

**Judiciary of Guam 2012-2015 Strategic Plan-  
Strategic Focus Area #3: Satisfied and Competent Personnel**

**Chair: Justice Katherine A. Maraman**

**Co-Chair: Judge Vernon P. Perez**

**Management Lead: Barbara Jean T. Perez**

*As of 9/4/13*

<b>Employee Incentive &amp; Compensation: 1. Implementation of updated Hay pay scale 2. Implementation of Merit Bonus</b>					
<b>Strategic Projects #1. Review job descriptions and performance evaluations</b>					
<i>Members: Barbara Jean Perez, Barbara Aguon, Virginia Yasuhiro &amp; HR staff</i>					
<b>Activity</b>	<b>Status</b>	<b>Percentage of Completion</b>	<b>Responsible Party</b>	<b>Completion Date</b>	<b>MANAGEMENT RESPONSE</b>
<p>1. Initiate the Mid-Management Committee. This committee comprised of various supervisors and/or senior employees from the various divisions.</p> <p>2. Committee members will be responsible to review and select their division SME's (class incumbents) to review the draft job standards submitted by the National Center for State Courts. Committee members will collaborate with their respective division manager to ensure updated information on any changes to business practices attributed with the Judiciary's new case management systems. Final draft will be distributed to court employees for review and input and ultimately submitted to the Guam Judicial Council for review and adoption.</p>	<p>Appointment letters from AOC prepared for 11/13/12 distribution. First meeting scheduled for 11/27/12</p>	<p>100%</p>	<p>Barbara Jean Perez, Rhonda Nelson, Virginia Yasuhiro, Doreen Pangelinan &amp; HR staff</p>		<p>Management applauds the subcommittee for completing this activity.</p>

<p>3. Initiate the Mid-Management Committee. The committee comprised of supervisors and/or senior incumbents who will review and recommend changes to the draft performance evaluation created by the National Center for State Courts and the HR Office. Updated research from other state courts may be used for discussion and recommendation by the committee to use as the model evaluation for JOG.</p> <p>The Mid-Management Committee meets twice a month for approximately two (2) hours. As of today, the committee has determined there is a need to create separate performance evaluation forms for Non-Supervisory, Supervisory and Management positions. This will insure that the employees are adequately assessed through the different levels, from non-supervisory to management.</p> <p>Additionally, on January 29, the members were provided a draft of the Judiciary Core Competency Models. They have agreed to use the models as a foundation for creating the performance evaluations. In light of the recent changes, the committee's action plan is as follows:</p> <p>a. Create Non-Supervisory Performance Evaluation Form for HR Review inclusive of a point system.</p> <p>b. Create Supervisory &amp; Management Performance Evaluation Forms based on the JOG Core Competency Models inclusive of a point system.</p>	<p>Pending finalization of Non-Supervisory Form</p> <p>Pending completion of the Middle Mgmt. &amp; Sr. Mgmt. Forms.</p>	<p>80%</p>			<p>a) Management is pleased with the progress made thus far and encourages the subcommittee to complete the remaining 20% of this activity.</p> <p>b) Management looks forward to this activity being completed.</p>
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<p>c. Create a Performance Evaluation Guide.</p> <p>4. Final draft will be distributed to court employees for review and input and ultimately submitted to the Guam Judicial Council for review and adoption.</p> <p>5. Schedule meeting with Colonel Roderick Leon Guerrero, Personnel Director Guam Army National Guard (GUARNG)</p> <ul style="list-style-type: none"> <li>to discuss Officer Evaluation Reports (OER) and Non Commissioned Officer Evaluation Reports (NCOER)</li> </ul>				September 2013	<p>c) Management looks forward to this activity being completed.</p> <p>4) Management looks forward to this activity being completed.</p> <p>5) Management encourages this meeting to occur so that progress can be made toward this goal.</p>
<p><b>Strategic Projects #2. Implement succession planning &amp; mentoring program</b></p> <p><i>Members: Jacqueline Cruz, Joshua Tenorio, Barbara Jean Perez, Virginia Yasuhiro, Barbara Aguon, Antonette Padua &amp; HR staff</i></p>					
<p><b>Activity</b></p> <p>November 8, 2012 TMP Kick-Off Meeting Teleconference</p> <ul style="list-style-type: none"> <li>Review SJI Grant - Tasks, Deliverables, and Timeline; discuss project plan, approach, and timeline/schedule</li> <li>Determine Next Steps -Identify and Compile Information for Review (laws, merit guidelines, policies/ procedures, job descriptions of critical positions); identify key leadership/management positions and number of talent pools; draft Talent Management Policy and Procedures</li> </ul>	<p><b>Status</b></p> <p>Completed</p>	<p><b>Percentage of Completion</b></p> <p>100%</p>	<p><b>Responsible Party</b></p> <p>Brenda Wagenknecht-Ivey and TMP Team</p>	<p><b>Completion Date</b></p> <p>November 8, 2012</p>	<p><b>MANAGEMENT RESPONSE</b></p> <p>Management applauds the subcommittee for completing this activity as scheduled.</p>

<p>Conference Call – December 5, 2012</p> <ul style="list-style-type: none"> <li>- Review Blueprint and Checklist for Developing a TM Program and Proposed Timeline</li> <li>- Proposed Agenda and Schedule for week of January 14</li> <li>- TMP Policy Statement, Goals, and Procedures</li> </ul>	Completed	100%	Brenda Wagenknecht-Ivey and TMP Team	December 5, 2012	Management applauds the subcommittee for completing this activity as scheduled.
<p>Site Visit Dr. Brenda Wagenknecht-Ivey, Consultant January 14-18, 2013</p> <ul style="list-style-type: none"> <li>- Briefings with Chief Justice, AOC, Senior and Middle Managers</li> <li>- Focus Groups with senior and middle management</li> <li>- Draft policy statement and procedures, core competencies</li> <li>- Review 360 feedback instruments</li> </ul>	Completed	100%	Brenda Wagenknecht-Ivey and TMP Team	January 18, 2012	Management applauds the subcommittee for completing this activity as scheduled.
<p>Finalize TMP Purpose and Policy Statement (for Judicial Council approval)</p>	Completed	100%	TMP Team	January 31, 2013	Management applauds the subcommittee for completing this activity as scheduled.
<p>Conference Call February 5, 2013</p> <ul style="list-style-type: none"> <li>- Review status of TMP policy and procedures, legal analysis, Competency Models</li> <li>- Review TMP Draft Forms</li> <li>- Prepare for Online Focus Group, Announcements, Roll Out, and Training of Managers</li> </ul>	Completed	100%	Brenda Wagenknecht-Ivey and TMP Team	February 5, 2013	Management applauds the subcommittee for completing this activity as scheduled.
<p>Present Purpose and Policy Statement to Judicial Council for approval</p>	Completed	100%	Justice KAM, J. Tenorio and A. Keith	February 26, 2013	The Talent Management Program Policy and Procedures was adopted by the Judicial Council of Guam on February 26, 2013 under

					Resolution Number JC 13-001.
Appoint TMP Review Team	Completed	100%	Chief Justice	March 8, 2013	The Chief Justice of Guam appointed a 5-member TMP Review Team and an advisory member on March 8, 2013.
Finalize Procedures for Track 1 (for AOC Signature)	Completed	100%	TMP Team	February 28, 2013	The Talent Management Program Policy and Procedures was adopted by the Judicial Council of Guam on February 26, 2013 under Resolution Number JC 13-001.
Finalize Competency Models	Completed	100%	Brenda and TMP Team	March 1, 2013	The Talent Management Program Policy and Procedures was adopted by the Judicial Council of Guam on February 26, 2013 under Resolution Number JC 13-001.
Conduct focus groups with Senior and Middle Managers on the revised draft Competency Models	Completed	100%	Brenda, TMP Team and Managers	February 28, 2013	The Talent Management Program Policy and Procedures was adopted by the Judicial Council of Guam on February 26, 2013 under Resolution Number JC 13-001.
Brief Division Heads/Managers	Completed		TMP Team	February 27, 2013	The Talent Management Program Policy and Procedures was adopted by the Judicial Council of Guam on February 26, 2013 under Resolution Number JC 13-001. Division heads and managers were briefed on the policy and procedures.
Finalize TMP Forms	Completed		Brenda/TMP Team	March 5, 2013	The Talent Management Program Policy and Procedures was adopted by the Judicial Council of Guam on February 26, 2013 under Resolution Number JC 13-001.

Announce/Go live – Track 1	Completed		TMP Team	March 15, 2013 – May 3, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Conduct General Assembly – all staff Conduct Q & A forums – 45 minute session – North and Main sites	Completed		Human Resources Administrator	March 18, 2013, March 19, 2013, March 21, 2013, March 22, 2013, March 25, 2013, March 26, 2013 & , March 28, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Application deadline	Completed		Review Team	May 3, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Review applications and make recommendations to AOC	Completed		Review Team	May 7, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Notify Applicants of Decisions	Completed		AOC/Review Team	May 17, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Begin 360 Degree Feedback Process/Administer 360s	Completed		Brenda/TMP Participants	May 15, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Online informational briefing with TMP participants	Completed		Brenda/Review Team	May 21, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
TMP Review Team Training with Consultant/Evaluation and Rating of Applications	Completed		Brenda/Review Team	April 20, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Track 2 Career Development Brainstorming Sessions	Completed		Team	March 26, 2013 & April 3, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Track 2 Career Development Policy & Procedures Q&A Sessions	Completed			August & September 2013	Management applauds the subcommittee for accomplishing

Application Period					this activity as scheduled.
Facilitate Feedback Sessions	Completed		Brenda/All TMP participants	June 17, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
TMP Participants IDP's	Completed		Brenda/Virginia/Barbara & all TMP participants	June 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Finalize IDP's	Pending		Brenda/Virginia & Barbara		Management recognizes this is a significant undertaking and encourages the subcommittee to continue making timely progress.
Budget Analysis/Financial Forecast (after IDPs)	Pending		Brenda/TMP Team/Controller		Management recognizes this is a significant undertaking and encourages the subcommittee to continue making timely progress.
<b>Strategic Projects #3. Improve employee recognition and incentive program</b>					
<i>Members: Judge Vernon Perez, Melanie Brennan, Rachael Orsini, Vince Cody Guerrero, Erika Perez, Linette Perez &amp; HR Staff</i>					
<b>Activity</b>	<b>Status</b>	<b>Percentage of Completion</b>	<b>Responsible Party</b>	<b>Completion Date</b>	<b>MANAGEMENT RESPONSE</b>
JOG Years of Service Pins, Letter for Service and JOG Mugs	Pending MEMO	95%	Committee Members MIS- Norbert Mendiola; Committee Members to meet monthly <i>Barbara Aguon</i> <i>Maintenance Staff</i> Committee Members with Marshals Division <i>HR Staff</i> Committee Members and JOG Employees through Survey Template completed by Judge Perez and Rachel Orsini	Anticipated release date: ERP Awards Ceremony in November 2013	Management encourages the subcommittee to continue its efforts to accomplish this activity.

List of Employee Recognition Ideas for Division or Unit (Monthly/Weekly)- To be distributed to all Division/Unit Leaders (and Supervisors)	Pending Draft MEMO	50%		Anticipated date of release: October 2013 (FY 2014)	Management encourages the subcommittee to continue its efforts to accomplish this activity.
Intranet Headliners: Employees (Birthdays, Anniversaries, Retirement, Promotions, New Employees)	Pending new software update and review	90%		In Progress-	Management encourages the subcommittee to continue its efforts to accomplish this activity.
Health and Fitness Program; Active for Life Pilot Program (10 weeks) was launched on Monday, 11/5/12 - 1/14/13.	<i>COMPLETED</i>	100%		11/5/12-AFL part 1- COMPLETED; AFL part 2 COMPLETED	Management applauds the subcommittee for accomplishing this activity as scheduled.
<del>Mini Health Checkup and Immunization: NO LONGER AVAILABLE AS PER DPHSS</del>	<del>Services no longer available</del>	0%		<b>Services no longer available</b>	
Suggestion Box	<i>COMPLETED</i>	100%		COMPLETED	Management applauds the subcommittee for accomplishing this activity as scheduled.
Monitor Employee Parking Area	Pending assistance from Marshals	33%		Pending consultation with Marshal of the Courts	Management encourages the subcommittee to continue its efforts to accomplish this activity.
New Employee Orientation	<i>COMPLETED</i>	100%		Completed on February 2013 by HR	Management applauds the subcommittee for accomplishing this activity as scheduled.
Day Care/After School Program for employees' dependents-To be included with JOG Survey.	Pending inclusion with SURVEY	25%		Anticipated date of Survey release: October 2013 (FY 2014)	Management encourages the subcommittee to continue its efforts to accomplish this activity.

*Survey on Job Satisfaction and Competency (added 11/5/2012)	Pending Distribution- COMPLETED	100%		Anticipated date of Survey release: October 2013 (FY 2014)	Management applauds the subcommittee for accomplishing this activity as scheduled.
<b>Strategic Projects #4. Establish a professional development initiative to improve employee skills</b> <i>Members: Justice Katherine Maraman, Barbara Aguon, Tammy Pinaula, Rose Aguero, Evelyn Suda, Edilyn Terlaje and HR Staff</i>					
<b>Activity</b>	<b>Status</b>	<b>Percentage of Completion</b>	<b>Responsible Party</b>	<b>Completion Date</b>	<b>MANAGEMENT RESPONSE</b>
Establish Job Occupation Grouping or Tracks to include all jobs within the Judiciary, namely:  <ul style="list-style-type: none"> <li>• Track I – Judicial Officers (Bench)</li> <li>• Track II – Court Executive Management</li> <li>• Track III – Professionals (Certification &amp; Licenses Required)</li> <li>• Track IV – Mid Management / Supervisors/Lead Positions</li> <li>• Track V – Information Technology</li> <li>• Track VI – Court and Administrative Staff Positions <ul style="list-style-type: none"> <li>a. Law Enforcement</li> <li>b. General Administration Support (FMD, HR, MIS, P&amp;FM, Ct. Programs)</li> <li>c. Court administrative support</li> </ul> </li> <li>• Track VII – Non-Employee Positions</li> </ul> Cross-Tracks have been identified for training purposes DOCUMENT #1	Completed	100%	Team	August 3, 2012	Management applauds the subcommittee for accomplishing this activity as scheduled.

Prepare and Disseminate Training Survey to all employees DOCUMENT #2	Completed – Training survey emailed on August 13, 2012	100%	Team	August 13, 2012	Management applauds the subcommittee for accomplishing this activity as scheduled.
Prepare survey letter for Justice KAM’s signature DOCUMENT #3	Completed – Survey letter emailed on August 13, 2012	100%	B. Aguon	August 13, 2012	Management applauds the subcommittee for accomplishing this activity as scheduled.
<b>Establish Training Area Categories</b> <ul style="list-style-type: none"> <li>• <u>Court Administration or General Training</u> Mandatory Training for all employees, EEO, Payroll and Time &amp; Attendance, Ethics, Grievance Procedures, MS Word, Microsoft Email, Justware Training, etc.)</li> <li>• <u>Professional Certification Training</u> (CEU for attorneys and developmental training for IMFT)</li> <li>• Job Related Training (OJT)</li> <li>• Critical-Performance Issue Related Training</li> <li>• Career Enhancement</li> <li>• Personal Enrichment</li> <li>• Health and Fitness Training (Active for Life Prog)</li> <li>• Talent Management/Upward Mobility Training</li> </ul> DOCUMENT #4 (Revised to Core Training Categories: General, Intermediate/Specialized and Advanced)	Established however retitled under Core training by Job Family Tracks.	100%	Team	June 22, 2012	Management applauds the subcommittee for accomplishing this activity as scheduled.
Analyze and tally training survey data DOCUMENT #5	Completed	100%	Team	September 13, 2012	Management applauds the subcommittee for accomplishing this activity as scheduled.

<p>Identify all and useful judicial/court related training vendors, educational institutions and resources available with identifiable costs for FY'14. All available training listed in the Training Inventory list (general, intermediate/specialized, advanced) was priced with an identifying training vendor. DOCUMENT #6</p>	Completed	100%	Team	August 15, 2013	<p>Management applauds the subcommittee for accomplishing this activity as scheduled.</p>
<p>Identify in-house, on-staff trainers to include lead or senior positions who will be providing in-house training. (Input from the different divisions, memo dated 2/8/13 and the employee training survey) When the Judicial Education Leadership Institute is established. DOCUMENT #7</p>	In progress	75%	Team	Upon recruitment of a FT Training Manager or Administrator	<p>Management urges the subcommittee to continue making progress toward completion of this activity.</p> <p>Judge Barrett-Anderson has been appointed by the Chief Justice to fulfill the role of a Judicial Educator. Management urges the subcommittee to work with Judge Barrett-Anderson in her new role.</p>
<p>Research other state courts and create a Training Manager or Administrator or Judicial Educator job standard. On June 20, 2013 there were 2 job standards created: Judicial Education &amp; Training Programs Administrator and Judicial Educator. Both drafts presented to CJ in June. DOCUMENT #8.</p>	Completed	100%	B.Aguon,	Pending JC adoption and approval – Sept meeting?	<p>Management applauds the subcommittee for accomplishing this activity as scheduled.</p> <p>Judge Barrett-Anderson has been appointed by the Chief Justice to fulfill the role of a Judicial Educator in lieu of creating a new position.</p>

Compile all information and create the Professional Development Initiative – Judiciary Training & Education Catalog FY'14 – which will have an inventory listing of all general, intermediate and advanced training required for all Judiciary positions as identified by job family tracks. DOCUMENT #9	Completed	100%	Team	June 21, 2013 September 1, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.
Create Training Packages by Job Classification – This document will assist in the Professional Development Process for Track 2 of the Talent Management Program. Core General, Specialized and Advanced Training was identified by Job Family Tracks.	Completed	100%	Team	May 23, 2013	Management applauds the subcommittee for accomplishing this activity as scheduled.

**MANAGEMENT RESPONSE PLAN for  
Strategic Focus Area 3: Satisfied and Competent Personnel  
Quarterly Report Ending September 4, 2013**

Approved by:   
**PERRY C. TAITANO, Administrator of the Courts**

Date: 10/21/13

Concurred by:   
**F. PHILIP CARBULLIDO, Chief Justice of Guam**

Date: 10/24/13