

New

Ministry

Justice and Solicitor General

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Dir, Application Man.&Data Serv

Requested Class

Senior Manager (Zone 2)

Job Focus

Corporate Services

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit

Court Technology Services

Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

ED, Courts IMT and Directorate

Supervisor's Current Class

Executive Manager 1

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

Court Technology Services (CTS) provides Information Management and Technology and Data Services to Alberta's three courts: Court of Appeal, Court of King's Bench, and Court of Justice (ministry of Justice). CTS supports digital transformation, operational effectiveness, and the administration of justice through robust information systems, data platforms, and modern service delivery models.

CTS uses a tri-court approach to data and application management, decision-making, and service delivery across the judiciary and court operations, balanced with the specific needs of each court. This approach enables secure and efficient data sharing, minimizes duplication, promotes innovation, and ensures the effective and efficient delivery of court services across Alberta.

Reporting to the Executive Director, Court Technology Services, the Director, Application Management and Data Services is responsible for setting the strategic direction for data governance, integration, stewardship, and the technical data ecosystem. This includes oversight and management of Court applications, data extraction transformation and loading (ETL) processes as well as the development and delivery of advanced analytics and AI solutions to support data-informed decision-making and enhance court operations.

The Director is also responsible for the end-to-end delivery of application services --including application development, architecture, enhancement, and ongoing maintenance and support of court systems. These services are delivered

through a combination of in-house resources and external vendors, with a focus on modernizing legacy platforms and aligning with evolving business and technology needs.

The Director leads agile teams focused on innovation, business outcomes, and operational excellence --ensuring that application platforms are secure, scalable, and responsive to the changing requirements of Alberta's judiciary and that court data is recognized as a strategic asset. Strong application management and data practices contribute to public confidence and support evidence-informed planning and service delivery across the justice system.

The Director provides leadership and oversight for:

- Delivering integrated data management, sharing, analytics, and AI capabilities to support accurate, timely, and strategic use of court information;
- Ensuring data governance practices are relevant, nimble, and embedded across all court operations;
- Managing outsourced and/or in-house application development, architecture, and support services that underpin critical court functions and infrastructure;
- Building a centre of excellence in data and application services to enable responsive, modern, and client-focused service delivery.

A critical aspect of the role is to foster and maintain strong partnerships with court stakeholders, technology teams, and service providers to coordinate integrated, system-wide service delivery across the justice sector.

Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

1. Oversee the delivery of comprehensive application services --including development, architecture, enhancement, and maintenance --supporting the judiciary.

- Develop and maintain strategies and frameworks for application delivery and support that align with court priorities and Court Technology Services IT standards.
- Direct internal teams and/or manage external vendors responsible for application development, configuration, enhancement, support, and incident resolution.
- Guide the design and evolution of application architecture to ensure scalability, security, and alignment with digital transformation initiatives.
- Ensure application platforms remain reliable, secure, and responsive to evolving court processes, stakeholder needs, and emerging technologies.
- Define and monitor service levels, performance metrics, and risk mitigation strategies to ensure business continuity and service excellence.
- Lead modernization and integration efforts for application systems as part of the broader justice system technology roadmap.

2. Provide strategic leadership for court data governance, analytics, and technical data services across all levels of Alberta's judiciary.

- Develop and oversee a comprehensive court data and AI strategy that ensures high data quality, security, accessibility, and operational relevance.
- Establish and maintain enterprise data governance policies and standards aligned with legal, privacy, and operational requirements.
- Lead data modernization efforts, including metadata management, lifecycle planning, and the transition from legacy to modern platforms.
- Enable timely and accurate data sharing within and across courts while upholding compliance with court standards and privacy legislation.
- Provide oversight and direction for the technical data environment, including the design and management of data extraction, transformation, and integration processes (ETL).

- Lead the development and delivery of advanced analytics and AI solutions to support evidence-informed decision-making, performance measurement, and transparency across the justice system.
- Champion data as a strategic asset that enables innovation, judicial insight, and improved access to justice.

3. Lead a high-performing, multidisciplinary team focused on service excellence, innovation, and continuous improvement.

- Build and sustain a team culture grounded in collaboration, accountability, agility, and learning.
- Establish work plans, performance targets, and development opportunities to support capacity building and succession planning.
- Coach and mentor staff in leadership, technical disciplines, and stakeholder engagement.
- Foster agile methods and cross-functional teaming to respond to emerging court needs and deliver integrated services.
- Ensure alignment between team activities, organizational goals, and Court Technology strategic priorities.

4. Collaborate with internal and external stakeholders to coordinate integrated, justice-focused data and technology services.

- Serve as the primary liaison with court leadership, judicial officers, and ministry stakeholders on matters related to data and application services.
- Build strong partnerships with vendors, system integrators, and service teams to deliver seamless, coordinated technology solutions.
- Facilitate alignment between court business needs and technical solutions through ongoing stakeholder consultation and change management.
- Represent Court Technology Services in cross-ministry, tri-court, and inter-jurisdictional forums related to justice data, applications, and digital transformation.
- Contribute to strategic planning across the justice system to inform and advance the future of court data and application services.

Problem Solving

Typical problems solved:

1. Data Integration, Analytics, and Technical Compatibility Issues

Disparate data sources and systems across the three courts hinder integration and limit the availability of reliable insights. The Director will oversee the development and implementation of robust data integration and ETL frameworks that enable seamless data flow and interoperability. They will lead initiatives to enhance data quality, align data models, and enable advanced analytics and AI solutions to support judicial and operational decision-making.

2. Vendor Performance and Service Delivery Challenges

Outsourced vendors may underperform, delaying delivery of new features, bug fixes, or critical application support. The Director will lead performance evaluations, renegotiate service level agreements (SLAs), and ensure vendors align with expectations for application development, enhancement, and support. This includes establishing clear escalation paths, metrics tracking, and accountability mechanisms.

3. Ensuring Data Security, Privacy, and Compliance

The Director will lead efforts to protect sensitive court data in compliance with Alberta's FOIP Act and judicial confidentiality standards. This includes deploying technical safeguards (e.g., encryption, access controls), managing secure data environments, and implementing governance practices that support secure analytics, AI model integrity, and controlled access to data assets.

4. Application Performance, Reliability, and Scalability

When court applications underperform or face stability issues, the Director will lead teams to conduct root-cause analysis, guide architectural improvements, and implement performance enhancements. This includes addressing

bottlenecks at the database, interface, or infrastructure level and modernizing legacy components to improve overall reliability and scalability.

5. Managing Change and User Adoption for New Technology

Court staff and stakeholders may resist transitioning to new platforms or upgraded systems. The Director will lead change management initiatives by engaging users early, aligning technical solutions with business needs, and providing training and communications that address usability, impact, and value.

6. Disaster Recovery and Business Continuity

Critical application or data system failures can disrupt court operations. The Director will establish and test comprehensive disaster recovery and business continuity plans that ensure rapid recovery of applications, data services, and court processes in the event of system outages, cyber incidents, or other emergencies.

7. Data Quality, Governance, and Lifecycle Issues

Poor data quality can result in delays, inaccurate reporting, and operational inefficiencies. The Director will lead the development of data governance frameworks, implement automated validation and cleansing processes, and establish accountability for data stewardship across teams to ensure data is accurate, complete, and current.

8. Prioritizing Competing Demands and Resource Constraints

Numerous projects across courts may compete for limited resources. The Director will work with justice system stakeholders to prioritize projects based on strategic value, legal urgency, and capacity. They will use structured project management and portfolio oversight to balance workloads and meet critical timelines.

9. External Stakeholder System Integration

Courts must exchange data with external partners (e.g., police, legal counsel, ministries), but integration can be inconsistent or technically incompatible. The Director will lead efforts to design and implement standardized, secure integration approaches and APIs that support real-time, bi-directional data exchange with external justice stakeholders.

10. Cloud Transition and Modern Platform Adoption

Transitioning legacy on-premises systems to modern, cloud-based platforms requires careful planning to avoid disruption. The Director will lead the planning, execution, and governance of cloud migrations, ensuring secure configuration, minimal operational impact, and alignment with broader digital justice strategies.

Types of guidance available for problem solving:

1. Executive Leadership and Senior Management

The Director reports to the Executive Director of Court Technology Services (CTS) and receives strategic guidance from senior leaders regarding organizational priorities, budgeting, and alignment with judicial and government objectives.

- This guidance helps the Director align data strategies, analytics programs, and application development initiatives with broader justice and digital transformation goals.
- Leadership also provides critical support in managing high-impact initiatives, sensitive stakeholder relationships, and cross-ministry collaboration.

2. Data, Analytics, and IT Technical Teams

The Director will work closely with CTS's internal data, analytics, and application development teams, as well as system architects and technical experts. These teams offer day-to-day support and strategic input on technical decision-making.

- Guidance includes data modeling, data extraction/transformation processes (ETL), AI solution development, architecture design, integration standards, and performance optimization.
- Technical experts also contribute to diagnosing and resolving application issues, supporting cloud modernization, and aligning with IT best practices.

3. Vendors and Outsourced Service Providers

The Director will receive support from vendors delivering outsourced application and data services, including development, configuration, maintenance, and performance monitoring.

- Regular vendor engagement provides operational insights, SLA compliance updates, and product-specific guidance to resolve technical issues and plan enhancements.

- Vendors also provide expertise in areas such as cloud platform management, system upgrades, application security, and support for analytics or AI-enabled tools.

4. Legal and Compliance Advisors

The Director will work with internal legal counsel and privacy experts to ensure compliance with Alberta's Freedom of Information and Protection of Privacy Act (FOIP) and other legislation governing data handling and application access.

- Legal guidance ensures that analytics initiatives, AI implementations, and data-sharing protocols meet strict security and confidentiality standards.
- Legal advisors also support the Director in drafting and reviewing vendor contracts, managing privacy risk, and responding to incidents or audits.

5. Court and Judicial Stakeholders

The Director will regularly consult with judicial officers, court administrators, and tri-court operations teams to ensure that application systems and data services meet practical and operational needs.

- Stakeholder input provides essential context for user experience, business process alignment, and functionality requirements --particularly in relation to system design, analytics dashboards, and AI use cases.
- Feedback from court users informs the Director's prioritization of feature development, support enhancements, and service integration across the courts.

6. Industry Standards and Best Practices

The Director will remain connected to broader trends and standards in data management, AI, digital justice, and enterprise architecture through research, peer networks, and professional forums.

- Access to industry benchmarks and best practices supports problem-solving for challenges such as cloud adoption, data governance maturity, AI ethics, and secure integration.
- These resources ensure the Director can lead CTS in adopting modern, evidence-based practices that improve agility, security, and value across the justice system.

Direct or indirect impacts of decisions:

As the Director, Application Management and Data Services, decisions made in this role will have far-reaching impacts on both the operational effectiveness and strategic direction of Court Technology Services (CTS) and the court systems across Alberta. These decisions will shape how court data is governed and utilized, how application platforms are developed and maintained, and how modern technologies --including analytics and AI --are leveraged to support judicial functions and justice system modernization.

Direct Impacts

1. Court Efficiency and Productivity

Decisions related to data integration, application development, and system performance directly impact the efficiency of court operations. By ensuring court staff and judicial officers have access to modern, secure applications and timely data, the Director enables faster case processing, improved workflows, and more effective decision-making.

2. Data Security and Compliance

The Director's decisions directly influence the protection of sensitive court data and compliance with legislation such as the Freedom of Information and Protection of Privacy Act (FOIP). Effective governance, security protocols, and privacy safeguards reduce risk exposure and uphold the integrity of the court system.

3. Service Delivery and Vendor Relationships

Decisions about vendor selection, contract management, and performance oversight have a direct impact on service quality. By holding vendors accountable and fostering productive relationships, the Director ensures that application services --including development, support, and enhancements --are delivered reliably and meet service-level expectations.

4. Judicial and Stakeholder Satisfaction

Choices regarding system design, usability, feature enhancements, and responsiveness directly affect the experience of judicial officers, court administrators, and stakeholders. Ensuring applications and data tools meet user needs contributes to higher satisfaction and better alignment with justice delivery requirements.

5. Budget and Resource Allocation

The Director has a direct influence over how financial and human resources are allocated across projects and initiatives. Strategic decisions about prioritization, investment in modern platforms (e.g., cloud, AI), and internal capacity-building drive the success of technology programs and ensure value for money.

Indirect Impacts

1. Public Trust and Transparency

Decisions about data quality, accessibility, and analytics indirectly impact the transparency and accountability of the judiciary. By enabling reliable data-driven insights and secure public access (where appropriate), the Director supports confidence in the fairness and integrity of the justice system.

2. Operational Resilience

Risk management and disaster recovery decisions influence the system's ability to withstand disruptions. The Director's planning ensures the continuity of core data and application services in the face of cyber incidents, system failures, or natural disasters --maintaining the uninterrupted delivery of justice.

3. Innovation and Future Readiness

The Director's technology choices --such as adopting cloud infrastructure, enabling AI-driven solutions, or automating data pipelines --position the courts for long-term adaptability. These decisions foster a modern justice environment prepared for emerging needs and evolving public expectations.

4. Interdepartmental Collaboration and Culture

The Director's leadership style and collaborative approach indirectly shape organizational culture within CTS. Effective stakeholder engagement, cross-functional alignment, and shared ownership of outcomes contribute to a stronger, more agile, and innovation-oriented team environment.

Key Relationships

Major stakeholders and purpose of interactions:

As the Director, Application Management and Data Services, success in this role depends on building and maintaining strong relationships with a diverse range of internal and external stakeholders. These relationships ensure that data strategies, analytics capabilities, application platforms, and technology services are aligned with the needs of Alberta's judiciary and the strategic direction of Court Technology Services (CTS).

Major Stakeholders and Purpose of Interactions

Executive Director, Court Technology Services (CTS)

- To provide strategic updates on data governance, analytics initiatives, AI programs, and application development projects.
- To align the Director's decisions with CTS's overarching vision and the digital transformation objectives of Alberta's justice system.
- To collaborate on resource planning, budget allocation, risk mitigation, and high-priority initiatives.
- To ensure leadership is informed of key progress indicators, stakeholder impacts, and operational risks.

Judicial Leadership (Judges and Court Administrators)

- To gather feedback on the usability, functionality, and responsiveness of court data systems and applications.
- To consult on operational challenges, data needs, and digital tools that support judicial workflows and decision-making.
- To communicate the impact of technology upgrades, migrations, or AI deployments and build judicial support for adoption.
- To address concerns and manage expectations regarding system reliability, privacy, and change management.

Data, Analytics, and IT Management Teams

- To collaborate on implementing technical data solutions, including data extraction, transformation, integration (ETL), and AI capabilities.
- To ensure alignment between data initiatives and enterprise architecture, digital strategy, and system modernization goals.
- To troubleshoot complex system issues and deploy technical enhancements to improve performance, quality, and reliability.
- To support agile delivery and build internal capacity through knowledge sharing and cross-functional planning.

Security and Compliance Teams

- To ensure all data and application services comply with FOIP and related privacy, security, and access requirements.

- To assess, update, and enforce security protocols for both internal platforms and cloud-based solutions.
- To respond to audit findings, security assessments, or data vulnerability concerns with appropriate mitigation strategies.
- To guide the secure design of analytics environments and safeguard the integrity of AI models and data pipelines.

Outsourced Application and Data Service Providers

- To oversee performance, delivery, and SLA compliance for outsourced development, support, and enhancement services.
- To coordinate application lifecycle management, bug resolution, system upgrades, and platform improvements.
- To manage contract negotiations, renewal terms, and strategic vendor relationships for critical application and data solutions.
- To ensure operational continuity and issue resolution for mission-critical court services supported by external vendors.

Legal and Compliance Advisors

- To obtain legal guidance on issues related to data access, privacy, intellectual property, and third-party technology use.
- To support decision-making for high-risk or regulated areas, such as data breaches, contractual disputes, or FOIP compliance.
- To ensure that data governance, vendor agreements, and analytics activities align with applicable legal frameworks.
- To manage the legal risks associated with technology procurement, implementation, and cross-jurisdictional data sharing.

Government and Industry Partners

- To align CTS technology programs with broader provincial justice initiatives and public sector digital priorities.
- To collaborate on intergovernmental technology projects, funding opportunities, and shared infrastructure strategies.
- To benchmark against peers, share best practices, and stay informed on emerging legaltech, AI, and data governance standards.
- To participate in cross-ministry forums that shape technology policy, integration frameworks, and justice data interoperability.

Technology Vendors and Solution Providers

- To manage the procurement and integration of modern tools, cloud platforms, AI services, and application frameworks.
- To partner on system architecture planning, technology deployment, and strategic solution design.
- To review product performance, negotiate support and licensing terms, and resolve issues impacting service quality.
- To assess innovation opportunities and determine the fit of emerging technologies for the justice sector environment.

Internal Support Teams (e.g., HR, Finance, Legal)

- To collaborate with HR on workforce planning, recruitment, team development, and leadership succession.
- To work with Finance on operational and capital budgeting for data platforms, applications, and strategic initiatives.
- To coordinate with Legal for risk review, contract terms, and policy compliance on all technology-related matters.
- To ensure alignment with government administrative processes and standards across project, procurement, and service delivery activities.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Other	Other	

If other, specify:

Arts/Business/Economics/Science/Engineering

Job-specific experience, technical competencies, certification and/or training:

The Director, Application Management and Data Services is a senior leadership role that requires a combination of job-specific experience, technical competencies, and relevant certifications. While the following qualifications are considered desirable and provide a strong foundation for success, they are not strict requirements. Candidates who demonstrate leadership potential, strategic thinking, and strong relevant experience will be considered, even if they do not meet every listed criterion.

Job-Specific Experience

1. Leadership and Management

- *Desirable:* Minimum of six years of progressive experience in data management, analytics, IT service delivery, or application lifecycle management within a large or complex organization.
- At least three years of experience in a senior leadership or managerial role overseeing cross-functional teams and driving strategic technology initiatives.
- Experience managing large-scale technology portfolios and delivering measurable improvements in service performance.

2. Vendor and Outsourced Service Oversight

- *Desirable:* Proven experience in managing outsourced service providers, particularly in application development, enhancement, or support.
- Familiarity with vendor selection, contract negotiation, SLA enforcement, and issue resolution.
- Experience with third-party service integration, performance tracking, and continuous service improvement.

3. Data Governance and Management

- *Desirable:* Experience establishing data governance frameworks and ensuring compliance with data privacy, quality, and access standards.
- Demonstrated understanding of data integration, lifecycle planning, metadata management, and secure data environments across distributed systems.
- Experience supporting analytics, AI initiatives, and technical data platforms (including ETL pipelines).

4. Technology Modernization and Transformation

- *Desirable:* Hands-on leadership in system modernization, cloud adoption, or digital transformation projects.
- Involvement in end-to-end technology upgrades such as legacy system replacement, cloud migration, or enterprise data platform design.
- Change leadership experience working with stakeholders to adopt new technologies and minimize disruption.

Technical Competencies

1. Data and Application Lifecycle Expertise

- *Desirable:* Strong working knowledge of data architecture, data lifecycle management, and enterprise application development and support practices.
- Experience with ALM (Application Lifecycle Management) frameworks and supporting continuous improvement in application environments.

2. Cloud Technologies and Infrastructure

- *Desirable:* Familiarity with cloud platforms such as Microsoft Azure, Amazon Web Services (AWS), or Google Cloud Platform (GCP).
- Experience managing application hosting, data storage, and infrastructure planning in cloud or hybrid environments.
- Understanding of security configurations, cost management, and scalability considerations in the cloud.

3. Information Security and Compliance

- *Desirable:* Working knowledge of privacy legislation and data protection standards (e.g., FOIP, GDPR, CIS

benchmarks).

- Experience supporting compliance audits, implementing security protocols, and managing data risk in high-trust environments.
- Understanding of secure system architecture, particularly for public sector or judicial environments.

Certifications and Training (*Desirable but Not Required*)

1. Professional Certifications

- Certified Data Management Professional (CDMP)
- ITIL Foundation or higher-level certification (e.g., ITIL v4) for service management
- Relevant application, architecture, or cloud platform certifications

2. Security and Compliance Certifications

- Certified Information Systems Security Professional (CISSP)
- Certified Information Security Manager (CISM)
- Certified Information Privacy Professional (CIPP) or equivalent
- Certified Ethical Hacker (CEH) or comparable cybersecurity credentials

3. Ongoing Professional Development

- Continued learning in areas such as:
 - Data analytics and AI integration
 - Cloud-native architecture and DevSecOps
 - Privacy law, public sector governance, and justice technology trends

Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Integrates broader context into planning:</p> <ul style="list-style-type: none"> • Plans for how current situation is affected by broader trends • Integrates issues, political environment and risks when considering possible actions • Supports organization vision and goals through strategy • Addresses behaviours that challenge progress 	<p>Planning for Broader Trends</p> <p>Leads the transition to cloud-based systems in alignment with the Government of Alberta's cloud-first and sustainability mandates.</p> <p>Integrates emerging technologies such as AI and cybersecurity into the court's IT strategy to ensure long-term relevance and system resilience.</p> <p>Navigating the Political Environment and Risk</p> <p>Anticipates and addresses political sensitivities surrounding data privacy by ensuring compliance with FOIP and maintaining public trust.</p> <p>Develops contingency plans for evolving policy directions and funding changes, minimizing disruption to ongoing and future technology initiatives.</p>

			<p>Supporting the Organizational Vision Aligns court IT strategies with Alberta's broader digital transformation agenda to improve operational efficiency and transparency. Enhances remote access to court services through scalable, modern systems -- advancing justice system accessibility goals.</p> <p>Addressing Operational Challenges Resolves vendor-related delays and ensures application maintenance services meet performance standards. Leads change management efforts to reduce resistance to new technologies, engaging stakeholders and fostering adoption across court operations.</p>
Creative Problem Solving	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> • Uses wide range of techniques to break down problems • Allows others to think creatively and voice ideas • Brings the right people together to solve issues • Identifies new solutions for the organization 	<p>Adapting to Broader Trends Leads the shift to cloud-native systems aligned with Alberta's cloud-first and sustainability goals. Integrates AI, cybersecurity, and DevSecOps practices to strengthen system resilience and future-readiness.</p> <p>Managing Political and Organizational Risk Ensures FOIP compliance and addresses privacy concerns to maintain public and stakeholder trust. Develops contingency plans to respond to funding changes and policy shifts with minimal disruption.</p> <p>Advancing the Justice System Vision Aligns IT strategy with Alberta's digital transformation priorities to enhance efficiency and transparency. Expands remote access to</p>

			<p>court services through scalable, user-centered technologies.</p> <p>Overcoming Operational Barriers</p> <p>Resolves vendor performance issues to maintain application reliability and service continuity.</p> <p>Drives change management to support staff adoption of new technologies and reduce resistance.</p>
<p>Develop Networks</p>	<p>○ ○ ● ○ ○</p>	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> • Looks broadly to engage stakeholders • Open to perspectives towards long-term goals • Actively seeks input into change initiatives • Maintains stakeholder relationships 	<p>Builds Strategic Relationships</p> <p>Develops strong, trust-based relationships with judicial leaders, vendors, and technical specialists to align court technology services with judicial priorities.</p> <p>Actively collaborates with government partners to ensure the court's technology strategy aligns with broader public sector initiatives across Alberta.</p> <p>Represents Diverse Stakeholder Needs</p> <p>Balances the needs of court staff and judicial officers by delivering tools that are both operationally efficient and secure.</p> <p>Ensures cross-functional input --from IT, legal, and public service teams --is incorporated into application design and implementation.</p> <p>Proactively Exceeds Expectations</p> <p>Anticipates future system requirements and engages vendors and stakeholders early to ensure smooth implementation and stakeholder readiness.</p> <p>Responds to urgent court demands by mobilizing additional resources and working beyond standard</p>

			<p>timelines to maintain service continuity.</p> <p>Listens and Responds Effectively</p> <p>Hosts regular feedback sessions with end-users to identify workflow challenges and ensure solutions meet usability needs.</p> <p>Prioritizes inclusive consultation by incorporating feedback from all key stakeholders -- including legal teams, vendors, and administrators --into technology decisions.</p>
<p>Build Collaborative Environments</p>	<p>○ ○ ○ ● ○</p>	<p>Involves a wide group of stakeholders when working on outcomes:</p> <ul style="list-style-type: none"> • Involves stakeholders and shares resources • Positively resolves conflict through coaching and facilitated discussion • Uses enthusiasm to motivate and guide others • Acknowledges and works with diverse perspectives for achieving outcomes 	<p>Engages Stakeholders and Shares Resources</p> <p>Actively involves judicial officers, administrators, IT staff, and vendors in the planning and execution of technology initiatives.</p> <p>Coordinates cross-functional resources to support large-scale projects --such as system-wide data migration --ensuring transparent collaboration and efficient use of time and expertise.</p> <p>Facilitates Conflict Resolution</p> <p>Uses coaching and facilitated discussions to resolve conflicts between internal teams or with external partners.</p> <p>Leads solution-focused workshops to bridge gaps in understanding between stakeholder groups, fostering respect and shared goals.</p> <p>Mediates vendor disputes by balancing court priorities and vendor capabilities, resulting in constructive outcomes.</p> <p>Inspires and Motivates Teams</p> <p>Brings energy and optimism to technology initiatives, using regular updates and</p>

			<p>celebrations to keep teams engaged and motivated.</p> <p>Maintains team focus and morale during high-pressure phases, such as technology rollouts with tight deadlines, by modeling commitment and purpose.</p> <p>Values Diverse Perspectives</p> <p>Recognizes and incorporates varying viewpoints --judicial, technical, administrative -- into decision-making processes.</p> <p>Ensures that input from IT, security, end-users, and court staff informs the development of well-rounded, inclusive technology solutions.</p>
<p>Develop Self and Others</p>	<p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/></p>	<p>Encourages development and integration of emerging methods:</p> <ul style="list-style-type: none"> • Shapes group learning for team development • Employs emerging methods towards goals • Creates a shared learning environment • Works with individuals to develop personal development plans 	<p>Promotes Group Learning and Skill Development</p> <p>Leads regular team sessions on emerging technologies such as cloud computing, AI, and agile methods to build shared technical capacity.</p> <p>Facilitates cross-functional workshops where technical and non-technical staff exchange best practices in areas like data governance and project delivery.</p> <p>Applies Emerging Tools to Achieve Results</p> <p>Integrates machine learning into analytics systems to enhance case prioritization and resource planning.</p> <p>Implements cloud-based collaboration platforms to enable real-time communication and efficient project execution across dispersed teams.</p> <p>Builds a Culture of Shared Learning</p> <p>Establishes a central knowledge hub for storing lessons learned, technical updates, and best practices.</p> <p>Encourages peer-led learning sessions where staff</p>

