

# Operations Management

**Key concepts**    Overview of Operations Management    Programs and Special Services  
Services Required by Constitution or Federal Regulations

## Executive Summary

Court leaders must manage and support complex environments which are composed of an array of departments, units and functions that need to be maintained to support court operations. The range and nature of these functions and activities vary significantly, depending on court jurisdiction (e.g., appellate, general, limited, administrative); whether the court is federal, state, local or tribal; and the unique way(s) individual courts are organized and operate.

## Learning Objectives

As a result of this education, participants will be able to:

- Identify individual learning needs for the elements within the Operations Management competency.
- Describe the relationship of the Operations Management elements with regard to constitutional and due process requirements for court litigants and users.
- Create and produce a program plan for a specialty court to include program goals and objectives, identify partners and collaborators needed, and measurable program outcomes.
- Evaluate the priority or critical court operations in the event there is a business interruption or emergency, and list preliminary steps and actions needed for business continuity.
- Assess which performance measures or metrics are needed to document and report on the business outcomes of the Operations Management elements.
- Construct a personal action plan to include a priority listing of Operations Management elements for the court's executive leadership team to address and/or research for implementation or enhancement.

## Activities

There are corresponding activities for each learning objective, including:

- List Your "Top 5" Critical Operations
- Linking Operations Management to Other Competencies

## Curricular Resources

The full curriculum has a detailed listing of relevant resources and a bibliography.

- NACM National Agenda
- Problem Solving Courts: Models and Trends by Pamela M. Casey and David B. Rottman

## Operations Management Curriculum

Revised July 2024

### Section 1 | Overview

- About This Competency
- Competency Elements
- Integral Relationship of Operations Management to Other Competency Areas
- Performance Metrics for Operational Responsibilities

### Section 2 | Services Required by Constitution or Federal Regulations

- Jury Functions
- Indigent Defense Services
- Foreign Language Access Services
- Making the Verbatim Court Record

### Section 3 | Programs and Special Services

- Probation Services
- Pretrial Services
- Special Court-Ordered Services
- Probate and Asset Protection Services
- Mental Health
- Appropriate Dispute Resolution or ADR Services
- Online Dispute Resolution
- Virtual Proceedings and Online Courts
- Problem Solving Courts and Specialty Dockets

### Section 4 | Access and Direct Services

- Court User Services
- Access for Persons with Disabilities
- Courtroom Operations
- Records
- Accepting, Processing, and Managing Case Related Filings, Fee Collection, Records, and Exhibits

### Section 5 | Infrastructure and Support

- Information Technology
- Continuity of Operations Plans
- Facilities Management
- Court Security

### Section 6 | Measuring Operations Management

- Operations Metrics
- Other Measurement Tools and Strategies
- Diversity and Inclusion Institutional Assessment

### Section 7 | Putting It All Together

- Organizational and Managerial Skills
- Importance of Operations Management

#### General Resources:

[Operations Management – NACM CORE<sup>®</sup> Curriculum](https://nacmnet.org/competency/operations-management)  
[nacmnet.org/competency/operations-management](https://nacmnet.org/competency/operations-management)

[NACM CORE<sup>®</sup>: What Court Professionals Need to Know](https://nacmnet.org/nacm-core)  
[nacmnet.org/nacm-core](https://nacmnet.org/nacm-core)

[The CORE<sup>®</sup> in Practice – a Guide to Strengthen Court Professionals through Application, Use, and Implementation](https://nacmnet.org/wp-content/uploads/THE-CORE-IN-PRACTICE-Guide-2023.pdf)  
[nacmnet.org/wp-content/uploads/THE-CORE-IN-PRACTICE-Guide-2023.pdf](https://nacmnet.org/wp-content/uploads/THE-CORE-IN-PRACTICE-Guide-2023.pdf)