

## ■ INCORPORATING AND INSTITUTIONALISING THE BEST PRACTICES FROM THE WORLD IN THE COURTS

The Subordinate Courts is constantly at the forefront of implementing public sector initiatives, including the Balanced Scorecard, the Net Economic Value System and Six Sigma.

### **Justice Scorecard System**

In a Harvard Business School publication by Robert S. Kaplan and David P. Norton, the Subordinate Courts Scorecard System was cited as probably the first application of the Balanced Scorecard to the judicial sector in the world:

“The Scorecard was piloted in the Small Claims Tribunal, probably the first application to the judicial sector in the world. After the scorecard was successfully piloted in the Small Claims Tribunal, the concept was rolled out in the Subordinate Courts, where it became the cornerstone of the management system there, and will be deployed to all the other subsidiary courts and administrative departments. The Subordinate Courts has started to link recognition and reward, but not actual monetary compensation, for excellent performers by presenting plaques and certificates, overseas study trips, and conference opportunities.”

The Justice Scorecard, now implemented across all divisions, helps translate the Subordinate Courts’ mission and strategies into operational goals, and enables the achievements to be measured against a balanced set of perspectives.

### **Net Economic Value System**

Under the NEV system, which complements the Justice Scorecard system, the amount of value created by the organisation as a whole or its different divisions, is measured by assessing the amount of resources expended in producing certain output, such as cases dealt with.

### **Six Sigma**

The Six Sigma gels in seamlessly with the Subordinate Courts’ drive for near perfection for all the processes measured by the Justice Scorecard. Both systems are being integrated, so that eventually, all processes within the Subordinate Courts will be Six Sigma-driven, and the targets set in the Justice Scorecard will be reviewed accordingly to reflect the expected marked improvements.