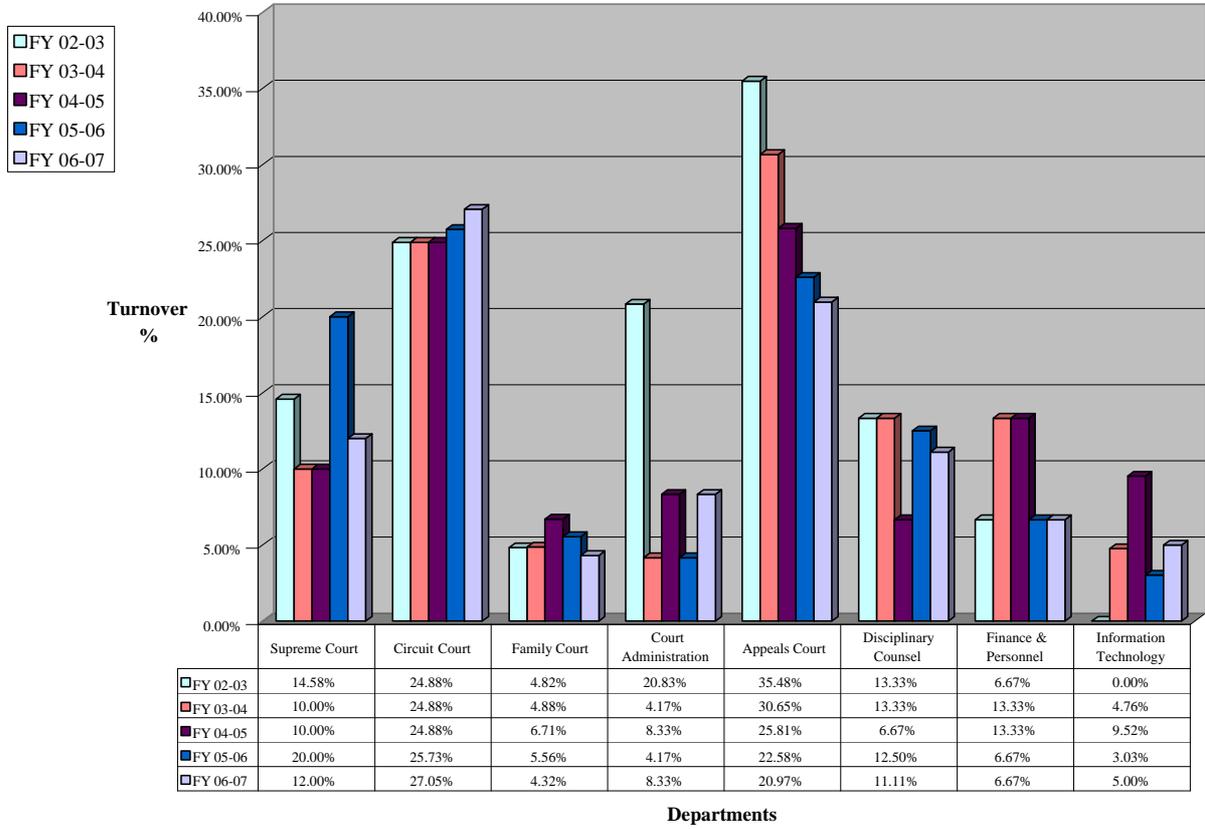
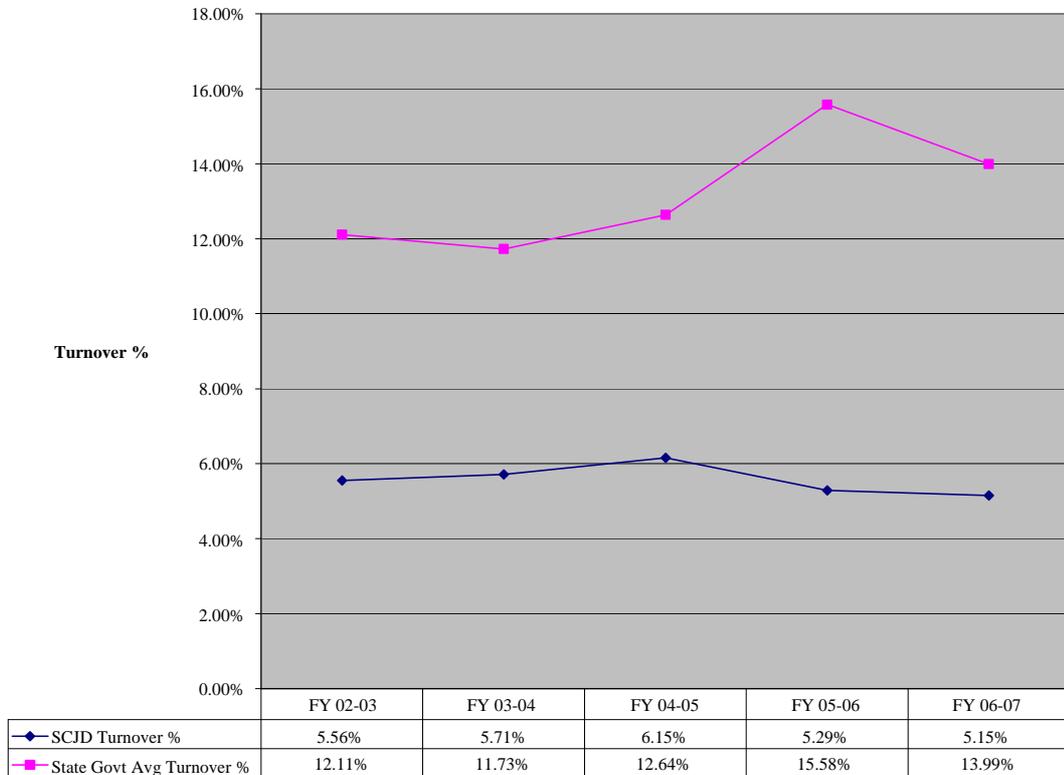


Table 4-3: Judicial Department Employee Turnover



The Judicial Department hires approximately 60 law clerks and staff attorneys for a one- or two-year term. These employees generally fulfill their terms and are given very challenging responsibilities and opportunities to observe and participate in the judicial process that few of their law school contemporaries will ever have. Further, among lawyers working for the Judicial Department, there is frequently movement between law clerks for trial court judges and law clerks and staff attorneys at the appellate level. This flexibility gives young attorneys the opportunity to experience the Judicial Department’s work from more than one vantage point and develop diverse skills that will benefit those seeking legal assistance from these attorneys when the terms expire.

The Judicial Department actively seeks to develop the skills of its employees. For its employees that are lawyers, the Supreme Court provides training during the annual Judicial Conference, during a separate training seminar, and with ad hoc monthly continuing education programs for appellate law clerks and staff attorneys.

As technology is further incorporated into everyday Judicial Department processes, training and development keep pace. All employees have been required to complete training to improve their technical skills. As the Judicial Department standardizes its technology applications, employees are

required to complete training in those applications and, where necessary, employees receive additional training such as training on the operation of scanning equipment and computer generation of rosters and court calendars.

5. What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

The Judicial Department recognizes its responsibilities to be a conscientious steward of taxpayer money invested in the Judicial Department for human resources and for operating expenses. The Judicial Department has its financial records examined annually by the Office of the State Auditor. Recent examinations have resulted in no significant findings. Recent procurement and insurance audits have also found no significant findings.

The Judicial Department files an annual plan and report with the Governor's Office of Small and Minority Business Assistance (OSMBA). The Judicial Department strives to meet or exceed goals set forth in this program within the Consolidated Procurement Code.

The Judicial Department is the recipient of federal grants and is required to file indirect costs recovery plans with Grantors. These plans have been praised as examples of how such plans should be constructed and presented. As a result, granting organizations have been more receptive to subsequent requests, which have helped obtain additional federal funding.