

EXAMPLE - Case Management Gap Analysis

Principle 1			
Case Stage	Current	Ideal	Gap
General	<p>The office uses a 3rd party vendor for case management software. New cases are created in the CMS via an API with the court. Paralegals are provided a list of new cases in the CMS to review each morning. Paralegals are directed to gather additional information from other agencies, upload materials to a case, and assign them to an attorney. Paralegals are overseen by a chief paralegal. Attorneys are responsible for entering case information after being assigned, including charging and disposition information. Attorneys are organized into teams and overseen by team leads and report to the Chief Assistant. There is an IT department with three members who are responsible for updating computers/software and reporting issues to the CMS vendor and the court.</p>	<ul style="list-style-type: none"> • Case management individual or team • Clear responsibilities for data creation • Clear responsibilities for data entry 	<p>Though IT, paralegals, and attorneys each have data creation responsibilities, contact with the CMS vendor is handled by IT without significant input by paralegals and attorneys. There is not a clear management structure for addressing data entry issues that are derived either from staff mistakes or issues with the CMS vendor, rather there is a disjointed process for staff to communicate issues to IT and then to communicate to the vendor.</p> <p>Recommendation to create a case management team with representation across the office to hear and address issues.</p> <p>Recommendation to create accountability mechanisms for data entry.</p>
Arrest	<p>Police reports are emailed to the office every day for new arrests. The reports are uploaded to the CMS by paralegals to the appropriate case every morning.</p>	<ul style="list-style-type: none"> • Information from police for new arrests is received and entered in a timely fashion 	<p>The office and jurisdictions does not have clear standards for when an initial police reports needs to be submitted to the office after an arrest. Reports are sometimes uploaded to the</p>

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	Body worn camera footage is contained in an external site and reviewed by attorneys on an ad hoc basis. Other, additional information from police is gathered on an ad hoc basis by attorneys, paralegals, and investigators and entered into the office CMS.	<ul style="list-style-type: none"> New information from police for prior arrests is received and entered in a timely fashion 	<p>wrong case or not all the cases the report applies to. Additional information from police, such as subsequent police reports are only uploaded if the attorney or investigator learns of the report through conversation.</p> <p>Recommendation to create a jurisdiction agreed upon policy for when initial police reports are due.</p> <p>Recommendation to set data quality checks to ensure that reports are uploaded to all the correct cases.</p> <p>Recommendation to add features and automations to the CMS to ensure that staff keep cases up to date with new police information.</p>
Principle 2			
Case Stage	Current	Ideal	Gap
General	<p>The office uses a 3rd party vendor for case management software. The vendor has trained staff in the past on data entry and training of new staff is done by the office. There is an IT team and a team of paralegals that are tasked with most data entry and ensuring that the case management software and documentation is kept up to date.</p> <p>The CMS includes a list of all criminal statutes that can be updated by the vendor or by the office. Office policies</p>	<ul style="list-style-type: none"> Data entry guide Data schema Case process diagram Personnel database Office policies database Criminal statutes database 	<p>The vendor does not currently provide a data schema thus the office is not aware of how data is linked between cases and individuals.</p> <p>The office does not have a documented data entry guide so new staff are trained on an ad hoc basis and data entry is inconsistent across individuals and case types.</p> <p>There is not a case process diagram so it is not clear when information enters the system or who is responsible for entering or reviewing the information.</p> <p>Recommendation to create necessary</p>

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	are sent via email to staff and are stored on executive staff computers.		documentation. Recommendation to create a regular process for reviewing and updating documentation.
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