

INTERNATIONAL FRAMEWORK FOR COURT EXCELLENCE

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Framework Users –

Your feedback is requested

The Executive Committee is committed to ensuring the Framework and the associated tools, including the ICCE website, are as beneficial as possible for Consortium members and users. Consortium members or those who are interested in using the Framework can send any feedback they may have about the Framework and how we can improve the website by email to Liz Richardson at the ICCE Secretariat.

Want to know more about the Framework?

Interested in holding an IFCE Regional Forum in your region? These workshops give an:

- explanation of the Framework;
- overview of the self-assessment questionnaire;
- overview of how to interpret and analyse the results of an assessment; and
- an explanation of how to develop an action plan for improvement.

Please contact the ICCE Secretariat for further information.

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What is the Framework?

The *International Framework for Court Excellence* (IFCE) is a resource for assessing the performance of a court against seven detailed areas of excellence and provides guidance to courts intending to improve their performance. The IFCE was first developed in 2008 and a Second Edition was published in 2013 by the International Consortium for Court Excellence (ICCE), consisting of organisations from Europe, Asia, Australia, and the United States. The IFCE uses the term 'court' for all bodies that are part of a country's formal judicial system including courts and tribunals of general, limited or specialised jurisdiction, as well as secular or religious courts.

In this issue:

Consortium news

Read about the latest Consortium news (on page 2) including:

- A brief report from Greg Reinhardt on the 11th IACA Conference held in The Hague on 18-20 May 2016.
- ICCE Membership update.
- New Publications - Elizabeth Richardson, Pauline Spencer and David Wexler 'The International Framework for Court Excellence and Therapeutic Jurisprudence: Creating Excellent Courts and Enhancing Wellbeing' (2016) 25 *Journal of Judicial Administration* 148.

International updates

Read about IFCE developments in:

- New Zealand – report from Judge Anna Skellern and Judge Maree MacKenzie, District Courts of New Zealand - pages 3-6.
- Costa Rica – report from Alicia Davis, NCSC, Alexander Rodriguez Campos, Director NCSC Costa Rica and Juan Humberto Rodriguez Barrios, NCSC Costa Rica – pages 6-10.

Other news, conferences and contacts - page 11.

11th IACA Conference – The Hague, 18-20 May 2016

**Greg Reinhardt, Chairman of the ICCE
Executive Committee, Executive Director
AIJA**

The International Association for Court Administration (IACA) is a body which was created in 2004 as a global association of professionals engaged in promoting the effective administration of justice. It convenes international and regional conferences. The most recent of the regional conferences took place in The Hague from 18-20 May 2016.

IACA conferences have regularly featured sessions on the International Framework for Court Excellence (IFCE) given the recognition that quality and the measurement of quality are important aspects of effective judicial administrations. The theme of the conference in The Hague was “Promoting Regional and Global Approaches to Justice Administration”.

I was pleased to be part of a panel discussion entitled “Review of regional European initiatives in achieving court excellence” and spoke generally about the IFCE but with particular reference to the performance measures which are currently being developed.

Ms Cristina Malai, Deputy Chief of Party, Rule of Law Institutional Strengthening Program, Moldova, spoke of the significant work which has been undertaken in that country in relation to the implementation of the IFCE. It is significant that the IFCE has been identified as an important means of ensuring quality in court administration in several of the former Communist countries including the Ukraine and Kazakhstan. Dr Pim Albers who has been involved in the IFCE from the outset spoke of his work in Eastern Europe as an advisor in relation to the IFCE.

A separate session at the conference was devoted to the work being undertaken in the Ukraine and which has been led by Dr David Vaughn, Chief of Party, USAID which is focused on building public trust and confidence in the Ukrainian judiciary by promoting court excellence.

A matter which was raised during questions was the extent to which the practising profession should be involved in the implementation of the IFCE. For my part, I think it would be excellent if the profession could be involved in some way in jurisdictions where the IFCE is being implemented.

Membership update

The ICCE now has 31 members of the Consortium and interest continues to grow. The latest court to join is the Supreme Court of the Australian Capital Territory. In December 2015 the categories of membership to the Consortium were changed. There are now three categories of membership open to judicial institutions to reflect the different ways in which courts and tribunals and affiliated institutions utilise the Framework:

- Implementing Members
- Associate Members
- Affiliated Judicial Institutions

Judicial institutions wishing to become members must complete the application form and provide the Consortium with sufficient details supporting their application. The Executive Committee will consider each application based on the information provided. Full details about the membership policy and requirements for membership applications can be found on the Consortium website (link below) or contact the ICCE Secretariat for further information:

<http://www.courtexcellence.com/Members/Membership-Policy.aspx>

New Publications

The recent article by Elizabeth Richardson, Pauline Spencer and David Wexler, ‘The International Framework for Court Excellence and Therapeutic Jurisprudence: Creating Excellent Courts and Enhancing Wellbeing’ published in the *Journal of Judicial Administration*¹ has had a warm reception.

Copies of the article have been posted on the ICCE website (www.courtexcellence.com/Resources/Other-Resources.aspx); Social Science Research Network (www.ssrn.com); ResearchGate (www.researchgate.com); and the TJ in the Mainstream Blog (<https://mainstreamtj.wordpress.com>). It has made the top ten downloaded papers on SSRN in recent weeks.

Magistrate Spencer and Professor Wexler spoke to the paper at the *Law and Society Association Annual Meeting* in New Orleans in June 2016 and it was well received. The authors have received several offers, via the TJ networks, to have the article translated into Urdu, French, Hebrew, Portuguese and Spanish. Liz Richardson will present on the paper at the International Association of Law and Mental Health Conference in Prague in July 2017.

¹ (2016) 25 JJA 148.

International updates

New Zealand

Report from the District Courts of New Zealand

Judge Anna Skellern and Judge Maree MacKenzie



Judge Barney Thomas, Judge Anna Skellern, Judge Phillip Cooper and Judge Maree MacKenzie, members of the District Courts of New Zealand IFCE Committee.

Introduction

This article is a follow up to that published in the October 2015 newsletter in which we detailed the development of IFCE in the District Courts of New Zealand.² The District Courts completed New Zealand's first assessment in 2012. That assessment had been modified to suit local circumstances. The second assessment took place in 2015 with further significant procedural improvements in place.

Those procedural improvements were:

- the class of participants was expanded to include other judicial officers and members of the executive branch,
- the assessment shifted to an online format, and
- the assessment was simplified.³

The greatest procedural challenge of the 2015 assessment was to balance these refinements against the need to ensure that assessment results were comparable to the 2012 results. In that way the integrity of the IFCE assessment was safeguarded, as a measure of change and improvement over time.

² This article is based on the paper prepared by Judge C Doherty, National Executive Judge, District Courts, NZ and Robert Pigou, Deputy Secretary for Higher Courts, New Zealand Ministry of Justice "Finishing the Framework: The New Zealand IFCE Experience" presented at *Judiciary of the Future International Conference on Court Excellence, Singapore 27-29 January 2016*

³ For further detail, refer to Article in October 2015 edition of ICCE newsletter, New Zealand's contribution by Judges Skellern and MacKenzie at para 5-7.

The value of the IFCE process became clear when the 2012 and 2015 results were compared. Some issues identified in 2012 had been successfully addressed while others have not. The 2015 assessment results have now been considered by the Committee and recommendations promulgated as to where improvements can be made.

Recommendations and implementation

The results of the 2012 New Zealand assessment led to the identification of areas of improvement and eight key recommendations (the first three arising from the general assessment, and the final five from the judicial assessment) as follows:

- (a) Adopting clear statements of aspirations and values, capable of articulation.
- (b) Taking steps to improve public trust and confidence, including community education, judgment publication, reliability of data, operational performance measures and publication of court performance measures.
- (c) Improving user satisfaction by assessing methods of stakeholder feedback, examining ways of ascertaining public levels of satisfaction, and developing a strategy for future court user feedback.
- (d) Requesting that the ongoing judicial education programme have a pervading emphasis on judicial ethics and standards rather than stand-alone modules on the subjects, and those ethical standards expected of judges be made publicly available.
- (e) Instituting formal systems of mentoring and peer review for all District Court Judges.
- (f) Developing a flowchart or diagram explaining the structure of the District Courts' judicial administration.
- (g) Improving judicial welfare by: simplifying access to health checks; improving information on judicial security; and considering the bifurcation of the Chief Judge's pastoral and disciplinary duties.
- (h) Developing a strategy and template for judicial engagement with their communities.

The New Zealand IFCE Committee was tasked with monitoring the implementation of these recommendations. This Committee was established to oversee the assessment process and monitor results and recommendations.

The 2015 assessment: learning and adapting

When preparing for the 2015 assessment, the IFCE Committee had the benefit of the 2012 experience. Shortcomings identified in the 2012 process could be addressed. Furthermore, 2012 was viewed as a success but a greater depth and richness of information would be gleaned from including two branches of government. This expansion resulted in judicial officers and Ministry managers sharing their experiences of aspects of court administration.

The shift of the assessment to an online format ensured a very high completion rate and the format encouraged users to provide qualitative comments to accompany their responses to each statement.

Further simplification

Between 2012 and 2015, the IFCE framework was revised at an international level. A key feature of this revision was the reduction in response categories from three in 2012 (approach, deployment and results) to two in 2015 (approach and results). This revision responded to procedural feedback from New Zealand's 2012 assessment: that the assessment was too complex.

The IFCE Committee took further steps to simplify and clarify the New Zealand assessment. The available responses to each category were harmonised so that the same metric was used in both the approach and results categories. Both categories used a system of 0 = none; 1 = limited; 2 = fair; 3 = good; 4 = very good; and 5 = excellent. The online assessment cover page explained the application of these metrics with the following table:

Ratings	Approach	Results
NONE	There is no approach	No results
LIMITED	A poor approach	Poor results
ADEQUATE	A planned and prevention based approach	Performance
GOOD	A sound effective approach is evident	Good performance levels are evident
VERY GOOD	A proven and well-defined approach is evident	Very good performance levels are evident
EXCELLENT	An exceptionally well-defined approach is evident	Excellent performance levels and improvements

Balancing improvements against comparability

A key aim of the IFCE framework is to monitor the performance of courts over time. In order to portray an accurate reflection of changes to performance over

the last three years, it was important that methodologies of the two assessments maintain comparability.

While a number of changes were made, the core of the assessment remained the same. The weighted scores for each of the nine areas were retained and no new sections were added. Furthermore, the use of the online tool enabled a comparison to be made between 2012 – in which only judges were surveyed – and the specific judge responses to the 2015 assessment. This method ensured that the overall cohort of respondents could be increased without undermining the comparability of survey data.

2015 methodology: conclusions

Having learnt the lessons of the 2012 experience, the 2015 assessment was an even more effective exercise. The inclusion of Ministry managers and Community Magistrates ensured a more comprehensive picture of the courts' performance, and fostered shared learning. The online format added flexibility and greater opportunities for comment, and the simplification of the assessment improved participants' understanding of the statements. In all cases, these improvements were achieved without jeopardising the comparability of the 2015 data.

Looking forward

Following the 2015 assessment, the New Zealand IFCE Committee had two main tasks ahead. The first to analyse the 2015 assessment and institute improvements for the next assessment, likely to be in 2018. The second task was to consider the 2015 assessment results and identify areas of improvement to target over the next three years. The 2015 results have now been assessed by the committee and the areas of improvement to target over the next three years, identified.

Analysis of 2015 Assessment

Ambiguous questions

While the 2015 assessment process represented an improvement on 2012, the 2015 assessment revealed that further refinement is necessary. In particular, it became clear during the moderation process that there remained some ambiguities in the assessment statements. This was most acute in respect of statements with multiple clauses. In some instances, respondents agreed with one aspect of the statement but not another. Participants would either give a response that represented an average of their two responses, or default to the lower of their two responses.

For example, statement 3.3 was "My home Court has

identified training needs of court staff and meets them.” A number of respondents agreed that their home Court identified training needs, but did not believe they were met. While some of these respondents noted their bifurcated response in the comments, this was not represented in the score for this question. This is an example of a statement which encapsulates both “approach” and “results” within the statement itself. Whether or not needs are met is actually the result of the approach in identifying the training needs.

Other statements were also identified as ambiguous. One of the most commonly criticised statements was 2.3, “My home Court actively involves judges and staff in planning and problem solving tasks.” Some respondents interpreted this statement as meaning that judges and staff were engaged by their respective leaders. Other respondents emphasised the “and”, interpreting the question as pertaining to the cooperation between judges and staff. The data collected from this question consequently suffered from a lack of common assumptions.

These problems could be addressed by altering the statements, breaking the statements down into further, narrower statements, or by providing additional commentary. The IFCE Committee will review these questions ahead of the 2018 survey.

Purpose of moderation

The 2015 assessment remained committed to the goal of utilising moderation to achieve consensus. However, as noted above, in both the 2012 and 2015 assessments this was only one benefit of moderation. The rich feedback collected at moderation sessions proved invaluable in identifying areas of improvement.

In future assessments, it may be the case that specific statements are moderated across New Zealand, regardless of whether they require moderation to form a consensus. This would allow the IFCE Committee to explore particular areas in greater detail and identify regional disparities. The costs of this approach would be that there may not be enough time at each moderation session to settle on consensus responses where these are not evident from the written assessment. Accordingly, moderation might not be carried out for consensus purposes. The alternative of averaging (which was originally considered and discarded) will be reconsidered. However, the moderation process is likely to continue in another form, perhaps being conducted after the assessment analysis with a view to discussing what might be the aspects of the court’s business which could be improved, and how.

The IFCE Committee is currently considering this question and no decision has yet been made.

Court improvement?

The primary purpose of IFCE is to gather information to spur court improvements. Therefore, the most important aspect of the 2015 assessment was to examine whether the recommendations arising from the 2012 assessment had generated perceived improvements.

It was clear from preliminary 2015 results that a number of areas had experienced considerable improvement. This was reflected in a notable overall increase in the General Assessment’s weighted score, from 347 to 535 out of 1000 – the health check moved from the “fair/adequate” band to the “good” band. While statistical analysis suggests this was in part due to the inclusion of Ministry staff in the 2015 assessment, there was also improvement in comparative responses from judges. A comparable increase in performance in the Judicial Assessment – which was not completed by Ministry of Justice staff – was also recorded.

Notably, a number of areas which had been targeted by recommendations in 2012 received positive responses in 2015. Statements relating to formulation and publication of core values, vision and mission received “very good” or “good” scores. Many of the recommendations arising from the 2012 Judicial Assessment translated into improved results in certain areas, as well as qualitative comments noting particular improvements (such as access to health checks and judicial peer review).

However, despite the overall improvement in performance, a number of areas targeted following the 2012 assessment remained of concern. Key examples are; community engagement was widely criticised, mechanisms for stakeholder and community feedback received mixed responses, shortcomings in the Courts’ ICT arena identified and deficits in the proper resourcing of Registries adversely commented upon.

A key benefit of regular IFCE assessments is that progress can be monitored and, if need be, strategies can be reassessed and altered. The 2015 assessment has sent a clear signal to the New Zealand IFCE Committee that some existing strategies are not working. The Committee has responded by making specific recommendations in each area identified as of concern. The Chief District Court Judge and Principal Judges of the Family and Youth Courts have already directly responded to key concerns identified in the Judicial Assessment by meeting with those whose issues most seriously affected their ability to deliver quality judgments.

Engagement

The improvements that have arisen from the IFCE assessment have resulted in far greater engagement with the New Zealand IFCE process in 2015 than was evident in 2012. Many respondents expressed the view – both formally and informally – that the IFCE assessment led to concrete changes. For example, after the 2012 assessment it became clear that judges wanted greater peer mentoring and review. As these programmes were established within the judiciary, the Chief Judge clearly communicated to judges that they were the result of feedback received from the 2012 assessment.

In 2015, a key piece of feedback from both the judiciary and staff was that court schedules were often being overloaded. Agreed schedule maxima (known as “CAPs”) were, for a variety of reasons, not being adhered to. Within a week of this feedback being received and processed, the Chief Judge and General Manager of District Courts travelled to the three courts most affected by this issue for a series of meetings with judges and staff. Many of the actions decided upon at those meetings have already been implemented. This clearly established a link between IFCE feedback and concrete change, which could be pinpointed to the level of local courts.

IFCE is now regularly discussed in judicial common rooms and staff meetings. It featured prominently in the District Courts 2015-2016 Annual Report and in the Chief Judge’s monthly bulletin. While there remains some resistance – often arising out of the perception of IFCE as a form of management mantra – the framework has been embedded into the everyday operations of the District Courts. We anticipate that this will continue as more assessments take place.

Conclusion

The IFCE journey has been an immensely productive one for the District Courts of New Zealand. Building on the success of the 2012 assessment, the 2015 assessment has demonstrated the degree of improvement that can arise from an internationally-recognised benchmarking framework. The New Zealand experience demonstrates that it can be effectively adapted to local contexts. While no panacea, the framework has allowed for a targeted approach to underperforming areas of the courts, which can be monitored over three-year cycles. It has fostered collaboration between different branches of government, and focussed judges and court staff towards a common goal. We look forward to conducting our third assessment in 2018.

Costa Rica

An Emphasis on Excellence in Judicial Administration

Alicia Davis, NCSC Principal Court Management Consultant, Alexander Rodriguez Campos, Director NCSC Costa Rica and Juan Humberto Rodriguez Barrios, NCSC Costa Rica Training Program Coordinator



Photo L to R: Alicia Davis, NCSC; Magistrate Luis Guillermo Rivas Loaiciga, Supreme Court of Costa Rica; Alexander Rodriguez, NCSC Costa Rica; Andres Bonilla, CEGECA Costa Rica

From April 2015 the National Center for State Courts (NCSC) in Costa Rica has been working with various judicial actors including the Supreme Court of Costa Rica as well as the Center of Quality Management of the Costa Rica Judicial Branch (CEGECA) to develop and provide training and technical assistance on various areas of justice reform, including judicial administration. This has promoted the sharing of experiences regarding the GICA (Quality Justice Management)⁴ system implemented in Costa Rica and the IFCE, for which NCSC serves as a founding member of the Consortium.

This article presents observations on the GICA accreditation process established by the Costa Rica Judiciary as a result of a thorough and expansive consultation, court observation, and feedback received from two judicial workshops.

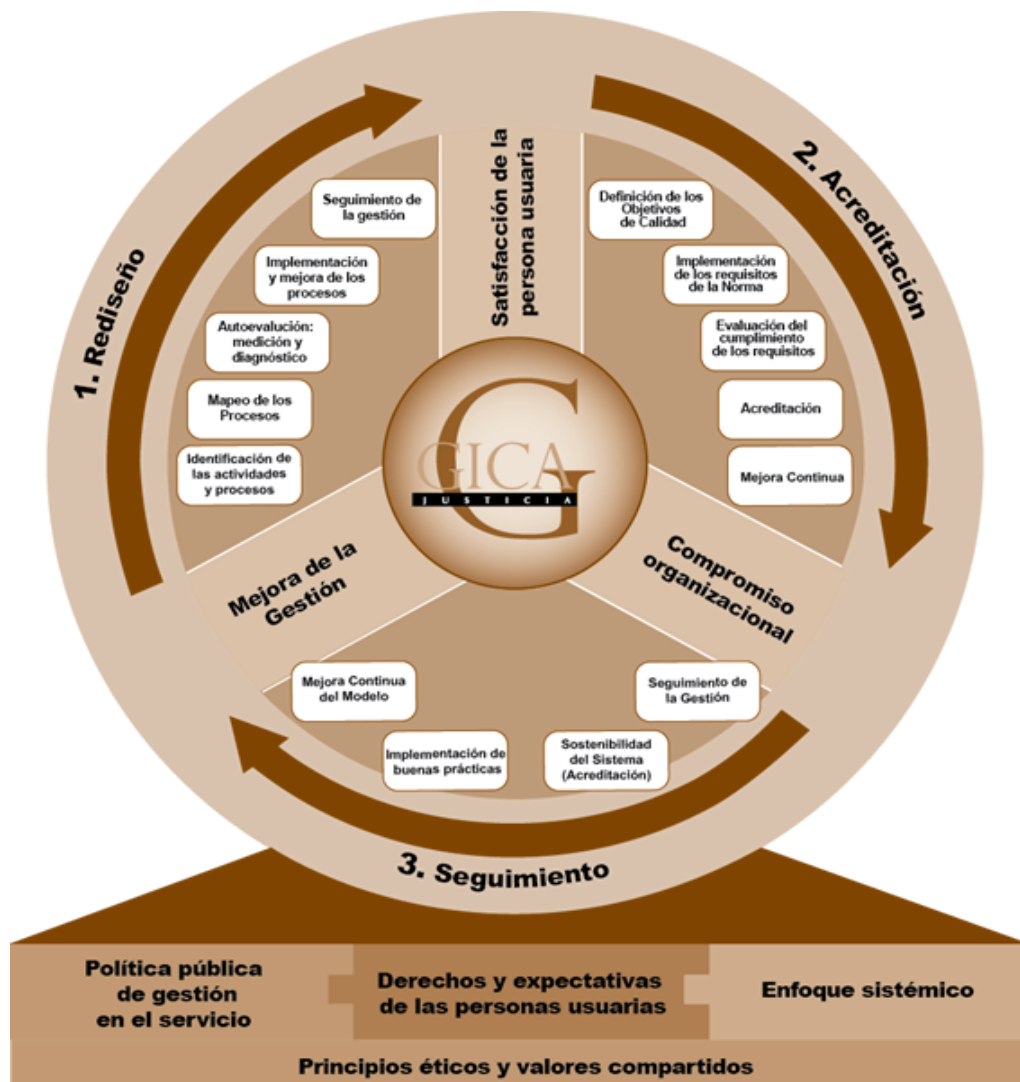
The GICA system

The Costa Rica Judicial Branch, through CEGECA, has established an accreditation system known as GICA intended to:

- improve judicial administration, with a focus on improving the experience of user persons measured in various terms, but including court efficiency and transparency;
- improve public perception of justice.

CEGECA has created and implemented various management norms for how courts are to be staffed,

⁴ <http://www.poder-judicial.go.cr/gica/>



how hearing calendars are to be managed and expended in order to support quality in the administration of justice. Norms also exist for the prosecutors, the public defenders and other offices. They are very complete, and they are premised on a quality cycle in judicial administration.

Much like the Framework, GICA consists of core components: court performance and quality, court values and a methodology used to assess and implement determined areas of quality. GICA is founded upon the public policy of quality management in the public sector, rights and expectations of court users, and a holistic, systemic focus.

To simplify the process of assessment of performance and identification of areas for improvement, GICA applies a standardized methodology of:

- Assessment (and Accreditation);
- Redesign; and
- Reaccreditation.

In the Redesign phase, CECECA assists the Courts in voluntarily assessing and improving the quality of justice and court administration. The various components may include a process map, a self-evaluation, and consideration of case management reports. Once the current situation of the court has been assessed (having evaluated court filings and disposition rates and other factors), CECECA helps the court to establish a voluntary improvement plan, based on measureable indicators. These improvements may be as tangible as reorganizing the paper files for easier access, or it may be a more involved case-flow management project study, to identify and address backlogs.

Once the plan is agreed upon and set forth, CECECA trains all court employees on application of the “norms” – operational guides that walk through all aspects of court administration, how to apply court measures, etc. The smallest operational details are considered in the norms in order to provide consistency. The manuals and guides are held online

in a shared drive and are accessible by all court employees. The norms are very comprehensive, and cover various areas of judicial functioning, such as the back office of the court, the prosecutors' office, public defenders, the office of judicial investigations, and administrative officers.

Sharing international perspectives

Magistrates Luis Guillermo Rivas and Julia Varela, and the CEGECA Director Andres Mendez Bonilla, expressed interest in the perspectives of other countries that have applied IFCE in the interest of providing better quality in justice. Various conversations held between July 2015 and February 2016 considered quality improvement in judicial administration, judicial indicators, comparative delivery approaches, intended audience and preparation for a joint training event. The NCSC also shared the IFCE's Self-Assessment process, a comprehensive tool for assessing court performance. Mr. Bonilla considered the IFCE among other research while developing a new instrument to measure citizen perceptions of justice in Costa Rica.

Arising out of this collaboration, a joint training event was held on 4 and 5 February 2016, which included tours of several of the accredited courts; interviews and presentations on international experiences.

During the tours, NCSC staff:

- viewed the case management system and learnt about the processes for collecting and reporting on judicial indicators; and
- viewed file rooms and the services made available to court users, such as onsite medical screenings by a doctor to facilitate the verification of claims and the judicial process in a court that presides over labor disability claims.

Further, the NCSC interviewed the President of the Supreme Court and her staff, the Director of the Quality Management Program Magistrate Julia Varela Araya, along with Magistrate Luis Guillermo Rivas of the Costa Rica Supreme Court, and the judicial officers and staff that have implemented the GICA methodology in their courts regarding the impact of GICA's quality management principles.

Workshops were held in partnership with CEGECA to consider the IFCE methodology and components alongside GICA's processes and Norms. During these workshops justice actors considered how transparency and access to justice could be strengthened in Costa Rica. At the 4-5 February 2016 workshops, the NCSC and CEGECA jointly presented on international experiences and community



Representantes de la NCSC, visitaron las instalaciones del Centro de Gestión de Calidad, de la Sala Segunda y del Juzgado de Seguridad Social, con el objetivo de conocer el modelo de Gestión de Calidad conforme la Familia de Normas GICA y su implementación. En esas actividades compartieron criterios con la Magistrada Julia Varela Araya y el Magistrado Luis Guillermo Rivas Loáiciga, Coordinadora y Sub-coordinador de la Comisión GICA-Justicia.

Durante la visita y como conclusión mostraron gran interés en el modelo de Gestión de Calidad y manifestaron su interés en apoyar futuras acciones de sensibilización y capacitación en el tema; incluida su divulgación en los países en los cuales prestan apoyo.

perceptions of justice on Thursday in San Jose, and Friday in Puntarenas. The workshops counted with excellent, broad-based judicial sector participation including the Attorney General, the Attorney General's sub-director, Magistrate Luis Guillermo Rivas, the Director of the Judicial School, the Executive Director of the Chief Justice's Office, the Chief Information Officer for the Judicial Branch, and other high-ranking judicial officials, demonstrating a strong degree of interest in issues of quality in judicial management. Officials participated actively in discussion, and provided valuable feedback on a new customer perception poll being designed by CEGECA. On February 5, the same content was presented in a shorter workshop in Puntarenas on the Pacific coast. This discussion was helpful in considering resource needs within the judiciary. In June of 2016, President Mary McQueen signed an agreement with Supreme Court Chief Justice Zarela Villanueva Monge to continue to collaborate on justice issues.

Themes arising from the collaborative training event

The most commonly expressed theme arising from the workshops and interviews was addressing the needs of users of the justice system, and ensuring that the level of quality received was truly excellent, distinguished from typical perceptions of bad service within the public sector. Aside from good use of public resources, this contributes to access to justice and transparency in several ways: with its focus on access to justice for the citizen-user, courts accredited by GICA receive clear guidance, through the values statements and through the norms, on how to provide excellent customer service. This ranges from the orderliness of the file room, but extends to an emphasis on measuring judicial processing times, and

aiming towards appropriate targets for addressing cases, rather than allowing them to languish.

These are factors that have been well-established within the international community as judicial indicators that lead to and demonstrate improved efficiency.⁵ Court staff and judges regularly reflect on the case management statistics. They are proud to show the significant impact that the processes have made, that they are able to resolve more cases more timely and providing a higher level of public service.

Judges and court employees alike speak to the sense of pride they have from being able to give excellent service to people in the community. Representatives of GICA courts speak to the support offered by GICA in helping courts to address case management limitations. The accreditation and the re-accreditation process are strictly observed. As of March 2016, over 35 judicial offices (including courts, Public Defenders, the Public Ministry (prosecutors), Judicial Investigations and administrative offices) have been, or in the process of becoming, GICA-accredited in Costa Rica. These are outlined in Table One on page 10.

Through the GICA process, it is clear that Costa Rica has implemented a quality assurance process based on proven quality management principles that have been implemented in a similar way through the IFCE. The courts that have implemented GICA speak to measurably improved efficiency, and improved access to justice.

Photo (below, L to R): Humberto Rodriguez, NCSC Costa Rica; Francisco Ciampiolini, NCSC-US; President Mary McQueen, NCSC-US; Magistrate Julia Varela Araya, Supreme Court of Costa Rica; Magistrate Luis Guillermo Rivas Loáiciga, Supreme Court of Costa Rica; Alicia Davis, NCSC-US; Alexander Rodriguez, NCSC Costa Rica; Andres Bonilla, CEGECA Costa Rica.



Table One: Costa Rica - GICA-accredited (or in process of accreditation) courts March 2016

<p>Ámbito Jurisdiccional En proceso</p> <ol style="list-style-type: none"> 1. Tribunal de Juicio de Alajuela 2. Juzgado de Familia de Guápiles 3. Juzgado Contravencional y Pensiones de Nicoya 4. Juzgado Penal de Pérez Zeledón 5. Juzgado Civil y Trabajo de San Carlos 6. Juzgado Civil y de Trabajo de Liberia 7. Menor Cuantía de Cartago 	<p>Courts in process of GICA Accreditation</p> <ol style="list-style-type: none"> 1. Trial Court of Alajuela 2. Family Court of Guápiles 3. Pension Court Nicoya 4. Criminal Court of Pérez Zeledón 5. Civil and Labor Court of San Carlos 6. Civil and Labor Court of Liberia 7. Small Claims Carthage
<p>Ámbito Jurisdiccional Re-acreditación</p> <ol style="list-style-type: none"> 1. Juzgado de Violencia Doméstica de Heredia 2. Juzgado de Trabajo de Heredia 3. Juzgado de Violencia Doméstica de Guápiles 4. Juzgado de Trabajo de Guápiles 5. Juzgado de Familia de Pérez Zeledón 6. Juzgado Civil y de Trabajo de Pérez Zeledón 7. Juzgado de Familia y Violencia Doméstica de Liberia 8. Juzgado Civil y de Trabajo de Nicoya 9. Juzgado de Seguridad Social 10. Sala Segunda 11. Juzgado de Violencia Doméstica de Cartago 12. Juzgado de Familia de Goicoechea 13. Juzgado de Trabajo de Alajuela 	<p>Re-accredited Courts</p> <ol style="list-style-type: none"> 1. Domestic Violence Court Heredia 2. Labor Court Heredia 3. Domestic Violence Court Guápiles 4. Labor Court Guápiles 5. Family Court of Pérez Zeledón 6. Civil and Labor Court Pérez Zeledón 7. Domestic Violence and Family Court and in Liberia 8. Civil and Labor Court Nicoya 9. Social Security Court 10. Second Chamber Court 11. Domestic Violence Court Cartago 12. Family Court of Goicoechea 13. Labor Court of Alajuela
<p>Ámbito Administrativo En proceso</p> <ol style="list-style-type: none"> 1. Escuela Judicial (Unidad de Servicios Administrativos) 2. Administración Regional de Guápiles 3. Contraloría de Servicios de Cartago 4. Contraloría de Servicios de Heredia 5. Administración Regional de Pérez Zeledón 6. Unidad de Informática de Alajuela 7. Área Administrativa de la Dirección de Tecnologías de Información 8. Administración Aguirre y Parrita 	<p>Judicial Administrative Offices</p> <ol style="list-style-type: none"> 1. Judicial School (Administrative Unit) 2. Regional Administration Guápiles 3. Complaints Service of Cartago 4. Complaints Service of Heredia 5. Regional Administration Pérez Zeledón 6. Computing Unit Alajuela 7. Directorate of Information Technology 8. Court Administration Aguirre and Parrita
<p>Ámbito Administrativo Re-acreditación</p> <ol style="list-style-type: none"> 1. Administración Nicoya 2. Administración Alajuela 3. Contraloría de Servicios de San José. 	<p>Judicial Administrative Offices Re-accreditation</p> <ol style="list-style-type: none"> 1. Administration Nicoya 2. Administration Alajuela 3. Complaints Service of San Jose.
<p>Ámbito Auxiliar de Justicia En proceso</p> <ol style="list-style-type: none"> 1. Fiscalía de Liberia 2. Oficina de Recepción de Denuncias de San José 3. Sección Penal Juvenil del OIJ 	<p>Auxiliary field of Justice in progress</p> <ol style="list-style-type: none"> 1. Prosecution of Liberia 2. Reception of Complaints Office San Jose 3. Juvenile Criminal Section of the Judicial Branch
<p>Ámbito Auxiliar de Justicia Re-acreditación</p> <ol style="list-style-type: none"> 1. Unidad de Supervisión del OIJ 	<p>Auxiliary scope of Justice Re-accreditation</p> <ol style="list-style-type: none"> 1. Monitoring Unit of the Judicial Branch

Other news

Conferences

2nd International Conference on Non-Adversarial Justice: Integrating Theory and Practice – 5-7 April 2017 – Sydney – organised by the AIJA – Save the Date – information about the conference to be posted on the AIJA website (www.aija.org.au) shortly.

Eighth International Association for Court Administration Conference, Washington DC, USA, Sunday, July 9 to Thursday, July 13, 2017 - to be held in conjunction with the National Association for Court Management and will be held at the Hyatt Regency Crystal City. More details: <http://www.iaca.ws/upcoming-conferences.html>

Next newsletter

The next ICCE newsletter will be published in November 2016. Those members wishing to submit articles to the ICCE Newsletter for consideration by the Secretariat on their experiences implementing the Framework are invited to contact Liz Richardson.

Want to know more?

For enquiries about the Framework please contact Liz Richardson at the ICCE Secretariat:

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