

The background of the cover is a stylized landscape. At the top, a white semi-circle represents the sun or moon. Below it, a white bird is in flight. The middle section features two large, rounded mountain shapes in yellow and red. The bottom section shows a winding white river on a greyish-green ground, with three small black evergreen trees along its banks.

NORTHERN QUALITY ASSESSMENT

Rovaniemi Court of Appeal quality assessment system

REPORT ON THE IMPLEMENTATION AND RESULTS OF
QUALITY EVALUATION IN 2014-2016



Marianne Wagner-Prenner – Kaisa Teivaanmäki – Hannu Gyldén

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FOREWORD

The Rovaniemi Court of Appeal completed a comprehensive quality assessment system based on the CAF model under the leadership of President Esko Oikarinen in 2013. It can be said that the quality assessment system developed for the Court of Appeal is unique internationally in addition to the quality benchmarks of district courts within the jurisdiction of the Court of Appeal.

In line with the wishes expressed by various parties, the Rovaniemi Court of Appeal has drawn up this report on the practical implementation, results and development targets of the first 3-year period of quality evaluation.

The aim of the system is to obtain information on the development needs of both the internal and external activities of the Court of Appeal. The quality assessment focuses on nine evaluation areas and 28 evaluation points. The evaluation areas include leadership, strategies and operational planning, cooperation relationships and resources as well as processes. The system operates on a three-year cycle. In the first year, the personnel self-assessment survey will be carried out, in the second year the customer and stakeholder survey will be carried out, and in the third year the expert evaluation will be carried out.

The quality assessment system was introduced in the Court of Appeal in 2014.

The entire staff of the Court of Appeal have participated in the quality assessment by appointing variable representatives from different categories of staff to the annual quality groups. The staff have also responded to self-assessment questionnaires and discussed the results and development targets at the staff meetings.

We thank the staff of the Court of Appeal in Rovaniemi for their commitment and contribution to this development of the Court's activities and to improving the results. Clients and key stakeholders, such as the staff of the district courts within our jurisdiction, prosecutors, attorneys-at-law and other legal counsels, professors and journalists, have also made it possible to carry out our quality assessment through their evaluations. We thank them for their valuable cooperation. Thanks are also due to the Ministry of Justice, whose financial support has made it possible to draw up and publish this report.

Special thanks are due to the President of the Rovaniemi Court of Appeal, emeritus Esko Oikarinen, whose pioneering work in developing the quality work and quality assessment of the northern courts has been decisive.

The manuscript of the report has been read by the Head of Department, Senior Judge Teija Unkila (Rovaniemi Court of Appeal). We have received valuable comments and corrective proposals from her. Assistant Judge Leena Saukkoriipi (Rovaniemi Court of Appeal) has reviewed the tables contained in the report. We thank them warmly.

Rovaniemi 31.3.2020

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CONTENT

1. INTRODUCTION	6	6. EXPERT EVALUATION 2016	62
2. ON QUALITY PROJECTS IN COURTS	8	6.1 Implementation of the expert evaluation	64
2.1 Origin of the Northern Quality Project	10	6.2 Key results	65
2.2 Quality benchmarks for district courts	14	6.3 Clarity of the subject of appeal	66
2.3 Opening of quality assessment of the Rovaniemi Court of Appeal	15	6.4 Transparency of reasoning	66
2.4 Differences between the quality benchmark and the quality assessment system of the Court of Appeal	16	6.5 Details and consistency of reasons	67
2.5 Quality evaluation in the world	17	6.6 Comprehensibility of reasons	68
3. ROVANIEMI COURT OF APPEAL QUALITY ASSESSMENT SYSTEM	24	6.7 Clarity of the structure of the judgments - accurate in language and appearance	68
3.1 Items of assessment	26	6.8 Composition of judgments of the Court of Appeal and the District Court	69
3.2 Quality assessment system in practise	30	6.9 Development plan and measures	70
4. SELF-ASSESSMENT SURVEY 2014	34	7. CONCLUSIONS	72
4.1 Implementation of the survey	36	7.1 Summary of the three-year period 2014-2016	74
4.2 Results	38	7.2 Reform of surveys and continuation of quality assessment	75
4.3 Development plan and measures	41	7.3 "If you can't measure it, you can't improve it"	77
5. CUSTOMER AND STAKEHOLDER SURVEY 2015	46	BIBLIOGRAPHY	80
5.1 Practical arrangements	48	APPENDICES	83
5.2 Implementation of the customer survey	49	Instructions, questions and diagrams describing the answers given to the staff and judicial staff of the self-assessment survey 2014	84
5.3 Client survey results	51	Guidance, questions and diagrams describing the responses given in the customer and stakeholder survey 2015	104
5.4 Implementation of the stakeholder survey	52	Guidelines and questions presented in the expert evaluation 2016	114
5.5 Stakeholder survey results	54		
5.6 Development plan and development measures	56		
5.7 Summary of the implementation of the surveys	60		

1

INTRODUCTION

The changes in the operating environment of the courts in recent decades have led to a greater emphasis on the efficiency, productivity, economy and impact of the courts' activities. The success of the basic task of the courts, namely the realisation of legal protection and the optimal attainment of legal protection, requires that the quality of the adjudication and its steering influence play a key role in the operation. Within this framework and in order to respond to these demands, a systematic development of the quality of adjudication was launched in 1999 as a theme of the qualitative project within the jurisdiction of the Court of Appeal of Rovaniemi¹. As a follow-up to this development work, the Rovaniemi Court of Appeal launched a quality assessment system in 2014, in which not only the development of the quality of adjudication but also the activities of the Court of Appeal as a whole are assessed.

The quality assessment system and the quality benchmarks of the Court of Appeal differ from the fact that the quality assessment system of the Court of Appeal collects information not only on the quality of the adjudication but also on the quality of the organisation, operations, human resources management and management of the Court of Appeal, as well as on external social and stakeholder relationships. The quality benchmarks focus on the assessment and development of the quality of adjudication, i.e. the judicial procedure and the quality factors of the decision-making process.

This report briefly describes the objectives and content of the quality project for the adjudication by the courts within the jurisdiction of the Rovaniemi Court of Appeal and the quality benchmarks included in the project. In addition, projects aimed at evaluating and developing the quality of adjudication in different countries will be summarised.

The main objective of our presentation is to describe the structure and objectives of the quality assessment system developed by the Rovaniemi Court of Appeal, the practical implementation of the evaluations for the first three-year period 2014–2016, the results of the evaluation surveys, the main areas of development highlighted and the development measures taken. The implementation and results of the evaluations for the first three-year period will also be compared to some extent to the next three-year period 2017–2019. Finally, the functioning of the system will be assessed and, in connection with this, the continuation of the quality assessment work under the system at the Rovaniemi Court of Appeal.

¹ Oikarinen 2002.
Savela-Mäkinen 2003.

2

ON QUALITY PROJECTS OF COURTS

2.1 Origin of the Northern Quality Project	10
2.2 Quality benchmarks for district courts	14
2.3 Opening of quality assessment of the Rovaniemi Court of Appeal	15
2.4 Differences between the quality benchmark and the quality assessment system of the Court of Appeal	16
2.5 Quality evaluation in the world	17

2. ON QUALITY PROJECTS OF COURTS

2.1 Origin of the Northern Quality Project

Since 1999, the Rovaniemi Court of Appeal qualitative project, the related quality work and the quality benchmarks completed as part of its development phase have started to develop the work and activities of the courts in the jurisdiction of the Rovaniemi Court of Appeal so that they respond better, more efficiently and more effectively to society's expectations. The aim of the quality project is to respond to changes in the operating environment of the courts and to the requirements that the changes impose on the competence and professional skills of judges and other parties involved in the proceedings.

During the years, all district courts within the jurisdiction of the Court of Appeal of Rovaniemi and the Rovaniemi Court of Appeal participated in the quality project of the courts of the Rovaniemi Court of Appeal. In addition, it has been actively attended by stakeholders of the courts, including representatives of prosecutors, lawyers and other legal counsels as well as the Faculty of Law of the University of Lapland. The quality project within the jurisdiction of the Court of Appeal of Rovaniemi has been a pilot project in Finland, since then similar projects have also been launched in the jurisdictions of other Courts of Appeal. Quality projects in different courts of appeal have become different in terms of implementation and continuity, and some of them have already faded. The quality project for the judicial procedure of the Jurisdiction of the Court of Appeal of Rovaniemi has been going on for 20 years and it can be said that it has played an important role in improving the judicial procedure and the quality of the judgments of the courts within the jurisdiction of the Court of Appeal.

The activities of the quality project are planned and directed by a development working group appointed by the President of the Rovaniemi Court of Appeal. The Development Working Group will

draw up a plan for current quality themes and the training to be organised in the quality project for three years at a time. The quality themes to be discussed by the working groups will be selected in such a way that they serve to improve the quality of the trial procedure and the quality of the judgments. The themes may be small and concrete entities, but they may also be larger entities supporting the harmonisation of proceedings and working methods.

At present, the Development Working Group includes the President of the Court of Appeal, the chief judges of the District Courts of Kainuu, Lapland and Oulu, one judge from the Court of Appeal of Rovaniemi, one judge from the District Court of Kainuu, two judges from the District Court of Lapland and three judges from the District Court of Oulu, and two attorneys-at-law, one public legal counsel, prosecutor and investigator. The Development Working Group also includes a quality coordinator elected among district judges for three years at a time, whose tasks include, according to the three-year plan, preparing the issues to be dealt with by the Development Working Group, supporting the quality working groups in their work, carrying out training, maintaining contacts with stakeholders and chairing the secretariat of the quality project. The quality coordinator also participates in the representation of the quality project at national and international events.

Each district court within the jurisdiction of the Court of Appeal shall also elect judges for a term of three years as quality secretaries who together with the quality coordinator form the secretariat of the quality project. At present, there are six quality secretaries, one from the Rovaniemi Court of Appeal, one from the district court of Kainuu, two from the district court of Lapland and two from the district court of Oulu. The role of the quality secretaries is to act as secretary of the quality working groups, to edit the reports of the working groups in writing, to act as secretary of any other working groups, and to participate in the updating of the previous working group reports. The quality secretaries also participate in the representation of the quality project at national and international events.

Quality work consists of a discussion of the representatives of judges and stakeholders in the annual working groups and the quality days to be organised once a year. The quality working groups will appoint judges from each unit, possibly an assistant judge of the Court of Appeal and representatives of stakeholders; lawyers, public legal counsels, licensed legal counsels and prosecutors operating within the jurisdiction of the Court of Appeal. According to the themes, other stakeholders, such as representatives of the police and the media, can also be invited to the working groups.

The quality working groups typically have 1–2 joint working meetings, which are currently mainly carried out by videoconferencing. The working groups will discuss issues related to the theme set for the working group, identify problems and practices related to their theme², and make proposals for their harmonisation and improvement. Each working group will draw up a report on the subject under consideration, which will be presented annually at the quality days to be held in November. In this context, the quality themes and the content of the proposals will be discussed and the related expert speeches can be heard. The working group reports are then usually published in the

² Examples of the themes of the quality project in the years 1999–2001, 2004–2006 and 2016 (penal practice in the case of theft offences, drink-driving offences, assault offences, etc.), imposition of a common penalty in 2004 and 2016, interpretation and translation in trials in 2007 and 2014, structure and writing issues of the judgment, use of electronic tools in trials in 2016, publicity of judicial documents, trial and conviction, and social media issues.

form of a book which has so far been published in thirteen³. In addition, some reports of the quality working groups have been published in separate publications on the website of the Rovaniemi Court of Appeal.

The quality project has also examined the work processes of different groups of cases with the aim of harmonising and developing them. As a result of the work of the large working groups that have gone through the work processes, guides for staff dealing with criminal, civil, child, coercive and debt restructuring matters have so far been published. The reports and manuals produced in the quality project promote the coherence of the judicial procedure and also serve the generation change in the adjudication and the transfer of information to young employees.

The dialogue reached in the quality project between judges and stakeholders has increased contacts and comparisons of best practices. The continued relevance and importance of quality work is demonstrated by the national and international recognition of the quality project within the jurisdiction of the Court of Appeal of Rovaniemi. The quality project was awarded in 2005 by the Award for Legal Affairs of the Year awarded by the Finnish Bar Association. In the same year, it also won the Crystal Scales of Justice Award, organised for the first time by the European Commission and the Council of Europe.

The quality project within the jurisdiction of the Court of Appeal of Rovaniemi and the quality assessment system of the Rovaniemi Court of Appeal have also been represented in international studies on the quality assessment of courts in European countries. The part of the Handle with Care report on Finland examines three innovative methods developed and used in Finland to improve the quality of adjudication, one of which is the quality project and quality benchmarks within the jurisdiction of the Rovaniemi Court of Appeal. The report also presents the quality assessment system of the Rovaniemi Court of Appeal, developed as a continuation of the quality project⁴. In the final results of the project study, the quality project within the jurisdiction of the Court of Appeal of Rovaniemi is recognised as a good example of balanced and multidimensional development activities in which the quality of adjudication is examined from a broad perspective and with due regard to quality criteria. The actions launched by the quality project have been seen to contribute to the correctness and effectiveness of the adjudication. The work of the working group on the quality project has also been seen as a good forum for self-assessment. In particular, quality criteria set by the quality benchmarks for judgments and customer-orientation of the Court of Appeal quality assessment system have been highlighted as a quality-enhancing feature, based on which development work promotes the equality of adjudication and judgments and thus legal security.

The way in which the Finnish judiciary deals with the quality criteria for the adjudication and decision-making has also been presented and evaluated in the article collection “How to Measure the Quality of Judicial Reasoning”⁵. Of the six⁶ countries subject to a comparative study, only Finland

3 Working group reports on the quality project of the courts within the jurisdiction of the Rovaniemi Court of Appeal I – II 2003, III 2002, IV 2003, V 2004, VI 2005, VII 2006, VIII 2007, IX 2008, X 2009, XI 2010, XII 2017, XIII 2018, and XIV 2019.
4 Contini 2017, pp. 24–68 and 357–359.
5 Bencze – Yein Ng 2018, pp. 10–17, Kiiikeri 2018, pp. 155–171.
6 France, Italy, the Czech Republic, Hungary, England and Finland.

has adopted a criterion for the quality of the decision to be used as part of the assessment of the quality of adjudication, specifically in the form of the quality benchmarks within the jurisdiction of the Rovaniemi Court of Appeal. The definition of the quality of judgments has been considered to be strongly based on the linguistic approach, as the quality criteria have been particularly focused on the structural clarity of the judgments, the understanding of the wording, the right language and transparency. Overall, however, the quality criteria have been found to include a large number of evaluations that deal with the societal aspects of the Court’s activities, which demonstrates the strong link of the judiciary to the surrounding society and sensitivity to expectations of the courts. Such criteria

**QUALITY PROJECT AND QUALITY MEASUREMENT
OF THE JURISDICTION OF THE ROVANIEMI COURT OF APPEAL**



are, above all, relevant to the legitimacy of the courts, the general acceptability of the activities and their continuity.⁷

2.2 Quality benchmarks for district courts

In addition to quality work, the quality project has developed the above-mentioned quality benchmarks, with the help of which the quality of court procedures and judgments can be measured and assessed. Planning of the quality benchmarks was started in the quality benchmarks working group for the quality project in 2003. The quality coordinator of the quality project was District Judge Antti Savela and he together with Chief Judge Harri Mäkinen and District Judge Juha Tervo drafted a report on the quality benchmarks based on discussions in the Quality benchmarks Working Group. The courts, stakeholders and the Ministry of Justice were also given an opportunity to influence the construction of the quality benchmarks. The report on quality assessment and the quality benchmarks⁸ were published in 2006. Later, it was also published in Swedish, English, Spanish, French, Russian and Chinese.

The purpose of the quality benchmarks is to gather information on the development needs of courts, the training needs of judges and to open a discussion on adjudication also to parties outside the courts. The quality benchmarks do not measure the work of individual judges and do not aim to assess the activities of court units as a whole. The quality benchmarks focus on the assessment and development of the Court's external quality, i.e. the quality factors of the judicial procedure and the decision-making process. Therefore, the main focus of the review is on the viewpoint of the parties and actors outside the courts on the quality of the adjudication. The internal quality of courts is largely outside the scope of the review of the quality benchmarks.

Due to the above-mentioned limitation, the quality benchmarks have been drawn up to cover as wide a range as possible the assessment areas and quality criteria related to the adjudication and legal proceedings⁹. The areas of assessment of the quality benchmarks are: (1) trial as a procedure, (2) judgment, (3) treatment of parties and the public, (4) expediency of the trial, (5) competence and professional skills of judges, (6) organisation and management of the adjudication. The evaluation areas of the quality benchmarks and the quality criteria contained therein shall be assessed on the basis of the self-assessment survey to judges, surveys to customers, stakeholders, lay judges and the media, expert evaluation of judgments, statistical data and court notifications. In the surveys, the quality criteria are evaluated by scoring 0–5 and verbal evaluation.

The piloting of the quality benchmarks, i.e. the first quality measurement, was carried out in 2007 and the second in 2013. Evaluation reports have been prepared and published on both of them¹⁰, which examine the results obtained by the measurement on a court-by-court basis and the functioning of the quality benchmarks. The third measurement will be carried out in 2020.

In the pilot measurement¹¹, the self-assessment questionnaire for judges included a total of 35 questions. The total number of questions addressed to stakeholders was 25, and the number of questions addressed to the parties was 20. The expert group assessed a total of 32 judgments handed down by the District Court in civil and criminal cases. The district courts' lay judges and representatives of the media had also replied to their own short surveys.

Based on the piloting, it was found that the benchmarks provide comprehensive information on key factors affecting the quality of adjudication. The piloting arrangements of the quality benchmarks were mainly successful. The greatest shortcoming was the poor response rate of parties and, in part, of stakeholder representatives. The expert assessments were comprehensive, but due to the number of judgments to be assessed, the work was difficult to carry out. In the comparison of the surveys, it was found that the scores given by parties and stakeholders were, as a rule, higher than those given by judges. This, for its part, demonstrates the ability of judges to critically assess their own actions and those of their courts.

The 2013 measurement was carried out in the same way as the 2007 measurement. The stakeholder survey was slightly expanded and the surveys were modified linguistically. The evaluation criteria for competence and skills were identified as development targets in the self-assessment questionnaires. However, based on stakeholder and client surveys, there was good trust in the professional skills of judges. Factors related to the speed of the trial became a key development target.

The Rovaniemi Court of Appeal did not participate in the 2013 Quality Benchmarks survey, as the Court of Appeal introduced its own quality assessment system developed in 2014 to improve internal quality.

2.3 Opening a quality assessment of the Rovaniemi Court of Appeal

President Esko Oikarinen has been the developer of the Court of Appeal's own quality improvement project. He has been advocating the systematic development of the quality of courts long before the start of the planning of the quality benchmarks for the quality project within the jurisdiction of the Court of Appeal and the quality assessment system of the Court of Appeal¹². After the completion of the quality benchmarks, Oikarinen launched an internal quality development project at the Court of Appeal, which was carried out under the guidance and support of the Education and Development Services Unit of the University of Lapland¹³. The aim of the development project was to create a quality assessment system for the Court of Appeal, which can be incorporated into the continuous development of the activities and results of the Rovaniemi Court of Appeal. The quality assessment system took several years to build and progressed step by step. The system and its various evaluation areas were worked on in working groups. The development project was attended by the entire staff of the Court of Appeal.

⁷ Kiikeri 2018, pp. 168–170.

⁸ Savela 2006.

⁹ The benchmarks consist of 40 quality criteria.

¹⁰ Mäkinen – Savela – Mannerhovi 2008. Dost – Kiviniemi – Määttä 2015.

¹¹ Mäkinen – Savela – Mannerhovi 2008.

¹² See Esko Oikarinen's writings: Oikarinen 2000. Oikarinen 2001. Oikarinen 2002. Oikarinen 2004. Yrttiaho – Saarenpää – Oikarinen 2004.

¹³ Antti Koski, Director of Education and Development, and Professor Jari Stenvall as key partners.

In the first stage of the development project, the values of the Court of Appeal were determined and the first self-assessment survey of the Court of Appeal was planned and carried out. The common assessment framework (CAF)¹⁴, designed in cooperation by the EU Member States for the public sector, was selected as the basis for the quality assessment system of the Court of Appeal. The basic idea of the CAF model is a comprehensive quality assessment that examines the organisation's operating practices from different perspectives. More precisely, the structure and content of the CAF model as well as the content of the quality assessment system of the Court of Appeal are described in Chapter Three.

In 2007, the Court of Appeal conducted the first self-assessment survey in accordance with the CAF model. Through the evaluation of its results, a number of areas of development were selected in the Court of Appeal, which were worked on by the working groups appointed by the Court of Appeal in subsequent years. Following the development work, a second phase was launched in 2012, in which the content of the self-assessment survey was further developed and other evaluation methods were planned to be used to assess the quality of the Court of Appeal's activities.

In 2013, a report on the quality assessment system was prepared under the leadership of President Esko Oikarinen, describing the background, stages and content of the system¹⁵. The report contains examples that are essential for the operation of the Court of Appeal and the areas of evaluation of the results, as well as a list of methods that can be used to measure the different areas of appraisal. The list of examples in the report is not exhaustive, but its main purpose is to facilitate the compilation of queries carried out as part of the quality assessment system. The implementation of the quality assessment system in accordance with the report was started at the Rovaniemi Court of Appeal in 2014 with a self-assessment survey, more on the survey in Chapter Four.

2.4 Differences between the quality benchmarks and the quality assessment system of the Court of Appeal

The quality assessment system of the Rovaniemi Court of Appeal is a continuation of the quality project within the jurisdiction of the Court of Appeal described above and of the quality assess-

The quality assessment system and the quality benchmark of the Court of Appeal differ in that the purpose of the quality assessment system of the Court of Appeal is also to collect information on the quality of the Court's organisation, activities, human resources management as well as on external social and stakeholder relationships. The quality benchmarks, on the other hand, focus solely on the assessment and development of the quality of the judicial system, i.e. the judicial procedure and the quality factors of the decision-making process.

ment of the adjudication. It is based on the premise that the functioning of the courts requires the realisation of both external and internal quality. Quality work and training supporting it have served as an incentive for launching the development of the internal quality of the Court of Appeal.

The purpose of the quality assessment system of the Rovaniemi Court of Appeal and the quality benchmarks is to obtain information on development and training needs. In addition, the evaluation results provide the management of the Court of Appeal with information on resource needs. They may also serve as a tool for the development of personnel and as an "alarm clock" to detect problems requiring measures. The quality assessment system and the quality benchmarks of the Court of Appeal differ in that the purpose of the quality assessment system of the Court of Appeal is also to collect information on the quality of the Court's organisation, activities, human resources management and management as well as on external societal and stakeholder relationships. The quality benchmarks, on the other hand, focus solely on the assessment and development of the quality of the judicial system, i.e. the judicial procedure and the quality factors of the decision-making process. However, since the quality assessment system aims at a comprehensive development of the functioning of the Court of Appeal, the quality criteria related to the assessment of the quality of the adjudication in the quality benchmarks have also been combined.

The viewpoint of the quality assessment system of the Court of Appeal is therefore broader than that of the quality benchmarks discussed above, which focus on the quality factors of the judicial procedure and the decision-making process. The self-assessment survey forms an essential part of the quality assessment system of the Rovaniemi Court of Appeal, but the quality assessment system also uses queries and data collection methods suitable for external data collection that correspond to the quality benchmarks. They help to collect external feedback that is suitable as reference material in relation to the results of the Court of Appeal's self-assessment survey.

2.5 Quality assessment in the world

The assessment and development of the quality of adjudication is a global phenomenon, and there has also been a high demand for measurement systems that take different perspectives into account. However, in different operating environments, the areas for improving the quality of adjudication are partly different, and the definition of quality itself is also broad. Consequently, the criteria for the quality of adjudication and the methods of assessment have also become very different.

The project "Handle with Care", which examines the quality assessment and development of courts¹⁶, has compared the methods adopted in Finland, France, Hungary, Italy and the Netherlands to assess and develop the quality of adjudication. In order to streamline and compare different methods, the project has examined the structure of the judiciary in each of the countries under investigation and its funding system, the assessment systems of the recruitment of judges and the activities of judges, the roles of different authorities in the institution, and the problems and weaknesses in the adjudication that have led to the development of local innovations. The aim has been to explore national practices for the assessment and development of the quality of adjudication and opportunities for their introduction in other countries. Based on this objective,

¹⁴ CAF 2013.

¹⁵ Report "Rovaniemi Court of Appeal – Model for Quality Assessment System".

¹⁶ Contini 2017.

the report has extensively assessed the impacts of different new practices and challenges in different environments and circumstances. Although the operating environments of different systems have led to the development of different methods, everyone has had to consider the question of how the quality of the judge's work can be assessed without compromising the judge's independence. The implementation of the evaluation through quantitative benchmarks, such as the number of judgments and the permanence of judgments, is controversial, but on the other hand, some kind of assessment has been considered necessary to ensure the responsible functioning of judges.

Of the countries studied in France, Hungary and Italy, chief judges or separate bodies regularly assess judges and their work, including the judges' professional skills, quality and diligence of the work, performance and independence. Although the evaluations concern a number of criteria essential for the work of a judge and also for the quality of the adjudication, these evaluations do not, in principle, serve to improve the quality of adjudication. In Italy, for example, the negative assessments received by judges have remained mostly individual cases, and in France, too, the assessments are mainly relevant to the judge's career development.¹⁷

In France, efforts have been made to improve the quality of adjudication, in particular through the administrative reforms developed under the Justice for the 21st Century initiative launched in 2016, the emphasis on the role of the parties concerned and the reforms aimed at explaining adjudication law to the public¹⁸. Dialogue between courts and society has been supported, among other things, by the establishment of court councils¹⁹. However, the administration of the French judiciary is highly centralised, which means that there is not enough money for the actual centralised quality work, which has led to the launching of several practical "bottom-up" projects in courts²⁰.

Similarly, in Hungary, the supervision of the functioning of the courts is centralised with the central authority of the courts. The control methods it uses are efficient and result-oriented and are largely based on statistical monitoring. However, in recent years new methods have been introduced in Hungary to respond to the length of the trial and congestion of the cases to be dealt

with. Some of the reforms and development models have been goal-oriented, but significant innovations have also been developed in practice in courts.²¹

In most of the countries under investigation, surveys have not been regularly used as a tool for measuring the quality of adjudication. However, in some countries, surveys have been carried out at either national or local level²². In France and Hungary, relatively little use has been made of satisfaction surveys for court customers. In France, nationwide surveys for clients took place in 2001 and 2013. The first survey was carried out on a broad scale and the second one was slightly narrower. In addition, law firms have commissioned satisfaction surveys for their clients. However, the implementation of the survey has required major resources, and the interpretation and utilisation of the results of the surveys has been considered challenging. Similarly, Hungary has carried out a number of concise surveys to customers, drawn up by the central authority that manages the activities of the courts and which may have been extended locally. Their usefulness has been questioned in Hungary for similar reasons as in France, and the utilisation of satisfaction surveys and other external assessment methods is in its early stages.²³

In Italy, the monitoring and evaluation of the quality of adjudication is mainly carried out through well-regulated national methods such as organisational surveys and annual action programmes and plans of courts. Individual courts have conducted job satisfaction surveys. As in France and Hungary, local practical projects have also been developed in Italy to improve the quality of adjudication. Some of these projects have expanded with the support of the central government. Examples include the "Best Practices" project carried out in 2009–2014, which analysed the working processes of the courts, reorganised agencies and self-assessments in line with the Common Assessment Framework model. The project shared the results and best practices obtained from different courts and the information obtained from them on a shared website. The recommendations developed in the project have also been introduced in various agencies, in particular with regard to customer encounters and quality of services. The project and the many individual activities launched by it will end after the project has ceased to receive funding, but during its activities it has brought about a positive change in the attitude of the judiciary towards innovations and changes in Italy.²⁴

21 Development projects carried out on a national scale in Hungary include the Judicial mentor system developed to support new judges, a consultation network of EU legislation consisting of judges and the drawing up of a "model book" aimed at improving the quality of judgments and the comprehensibility and coherence of judgments. In addition, a local project to shorten the length of the trial and improve the quality of adjudication has been launched in the Debre District Court in practice. Among other things, it has developed a system for the allocation of cases based on the quality of cases, which has led to a significant decrease in the number of pending cases before the district court. A project has since been launched in Hungary to investigate the introduction of this model in other courts as well as its impact on other quality factors in the adjudication. Contini 2017, pp. 173–175.

22 Contini 2017, p. 289.

23 Contini 2017, pp. 94–97 and 164–165.

24 One important practice-based method in Italy is the Observatori method, in which lawyers, judges, administrative staff of courts and law researchers convene at the Court's invitation to discuss practices and processes in civil matters. From this point of view, local practice has been expanded, as meetings have also begun at national level on selected topics, and all courts participate in them. This has enabled common guidelines to be drawn up between the courts, for example on interpretation questions and compensation amounts relating to procedural issues. Contini 2017, pp. 195, 213–215, 371–372.

17 Contini 2017, pp. 88–92, 361–362, 365–366 and 369–370.

18 For example, a nationwide, comprehensive "court project" has developed a model of an action plan that each court takes into account for its own use. In accordance with the operating practices set out in the Action Plan, the courts define areas for development in services offered to customers and in improving the working conditions of the courts. Contini 2017, pp. 105–107.

19 The court councils serve as a meeting point for judges and stakeholders and citizens. Judges, other court officials, legal stakeholders, the Prison Service and the central and local political actors are represented on a court-by-court basis. First and foremost, the court council is a local discussion forum where issues of regional importance and significance are discussed. It adds the court's awareness of the state of its operating environment and the possibility of preparing for possible changes in advance. Contini 2017, pp. 123–124.

20 As a practical project has been mentioned, among other things, a guide developed by the judiciary in cooperation with the French Judicial School for the drafting of judgments in civil matters. The Ministry of Justice has widely supported its adoption by distributing the guide on the Ministry's intranet page, and it has also been perceived in practice as contributing to the coherence of the adjudication. Contini 2017, p. 363.

The assessment and development system of the Dutch court system differs from those mentioned above by incorporating a nationwide common system for the assessment of the quality of adjudication (RechtspraakQ)²⁵. This model was created on the basis of a model designed to develop an organisation of the same type as the quality assessment system of the Rovaniemi Court of Appeal. Although the methods of implementing the systems differ, they have the same background and carry out assessments and audits on the basis of similar questions.

In the Netherlands, RechtspraakQ was applied to courts in 2005 and applied at national level to all courts. The system assesses the functioning of courts at both organisational and professional level. In the RechtspraakQ, the main actors are the Council of the judiciary (the central administrative body of the courts) and the management groups of the courts. The management group of each court consists of a member with responsibility for the quality of the adjudication. The task of this so-called quality manager is to develop the conditions of the court and personnel so that judicial tasks can be performed at both a high level in terms of content and quantity. In addition to the quality officer, several experienced judges have been elected from each court as training and quality coordinators, which contribute to supporting the activities of the court and other judges in their respective areas of responsibility.

At the judges' level, the evaluation and development of the quality of adjudication takes place in the Netherlands through various methods involving judges, such as the key peer training and peer reviews of judges. Participation in peer activities is required from all judges. Judges are also obliged to study, which supports the development and maintenance of professional skills. At the judges' level, the implementation of these will be monitored internally by the court. The impact of the measures on improving the quality of adjudication is not fully clear, as the failure to achieve the objectives does not necessarily lead to direct sanctions or measures. However, it usually starts a discussion on participation in quality work, which promotes investment in quality work. These data collected by courts are not used at national level to assess individual judges; instead, the examination of the operation of the judicial system and its quality is limited to the level of the activities of the courts and its departments. In addition, the evaluation and development of the functioning of the courts will make use of the courts' progress reports, audits, inspection visits and satisfaction surveys of personnel and clients as well as of stakeholders. The surveys are carried out at national level and the questions have also been formulated in a uniform manner for all courts. However, courts may add individual questions to the survey on topics for which they wish feedback. The results of the surveys are not public, but the results of the evaluation system are presented to the public in reports on them.²⁶

Despite the common system of assessment by the judiciary, there has also been pressure in the

²⁵ RechtspraakQ is based on the INK (Instituut Nederlandse Kwaliteit) model, which in turn is based on the EFQM (European Foundation for Quality Management) model. The EFQM model has also influenced the CAF model for public sector use. The INK model includes nine evaluation areas (leadership, strategy, human resources management, resource management, process management, customer results, human resources results, social results and operational results). In addition, RechtspraakQ has added improvements and innovations as the tenth assessment area. Based on the INK model, a common normative framework has thus been created and methods have been developed to measure the quality of adjudication.

Contini 2017, p. 238.

²⁶ Contini 2017, pp. 237–256.

Netherlands to utilise practical development methods. Although RechtspraakQ has been built from practical perspectives, judges have found it to be utilised above all from a target perspective and as a tool for adjudication. In practice, it has also proved difficult to measure the effectiveness and quality of the adjudication by means of RechtspraakQ, but this has led to a debate on the quality of the adjudication in the judiciary²⁷. As a result, the judiciary has developed professional guidelines in 2012–2013, reflecting the judges' perception of high-quality law-making. The norms contained therein are intended for the self-use of judges and not as an internal administrative tool of the court. Above all, the guidelines have been developed to respond to the pressures created by workloads and economic deficiencies and to balance them with growing quality standards.²⁸

Other similar practical projects in the Netherlands include the launching of a project aimed at increasing specialisation and the introduction of the “Reflection/mirror meetings” method for obtaining feedback from stakeholders and customers in the court. The “Organization of Knowledge” project aims to respond to the complexity of the cases to be dealt with and to the specialisation of the private sector by various means. In Reflection meeting meetings, the parties involved in the court (depending on the invitations, customers, lawyers, etc.) will be able to express their thoughts and experiences on the operation of the court while the external chairperson is leading the event.²⁹

In the report on Finland, the quality project within the jurisdiction of the Rovaniemi Court of Appeal, the quality benchmarks and the quality assessment system of the Court of Appeal represent “bottom-up” development measures launched locally without additional funding or with very little additional funding. As with other projects of the same quality, it is characteristic that the use of methods in different regions is challenging due to differences in resources, operating environment and culture. Therefore, systems as such may not be transferable for cross-border use. On the basis of the study, however, it was found essential in the development of judicial activities that focusing on only one development of the criterion of the quality of adjudication

²⁷ Contini 2017, p.249.

²⁸ The professional guidelines aim to improve the quality of adjudication by addressing the activities of both the judges and the Court of Justice and complement the existing guidelines (such as the Code of Conduct). For example, the guidelines compiled in the field of criminal law describe ten fundamental principles of the operation of the judiciary and define ways in which the judiciary can achieve the objectives. Publications and best practices that support the standards adopted in the professional guidelines have also been listed in the professional guidelines. The guidelines are partly broad and undetailed in nature, which is why working groups have been set up in courts to further define and apply them in each court. The courts have set up implementation workgroups to examine professional standards and their fulfilment in their courts and the need for changes. If necessary, the working groups will select the values and standards to which attention will be paid to the work of the courts in the coming years. Contini 2017, pp. 270–273.

²⁹ The toolkit of the Organization of Knowledge project includes, among other things, the creation of electronic libraries in courts and the establishment of a national information network and data centre for the sharing of information in different jurisdictions. The Mirror meeting, on the other hand, is a court-specific procedure that will be carried out in three stages: 1) define the topics on which the event will focus; 2) how the event will be carried out; and 3) the courts will analyse the facts and feedback that emerged during the meeting. The Mirror procedure is specifically intended for collecting feedback, and the following judges and other members of the court do not participate in the discussion at the event. Contini 2017, pp. 273–274 and 274–275.

(correctness and effectiveness) poses a risk of imbalance and deterioration of other areas. From this point of view, the quality project of the jurisdiction of the Rovaniemi Court of Appeal and the quality assessment system within the jurisdiction of the Court of Appeal, which takes into account all the basic criteria, have been acknowledged in the study³⁰.

As described above, similar trends and aspirations can be observed in the judicial development projects in different countries, but attitudes to different measurement and evaluation systems and discussion forums vary. The selection of different methods is influenced by the structure and atmosphere of the judiciary between the judiciary and other legal actors. Due to the differences, the methods used in different circumstances have failed (e.g. the Reflektion meeting method in the Netherlands vs. France). The projects differ in terms of the scope of their target of improvement, and many target a single area of jurisdiction (legitimacy, legality or effectiveness), which may put improvements at the expense of other quality criteria. The quality project within the jurisdiction of the Rovaniemi Court of Appeal and the corresponding comprehensive projects aimed at evaluating and developing it were considered to be suitable for preventing this risk³¹.

All the systems discussed above seem to share the fact that practical and largely local-based methods have led to the best and most far-reaching results. Projects based on “top-down” and possibly launched with external funding have often regressed at the end of the funding. In the Netherlands, too, where a common assessment system has been applied nationwide, there has been a need for Judge- and Court-led projects. The methods launched at the practical level support, above all, the development of quality-friendly thinking and commit both individual judges and the judiciary as a whole to increasing the importance of the quality of adjudication alongside quantitative requirements. However, the weak aspects of this method can be seen as their locality and dependence on local resources, which creates problems for the widespread adoption of methods.³²

In addition to the countries included in the Handle with Care project, other EU countries and outside the EU have also carried out quality work on the adjudication³³. In addition to projects carried out in different countries, attention has also been paid to quality measurement and the development of the quality of adjudication at the level of the European Union. The European Commission for the Efficiency of Justice (CEPEJ)³⁴ has developed an EU Justice Scoreboard³⁵ on

the basis of which, since 2013, the CEPEJ has conducted studies on the quality, independence and functioning of the judicial systems of the Member States³⁶. In 2008, the CEPEJ has also drawn up a “Quality Check List”³⁷ and in 2016 a handbook on measuring the quality of the adjudication and a satisfaction survey template for court customers, which includes issues suitable for all EU Member States, and to which locally important elements and questions can be added, if necessary³⁸. The purpose of the material prepared by the CEPEJ is to present a methodology and approach that includes a broad range of benchmarks for assessing the quality of adjudication for those who are willing to use it. In France, for example, a customer satisfaction survey has been conducted on the basis of CEPEJ³⁹.

The European Network of Councils for the Judiciary (ENCJ)⁴⁰ has also worked to promote the quality of adjudication. The quality of adjudication criteria defined within the scope of the ENCJ are related to the quality of the judgments, the efficiency and duration of the decision-making process and the accessibility of justice. As many aspects of the quality of adjudication are measurable, the test groups conducted a pilot survey developed within the framework of the ENCJ in 2016–2017. The 2017 General Assembly of the ENCJ decided that the questions of surveys and their scores need to be refined, taking into account the differences between the laws and courts of the Members. Based on this review, the survey bases were updated and the test groups carried out another pilot exercise in 2018. Although the harmonisation of the survey involved challenges, the modified version of the survey has been assessed feasible. During 2019–2020, the survey is to be carried out in all Member States of the ENCJ. After that, the criteria and queries to be assessed need to be examined on the basis of feedback from the surveys carried out.

The practices of and attitudes towards the satisfaction surveys have varied greatly in different countries. However, the research material discussed above and the work carried out by different countries separately and in cooperation to assess and develop the quality of the activities and adjudication clearly demonstrate the importance of extrajudicial discussion and data collection for the functioning of the court and also for the development of the quality of adjudication.

provides objective, reliable and comparable data on a number of benchmarks for assessing the quality, independence and functioning of judicial systems in all Member States. Instead of ranking the judiciary, the Scoreboard provides an overview of the functioning of all the judiciary on the basis of benchmarks that are important for all Member States.”

³⁶ Communication from the Commission to the European Parliament, the Council, the European Central Bank, the European Economic and Social Committee and the Committee of the Regions, EU Justice Scoreboard: an instrument to promote effective adjudication and economic growth/* COM/2013/0160 draft - 2013/() */.

³⁷ The Checklist for Promoting the Quality of Justice and the Courts adopted by the CEPEJ in July 2008 (CEPEJ (2008) 2).

³⁸ <https://rm.coe.int/european-commission-for-the-efficiency-of-justice-cepej-handbook-for-c/168074816f>.

³⁹ Contini 2017, p. 289.

⁴⁰ The objective of the ENCJ is to improve cooperation between the judicial councils of the different Member States. In Finland, the Ministry of Justice is an observer at the ENCJ.

³⁰ Contini 2017, pp. 350–352.

³¹ Contini 2017, pp. 350–352.

³² Contini 2017, pp. 350–352.

³³ The quality work of the Swedish “internal and external dialogue”, among others, is carried out in a pragmatic manner similar to the quality project within the jurisdiction of the Rovaniemi Court of Appeal. The participation of the court staff and cooperation in its implementation are essential for the functioning of the system. Customer and stakeholder interviews and performance reviews will be organised locally by courts, and the court staff will participate in the consultation of customer and stakeholder representatives and in the examination of improvements. Swedish quality work differs from the assessment methods adopted in the jurisdiction of the Court of Appeal of Rovaniemi in that it contains features of the Reflection meeting method with a Dutch background. Contini 2017, p. 309.

³⁴ <https://www.coe.int/en/web/cepej/cepej-work/quality-of-justice>.

³⁵ The EU Justice Scoreboard 2019, COM (2019) 198: “The EU Justice Scoreboard is a comparative tool aimed at supporting the EU and the Member States annually in improving the efficiency of national judicial institutions. The Scoreboard

3

ROVANIEMI COURT OF APPEAL QUALITY ASSESSMENT SYSTEM

3.1 Items of assessment	26
3.2 Quality assessment system in practice	30

3. ROVANIEMI COURT OF APPEAL QUALITY ASSESSMENT SYSTEM

3.1. Items of assessment

The quality assessment system of the Rovaniemi Court of Appeal collects information on the development and training needs of the Court of Appeal. In practice, this is done by collecting information on the activities and results of the Court of Appeal in areas relevant to its operation and by evaluating them. From the point of view of the judiciary, customer and citizen-oriented approach is a key characteristic of performance, as courts exist specifically for people. It is therefore essential to look not only at the quality of the adjudication but also at the external quality and fairness of the Court's activities from the viewpoint of the people involved and society. High-quality adjudication requires high-quality professional skills and expertise from the court staff as well as the prerequisites for maintaining quality, which is why the development of staff is another essential indicator of good performance. As a whole, the smooth functioning of the Court of Appeal requires an effective dialogue with stakeholders and, as a socially important organisation, responsibility for the Court's activities is also required. It is also essential for customers, stakeholders and society that the Court of Appeal functions effectively and that the results correspond to expectations from different parties concerning the adjudication.

All of the above-mentioned performance characteristics¹ are included in the values of the Rovaniemi Court of Appeal for fairness, competence, cooperation and efficiency defined in 2007. They will be used to assess not only the external quality of the Court's activities but also the level of internal quality essential for the Court's activities. Fairness is reflected in the mutual apprecia-

¹ Characters of the excellent performance of the public sector: performance-oriented, customer and citizen-oriented, leadership and consistency, factual process management, personnel development and inclusion, continuous learning, renewal and development, partnership development and social responsibility. CAF 2013, p.11.

VALUES OF THE ROVANIEMI COURT OF APPEAL



FAIRNESS

WE WILL ENSURE A FAIR TRIAL AND
WE WILL BE FAIR IN THE WORKING COMMUNITY.

SIGNIFICANCE IN THE WORKING COMMUNITY

- We value each other and our own and each other's work.
- We share the work equally.
- We are equal and polite.

IMPORTANCE TO CUSTOMERS AND STAKEHOLDERS

- Our customers feel that our procedures are fair and transparent.
- Our judgments are fair, legal and well-founded.
- Our customer service is flexible, interactive and understandable.
- We treat customers impartially and equally.
- We listen to the customer.



EFFICIENCY

WE ARE METHODICAL
AND RESPONSIBLE

SIGNIFICANCE IN THE WORKING COMMUNITY

- We will achieve qualitative and quantitative results
- We organize work tasks to support the success of adjudication

IMPORTANCE TO CUSTOMERS AND STAKEHOLDERS

- We deal swiftly with cases without compromising the quality of the judgments.

COMPETENCE

WE ARE DEVELOPING
OUR ACTIVITIES AND EXPERTISE.

SIGNIFICANCE IN THE WORKING COMMUNITY

- We will ensure the maintenance and development of professional skills.
- We are aware of our need to strengthen skills.
- We will benefit from training opportunities.
- We will take care of special expertise.
- We will familiarise the employees with their tasks.
- We share our expertise.

IMPORTANCE TO CUSTOMERS AND STAKEHOLDERS

- We must guarantee legal protection.
- We are reliable.
- We share our expertise with our stakeholders and partners.
- Our judgments are important in terms of legal guidelines.



ABILITY TO COOPERATE

TOGETHER, WE WILL SUCCEED.

SIGNIFICANCE IN THE WORKING COMMUNITY

- We will form a good, open and jointly responsible working community.
- We will focus on what is essential.
- We are responsible and worthy of trust.
- We are tolerant.

IMPORTANCE TO CUSTOMERS AND STAKEHOLDERS

- In preparing cases, we are open, active and expeditious.
- We will hold sessions throughout the jurisdiction of the Court of Appeal.
- We will have quality discussions throughout the judicial chain.
- We feel solidarity in Northern Finland.



tion of the work community and the equitable organisation of work, competence in commitment to the development of oneself and the work community, ability to cooperate in a responsible and tolerant attitude towards the rest of the work community, and efficiency in organising activities in a way that supports judicial action, and commitment to qualitative and quantitative objectives.²

The values of the Rovaniemi Court of Appeal are included in the different evaluation areas of the quality assessment system and reflect the key evaluation criteria for the operation of the Court of Appeal. The compliance with the values verified in the quality assessment system and the achievement of the results achieved in accordance with them contribute to achieving a high level of performance in the operations of the Court of Appeal.

However, in order to assess the operation and results of the Court of Appeal comprehensively, the evaluation areas and evaluation criteria of the quality assessment system extend beyond the examination of the established values. The assessment areas of the quality assessment system and their evaluation criteria have been determined by applying the Common Assessment Framework (CAF) referred to in the previous chapter to the operating environment of the Court of Appeal. The objective of the CAF model is to establish a common understanding of what is needed for the development of the organisation's activities and to establish a systematic development methodology. The CAF model supports the understanding of the interdependence between the results and the practices that enable them, as well as the involvement of all the organisation's personnel in the assessment and planning of activities.³

According to the recommendation of the CAF model, the quality assessment system of the Rovaniemi Court of Appeal follows the same structure, i.e. nine evaluation areas and 28 evaluation points (see Figure 3 in the structural chart). The assessment areas 1 to 5 examine the organisation's operating methods for achieving its objectives and results. The results of these practices will be examined in the evaluation areas 6–9. Self-assessment may be carried out covering all assessment areas or, if necessary, allocated to specific assessment areas in accordance with the needs of the organisation.⁴

The five evaluation areas related to the operation of the quality assessment system examine the practices of the Court of Appeal from the following perspectives:

- leadership
- strategy and operational planning
- personnel
- cooperation relations and resources
- processes.

The operational evaluation areas thus focus above all on factors related to the internal quality of the Court of Appeal, which are examined mainly from the viewpoint of the Court of Appeal itself.

² Teivaanmäki et al 2013, pp. 17–20.

³ CAF 2013; Self-assessment Quick Guide 2015, pp. 3–4.

⁴ CAF 2013; Self-assessment Quick Guide 2015, pp. 3–4.

ITEMS OF ASSESSMENT



In the four performance assessment areas of the social perspective, the following factors are examined:

- customer and citizen results
- personnel results
- social responsibility results
- key performance results.

Performance assessment areas are examined in particular from the viewpoint of the Court of Appeal with independent benchmarks, such as the results of customer and stakeholder surveys and statistical data.

The objective of the quality assessment system is to form a common understanding of what needs to be done to improve the internal and external quality of the Court of Appeal. Therefore, in addition to self-assessment and statistical data, the quality assessment system utilises customer and stakeholder satisfaction surveys and expert assessments. External feedback provides

important comparative information on the quality of the Court's activities and results. According to the caf model, self-assessment, satisfaction surveys and expert evaluation are carried out by scoring the claims contained in the evaluation areas and their evaluation points. Scoring helps to outline the areas of development and provides comparative information on the development of activities and results. In addition, scoring enables the identification of good practices on the assessment points that have collected high scores and enables comparative development based on the viewpoint of the Court of Appeal and the views of stakeholders and customers.⁵

In the quality assessment system, the self-assessment of the Court of Appeal is carried out on a scoring scale of 0-100. The scoring range of the areas for evaluating the activities of the Court of Appeal shall be selected on the basis of the PDCA cycle as follows:

- no activity planned/no evidence 0-10
- activities are planned/little evidence 11-30
- planned activities are carried out/there is evidence 31-50
- activities are still assessed/there is strong evidence 51-70
- activities will be improved/there is very strong evidence 71-90
- a continuous development cycle/excellent level has been achieved 91-100⁶.

The point within the point range (e.g. 51-70) (e.g. 58) indicates the experienced level of implementation of the claim, i.e. the higher the point from the assessment interval is selected, the better the level of operations is. Similar action will be taken in respect of performance assessment areas.⁷

The quality of the adjudication in the district courts within the jurisdiction of the Rovaniemi Court of Appeal will also be measured by means of queries to customers, stakeholder representatives and experts. In this assessment, scoring is used on a scale of 0-5. As the collection of external feedback included in the Rovaniemi Court of Appeal's quality assessment system is directed at the same personal circle as the district courts' satisfaction surveys, in order to promote response activity and comparability between courts, the Court of Appeal's system also uses scale 0-5 for customer and stakeholder surveys. For the same reasons, expert assessments are scored on a scale of 0-5.

3.2 Quality assessment system in practice

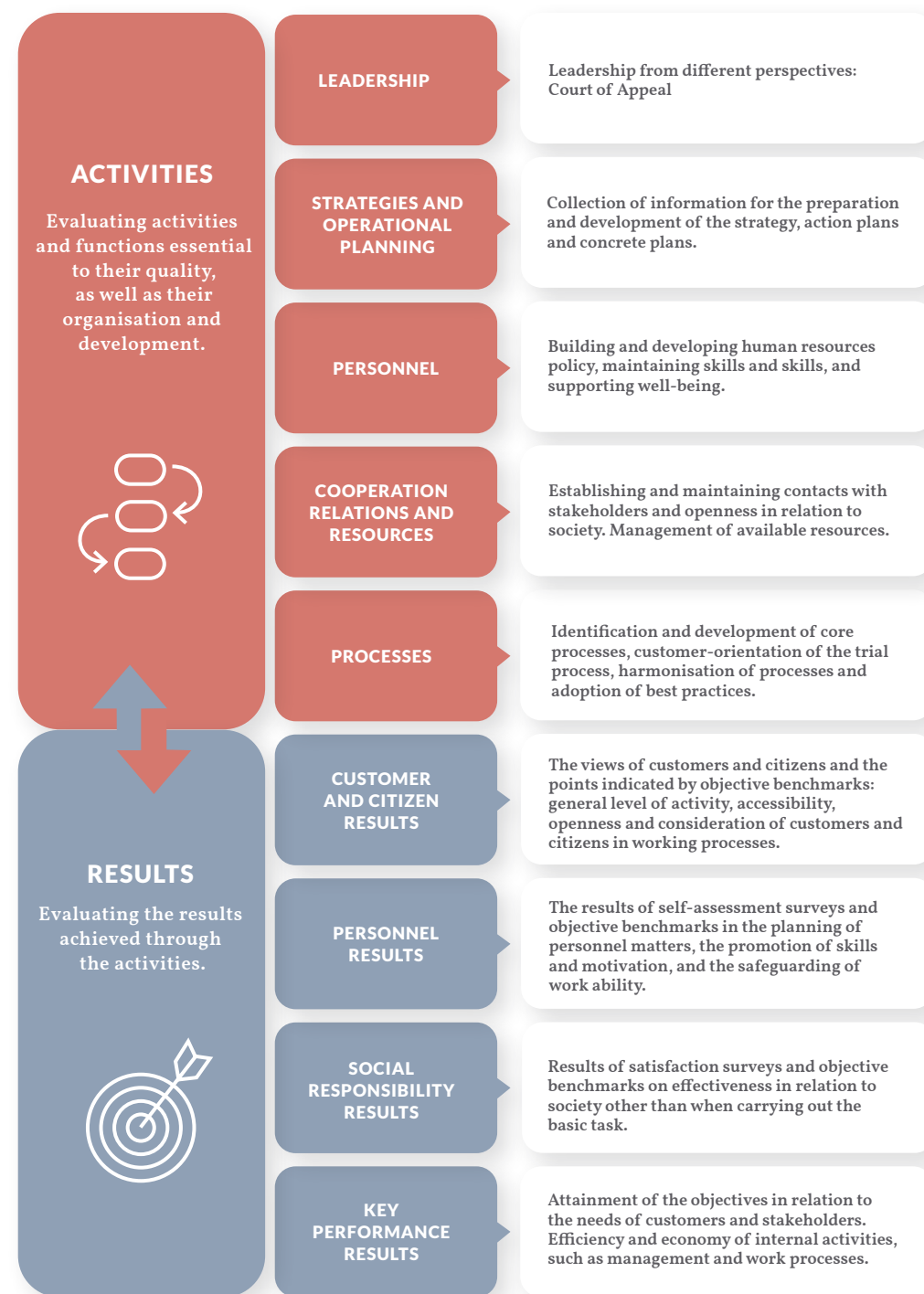
The quality assessment system operates on a three-year cycle. During the cycle, the viewpoint of the activities and results of the Court of Appeal will change annually. In the first year of the round, a self-assessment survey of the Court of Appeal will be carried out, in the second year a

⁵ CAF 2013; Self-assessment Quick Guide 2015, pp. 9-10.

⁶ Scoring on the 0-100 scale was found difficult and confusing in the 2014 and 2017 self-assessment surveys. They have used scoring on a scale of 0-100, whereas in the customer and stakeholder survey, expert evaluation and the quality benchmarks of the quality project of the jurisdiction of the Court of Appeal, scoring of 0-5 is used. In 2020, in order to harmonise and clarify the various surveys, it was decided to move to the same scale 0-5 in the self-assessment survey as in the other surveys.

⁷ Teivaanmäki et al 2013, pp. 24-25.

DESCRIPTION OF ITEMS OF ASSESSMENT



customer and stakeholder survey will be carried out and in the third year an expert evaluation will be carried out. Annual development plans will be drawn up on the basis of evaluations, surveys and available statistical and other information. After the end of the three-year cycle, the cycle will be resumed with the implementation of the self-assessment questionnaire.

The evaluation of the quality assessment system is carried out by an internal quality group of the Court of Appeal. Each year of the three-year cycle will be assigned its own quality group. Each quality group carries out an evaluation or survey for the year in question, evaluates the results obtained and compares them with other available data. Usable statistical data will be collected and the implementation of the survey or evaluation will be planned early in the year. The actual evaluation or survey will be scheduled for the end of spring. After the summer period, the quality group will process the accumulated material and prepare a report detailing the implementation methods, evaluation methods and results. In addition, the quality group will draw up a draft development plan on the basis of the results. When selecting the development plan and measures, the development plans and stages of the previous years will also be taken into account.

The proposal of the quality group will be discussed in the management group of the Court of Appeal and in the staff meeting. On the basis of the discussions, key development targets and measures will be agreed. Actions under the approved development plan may involve working group work to prepare for a larger change. Development measures may also focus on immediate, individual approaches.⁸

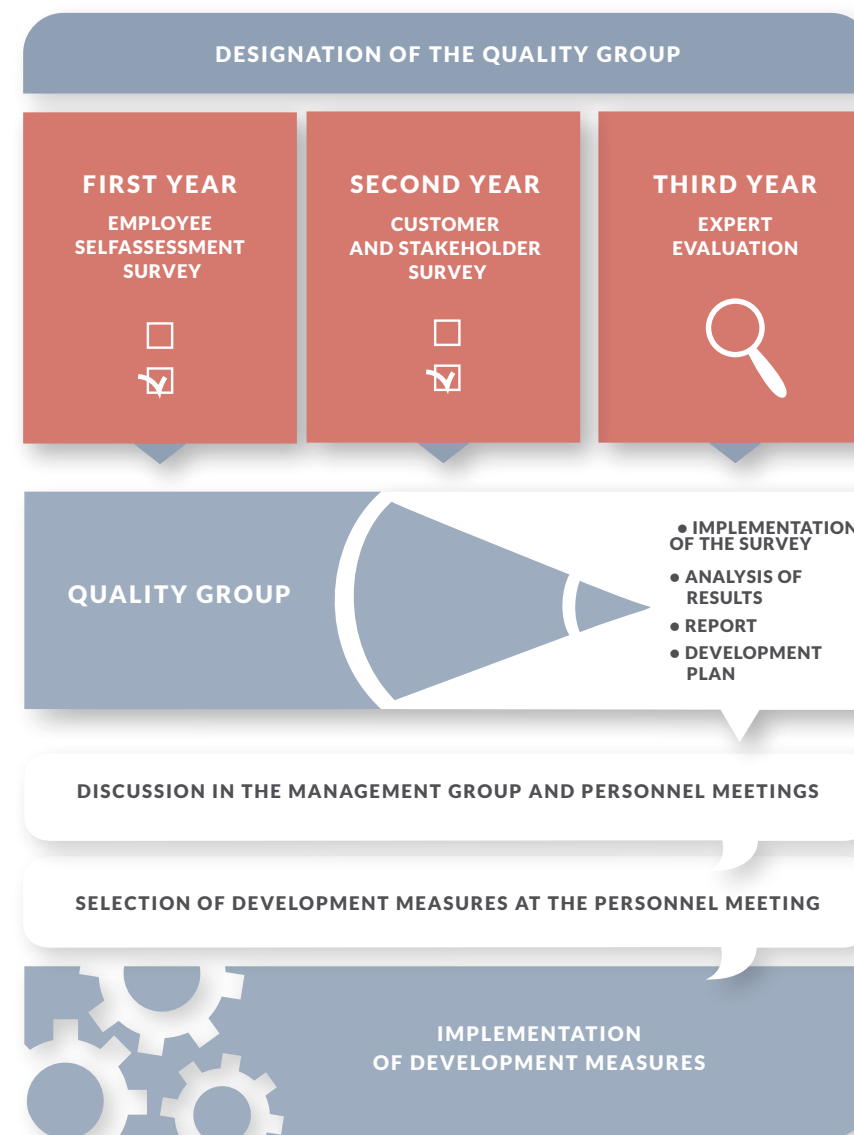
The quality group of the Rovaniemi Court of Appeal comprises the Secretary General and the Administrative Notary of the Court of Appeal as permanent members. Other members include a member of the Court of Appeal, an assistant judge and a representative of the staff appointed for each year.

The first three-year period of the quality assessment system was 2014–2016. During the preparation of this report, the second three-year period of the quality assessment system for 2017–2019 has ended. This report focuses above all on the implementation of the first three-year period, the results achieved, the development measures implemented and the evaluation of the functioning of the system. To some extent, the implementation and results of the evaluations are also compared to the subsequent second three-year period. The report utilises development plans drawn up by quality groups⁹.

⁸ Teivaanmäki et al 2013, pp. 71–73.

⁹ For each year, the report and development plan drawn up by the quality group for the year in question have been used as the source of the survey implementation. For each year, reference is made to the name of the chairperson of the quality group.

3-YEAR CYCLE OF QUALITY ASSESSMENT OF THE ROVANIEMI COURT OF APPEAL



4

SELF-ASSESSMENT SURVEY 2014

4.1 Implementation of the survey	36
4.2 Results	38
4.3. Development plan and measures	41

4. SELF-ASSESSMENT SURVEY 2014

4.1. Implementation of the survey

The implementation of the quality assessment system of the Rovaniemi Court of Appeal was launched at the beginning of 2014 with a self-assessment questionnaire for personnel. The quality working group was set up by a decision of the President of the Court of Appeal. The working group was chaired by Hannu Gylden, Secretary General of the Court of Appeal, Eija Kivilahhti, Administrative Notary, and Maarit Tukiainen, Judge of the Court of Appeal, who participated in the development of the quality assessment system as Assistant Judge for the Court of Appeal, Kaisa Teivaanmäki, who served as a District Judge at the time, and Kaisa Kähkönen, Judicial Notary.¹

The Quality Group started its work by agreeing on the division of preparatory tasks. The self-assessment survey was carried out using the query and reporting tool in Webropol. The implementation of the first survey required familiarisation with the operation of the system, the creation of a questionnaire structure and the recording of claims in the system. The claims of the questionnaire were in line with the quality assessment system (questionnaires appended to this report). For the implementation of the first survey, the quality group prepared separate instructions for responding to the survey and scoring as the scoring described in chapter three above and according to the CAF model's 0–100 scale deviated from the used one-dimensional scoring. With the preparatory measures for the self-assessment survey, the surveys were opened to be answered slightly later than planned in late spring 2014.

The self-assessment survey was carried out extensively in order to provide comprehensive experience and feedback on the survey as a whole for further development. The survey consist-

ed of nine evaluation areas of the quality assessment system. The main aim was to examine the views of the staff of the Court of Appeal on the leadership of the Court of Appeal, the functioning of the Court of Appeal, the organisation and development of personnel matters. Therefore, the main focus of the survey was to gather information on the areas of evaluation of the quality assessment system: leadership, strategies and operational planning, personnel and cooperation relationships and resources.

The survey also examined the views of staff on the functioning of the Court of Appeal in order to develop and maintain cooperation relationships, the quality of the adjudication and cooperation with customers and stakeholders. The self-assessment also provided reference material for a customer and stakeholder survey to be carried out in the following year.

The self-assessment survey was carried out in such a way that separate questionnaires were created for the judiciary and staff (questionnaires attached to this report). This approach to the quality assessment system identifies the claims as suitable for the job descriptions. Some of the claims dealt with matters that are only related to the duties of the judicial staff. Therefore, the questionnaire addressed to the judicial staff contained more claims than the questionnaire for the staff. Overall, there were 60 claims to be assessed in the questionnaire addressed to the judicial staff and 52² in the questionnaire addressed to the staff. Both surveys also included an opportunity to verbally assess each assessment point. Verbal evaluations were carried out in a total of 23 evaluation points in the questionnaire of the judicial staff and in only one point in the questionnaire of the staff. As the claims of the self-assessment survey were partly vague and generally formulated, verbal evaluations played an important role in identifying the development targets.

A total of 16 persons responded to the survey from the judicial staff, of which 7 judges (Senior Judges and Judges) and 9 Assistant Judges. At the time, the Court of Appeal had two Senior Judges and 16 Judges and 12 Assistant Judges, so the responsiveness of judges in particular was weak. The clerical staff responded well, from 18 clerical staff 12 responded.

The Quality Working Group assessed the results of the survey in early autumn 2014 and considered possible areas for development. As few verbal evaluations had been presented in the responses to the survey, the quality group organised a separate discussion on the subject areas of the survey for each personnel group. Based on the results and discussions of the survey, the quality group prepared a development plan for the development targets that emerged. The development plan was discussed in the management group. The plan was presented at the staff meeting at the end of the year, when it was also agreed on the development targets to be implemented.

With regard to the implementation of the first year, the order of work and the timetable were largely implemented as planned in the quality assessment system. A positive aspect is the suitability of Webropol to carry out the survey and to examine and manage the material. The schematics of the results from the Webropol system made it easier to illustrate and process the results. However, the scoring of self-assessment was found difficult and confusing. It has used scoring on a scale of 0–100, whereas the customer and stakeholder survey, expert evaluation and the qual-

² There are more items in the questionnaires than mentioned here, as the forms have numbered separately the information on the identity of the respondent and a number of free-word fields.

¹ Development plan for the 2014 quality group.

ity benchmarks of the quality project within the jurisdiction of the Court of Appeal use scoring of 0–5. In order to harmonise and clarify the various surveys, the 2020 self-assessment survey decided to shift to the same scale 0–5 as in other surveys. The claims made were also reformulated in the self-assessment survey for 2020 in order to leave as little scope for interpretation as possible.

4.2. Results

The best results of the self-assessment were obtained in the evaluation areas of the Court of Appeal processes, client and citizen outcomes, social responsibility outcomes and key performance results. In the survey results of both the judicial staff and the clerical staff, the greatest variations and the weakest response results were obtained in the areas of leadership, strategy and operational planning as well as personnel evaluation.



The diagrams describing the results of the other evaluation areas presented in this chapter can be found in the appendices to the report.

In the area of **leadership** evaluation, good results were obtained from both the judicial and the clerical staff in the statements:

- the management actively issues statements on legislative and other reform projects concerning the Court of Appeal
- the management has ensured that cooperation relationships are established and maintained.

In addition, the best results of the judicial staff were obtained from the follow-up of the handling of cases and from the distribution of cases to judges as planned and in a confidence-building manner.

Overall, the answers of the clerical staff were weaker than those of the judicial staff. In both personnel groups, the weakest results were related to the following claims:

- division of work
- trust between management and staff has been promoted through equal treatment
- the management supports the performance of the personnel's duties by ensuring that overburdens are prevented, that the time required by extensive cases are taken into account in performance targets and exemptions, and that training opportunities are distributed equally
- the staff are given appropriate feedback and the opportunity to influence their competence and the development of the entire staff.

The average points of the judicial staff in the leadership area were on the 71-90 scale, reflecting the fact that the leadership functions were perceived as planned and systematically developed. On the other hand, the clerical staff average was located in 51-70, reflecting the fact that leadership functions had been examined but not developed to the extent required by a better estimate than this.³

In both personnel groups, the weakest response results concerned the division of work. In the questionnaire of the judicial staff, the claim concerned taking special expertise into account and the even distribution of work in the survey of the clerical staff. In the verbal evaluation of the judicial staff, attention was paid to the accumulation of special tasks for certain persons. The weakest response results were obtained from equality of treatment, the organisation of matters in a way that supports managing at work, feedback and the possibility to influence the development of the organisation. In this respect, the scores given by the judicial and the clerical staff were the same, but the scores given by the judicial staff were higher than those of the clerical staff. Based on verbal assessments by the judicial staff, the time required for extensive cases had not been adequately taken into account.

In the evaluation area of **strategy and operational planning**, systematic monitoring of the internal and external factors of change in the Court of Appeal, the fulfilment of the quality criteria for the activities and the citizens' expectations of legal certainty were considered to be the best. The weakest was the balance between the role and resources of the Court of Appeal, the objectives and the demands of customers and stakeholders.

³ According to the scoring guidance, the claims are scored after the selection of the scoring level by assessing how well the functional claim is currently realised/how the results are achieved. When examining the scores given within scoring levels in the leadership evaluation area, it can be concluded that the scoring given by the clerical staff is at the top of their average, whereas the scoring given by the judicial staff is at the bottom of the scoring level. Looking at the average results of the claims included in the various evaluation points of the leadership evaluation area, it can be noted that the points per claim of the judicial staff move between 60,63 and 81,81 and the scoring averages claimed by the clerical staff move between 51,50 and 80,64. Therefore, in terms of the degree of realisation of the different assessment points/claims, the review cannot be carried out comprehensively on the basis of the overall score of the assessment area, but the results should be examined on a claim-by-claim basis.

Within that assessment area, there were no major differences between the response results of the judicial staff and the clerical staff. The weakest result for both was related to the balance between tasks and resources and requirements. In this respect, the verbal evaluation of the questionnaire of the judiciary staff drew attention to the fact that the introduction of the elusive application of the Criminal Court (Ritu) had underestimated the resources in relation to the objectives.

In the **personnel** evaluation area, the judicial staff considered it best to familiarise the new employees and the clerical staff to ensure that the staff's health and safety requirements as well as good working conditions have been taken care of.

The judicial staff assessed the examination of the training needs and wishes of the personnel as the weakest in the development discussions and the personal training plans drawn up for the personnel. The clerical staff had the weakest results of claiming that human resources management and training have promoted the implementation of work tasks and ensured a balance between tasks and responsibilities, and that the Court of Appeal promotes openness and debate and encourages team work.

In the area of evaluating **cooperation relationships and resources**, the judicial staff estimated almost all claims to be above 70 points. The best estimates focused on claims of cooperation and activities between the Court of Appeal and stakeholders, as well as on limiting the publicity of trials and judgments only to the essential extent. The clerical staff's best assessments were received to claims that the activities and development of the Court of Appeal are transparent through publications and press releases, and that customers' feedback is taken into account. In terms of cooperation relations and resources, the results were fairly even.

In the **process** evaluation area, the overall results were fairly high. Both categories of personnel considered it best to adhere to the customer service principle. No specific areas of development emerged.

In the area of evaluation of **client and citizen results**, the judicial staff judged the best response to enquiries and the clerical staff that the activities of the Court of Appeal were conducive to confidence. The weakest estimates were given by the judicial staff for processing times and for development measures concerning the operation of the Court of Appeal and information on judgments.

In the area of evaluation of **personnel results**, both groups of staff considered the commitment of staff to the objectives of the Court of Appeal and the measures supporting the well-being at work of the Court of Appeal to be the best. The clerical staff assessed the wellbeing of staff as the weakest.

In the area of assessment of **social responsibility results**, the judicial staff judges the ethical nature of the Court of Appeal's activities to be the best and the clerical staff the responsibility for ensuring the societal effectiveness of the Court of Appeal. No specific areas of development emerged.

In the evaluation area of the **key performance results**, the best results were obtained

from the achievement of the performance targets, the legality and fairness of the judicial procedure and judgments, and the implementation of the budget. No specific areas of development emerged.

Verbal assessments were found to be very useful for defining development targets. The meeting of judges highlighted the importance of the visibility of the Court of Appeal and the importance of highlighting national and international cooperation projects. With regard to the internal functioning of the Court of Appeal, it was hoped that opportunities for participation in education and training could be increased. There was an interest in specialisation, but it should take place through work tasks. It was felt that there was room for improvement in examining matters and drawing up memorandums and in phasing out the work so that there would be enough time for each stage of the work. During the Assistant Judges' discussion, particular attention was paid to the division of duties and the need to raise awareness of changes. The Assistant Judges hoped for opportunities for extensive training and the collection of experience. In particular, the clerical staff discussed the problems of working arrangements due to absenteeism and the need to change and clarify the job descriptions of different parties. Attention was also paid to and appreciation of the working peace of the judicial secretaries and, in particular, the increase in training.

Based on the surveys and discussions, the Quality Group noted that some of the identified development targets could be remedied by staff's own measures and guidelines. While some of the personnel had critically assessed the organisation of the Court of Appeal's activities, the results achieved by the activities were nevertheless estimated to be of high quality⁴. Increasing feedback and thanking as part of everyday work were important. The meetings should focus more on future education, participation and training needs. In addition, everyone should take better account of other people's work stages and provide them with sufficient time.

In conclusion, the differences in the averages in the assessment areas were small. The personnel estimated that the level of activity and results is at a stage where the issues under review have been monitored and developed in the organisation of the Court of Appeal.

4.3 Development plan and measures

The self-assessment survey, its verbal evaluations and discussions held with the personnel groups brought up a number of individual development proposals that could be corrected by drawing attention to them in the management of the Court of Appeal, in the activities of departments and compositions, and also through staff's own personal measures. These included, for example, promoting the visibility of the Court of Appeal, issues regarding consideration of cases, increasing the drafting of memorandums, opening up internal tasks for everyone to apply for, appreciating the work of others and commending them. The development of operations was considered to require measures from the entire staff. In their duties, staff should take better account of the different stages of the handling of cases as well as other staff's duties and the time required for them. The continuous development of oneself could be regarded as an obligation for each employee. Al-

⁴ The areas for evaluating activities and results are not separate from each other. The evaluation points of the performance assessment area reflect, above all, how good the results of the existing activities are estimated to have been achieved.

though it was considered necessary to develop the aspects related to the training of staff, the personal development and training of staff is largely influenced by the staff's own activity.

The development targets proposed by the Quality Group and agreed at the personnel meeting will be the main focus of the review of this report. In addition to the changes in concrete practices, the Quality Group proposed the establishment of three key development areas. The priorities were as follows:

- development of the management of the clerical staff's work
- the workflows of the judicial staff and the management of extensive cases
- promotion of training and specialisation.

OBJECTIVES OF THE DEVELOPMENT TARGETS AND PROPOSED MEASURES

DEVELOPMENT TARGET	OBJECTIVES	MEASURES
LEADERSHIP	<ul style="list-style-type: none"> - improving the monitoring of the division of the duties of the clerical staff and balancing the work - examine the substitute practices and job descriptions of the employees 	<ul style="list-style-type: none"> - discuss the monitoring and management of the clerical staff's work as part of the work of the already established working group on the management and organisation of the clerical staff's work
WORKFLOWS AND EXTENSIVE CASES	<ul style="list-style-type: none"> - review the timetables for the working stages of the judicial staff in order to ensure the necessary working hours and to avoid last-minute urgency - improving the management of large-scale cases and balancing the resulting workload 	<ul style="list-style-type: none"> - a working group will be set up to examine the time spent at different stages of the work, the problems associated with the current timetables and the necessary changes to the timetables - the working group will also examine the possibilities of improving the management of large-scale issues and balancing the workload arising from large-scale issues among processors and members
TRAINING AND SPECIALISATION	<ul style="list-style-type: none"> - to promote the importance of education as part of the work by including the planning of training as part of the work - intensify and develop specialisation in a more practical manner than at present 	<ul style="list-style-type: none"> - integrate training-related issues into the meetings personnel groups - discussing future training, participation in it, the organisation of time for training and possible training needs at meetings - the administration will provide staff with information on future training and international programmes - disseminate information to the administration on training needs - a working group will be established to examine the enhancement and development of specialisation more pragmatic than at present (taking into account specialisation options, specialisation areas, selection and tasks of specialists, and training needs for specialisation)

With regard to the development target for **leadership**, the quality group proposed improving the monitoring of the division of the clerical staff's work, balancing the work, and examining substitution practices and job descriptions. A working group was set up to examine these issues, consisting of members from all personnel groups but most extensively from the clerical staff. The working group examined the arrangements for the duties of the clerical staff in other courts of appeal and visited Vaasa Court of Appeal to examine the organisation and management of the clerical staff. The working group also consulted the entire staff of the Rovaniemi Court of Appeal on the draft plan. A working group was subsequently set up to prepare the amendments to the Rules of Procedure required by the entry into force of the Court Act and to prepare any possible change in the organisation of the Court of Appeal.

As a result of the preparation of these and subsequent working groups, a number of changes were made in the Court of Appeal relating to the equalisation of the division of tasks, job descriptions and several details. Among other things, the Court of Appeal carried out an organisational change in which the previous compositions of adjudication of the team model were abandoned. One of the key issues in terms of the division of the clerical staff's work was the introduction of a common stack of work to promote the smooth distribution and substitution of the work of the judicial secretaries. However, the judicial secretaries unanimously opposed this arrangement, which is why it has been abandoned so far. In addition, the instructions on the division of cases were clarified and written instructions were drawn up.

In order to reduce the workload of the judicial secretaries, the particularly extensive copying and scanning tasks carried out for the session were transferred to the office attendants of the agencies. With regard to archiving, the responsibility of the judicial staff for screening documents in the archive condition was emphasised and a deadline was set for the submission of the screening. In order to balance and clarify the duties of the Registry, the office of archivist was established and new job descriptions were drawn up. The duties of the secretary of the management to manage the keys to the property and access points and the control of access were transferred to the office attendants.

With regard to the development target for **workflows and extensive cases**, the Quality Group proposed that the timetables for the working stages of the judicial staff be revised to ensure the necessary working hours and to avoid last-minute urgency. The management of extensive cases and the balancing of the resulting workload were also proposed to be improved.

In order to balance the workload, a working group was set up at the Court of Appeal to examine the development needs related to exemptions and the management of substitutes. The draft opinion of the working group was discussed at the staff meeting. On the basis of the working group's statement and discussions, a decision was made on the exemptions to be granted on the basis of absences due to various reasons in the division of cases and in the sessions. At the same time, a decision was made on the use of substitutes and the principles on the basis of which deputising members and Assistant Judges are to be determined in the composition. In addition, electronic rotation lists were introduced into the composition of presentations and main proceedings, which, in the long term, will ensure an even division of work.

The working group's work, training days and staff meetings discussed the use of working hours, scheduling problems and the necessary changes to them. Compliance with agreed practices and timetables was also emphasised in different contexts.

Later, the working group set up at the beginning of 2018 considered, among other things, cooperation between Heads of Department, cross-departmental cooperation, ways to avoid congestion at different stages of the handling of cases and the need to organise substitutes or exemptions for the clerical staff. The working group proposed various small practical arrangements that enable the composition and each individual to balance the workload at different stages of the process.

With regard to the development target for **training and specialisation**, the Quality Group proposed that the importance of training as part of the work be promoted by integrating the planning of training into everyday work, and that specialisation be intensified and developed more pragmatic than at present. The review could take into account, for example, specialisation options, specialisation areas, the selection and tasks of specialists and the training needs of specialisation. Issues related to training should be included in the agenda for personnel meetings. In addition, the administration should provide information on future training and international programmes.

On the basis of the development plan, a working group was set up to examine the specialisation of judicial staff and the intensification of the training of all personnel and the development of specialisation to be more practical than at present. Questions related to the clerical staff training were subsequently excluded from the mandate. In its memorandum, the working group considered specialisation in the Rovaniemi Court of Appeal and other courts of appeal, different specialisation options and the maintenance and development of professional skills. The working group noted that, given the limited number of judicial staff at the Rovaniemi Court of Appeal, the specialisation system divided into several specialisation areas and its implementation would be challenging. The risk would be, among other things, the uneven distribution of the workload. The working group proposed that, in view of the urgency and the resulting complexity, one member and one Assistant Judge should be assigned to each department for corporate restructuring and bankruptcy matters. For the above reasons, no other specialisation areas were proposed by the working group. The working group also proposed continuing the provision of information to judicial staff in the form of a newsletter from the Court of Appeal, which has already been used, in connection with statutes relating to key adjudication, government proposals and decisions of the Court of Appeal and the Supreme Court, and continuing to share the newsletter on EU law.

The Court of Appeal has made decisions and acted in the manner proposed by the working group on specialisation and training. Since the Ministry of Justice has had to limit the number of participants in training events organised by it to a very small number from each court, the Court of Appeal has increased its training, partly in cooperation with district courts, Attorneys-At-Law and universities. The Court of Appeal has also instructed the departments through working arrangements to enable staff to participate in the Ministry of Justice's training, the timetables of which may overlap with the agreed sessions.

The management group of the Court of Appeal has agreed that the development discussions will examine staff training needs in general and personal training needs in particular. It has also

been agreed that the training needs raised in the discussions will be communicated for information to the administration for monitoring and implementation.

Due to the limited number of national training provided to the clerical staff, it has also been agreed in the Court of Appeal that the joint training days of the staff of the Court of Appeal and the district courts, which have been carried out for a long time, are organised on a two-day basis each year. When planning training days, the wishes and needs of the staff regarding the content of the training will be taken into account. In addition, the Court of Appeal has agreed with the district courts on the "exchange of officials" of staff, in which the staff of the agencies will familiarise themselves with each other's work for two days. The Court of Appeal also organises separate training days for its Assistant Judges and its own clerical staff each year.

In summary, self-assessment can be considered to have contributed to the detection of development targets and also triggered the launch of concrete development measures. On the other hand, on the basis of the survey carried out, the quality group that was planning the next self-assessment survey for 2017 was urged to pay attention to the scope of the survey, the formulation of claims and, in particular, to improving the responsiveness of staff.

5

CUSTOMER AND STAKEHOLDER SURVEY 2015

5.1 Practical arrangements	48
5.2 Implementation of the customer survey	49
5.3 Client survey results	51
5.4 Implementation of the stakeholder survey	52
5.5 Stakeholder survey result	54
5.6 Development plan and development measures	56
5.7 Summary of the implementation of the surveys	60

5. CUSTOMER AND STAKEHOLDER SURVEY 2015

5.1. Practical arrangements

The second year of the three-year period of the quality assessment system began with the establishment of a quality group at the beginning of 2015. The task of the quality group was to carry out a customer and stakeholder survey. Permanent members of the quality group are Secretary General Hannu Gylden and Administrative Notary Tuula Ålander, the variable members being District Court Judge Maarit Tukiainen, Assistant Judge Leena Tolonen and Judicial Notary Pirita Enbuska. The quality group was also assisted by Anna Ollikainen, a tradenome trainee.¹(1)

The variable members of the quality group formed a sub-group responsible for the practical implementation of the evaluation. The sub-group was chaired by Judge Maarit Tukiainen.

The purpose of customer and stakeholder surveys is to obtain information, above all, on the effectiveness of the Court of Appeal's activities at a general level, the experience of the quality of adjudication and the accessibility and networking of the Court of Appeal.

From the point of view of the quality assessment system, customer and stakeholder surveys focus on the evaluation areas of the quality assessment system:

- cooperation relations and resources
- processes
- customer and citizen results
- social responsibility results.

¹ Development plan for the 2015 quality group.

As not all customers may have the opportunity to reply to the questionnaire electronically, they were reserved the opportunity to reply in writing by returning the questionnaire to the Court of Appeal by mail with a reply envelope. The letters sent also provided an opportunity to respond to the questionnaire through the Webropol programme. The stakeholder survey was conducted only through the Webropol programme.

The scoring scale for claims addressed to both customers and stakeholders was 0-5 points:

Points	Evaluation
0	the matter is not implemented at all (bad)
1	the matter is implemented in some respects (avoidable)
2	the matter is implemented satisfactorily (satisfactory)
3	the matter is implemented well (good)
4	the matter is implemented commendably (commendable)
5	the matter is implemented exemplarily (exemplary).

The target result of the survey has been a score of 3 for each evaluation area. The answers to the surveys were also "I cannot say". Not all respondents necessarily have the experience of the claims that it is possible to assess the procedure in respect of them.

The questionnaires were planned to be carried out during March-April, but due to preparatory measures the implementation was delayed. The tasks were divided so that the Chair of the sub-group was responsible for the planning and drafting of the press releases to customers, stakeholders and personnel, followed the working group's progress and response activity to the surveys and, if necessary, contacted representatives of stakeholders to respond to the surveys. The secretary of the working group entered the questionnaire into the Webropol programme and prepared the response bases for customer surveys, which utilised to a large extent the quality assessment system questionnaires. The mailing work of the questionnaires was carried out in the office of the Court of Appeal. The questionnaires were sent to customers in connection with the posting of judgments/decisions. The operation required detailed instructions from the working group to whom and how to send the survey.

The specific features of the implementation of customer and stakeholder surveys are discussed in more detail below. As a whole, the surveys were extensive and the work on the results required separate summaries of the results of the customer and stakeholder surveys. After the summaries were drawn up, the working group discussed the results. The working group met several times during the autumn of 2015, on the basis of which a quality group development plan was drawn up. The development plan was discussed twice at the staff meetings of the Court of Appeal, where the key development measures to be launched were agreed upon.

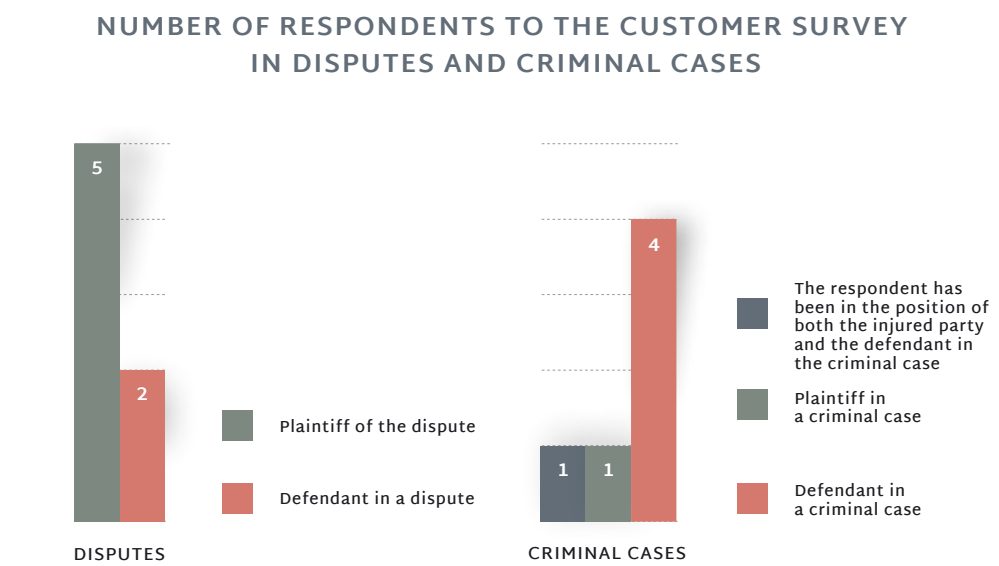
5.2 Implementation of customer survey

The customer survey was directed at those parties whose case was decided by the Court of Appeal in the main hearings (oral hearing) or in a full-time presentation case (written hearing) during May and June 2015. In the cases decided on during the presentation, complaints, conversion penalties for fines, denial of a further hearing permit, compensation appeals by legal counsels,

application² cases and cases of public prosecution processed by the Court of Appeal as a first instance were excluded from the survey.

The customer survey was sent to customers by mail along with the judgment of the Court of Appeal. The procedure was considered feasible with less resources than, for example, an interview survey. It could also be targeted at a comprehensive customer base, i.e. cases resolved in both the written presentation procedure and the main hearing.

The originally planned customer survey period accumulated fewer judgments provided by the Court of Appeal, and the customers' responses also accumulated little. Therefore, the duration of the client survey was extended twice. Overall, a total of 137 questionnaires for the customer survey were mailed and a total of 13 replies were received. 6 of the respondents to the survey were parties to the criminal proceedings and 7 parties to the dispute. The response rate for the customer survey was therefore 9.5%. The response rate remained very low, which in itself was predictable on the basis of experience gained in connection with customer surveys of the quality project for district courts within the jurisdiction of the Court of Appeal.



In the client's reply, he or she had to state the category of case in which his or her case belonged (criminal case or dispute), whether the matter was dealt with in an oral or written procedure and his or her position in the proceedings (in the criminal case the injured party/defendant or in the dispute the plaintiff/defendant).

The total number of actual claims in the client survey was 10, grouped into three areas:

- customer service

² Petitionary matters include applications for the refund of a lost time limit and applications for the annulment of a final judgment.

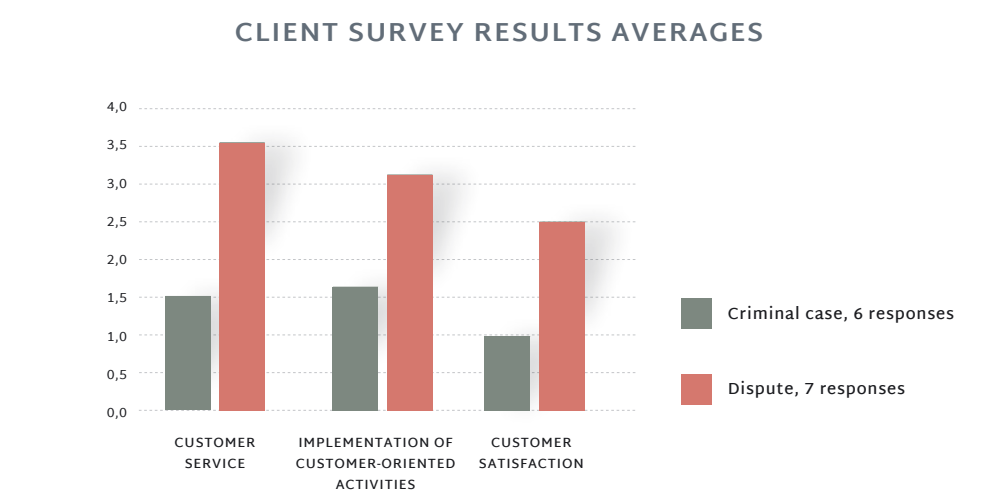
- implementation of customer-oriented activities
- customer satisfaction.³

With regard to customer service, the claims concerned the accessibility and approachability of personnel as well as the equipment and safety of waiting facilities. With regard to the implementation of customer-oriented activities, the clients' experiences of the possibility of influencing the trial procedure and the use of telephone and video connections were examined. The customers' views on the comprehensibility of the reasoning of the judgments and on the implementation of the advice given about the trial procedure were also examined.

In summary, with regard to the customer survey, the limited number of responses and the large dispersion of the responses did not make it possible to draw far-reaching conclusions. However, the verbal assessments contained in the answers enabled some questions to be examined in more detail.

5.3 Client survey results

Firstly, the results of the customer survey showed a clear division between the responses to the criminal case and to the dispute. The points given by the parties to the dispute on scale 0–5 were clearly higher in all areas of assessment than in criminal cases. Based on the verbal assessments provided in the survey, it was evident that the majority of the parties to the dispute who responded to the survey had won their case. The majority of the answers to criminal cases were given by the defendants, which led to the conclusion that they had lost their case.



³ The claims have been derived from the evaluation areas of the quality assessment system from cooperation relationships and resources, processes and customer and citizen results.

Only the evaluation areas concerning the customer service of the parties to the dispute and the implementation of customer-oriented activities were able to reach the target score 3 and the results exceeding it. The parties to the dispute who responded to the survey were satisfied with the approachability of the staff of the Court of Appeal, the arrangements for waiting facilities and the security of access to the Court of Appeal, the judicial procedure, the grounds for the judgment and the advice received from the Court of Appeal. However, based on the verbal evaluations of the parties involved in the dispute, it was hoped that the staff would be a little more relaxed and that matters would be dealt with quickly.

In the evaluation areas of customer service and customer-oriented activities, the average score given by the parties to the criminal case was largely less than 2 points. Critical feedback was provided on the approachability of the staff, the possibility to interact with the staff and influence the judicial procedure and schedules. Verbal evaluations also revealed that the services had been carried out by a person's legal counsel and that the party him-/herself had no personal experience of the questions asked. This fact can be assumed to have influenced the "I cannot say" answer option, which has been widely used in the responses. Some of this may have been affected by whether the issue of the respondents had been dealt with in the oral main hearing or in the presentation of the written procedure.

As a unified approach to the assessments made by the parties to the dispute and those involved in criminal cases, it was evident that both results were the weakest in the area of customer satisfaction assessment. Both customer groups also had the least-used "I cannot say" response option. The results of the parties involved in criminal cases were less than 1 point in customer satisfaction and slightly less than 3 points in disputes. The lowest score in the results of the parties to criminal proceedings concerned the positive overview of the Court of Appeal's activities and results. The weakest of the assessments of the parties to the dispute concerned the reasonableness of the processing times in relation to the relevance of the case and the duration of the earlier stages of the case. In verbal assessments, the parties involved in criminal cases, which were mainly defendants, felt that their treatment was unfair, especially in the way in which they considered the injured parties' reports to be believed. The verbal assessments of the parties to the dispute and feedback on the judges' actions were mainly positive ("rigid but friendly").

As stated above, it is clear that the outcome of the case has had a strong impact on the results of the customer survey. In criminal cases, the respondents who have lost the case have been more active than the opposing party, whereas in disputes the winning parties have mainly responded to the questionnaire. In practice, there are no preconditions for reaching far-reaching conclusions in the customer survey due to weak and one-sided response activity. To some extent, development targets can be raised on the basis of verbal feedback. The most clearly received feedback was on processing times and customer service.

5.4 Implementation of the stakeholder survey

The stakeholder survey focused on chief judges and judges acting as heads of departments at the district courts within the jurisdiction of the Court of Appeal, prosecutors, public legal counsels, attorneys-at-law and licensed legal counsels. The questionnaire was sent by e-mail to the heads of the agencies, who were asked to forward the questionnaire to the heads of department, prosecu-

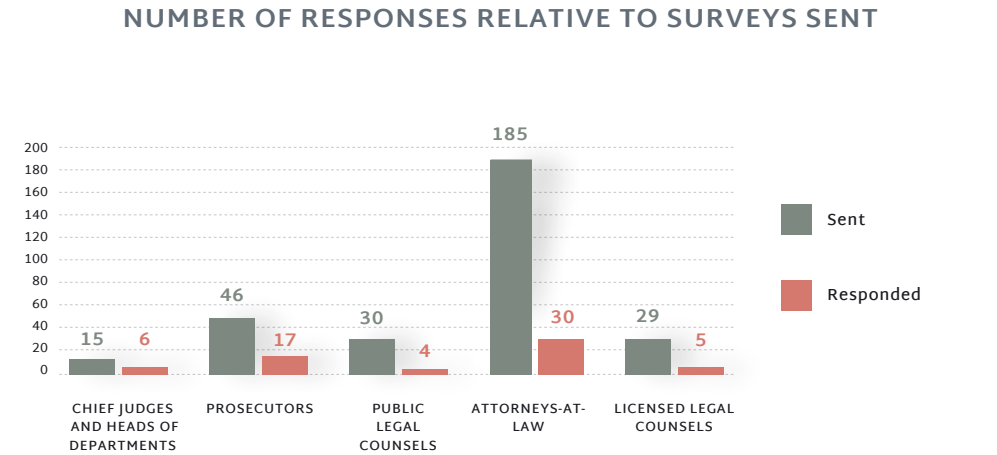
tors and legal counsels working in their agency. The attorneys' questionnaires were sent by e-mail to the training officers of the sub-divisions of the Bar Association Oulu and Lapland, who forwarded the questionnaires to their regional offices. The questionnaire was sent either by e-mail or by letter to other known legal counsels who regularly attend the Court of Appeal.

A stakeholder survey conducted as a Webropol survey was open for reply during May, June and July. The claims of the survey were divided into three areas:

- communication and cooperation
- client-oriented and citizen-oriented implementation of activities
- the functioning and results of the Court of Appeal⁴(4).

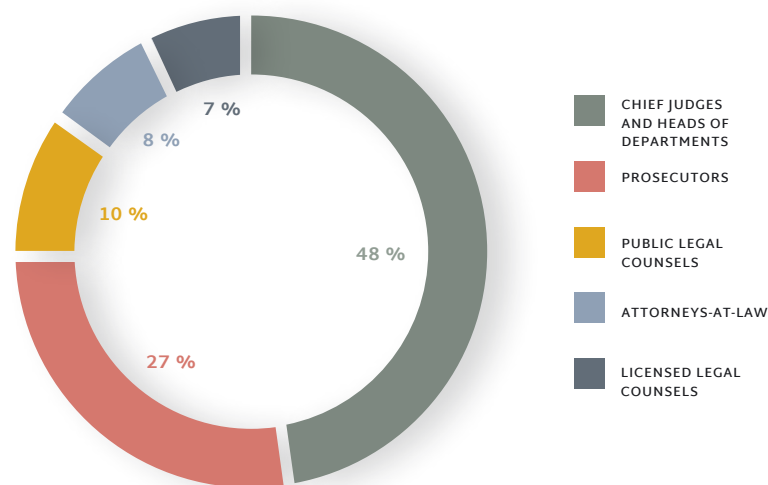
The stakeholder survey included a total of 24 claims from the quality assessment system. In the survey, the respondent had to identify which occupational group he belonged to. In addition, in each of the three evaluation areas the respondents had the opportunity to give a verbal assessment.

All in all, the stakeholder survey was passed on or requested to be passed on to some 305 persons, of whom 15 chief judges and judges acting as heads of departments of district courts within the jurisdiction of the Court of Appeal, 46 prosecutors, 30 public legal counsels, 185 attorneys-at-law based on reports from local departments and 29 licensed legal counsels. A total of 62 responses were given to the stakeholder survey. 6 (10%) of the respondents were chief judges or heads of departments, 17 (27%) prosecutors, 4 (6%) legal counsel, 30 (48%) attorneys-at-law and 5 (8%) licensed legal counsels. The response rate for the entire survey was therefore 20.33. By occupation, the response rate for chief judges and heads of departments was 40, prosecutors 36.96, legal counsels 13.33, attorneys-at-law 16.22 and licensed legal counsels 17.24.



4 The claims of the survey are derived from the evaluation areas of the quality assessment system on cooperation relationships and resources, processes, customer and citizen outcomes and social responsibility outcomes.

RESPONSE DISTRIBUTION



Based on the figures above, the response activity of the stakeholder survey remained low. Despite activation measures, response activity was lower than expected for some occupational groups, such as the chief judges and heads of department of district courts. The most significant impact has been estimated to have been on the implementation of the survey close to the summer holiday season.

In particular, the responses showed differences in the satisfaction of different stakeholders with the activities of the Court of Appeal. The results showed clear development needs, so from this perspective it can be estimated that the stakeholder survey has worked in the desired way.

5.5 Stakeholder survey results

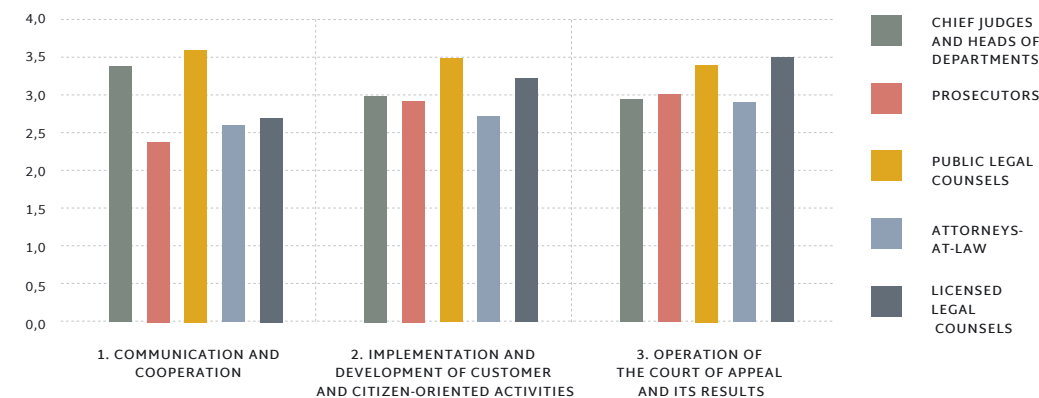
On the basis of the results of the stakeholder survey, it was generally found that different stakeholders were fairly satisfied with the operation of the Court of Appeal. The average results of the evaluation areas were close to a good level score 3 for each stakeholder group. However, there were some clear differences in satisfaction in the examination of claims-specific results.

All statements and diagrams of the answers presented in the survey can be found in the appendices to the report.

The first question of the questionnaire concerned the respondent's stakeholder group, which is why the question numbering begins with the number 2. The questionnaire also included three fields of verbal evaluation (numbers 12, 19 and 27) that are missing from the scored questions.

The greatest variations in the results of the stakeholder survey were obtained in the area of evaluation of communications and cooperation. The best results of the survey were obtained in claims 9 and 10 of the assessment area concerning the publicity of the trials and the grounds for the de-

AVERAGES BY ASSESSMENT AREA



cisions on the publicity of the proceedings and the availability of the staff, responding to requests for contact and taking account of the requests made. In this respect, the assessments were good and commendable and the average points were over 3 for all stakeholders. The weakest results of the survey were related to claims 2, 3 and 5 of the same assessment area concerning the consideration of the needs of stakeholders in the development of work processes, information gathering on the expectations and needs of stakeholders, and the dissemination of information on the activities, reforms, objectives and values of the Court of Appeal. The equipment and safety of the waiting facilities of the Court of Appeal (claim 11) received varying assessments, to which the share of verbal assessments was also highest.

The smallest dispersion of the stakeholder survey was in the evaluation area for the implementation and development of customer and citizen-oriented activities. The area's average score was over 3. The best results in the area were related to claims 14, 15 and 18 concerning remote participation in main proceedings using technical tools, the appropriateness and fairness of the direction of proceeding, and a helpful, polite and respectful attitude towards actors outside the Court of Appeal. The weakest results, on the other hand, were obtained from the possibility of influencing the judicial procedure of the Court of Appeal and the planning of the timetable (claim 13). This was also taken into account in verbal evaluations.

The evaluations of the activities and results of the Court of Appeal were good or commendable with regard to the ethical aspects of the Court of Appeal's activities (claim 23). 76% of the respondents also estimated that the lawfulness, fairness and permanence of the Court of Appeal procedure and judgments will be well or credibly realised (claim 25). The general picture of the Court of Appeal was also considered to be good or commendable (claim 26). The evaluation area also received the weakest score in the survey concerning the reasonableness of the processing times of the Court of Appeal (claim 20).

From a stakeholder perspective, the dispersion was highest in the respondent group of attorneys-at-law, which is probably explained by a large proportion of the respondents. The chief judges and heads of departments were particularly pleased with the cooperation between the Court of

Appeal and the district courts, as well as the functioning contacts and premises of the Court of Appeal. In turn, the need for development was seen in the processing times of the Court of Appeal and in the provision of information on the activities and judgments of the Court of Appeal. In general, the chief judges and heads of departments and the prosecutors were also satisfied with the judicial proceedings and judgments of the Court of Appeal from the point of view of their legality, fairness and permanence. The prosecutors were also satisfied with the operation of the Court of Appeal from the point of view of publicity, the use of telephone and video connections in the main hearings and the direction of proceedings. In turn, it was particularly important to inform stakeholders and to take the needs of stakeholders into account when developing the work processes. There was also room for improvement in the establishment and maintenance of discussions and cooperation relationships. According to public legal counsels, attorneys-at-law and licensed legal counsels, there was also room for improvement in the transmission of information and the processing duration. On the other hand, the accessibility of personnel, the respectful attitude towards the parties, the management of processes and the openness of the procedure were welcomed.

Among the stakeholders, particular attention was paid to the differences between prosecutors' and attorneys'-at-law assessments in the provision of information to stakeholders, in the development of working processes with stakeholders and in cooperation (claims 2-7). Attorneys-at-law and other legal counsels considered that they had been well or credibly implemented, while prosecutors considered that they had not materialised at all or that they had not materialised at most poorly or satisfactorily.

In the same way as in the self-assessment survey, the verbal evaluations clearly highlighted concrete development needs. Due to the lack of security checks, attention was paid to processing times and the inappropriateness and safety of waiting facilities. It was also hoped that the time-tables would be flexible.

Overall, however, the accumulated data was sufficiently extensive to map the development targets, even though the response activity of the stakeholder survey could have been higher than the actual one.

5.6 Development plan and development measures

In accordance with the quality assessment system, the quality group prepared a development plan⁵ based on the survey, which was discussed in the management group of the Court of Appeal and in the staff meeting.

The main areas of development in the stakeholder survey were the consideration of stakeholders' expectations and needs and the development of cooperation. These development areas had already been discussed in connection with the self-assessment survey. The participation of the Court of Appeal alone in the quality project within the jurisdiction of the Court of Appeal was not a sufficient channel of cooperation, but more attention had to be paid to stakeholder work.

Secondly, the development target, which emerged clearly in both the customer and stakeholder surveys, was related to processing times. This aspect should be actively addressed in all the activities of the Court of Appeal. Based on verbal assessments, the third development target was customer service and the appropriateness of the client premises of the Court of Appeal.

On this basis, the quality group proposed three development areas, namely:

- the expectations, needs and cooperation of stakeholders
- reasonableness of processing times
- customer service and the appropriateness of the premises.

OBJECTIVES OF THE DEVELOPMENT TARGETS AND PROPOSED MEASURES

DEVELOPMENT TARGET	OBJECTIVES	MEASURES
STAKEHOLDERS' EXPECTATIONS, NEEDS AND COOPERATION	<ul style="list-style-type: none"> - aim to obtain information on the expectations and needs of different stakeholder groups - more information on the judgments of the Court of Appeal - raising awareness among stakeholders of the activities of the Court of Appeal 	<ul style="list-style-type: none"> - information on judgments - enhancing the use of the website <ul style="list-style-type: none"> * description of the activities of the Court of Appeal * feedback box * questions and answers section - regular meetings between the Court of Appeal and various stakeholders
REASONABLENESS OF PROCESSING TIMES	<ul style="list-style-type: none"> - shortening processing times 	<ul style="list-style-type: none"> - increasing the preparation of scheduling plans - the opportunities for stakeholders to influence the timetable and the way in which it is handled will be increased - increasing the preparation of interested parties
CUSTOMER SERVICE AND APPROPRIATENESS OF PREMISES	<ul style="list-style-type: none"> - increasing customer satisfaction - increasing customers' access to information on the course of the proceedings and the processing stage of their case - ensuring both personnel and customer safety 	<ul style="list-style-type: none"> - improving the instructions accompanying summonses on the conduct of the trial - a link in the invitations and on the home page will be added to the pages where more information can be obtained - increase the staff's familiarity with the course of the proceedings - transfer of the switchboard service to Vaasa Administrative Court and clarification of Helpnet's job descriptions in order to allocate calls to the right persons - identification of the need for security check equipment - security check training for office attendants - consideration of the need for security measures in an individual case - a reform of the facilities for fearful parties and witnesses and the detention of prisoners is already under way - coffee machine, drinking water point in waiting rooms

⁵ Development plan for the 2015 quality group.

In order to meet the **expectations and needs of stakeholders**, a workshop-shaped discussion was held in the Court of Appeal already after the discussion of the self-assessment survey in order to promote court mediation and to improve the preparation of disputes in matters to be dealt with by the Lapland District Court and the Rovaniemi Court of Appeal. The legal counsels within the jurisdiction of the District Court of Lapland and the judicial staff of the District Court of Lapland, the District Court of Kainuu and the Rovaniemi Court of Appeal were invited to attend the event. The participants discussed, as working groups, topics such as court mediation, the processing plan and compliance with it, the mapping and theming of evidence, the duties of the judge and the legal counsel in the preparation process, and the preparatory session. Based on these discussions and summaries, the rules recommended for compliance were compiled.

In spring 2016, the Court of Appeal held discussions in Oulu, Rovaniemi, Kemi and Kajaani with public legal counsels, attorneys-at-law and licensed legal counsels from the jurisdiction of each district court. District judges and prosecutors were also invited to attend some of the events. The topics covered were the hearing of the Court of Appeal and the legal counsels, the reform on leave for continued consideration, AIPA, i.e. e-services and trials, and the reform on the proof of Chapter 17 of the Code of Judicial Procedure.

In spring 2017, the prosecutors within the jurisdiction of the Court of Appeal held a similar workshop-shaped discussion as the legal counsels. The themes were to intensify the preparation of criminal cases, the main proceedings, the electronic trial and the final statements. The event gave an introduction to the reform of the activities and organisation of the prosecution service as well as to plea bargaining. Approximately 40 prosecutors, heads of the district courts' criminal departments and the judicial staff of the Court of Appeal attended the event.

In addition, the Court of Appeal started organising discussions with local attorneys-at-law, other legal counsels and prosecutors also in connection with its inspections of district courts. The events will discuss development ideas related to practical practices and discuss matters related to the adjudication and the judiciary. The Court of Appeal also organises an annual meeting of the Chief Judges on current topics. The quality days within the jurisdiction of the Court of Appeal are naturally also a key channel for cooperation and its development with our stakeholders.

In 2018, a second customer and stakeholder survey in accordance with the three-year cycle was carried out within the framework of the quality assessment system. The survey was conducted broadly in the same way as the 2015 survey, which has now been described. The survey was submitted to an estimated 389 stakeholder representatives and 215 customers. The response rates were fairly good for stakeholders, while the customer's response rates remained low. As a whole, the results showed that the stakeholders were very satisfied with the operation of the Court of Appeal. For example, when, in the 2015 survey now under review, prosecutors estimated that communication and the development of working processes, dialogue and cooperation with stakeholders did not materialise at all or did not materialise at most poorly or satisfactorily, in the 2018 survey, the majority of prosecutors estimated that these claims were either well or credibly realised. The above-mentioned development measures taken on the basis of the 2015 results, i.e. various cooperation and discussion events, can be said to have significantly improved stakeholder assessments of cooperation and the consideration of their needs.

In order to improve information and customer service on the judgments, a working group was set up at the Court of Appeal to plan and implement an overall reform of the website. The working group presented its proposal for the detailed content of the website at the staff meeting of the Court of Appeal in December 2018. However, a concrete reform of the website has had to be postponed because the Ministry of Justice is preparing a new system for publishing the court website.

Communication and information on the judgments of the courts have been discussed in the quality project for the adjudication within the jurisdiction of the Court of Appeal, within which an extensive working group was set up in the Court of Appeal to prepare for the reform of the communication plan. The new communication plan, which entered into force at the beginning of 2019, has in many ways enhanced the transparency of the Court of Appeal's activities, external communications and information on judgments. The Court of Appeal has also established a media group and appointed media judges to support the media by providing journalists with background information on, for example, the operation of the Court of Appeal, court proceedings and, in general, penal and judicial practices. The media judges of the Court of Appeal act as part of a national network of media judges consisting of representatives of different courts serving the media throughout the country.

In the Court of Appeal, efforts have been made to influence the **reasonableness of processing times** by increasing the drafting and detail of schedules so that, for example, the hearing of parties and witnesses is recorded in the plans at time intervals. The plans will be submitted to the legal counsels for comments. They are asked to comment on and wish for scheduling and to submit proposals on how people can be heard, for example by remote means. In the preparation with the parties, the parties' requests concerning the date of holding the main hearing will also be heard.

The Court of Appeal also organised a workshop-shaped discussion with the legal counsels, as described above, in order to improve the preparation of disputes, among other things.

With regard to **customer service**, a working group was established in the Court of Appeal to update the main hearing summonses and to increase the information contained therein. The summonses have also been accompanied by a link to the websites where more information can be obtained on the processing of the case and on dealing with it in the Court of Appeal.

The clerical staff of the Court of Appeal have become more familiar with the course of the proceedings by instructing the staff to monitor, in particular, the main hearings of the Court of Appeal and, under the guidance of the assistance judge, to familiarise themselves with assisting the composition in the sessions (e.g. the drafting of a protocol, the use of technical equipment).

With regard to the **appropriateness and safety of premises**, the Court of Appeal updated the contingency plan, the rescue plan and the information security instructions, and organised a day-long event for staff on various security issues. The office attendants of the Court of Appeal updated their information in the security check training. The provision of security checks related to main hearings was called for to be increased at a low threshold, and a decision has been made to carry out security checks in all criminal cases as a rule and, if necessary,

in other cases. Fixed security check equipment has been discussed with the Ministry of Justice. In view of security considerations, the hearing of persons who are afraid has been transferred to new premises in the Court of Appeal. In writing, the addition and improvement of meeting rooms in the lobby of the Court of Appeal of attorneys-at-law and their clients have also been completed.

5.7 Summary of the implementation of the surveys

To summarise the 2015 surveys, the experience of stakeholder surveys was good, highlighting differences in the assessments made by different stakeholders on the operation of the Court of Appeal. The survey thus provided factual information on development needs in relation to stakeholders. The implementation of the stakeholder survey through Webropol also worked well.

The timing of the surveys in the vicinity of the holiday season was expected to weaken the response activity. On the other hand, the implementation of the customer survey and poor response activity were found to involve challenges that need to be considered in the future due to the profitability of the client survey. The customer survey was to be carried out in writing because it enabled the survey to be addressed to a broad group of respondents. Work resources also posed a challenge to another way of carrying out the survey. However, the response activity could be higher than the actual one and the information could be better targeted at relevant issues by means of an interview survey.

As a whole, the 2015 survey was relatively burdensome when carried out for the first time. The implementation had to take a number of lines and several stages of work, such as drafting infos and instructions. This material can be used in the next customer and stakeholder survey. Some of the claims were felt to be broad and ambiguous in terms of content and should therefore be developed in the future.

However, conclusions can be drawn on the functioning and implementation of the customer survey in order to develop the survey in the future. One question is the suitability of a written questionnaire for collecting information about the Court's customer satisfaction. Already in previous quality measurements of the district courts within the jurisdiction of the Court of Appeal of Rovaniemi, customers' response activity to written questionnaires has been found to be weak. Written evaluations are always strongly coloured by the outcome of the case. It could be more effective to receive answers if the survey were carried out on the spot in connection with the sessions but before the judgment was given. The interviewer would be an unrelated person in the lobby of the venue. However, this would exclude the parties involved in the cases to be dealt with in the written procedure.

Given the number of "I cannot say" responses, it might be appropriate to develop the survey in such a way that different questionnaire bases would be drawn up for the parties involved in the oral main hearings and the written procedure. The questions could be clearly confined to issues that customers are certain to have experience of. This would reduce the number of questions and reduce the threshold for responding.

6

EXPERT EVALUATION 2016

6.1 Implementation of the expert evaluation	64
6.2 Key results	65
6.3 Clarity of the subject of appeal	66
6.4 Transparency of reasoning	66
6.5 Details and consistency of reasons	67
6.6 Comprehensibility of reasons	68
6.7 Clarity of the structure of the judgments - accurate in language and appearance	68
6.8 Composition of judgments of the Court of Appeal and the District Court	69
6.9 Development plan and measures	70

6. EXPERT EVALUATION 2016

6.1 Implementation of the expert evaluation

Finally, an expert evaluation was carried out during the three-year cycle. Permanent members of the quality group are Secretary General Hannu Gyldeén and Administrative Notary Tuula Ålander, and as variable members Head of Department, Senior Judge of the Court of Appeal Teija Unkila, Judge of the Court of Appeal Anu Pogreboff, Assistant Judge of the Court of Appeal Sari Semenoff and Information Specialist Arja Suomäki. The variable members of the quality group formed a sub-group responsible for carrying out the expert evaluation⁽¹⁾. The sub-group was chaired by Senior Judge Teija Unkila from the Court of Appeal. The information specialist at the Court of Appeal was responsible for the valuation of the judgments to be evaluated, prepared a questionnaire for the assessment in Webropol and compiled a summary of the results of the survey.²

Representatives from the district judges, attorneys-at-law, prosecutors, legal journalists and professors were selected as experts. The experts were Tuula Linna, Professor of Process Law at the University of Lapland, Susanna Kemppainen, Criminal and Legal Editor of Kaleva, Jyrki Määttä, District Judge of the Ylivieska-Raahe District Court, Ilkka Kalliokulju, District Prosecutor of the Public Prosecutor's Office of Oulu, and Olli Siponen³, Attorney-at-Law, Asianajotoimisto Botnia Oy.

¹ Development plan for the 2016 quality group.

² The results of the expert evaluation largely correspond to the method and composition adopted in the quality benchmarks. See Savela 2006, p. 49.

³ In 2019, the experts were Professor of Process Law Mikko Vuorenpää from the University of Lapland, Legal Journalist Susanna Reinboth from Helsingin Sanomat, District Judge Ilkka Ylönen from the District Court of Oulu, Deputy Chief, District Prosecutor Kirsi Männikko from the District Prosecutor's Region of Northern Finland, and Attorney-at-Law Jouko Ylisuanto, Asianajotoimisto Ylisuanto, Ahonen & Kairala Oy.

A total of 16 judgments or decisions of the Court of Appeal were randomly selected for assessment, involving two criminal cases and two disputes from each of the four teams of adjudication of the Court of Appeal. The judgments that were the subject of the evaluation were randomly chosen from the judgments given by each team during the autumn of 2015. The lottery excluded all secret cases, decisions on denial of a permit for further processing, and judgments in which the outcome of the decision of the district court had not been altered or reasoned (so-called "no reason to change" phrase justification). A significant number of judgments were also excluded from the lottery, as the judgments had to be available for expert evaluation within a reasonable period of time.

The judgments and decisions of the Court of Appeal, which were the subject of an expert evaluation, and the related judgments of the District Court, were sent to the experts in late spring 2016. The Webropol questionnaire for the evaluation was initially open for reply until the end of August, but due to the holiday period the response period was extended by two weeks.

In the assessment, the experts answered nine questions or arguments concerning each judgment/decision, the first three of which concerned the identification of the judgment to be assessed. There were six claims concerning the actual assessment areas:

1. Is it clear which part of the judgment of the district court has been appealed against and on what grounds?
2. The judgment is transparently reasoned.
3. The judgment has been substantiated in detail and consistently.
4. The judgment is understandably justified.
5. The judgment is straightforward in structure and careful in language and appearance.
6. Will the judgment of the District Court and the Court of Appeal become an understandable and clear entity?

The claims should be scored on a scale of 0-5, depending on how well the evaluator considered the claims to be fulfilled⁴.

After a summary of the results had been drawn up, the experts met with the quality group to discuss the results and to supplement their written responses also orally. Based on the accumulated data, the quality group prepared a development plan⁵ for the identified development targets and their recommendations. The assessment and scoring of the judgments were easy to implement using Webropol. Verbal evaluation also played an important role in mapping development recommendations.

6.2 Key results

The results of the assessment of the judgments in criminal cases and disputes largely corresponded to each other. As a rule, experts estimated that the judgment of the Court of Appeal was clear-

⁴ 0 – the matter is not implemented at all (bad), 1 – the matter is implemented in some respects (avoidable), 2 – the matter is implemented satisfactorily (satisfactory), 3 – the matter is implemented well (good), 4 – the matter is implemented commendably (commendable), 5 – the matter is implemented exemplarily (exemplary).

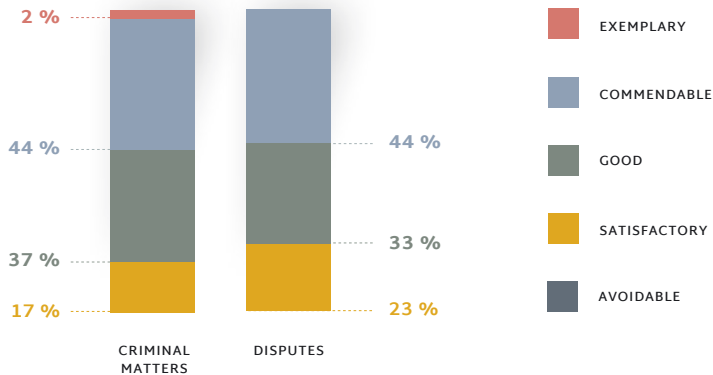
⁵ Development plan for the 2016 quality group.

ly reflected in which part of the judgment of the District Court had been appealed and on what grounds. Almost equally high estimates were also received for the claim concerning the openness of the reasoning behind the judgments. The weakest evaluations, on the other hand, were given to the comprehensibility of the reasoning behind the judgments. In the comparison between the assessments of criminal cases and disputes, the greatest differences were in the transparency, detail and consistency of the judgments. In disputes, there were more avoidable and satisfactory assessments related to these claims than in criminal cases. On the other hand, the number of commendable and exemplary evaluations was higher in disputes than in criminal cases. In relation to this, the quality of the judgments in criminal cases selected for assessment had been more even than in disputes.

6.3 Clarity of the subject matter of the appeal

As regards the question of the clarity of the appeal, there were few problems in the judgments of the Court of Appeal. In the comparison between criminal cases and civil cases, the results of criminal cases were slightly better. In their verbal comments, the experts paid some attention to recording the reasons for the complaints. They felt that the reasons were too concise in some judgments, whereas in simple cases the reasons could have been more concise⁶.

1. Is it clear which part of the judgment of the district court has been appealed against and on what grounds?



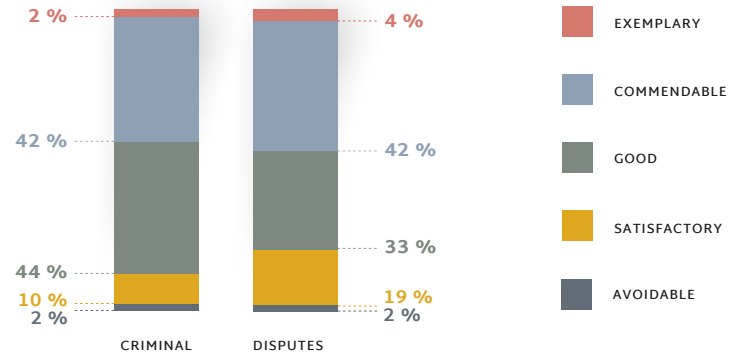
6.4 Transparency of reasoning

The transparency of the reasons of the judgments was estimated to be achieved mainly at a good and commendable level. However, both disputes and criminal cases were also subject to avoidable and satisfactory assessments. The assessments of the reasons for disputes were slightly weaker than those of criminal cases. In their verbal comments, the experts particularly called for a problem-oriented approach and a clear specification of the issues that speak in favour of and against a particular judgment. The experts also considered that the relevance of all the facts raised in the

6 In the feedback of the expert evaluation of 2019, it was proposed that the reasons for the complaint in criminal cases be presented on a count of indictment-by-count of indictment basis.

complaint to the outcome of the judgment was not necessarily included in the reasons. Moreover, the content and similarity of the cases referred to in the reasons with the case to be resolved had not been adequately opened. It was considered important that the judgment clearly indicates how and why the judgment had been changed. The mere phrase justification for measuring the sentence was seen as a clear problem⁷.

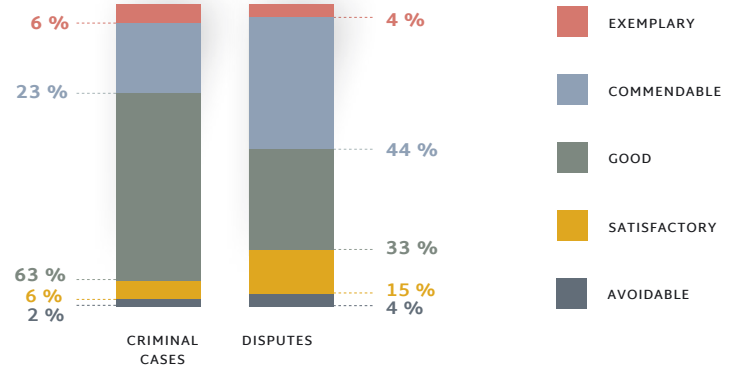
2. The judgment has transparent reasons



6.5 Details and consistency of the reasons

The detailed and consistent reasoning of the judgments was mainly found to be implemented well, commendably or exemplarily. The number of commendable and exemplary evaluations in

3. The judgment is reasoned in detail and consistently



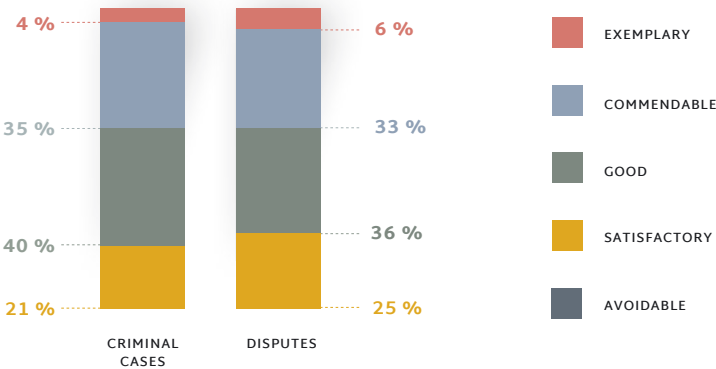
7 The 2019 evaluation highlighted in particular that the grounds for the claims should be taken into account in the grounds for the judgment and answered. Attention was also drawn to the fact that the reasons for the compensation did not always justify the causal link between the act and the compensation criterion, despite the fact that the complaint had invoked the lack of causal link. The wish for a problem-oriented approach and, in particular, a clear presentation of the problem, was also raised, as was the case with the 2016 expert evaluation.

disputes was higher than in criminal cases, although they also had slightly lower scores. In this respect, the verbal evaluations drew attention to the fact that not all grounds for appeal or problems had been taken into account in the reasons. In verbal evaluations, it was felt problematic to focus the reasons too much on explaining the evidence, rather than focusing on the problem areas and on recording and evaluating the evidence only in relevant respects. Moreover, it was not always clear why something had been reached, i.e. that there was a lack of legal argumentation.

6.6 Comprehensibility of reasons

The assessments of the comprehensibility of the reasons for the judgments largely corresponded to each other in disputes and criminal cases. The evaluations thanked the reasoning method, which initially states what the case is about. This was seen to make the judgment more comprehensible. The verbal comments stated that the judgment had been written clearly to lawyers, although they had changed in a more comprehensible general direction. In particular, the reasons written too concisely caused problems in understanding the reasons, in particular for lay people. In terms of comprehensibility, it was also considered important that the Court of Appeal's own statements are separated from other reasoning, for example by the wording "the Court of Appeal considers ...". The use of sufficient crossheadings was felt to clarify the matter. In particular, it was considered useful to use a separate conclusion section on the outcome of the judgment at the end of the problem resolution for each section and to express the outcome clearly. It was also clear that legal concepts should be opened up more and, among other things, reasons for the sanction should be written in an open and popular language.

4. The judgment is understandably reasoned

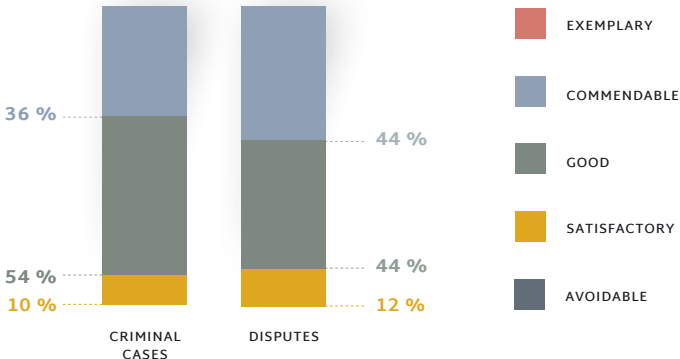


6.7 Clarity of the structure of the judgments – accurate in language and appearance

The claim concerning the structure and careful appearance of the judgment was perceived as very well and commendably implemented. The experts' comments highlighted the use of excessively long sentences, partial lengthiness of the text and repetition in different parts. According to the comments, the use of words in the cultural, dialect and spoken languages as well as

the mere first names of persons should be avoided. The reasons also contained quite a number of typographical, punctuation and hyphenation errors. The need for intermediate titles was also highlighted in these evaluations.

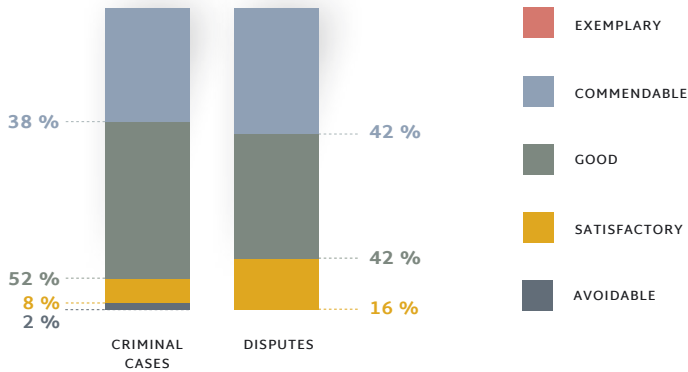
5. The judgment is straightforward in structure and its language and layout are well designed



6.8 The entity of the judgments of the Court of Appeal and the District Court

There were no major deficiencies in the entity set up by the judgment of the Court of Appeal and the judgment of the District Court attached to it. In general, it was considered that understanding and managing the judgment of the Court of Appeal required reading the judgment of the District Court. The reasons for decisions on the rejection of the new evidence were considered to be good. In an individual case, attention was drawn to the fact that, in order to clarify the outcome, the Court of Appeal would have been good to summarise the reasons for the judgment of the District Court rather than just the phrase "Court of Appeal accepts the reasoning of the District Court". On the other hand, the reasoning thus put forward in another judgment under assessment was regarded as a repetition that was unnecessary from the overall perspective.

6. Will the judgment of the District Court and the Court of Appeal become an understandable and clear entity?



6.9 Development plan and measures

The quality group development plan was discussed at the staff meeting of the Court of Appeal. As the reasons of the judgments and decisions of the Court of Appeal play a key role in the judgments, the most important areas of development were, as expected, also targeted at the reasoning. The areas of development proposed by the quality group focused on the transparency, detail, consistency, comprehensibility and language and appearance of the justifications. The proposed and agreed objectives are of such a nature that, in order to achieve them, continuous attention must be paid to their implementation.

OBJECTIVES OF THE DEVELOPMENT TARGETS
AND PROPOSED MEASURES

DEVELOPMENT TARGET	OBJECTIVES	MEASURES
REASONS: - TRANSPARENCY - DETAIL - CONSISTENCY - COMPREHENSIBILITY - LANGUAGE AND APPEARANCE	-it is clearly stated which issue the Court of Appeal is dealing with - increasing problem-centred writing of reasons - increase the sectioning of text with crossheadings - the reasons clearly address each issue to be resolved separately - clearly record the arguments in favour of and against the outcome - more detailed reasoning for measuring the sentence in criminal convictions - avoid legal terms and phrases - favouring short sentences - emphasis will be placed on the popular writing style	- In view of the fact that the reasons for the judgments are strongly related to the adjudication, the quality group called on the judicial staff to pay attention in their work to the attainment of these objectives; - the staff meeting highlighted the need for training in writing and grammar - issues related to writing will be discussed at the training event for assistant judges held at the Court of Appeal every year.

In summary of the expert assessments, the quality criteria for the judgments subject to the assessment were largely well met. There was no need for significant development measures⁸. As the

reasoning of judgments is a strongly judicial issue, the judicial staff has been called upon to pay attention to the attainment of the objectives set.

Issues related to writing have been discussed, among other things, at the annual training sessions of the assistant judges of the Rovaniemi Court of Appeal. In February 2020, all staff were provided with language maintenance training.

8 The development plan for the 2019 expert evaluation highlighted:

- making the judgments more stringent; in particular, attention should be paid to the fact that the testimony of witnesses is not too vague in the judgment and that it should be reasoned how the new evidence has influenced the judgment.
- the reference to the judgment of the district court had to be made in detail by the individuals of the parts of the judgment to which reference was made.
- in the case of children in particular, the obligations should be clearly stated in the judgment (crossheadings: housing, meeting, etc.);
- in terms of language, attention should be paid to avoiding phrase reasoning, shortening sentences and inserting sub-headings.
- adjudication in criminal cases should always be brought up in their own title.

7

CONCLUSIONS

7.1 Summary of the three-year period 2014-2016	74
7.2 Reform of surveys and continuation of quality assessment	75
7.3 "If you can't measure it, you can't improve it"	77

7. CONCLUSIONS

7.1 Summary of the three-year period 2014-2016

After the first three-year period of the quality assessment system, the objective of the system to obtain information on the needs for the development of both the internal and external activities of the Court of Appeal has been realised. The evaluations submitted have highlighted concrete areas for development. Development plans drawn up on the basis of evaluations have led to the correction and development of practices. Some of the development measures have been implemented in the short term and part of projects requiring long-term and extensive planning. However, it should be noted that it is only after several three-year cycles that the effectiveness of the system can be assessed in the long term. The first three-year period and the results obtained as a whole can be considered positive.

The **results of the self-assessment survey** have led, among other things, to a change in the organisation of the Court of Appeal, to a levelling out of the division of work, to changes related to job descriptions and several details, and to a reassessment of specialisation and training opportunities. Communications within the Court of Appeal have also been developed through Intranet. In summary, self-assessment can be considered to have contributed to the detection of development targets and also triggered the launch of concrete development measures.

The **results of the customer and stakeholder survey** showed that the participation of the Court of Appeal in a quality project covering the entire jurisdiction of the Court of Appeal is not sufficient to meet the needs and expectations of stakeholders; instead, it is necessary to develop different cooperation channels between the Court of Appeal and stakeholders. The most important areas of development were taking into account the expectations and needs of stakeholders and developing cooperation. The results led to various discussion events

and, among other things, workshop events between judges and prosecutors and judges and legal counsels. Information, customer service and the appropriateness and safety of facilities were also improved in various ways. The communications plan of the Court of Appeal was reformed in its entirety. Based on the verbal feedback of the customer satisfaction survey, the focus was on the quality of customer information and customer encounter situations. Attention was paid to the harmonisation of practices and the clarification of information targeted at customers by revising the summons and other letter templates.

The feedback received on the randomly selected judgments in the **expert evaluation** showed that the quality criteria for the decisions of the Court of Appeal are well met. In particular, valuable feedback was collected through verbal evaluations on issues to which more attention should be paid in order to increase the transparency, comprehensibility and clarity of judgments.

In the practical implementation of quality assessments, development needs related to the system itself were identified. The claims of the self-assessment survey had to be developed in terms of their comprehensibility and scope. Once practical experience has been gained from a wide-ranging self-assessment survey, the survey can be carried out in a reduced or targeted manner in certain areas in the future. In turn, the stakeholder survey was found to have worked well, although increasing response rate appears to be a development target for this survey. On the other hand, a major problem is the responsiveness of customers to the survey directed at them. In this respect, the meaningfulness of carrying out the survey may require major changes to the way in which the customer survey is conducted.

7.2 Reform of surveys and continuation of quality assessment

Since the first three-year period, the implementation of the quality assessment system has continued with the launch of a new three-year cycle according to the system. When writing this report, the second three-year period has ended.

When comparing the 2014 and 2017¹ self-assessment surveys, the response rate of the Court of Appeal staff was clearly higher in 2017. With a view to the continuation, the quality groups proposed clarifying the claims and limiting the scope of the survey. However, due to comparability, the 2017 self-assessment survey was largely carried out in the same way as the previous one. When writing this report, a working group appointed separately has reformed the number and content of the next self-assessment survey to be carried out in 2020.

The 2018 customer and stakeholder² survey was conducted mainly in the same way as the first 2015 survey. In order to increase response rate, the customer survey was delivered to customers in 2018 through their legal counsels and, if this option was not available, directly to the customer in the form of e-mail or by mail. In criminal cases, the most respondents were defendants to criminal cases and, as in the previous survey, they were clearly more dissatisfied with the judg-

¹ Development plan for the 2017 quality group.

² Development plan for the 2018 quality group.

ments. It was also clear from the replies whether the party who responded to the survey had lost or won the case.

In 2018, response rate was lower than before. As the dispersion of responses remained high, reliable conclusions and concrete development proposals could not be identified on the basis of the customer survey. Since the outcome of the proceedings clearly affects the scores and verbal evaluations to be given, the survey should be carried out before the judgment in the case is given. In that case, the assessment of the quality of the judgment would be examined mainly in the stakeholder survey and expert evaluation. In the future, consideration should also be given to whether the survey should be conducted as an interview, for example, in connection with the main hearings, instead of a written form. This would mean that the cases to be sentenced in the written presentation would be excluded from the survey. On the other hand, response rate in both customer surveys carried out has been higher in the main hearings than in the cases resolved in the written presentation.

The 2018 stakeholder survey was carried out as a Webropol survey, as before. Police chiefs and investigators were also added to the target group. The second stakeholder survey was implemented better in terms of response rate than the previous time. The deficiencies observed in the timing of the first survey and in the provision of information to respondents were corrected by carrying out the survey earlier in the spring before the summer holidays. The aim was also to influence the response rate before the survey by sending a letter from the President of the Court of Appeal on the survey to be carried out and the importance of responding to it. The said measures yielded results. The response rate of the second survey as a whole was 34.45%, almost double that of the first survey. As far as stakeholder representatives are concerned, for example, the response rate for district court chief judges and heads of departments was 62.5, prosecutors 55.3 and attorneys-at-law 30.1. Based on the results of the survey, stakeholders were satisfied with the operation of the Court of Appeal. Most of the claims in the survey were at a good or commendable level. The greatest improvement was evident in the satisfaction of the prosecutors, especially with regard to the claims concerning information, working processes, dialogue and cooperation. The cooperation projects implemented by the Court of Appeal had clearly been effective. Police chiefs and investigators formed a new occupational group in a survey. Their response rate was clearly the lowest and they used the most answer option “I cannot say”.

Overall, the implementation of the second customer and stakeholder survey confirmed the need to review the surveys and how they were executed. In addition, the development plan should focus on putting forward concrete development measures, making them more effective.

The results of expert evaluations both in 2016 and in 2019³(3) showed that the quality criteria for the Court of Appeal’s judgments were well met. In both evaluations, the transparency, detail and consistency of the reasons for the judgments were considered to be well or commendably implemented. As an observation related to the manner in which the evaluation was carried out, the experts suggested that the evaluation questions would also be open to the submission of free-form verbal comments.

³ Development plan for the 2019 working group.

7.3 “If you can’t measure it, you can’t improve it”⁴

Evaluating the functioning of the courts, and in particular the quality of its adjudication, using surveys and other measurement methods, is an issue that has been debated both nationally and internationally for several years. A number of arguments can be put forward on its behalf and against it, starting with the independence of the Court of Justice, for consideration of factors that can always be measured, methods of measurement and a measuring body⁵. It should be noted, however, that the emergence of quality assessment and the way in which it is carried out in all activities aimed at improving the quality of judicial activities⁶ demonstrates the need for the existence of an evaluation system.

Although the differences in the legal systems pose a challenge to the creation of a uniform method, the quality assessment studies have repeatedly concluded that the fundamental elements of the quality of adjudication are, however, common in Western legal systems. It is likely that a generally acceptable measurement method will be achieved at the level of the European Union, making it possible to assess the quality of the adjudication at a comparable level.

However, the quality assessment system of the Rovaniemi Court of Appeal is not limited to assessing the quality of the adjudication, but it takes the evaluation of the quality of the court one step further when it also extends the quality assessment to the internal functioning of the court. The quality assessment system has sought an established approach to the day-to-day work of the Court of Appeal and its development. Although the system employs the members of the quality group participating in its implementation, the participation of all personnel in the implementation of the system in turn is one of the most essential features of the quality assessment system. The contribution and ideas of different persons to the implementation of the quality assessment will improve the effectiveness of the quality assessment in the work of the Court of Appeal. It also promotes the adaptation of quality assessment as part of the day-to-day work of the Court of Appeal. It is not a question of data, views and development judgments produced from “top down” but of personnel-based analysis, analysis of results, discussions and development proposals. Within these frameworks, the quality assessment system can be estimated to have achieved its objective of consolidating a continuous development culture.

The method has proven to be a practical way of examining the internal and external development areas of the Court of Appeal. Except for the low rate customer responses, the quality assessment has produced a lot of effective and important information on the operations of the Court of Appeal as a whole. Changes in the operating environment require the repetition and comparability of surveys. However, there is still room for improvement in the targeting and alleviation of

⁴ Unknown source. Bencze - Yein Ng 2018, p. 2.

⁵ Bencze - Yein Ng 2018, p. 2-9.

⁶ Including the quality project of the courts within the jurisdiction of the Rovaniemi Court of Appeal, the quality benchmarks of adjudication, the quality assessment system of the Rovaniemi Court of Appeal, the CEPEJ’s quality checklist, the Manual for measuring the quality of adjudication and the customer survey template, the ENCJ’s quality criteria, a questionnaire for members and observers. As described under heading 2.5, development projects in several countries have often also led to the implementation of individual surveys.

surveys. Once the basic functions of quality assessment have been created during the first two three-year periods, the next step is to look at the details of the surveys.

One important observation of the implementation of the quality assessment system of the Rovaniemi Court of Appeal during the first and second three-year period is highlighted by the importance of the concrete nature of the development measures. Concrete development measures need not be large in order to be effective. Examples of such measures in the development plan drawn up under the quality assessment system include the establishment of premises arrangements to ensure the appropriateness and safety of premises.

Experience has shown that the quality assessment system of the Rovaniemi Court of Appeal will continue to be implemented in three-year periods. Overall, the management and staff of the Court of Appeal have taken a positive view of quality assessment. Quality assessment has produced good results for development in the internal and external environment of the Court of Appeal. Thanks for this are due to the staff and stakeholders of the Court of Appeal who participated in the quality assessment.

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APPENDICES

INSTRUCTIONS FOR PERSONNEL IN SELF-ASSESSMENT SURVEY 2014

INSTRUCTIONS FOR RESPONDING

The quality assessment system of the Rovaniemi Court of Appeal has been introduced since the beginning of 2014. In the first year, the self-assessment survey of the Court of Appeal staff related to quality assessment will be carried out.

A lot of work has been done in the Court of Appeal over the years to create a quality assessment system. In order to make the system work as well as possible in the Court of Appeal and to obtain information on our potential development targets, it is important to respond to the self-assessment survey.

The survey will be answered electronically via an e-mail link to the staff in the Webropol survey system between 7.4 and 28.4.2014. The link is shared by everyone. Survey responses cannot be mapped to a specific respondent. The only question related to the respondent is the first question in a survey intended for the judicial staff asking whether the respondent is a member or an assistant judge.

The surveys for judicial staff and clerical staff differ slightly. Both surveys consist of nine evaluation areas, of which areas 1 to 5 are policy evaluation areas (leadership, strategy and operational planning, personnel, cooperation relationships and resources as well as processes) and areas 6 to 9 performance evaluation areas (customer and citizen results, personnel results, social responsibility results and key performance results). These nine evaluation areas are divided into evaluation points, of which a total of 28 are available in both surveys. The evaluation points, on the other hand, are divided into questions/claims to which the survey requests answers. The total number of actual questions is 60 in the survey for the judicial staff and 52 in the survey for the clerical staff.

The survey has been carried out in such a way that one assessment point is discussed on each page of the survey. The headings of the survey relating to evaluation areas and evaluation points include the numbering of the title used in the quality assessment system in parentheses. To answer the questions, enter the number of points between 0 and 100 that describe the level of activity in the blank field next to the question. There is also a section at the end of each page where you can, if you wish, give verbal evaluation to the assessment point in question.

The survey system does not require the respondent to answer all questions. In order to get as much benefit from carrying out the survey as possible, it is highly desirable that the staff try to answer all the questions. In the survey intended only for judicial staff it is obligatory to answer whether the respondent is a member or an assistant judge. If the respondent wishes to comment on or respond to the actual questions, it is possible to comment on the verbal evaluation section.

The survey is quite comprehensive, so it is worth reserving time to respond to it. There is a button at the end of each page to stop responding to the survey. If you interrupt answering, you will receive a link to your email to continue answering the survey later.

In order to facilitate the response, the following appendices are attached to these instructions:

- Self-assessment survey printed, which should be consulted before answering in the survey system
- examples of evaluation areas, assessment points and questions/claims that make it easier to answer questions
- instructions on scoring.

SURVEY SCORING

The scoring method for self-assessment of the quality assessment system is the scoring scale 0-100 divided into the six scoring intervals of the CAF model. There are two types of scoring tables because the evaluation areas (1. - 5.) assess the stages of the different activities of the Court of Appeal and the level (quality) of the activities and the performance evaluation areas (6. - 9.) assess the existing evidence of the results, the development of the results and the level (quality) of the achievement of the results. As the personnel survey consists not only of claims to assess activities and results based on the CAF model but also of quality criteria adopted from the quality benchmarks, the scoring tables have been alongside the verbal scoring values of the quality benchmarks, "not implemented – implemented excellently", which are particularly suitable for claims concerning different categories of persons. However, all questions will be answered using a scale of 0-100.

The table below, drawn up to facilitate and illustrate scoring, is also available when responding to the survey. The table contains a verbal description of the six scoring intervals that makes it easier to respond to claims, i.e. to select scoring. The scoring can be determined on the basis of the description best suited to each question. If the respondent feels that he or she does not have sufficient information to respond to the claim, it is possible to omit the claim.

Responding to the survey:

- The range of points suitable for the claim shall be selected on the basis of an overall assessment of the implementation of the matter described in the claim.
- The actual scoring of the claim is selected by evaluating the concrete elements (characteristics/examples) contained in the issue described in the claim and by evaluating how avoidable - excellent these aspects are estimated to be on average.
- The aim has been to define the claims in such a way that they measure well-identified issues. Nevertheless, some of the claims contain a number of assessments, which may make it difficult to respond in some cases. The scoring assessment can be assisted by the table distributed alongside the survey, which lists examples of what matters each claim seeks to assess. The higher the point in the points interval chosen, the higher the average level of the matters measured by the claim. As some of the claims cover a very wide area, it is desirable that the respondents use the "Free Word" field and comment on matters that they consider to be particularly good or inadequate.

SELF-ASSESSMENT SURVEY 2014 FOR JUDICIAL STAFF

The claims of the self-assessment survey of the judicial staff are presented below. The average results of the claims can be seen in the table below each assessment area. In addition, a table of the average results of the survey in different evaluation areas is available at the end of the survey.

1. Choose your duties in the Court of Appeal

- member
- assistant judge

1. LEADERSHIP

1.1 Developing the role, objectives and values of the Court of Appeal

2. Information on the basic tasks, objectives and values of the Court of Appeal has been provided to the staff and stakeholders of the Court of Appeal. The updating of the objectives and values of the Court of Appeal will be monitored
3. Management of the Court of Appeal and organisation of judicial/clerical work is professional
4. Free word: possible verbal assessment of the development of the duties, objectives and values of the Court of Appeal

1.2 Managing the activities of the Court of Appeal and improving its capacity to act

5. Staff and stakeholders will be kept informed of key changes to the Court of Appeal
6. The progress of the proceedings will be systematically monitored
7. The apportionment of pending cases to judges is pre-planned and the apportionment has been carried out in a confidence-building manner
8. The internal tasks of the Court of Appeal are shared with the judicial staff, also taking into account the special competence of the judicial staff
9. Free word: a possible verbal assessment of the management of the activities of the Court of Appeal and the improvement of its capacity to act

1.3 Motivating and supporting staff and the role of management as an example

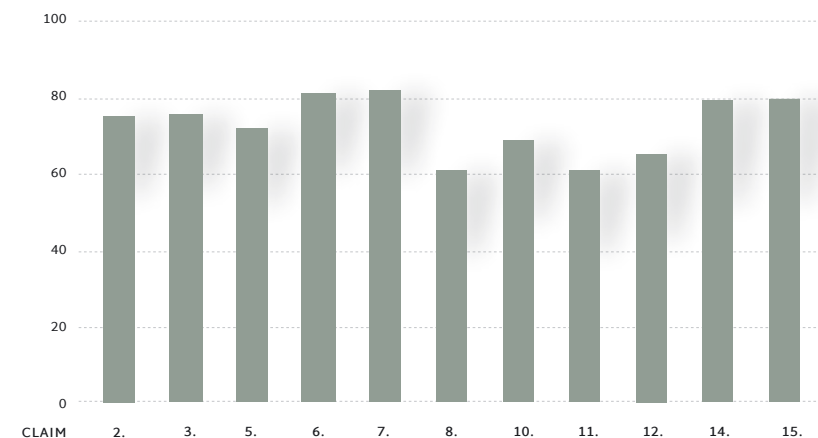
10. Trust between management and staff has been promoted through equal treatment
11. Management supports the performance of personnel tasks by ensuring that overburdens are prevented, that the time required by extensive cases are taken into account in performance targets and exemptions, and that training opportunities are equally distributed.
12. The staff will be given appropriate feedback and the opportunity to influence the development of their competence and the organisation as a whole.
13. Free word: possible verbal assessment of motivating and supporting staff and the role of management as an example

1.4 Maintaining relations with political decision-makers and stakeholders

14. Management actively issues statements on legislative and other reform projects concerning the Court of Appeal

15. Management has ensured the establishment and maintenance of cooperation relationships

16. Free word: a possible verbal assessment of maintaining relations with political decision-makers and stakeholders.



2. STRATEGIES AND OPERATIONAL PLANNING

2.1 Collection of information on the needs of customers and stakeholders and on the performance of the Court of Appeal

17. Information will be sought on the expectations and needs of customers and stakeholders
18. Free word: possible verbal assessment of the collection of information on the needs of customers and stakeholders and the performance of the Court of Appeal

2.2 Developing strategy and operational planning

19. Information obtained through monitoring, measurement and evaluation at the Court of Appeal is analysed and used in the planning of activities.
20. The role and resources of the Court of Appeal, the objectives set and the demands of customers and stakeholders are balanced
21. Free word: possible verbal assessment of the development of strategy and operational planning

2.3 Implementation, updating and communication of strategy and operational planning

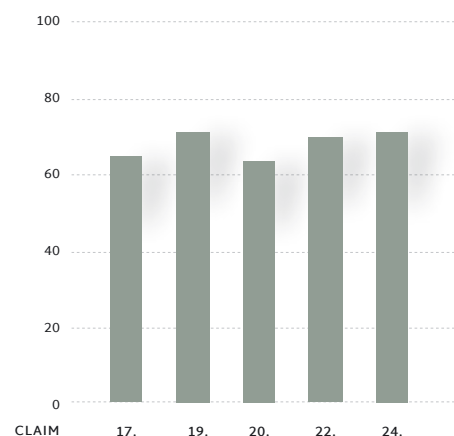
22. The Court of Appeal strategy and operational planning will be implemented by setting concrete qualitative and quantitative objectives and by organising appropriate processes and organisational structures
23. Possible verbal assessment of the implementation, updating and communication of the strategy and operational planning

2.4 Planning, implementing and evaluating reforms and innovations

24. Internal and external factors of change in the Court of Appeal as well as the ful-

filment of the quality criteria and citizens' expectations of legal protection are systematically monitored

25. Free word: possible verbal assessment of the planning, implementation and evaluation of reforms and innovations



3. PERSONNEL

3.1 Planning, developing and managing human resources openly and in accordance with the strategy and operational planning

26. Human resources management promotes the implementation of work tasks and ensures a balance between tasks and responsibilities

27. Free word: possible verbal assessment of the planning, development and management of human resources openly and in accordance with the strategy and operational planning

3.2 Harmonisation of the objectives of staff and Court of Appeal by identifying, developing and utilising the competence of staff

28. New employees will be adequately familiarised with their duties and the organisation of the Court of Appeal

29. The training needs and wishes of staff will be examined in development discussions and personal training plans have been drawn up for the staff.

30. The personnel themselves have ensured that their skills and competence are maintained by monitoring the reforms that are essential for their work and by participating in continuing training.

31. Free word: possible verbal assessment of the harmonisation of the objectives of the staff and the Court of Appeal by identifying, developing and utilising the competence of the personnel

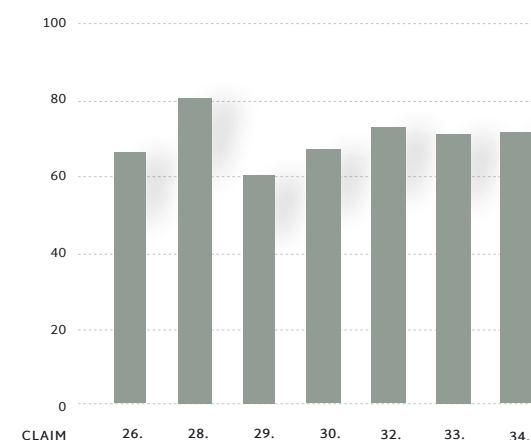
3.3 Enhancing transparency and influence and supporting staff wellbeing

32. The Court of Appeal promotes openness and debate and encourages team work

33. The Court of Appeal regularly organises meetings for judges, assistant judges and clerical staff, and the topics have been selected beforehand and the issues dealt with have been recorded.

34. The health and safety requirements of staff and good working conditions have been taken care of

35. Free word: possible verbal assessment of increased openness and influence and support for staff wellbeing



4. COOPERATION RELATIONS AND RESOURCES

4.1 Development and utilisation of key cooperation relationships

36. Cooperation and activities of mutual benefit have been arranged between the Court of Appeal and stakeholders in the framework of the performance of their duties.

37. Possible verbal assessment of the development and utilisation of key social relations

4.2 Developing and implementing cooperation with customers and citizens

38. The transparency of the Court of Appeal's activities, decisions and development work for customers and citizens has been ensured by keeping the Court of Appeal's website up-to-date, press releases, informative public reports and publications related to quality work

39. The publicity of court proceedings and judgments of the Court of Appeal is restricted only to the extent necessary

40. Feedback from customers and citizens has been taken into account in everyday work

41. Free word: possible verbal assessment of the development and implementation of cooperation with customers and citizens

4.3 Management of the economy

42. The internal procurement of the Court of Appeal supports the efficient perfor-

mance of work tasks, the pleasantness of the working environment and the wellbeing of employees

43. Free word: possible verbal assessment of management of the economy

4.4 Information management

44. The Court of Appeal has developed internal channels covering the entire organisation through which the staff reaches the information necessary for their duties and objectives.

45. Free word: possible verbal assessment of information management

4.5 Technology management

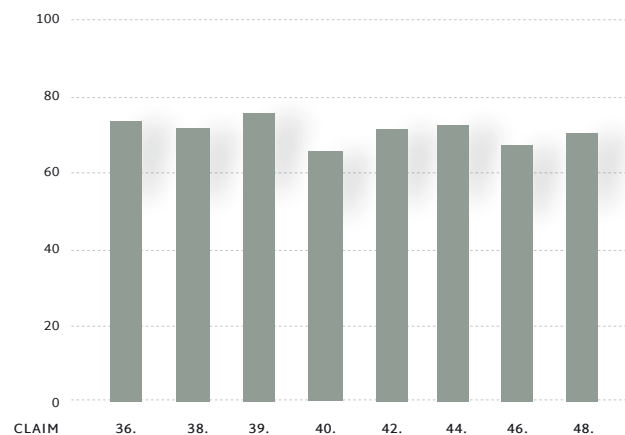
46. The safety and efficient use of technology has been ensured by paying particular attention to the training and guidance of personnel in the use of technical equipment.

47. Free word: possible verbal assessment of technology management

4.6 Management of premises

48. The premises of the Court of Appeal are used appropriately and the special needs of different client groups have been taken into account in the premises solutions.

49. Free word: possible verbal assessment of the management of premises



5. PROCESSES

5.1 Identification, planning, implementation and development of the proceedings of the Court of Appeal

50. The Court of Appeal monitors legislative changes. The procedures of the Court of Appeal have been streamlined and adapted in the manner permitted by law.

51. Free word: possible verbal assessment of the identification, planning and development of the proceedings of the Court of Appeal

5.2 Implementation and development of customer and citizen-oriented activities

52. Court of Appeal proceedings have been conducted appropriately, flexibly, interactively and in a way that minimises costs.

53. The expediency of the Court of Appeal proceedings has been ensured in such a way

that the total duration of the proceedings has been taken into account in the Court of Appeal proceedings and the processing times notified to the parties have been observed.

54. Customers and the customer perspective have been taken into account in the judgments of the Court of Appeal by providing transparent, detailed, consistent and comprehensible reasons for the judgments.

55. The client service principle has been observed in the work processes of the Court of Appeal by taking a helpful, polite and respectful approach to the parties concerned, the public and those interested in the judgments of the Court of Appeal.

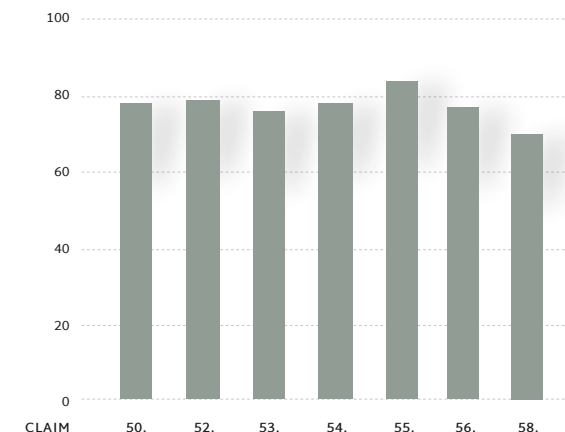
56. Appropriate advice has been provided to the parties without compromising the impartiality and fairness of the court

57. Free word: possible verbal assessment of client and citizen-oriented implementation and development of activities

5.3 Coordination of processes in the Court of Appeal internally and throughout the judicial chain

58. The Court of Appeal monitors the quality work of other courts and key stakeholders as well as development projects and familiarises itself with practices adopted at national and international level.

59. Free word: possible verbal assessment of the coordination of processes within the Court of Appeal and throughout the judicial chain



6. CUSTOMER AND CITIZEN RESULTS

6.1 Results of customer and citizen satisfaction measurements

60. The judicial procedures of the Court of Appeal are perceived as transparent, impartial and independent

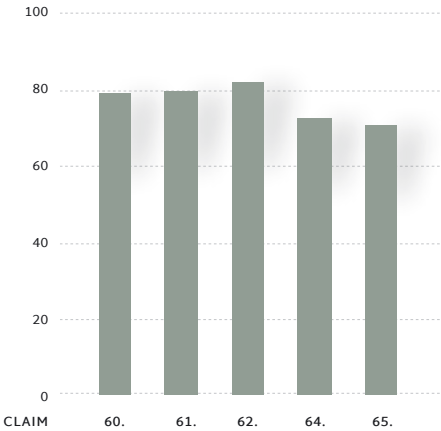
61. Judgments of the Court of Appeal are considered to be lawful and fair

62. The staff of the Court of Appeal have responded promptly to the enquiries addressed to them and the information provided has been sufficient and correct

63. Free word: possible verbal assessment of the results of customer and citizen satisfaction measurements

6.2 Client and citizen results based on internal performance benchmarks

- 64. The processing times correspond to the optimal processing times for conducting of the trial
- 65. Development measures have improved the provision of information on the activities and judgments of the Court of Appeal in public information networks and the susceptibility to customer services have been taken into account in all customer contacts.
- 66. Free word: possible verbal assessment of customer and citizen results based on internal performance benchmarks



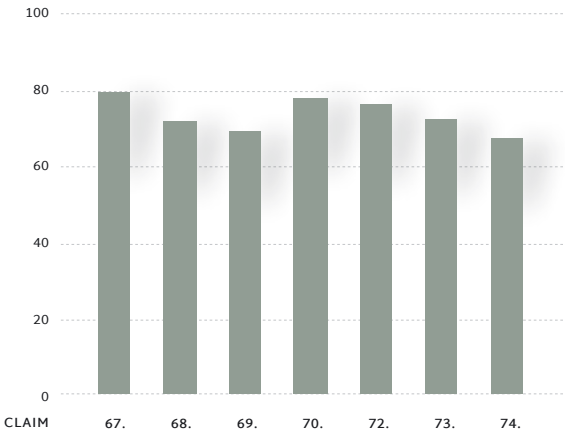
7. PERSONNEL RESULTS

7.1 Personnel results based on personnel surveys

- 67. The staff are committed to the objectives of the Court of Appeal
- 68. The consultation and discussion practices of the Court of Appeal are effective
- 69. The management and communication skills of supervisors are at the required level. Objectives will be set clearly, feedback and criticism will be given constructively, and issues will be communicated openly and immediately.
- 70. Court of Appeal supports measures to promote well-being at work
- 71. Free word: possible verbal assessment of personnel results based on personnel surveys

7.2 Personnel results based on internal performance results

- 72. The staff are satisfied with the Court of Appeal as a working community
- 73. The staff are well
- 74. The overall level of staff participation in training is good. The implementation and effectiveness of training plans are monitored
- 75. Free word: possible verbal assessment of personnel results based on performance results



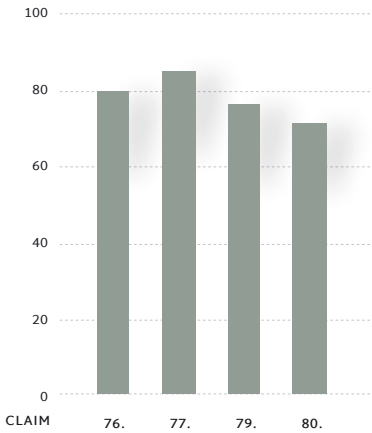
8. RESULTS OF SOCIAL RESPONSIBILITY

8.1 Results related to the views of external parties

- 76. The Court of Appeal takes care of its social impact and reputation as a workplace and competence distributor
- 77. The activities of the Court of Appeal are ethical, i.e. they respect equality, non-discrimination, accountability, legality and fairness.
- 78. Free word: possible verbal assessment of the views of external parties

8.2 Social responsibility results based on internal performance results

- 79. The Court of Appeal has adequate and effective programmes and plans to ensure the safety of customers and staff and the health of staff.
- 80. The participation of the Court of Appeal in training events and international co-operation projects is at a good level
- 81. Free word: possible verbal assessment of social responsibility results based on internal performance results



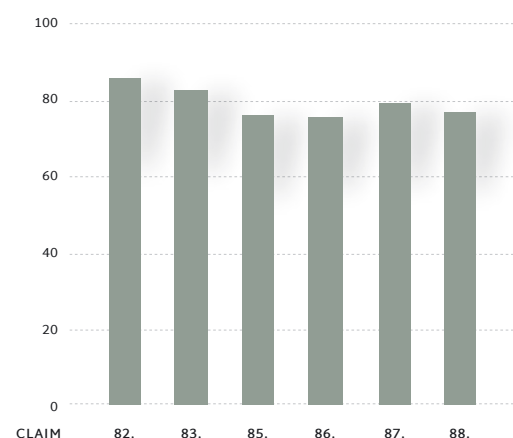
9. KEY PERFORMANCE RESULTS

9.1 External results

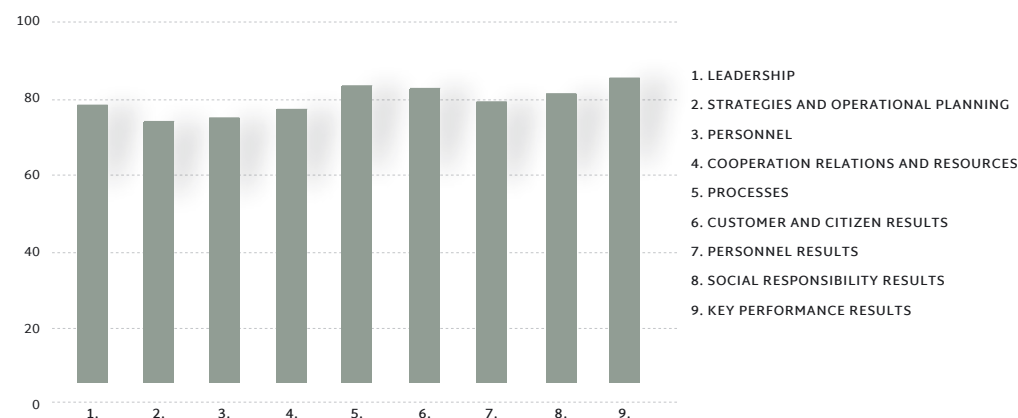
- 82. The Court of Appeal has achieved the result targets set for the activities
- 83. The judicial procedure and decisions of the Court of Appeal are lawful and fair and the decisions are permanent.
- 84. Free word: possible verbal assessment of external results

9.2. Internal results

- 85. The activities of the Court of Appeal are effective and personnel planning supports the effectiveness of the activities
- 86. Networking and cooperation relationships of the Court of Appeal promote the effectiveness of the Court of Appeal activities
- 87. The budgets of the Court of Appeal are realised and the financial objectives are achieved
- 88. The performance and intellectual capital of the Court of Appeal have been increased through development projects
- 89. Free word: possible verbal assessment of internal results



AVERAGES OF THE SCORING OF THE JUDICIAL STAFF SURVEY IN THE ASSESSMENT AREAS



SELF-ASSESSMENT SURVEY 2014 FOR CLERICAL STAFF

The claims of the self-assessment survey of clerical staff are presented below. The average results of these claims can be seen in the table below each assessment area. In addition, a table of the average results of the survey in different evaluation areas is available at the end of the survey.

1. LEADERSHIP

1.1 Developing the role, objectives and values of the Court of Appeal

- 1. Information on the basic tasks, objectives and values of the Court of Appeal has been provided to the staff and stakeholders of the Court of Appeal. The updating of the objectives and values of the Court of Appeal will be monitored
- 2. Management of the Court of Appeal and organisation of judicial/clerical work is professional
- 3. Free word: possible verbal assessment of the development of the duties, objectives and values of the Court of Appeal

1.2 Managing the activities of the Court of Appeal and improving its functional capacity

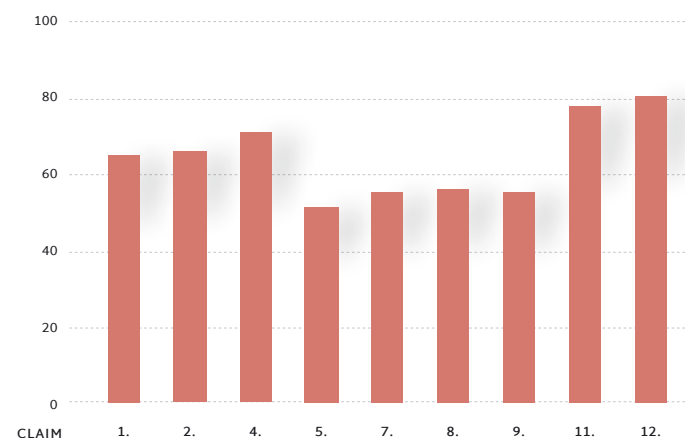
- 4. Staff and stakeholders will be kept informed of key changes to the Court of Appeal
- 5. The steady distribution of staff's work has been monitored
- 6. Free word: a possible verbal assessment of the management of the Court's activities and the improvement of its functional capacity

1.3 Motivating and supporting staff and the role of management as an example

- 7. Trust between management and staff has been promoted through equal treatment
- 8. Management supports the performance of personnel tasks by ensuring that overburdens are prevented, that the time required by extensive cases are taken into account in performance targets and exemptions, and that training opportunities are equally distributed.
- 9. The staff will be given appropriate feedback and the opportunity to influence the development of their competence and the organisation as a whole.
- 10. Free word: possible verbal assessment of motivating and supporting staff and the role of management as an example

1.4 Maintaining relations with political decision-makers and stakeholders

- 11. Management actively issues statements on legislative and other reform projects that concern the court of appeal
- 12. Management has ensured the establishment and maintenance of cooperation relationships
- 13. Free word: possible verbal assessment of maintaining relations with political decision-makers and stakeholders



2. STRATEGIES AND OPERATIONAL PLANNING

2.1 Collection of information on the needs of customers and stakeholders and the performance of the Court of Appeal

- 14. Information will be sought on the expectations and needs of customers and stakeholders
- 15. Free word: possible verbal assessment of the collection of information on the needs of customers and stakeholders and the performance of the Court of Appeal

2.2 Developing strategy and operational planning

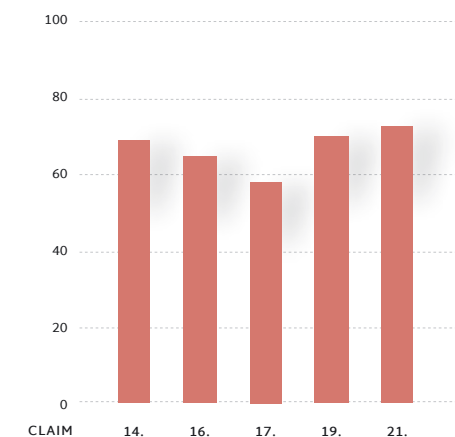
- 16. Information obtained through monitoring, measurement and evaluation at the Court of Appeal is analysed and used in the planning of activities.
- 17. The role and resources of the Court of Appeal, the objectives set and the demands of customers and stakeholders are balanced
- 18. Free word: possible verbal assessment of the development of strategy and operational planning

2.3 Implementation, updating and communication of strategy and operational planning

- 19. The Court of Appeal strategy and operational planning will be implemented by setting concrete qualitative and quantitative objectives and by organising appropriate processes and organisational structures
- 20. Free word: possible verbal assessment of the implementation, updating and communication of strategy and operational planning

2.4 Planning, implementing and evaluating reforms and innovations

- 21. Internal and external factors of change in the Court of Appeal as well as the fulfilment of the quality criteria and citizens' expectations of legal protection are systematically monitored
- 22. Free word: possible verbal assessment of the planning, implementation and evaluation of reforms and innovations



3. PERSONNEL

3.1 Planning, developing and managing human resources openly and in accordance with the strategy and operational planning

- 23. Human resources management promotes the implementation of work tasks and ensures a balance between tasks and responsibilities
- 24. Free word: possible verbal assessment of the planning, development and management of human resources openly and in accordance with the strategy and operational planning

3.2 Harmonisation of the objectives of the staff and Court of Appeal by identifying, developing and utilising the competence of the personnel

- 25. New employees will be adequately familiarised with their duties and the organisation of the Court of Appeal
- 26. The training needs and wishes of staff will be examined in development discussions and personal training plans have been drawn up for the staff.
- 27. The personnel themselves have ensured that their skills and competence are maintained by monitoring the reforms that are essential for their work and by participating in continuing training.
- 28. Free word: possible verbal assessment of the harmonisation of the objectives of the staff and the Court of Appeal by identifying, developing and utilising the competence of the personnel

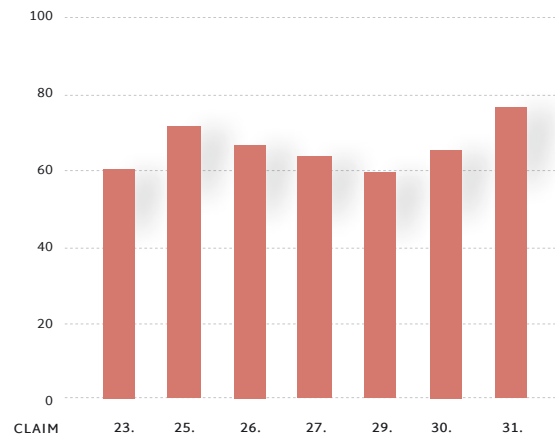
3.3 Enhancing transparency and influence and supporting staff wellbeing

- 29. The Court of Appeal promotes openness and debate and encourages team work

30. The Court of Appeal regularly organises meetings of judges, assistant judges and clerical staff, and the topics have been selected beforehand and the issues dealt with have been recorded.

31. The health and safety requirements of staff and good working conditions have been taken care of

32. Free word: possible verbal assessment of increased openness and influence and support for staff wellbeing



4. COOPERATION RELATIONS AND RESOURCES

4.1 Development and utilisation of key cooperation relationships

33. Cooperation and activities of mutual benefit have been arranged between the Court of Appeal and stakeholders in the framework of the performance of their duties.

34. Free word: possible verbal assessment of the development and utilisation of key social relations

4.2 Developing and implementing cooperation with customers and citizens

35. The transparency of the Court of Appeal's activities, decisions and development work for customers and citizens has been ensured by keeping the Court of Appeal's website up-to-date, press releases, informative public reports and publications related to quality work

36. Feedback from customers and citizens has been taken into account in everyday work

37. Free word: possible verbal assessment of the development and implementation of cooperation with customers and citizens

4.3 Management of the economy

38. The internal procurement of the Court of Appeal supports the efficient performance of work tasks, the pleasantness of the working environment and the wellbeing of employees

39. Free word: possible verbal assessment of the management of the economy

4.4 Information management

40. The Court of Appeal has developed internal channels covering the entire organisation through which the staff reaches the information necessary for their duties and objectives.

41. Free word: possible verbal assessment of information management

4.5 Technology management

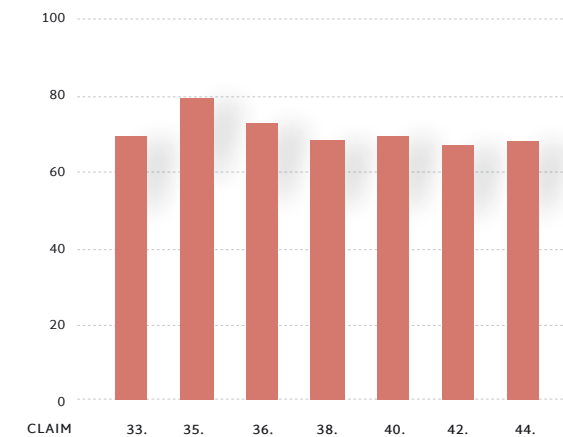
42. The safety and efficient use of technology has been ensured by paying particular attention to the training and guidance of personnel in the use of technical equipment.

43. Free word: possible verbal assessment of technology management

4.6 Management of premises

44. The premises of the Court of Appeal are used appropriately and the special needs of different client groups have been taken into account in the premises solutions.

45. Free word: possible verbal assessment of the management of premises



5. PROCESSES

5.1 Identification, planning, implementation and development of the proceedings of the Court of Appeal

46. The Court of Appeal monitors legislative changes. The procedures of the Court of Appeal have been streamlined and adapted in the manner permitted by law.

47. Free word: possible verbal assessment of the identification, planning and development of the proceedings of the Court of Appeal

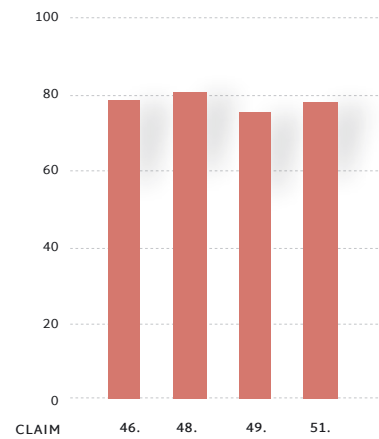
5.2. Client-oriented and citizen-oriented implementation and development of activities

48. The client service principle has been observed in the work processes of the Court of Appeal by taking a helpful, polite and respectful approach to the parties concerned, the public and those interested in the judgments of the Court of Appeal.

49. Appropriate advice has been provided to the parties without compromising the impartiality and fairness of the court
50. Free word: possible verbal assessment of client and citizen-oriented implementation and development

5.3 Coordination of processes in the Court of Appeal internally and throughout the judicial chain

51. The Court of Appeal monitors the quality work of other courts and key stakeholders as well as development projects and familiarises itself with practices adopted at national and international level.
52. Free word: possible verbal assessment of the coordination of processes within the Court of Appeal and throughout the judicial chain



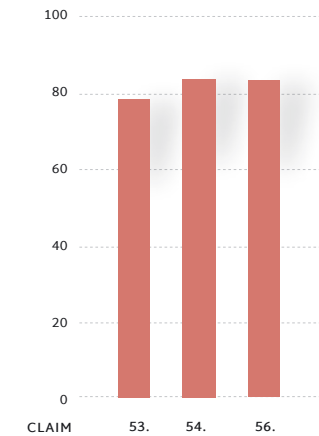
6. CUSTOMER AND CITIZEN RESULTS

6.1 Results of customer and citizen satisfaction measurements

53. The staff of the Court of Appeal have responded promptly to the enquiries addressed to it and the information provided has been sufficient and correct
54. The operation of the Court of Appeal is trustworthy
55. Free word: possible verbal assessment of the results of customer and citizen satisfaction measurements

6.2 Client and citizen results based on internal performance benchmarks

56. Development measures have improved the provision of information on the activities and judgments of the Court of Appeal in public information networks and the susceptibility to customer services have been taken into account in all customer contacts.
57. Free word: possible verbal assessment of customer and citizen results based on internal performance benchmarks



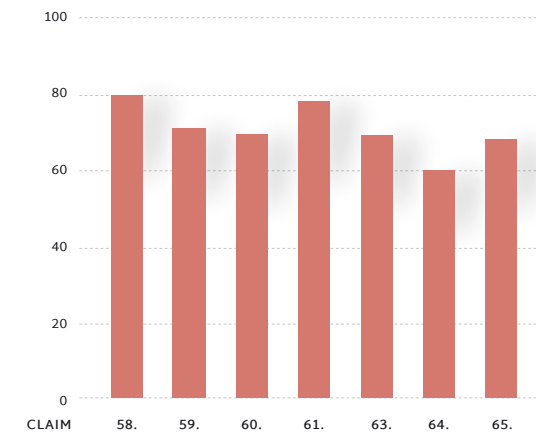
7. PERSONNEL RESULTS

7.1 Personnel results based on personnel surveys

58. The staff are committed to the objectives of the Court of Appeal
59. The consultation and discussion practices of the Court of Appeal are effective
60. The management and communication skills of supervisors are at the required level. Objectives will be set clearly, feedback and criticism will be given constructively, and issues will be communicated openly and immediately.
61. Court of Appeal supports measures to promote well-being at work
62. Free word: possible verbal assessment of personnel results based on personnel surveys

7.2 Personnel results based on internal performance results

63. The staff are satisfied with the Court of Appeal as a working community
64. The staff are well
65. The overall level of staff participation in training is good. The implementation and effectiveness of training plans are monitored
66. Free word: possible verbal assessment of personnel results based on performance results



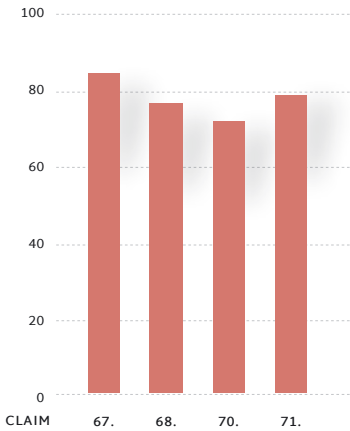
8. RESULTS OF SOCIAL RESPONSIBILITY

8.1 Results related to the views of external parties

- 67. The Court of Appeal takes care of its social impact and reputation as a workplace and competence distributor
- 68. The activities of the Court of Appeal are ethical, i.e. they respect equality, non-discrimination, accountability, legality and fairness.
- 69. Free word: possible verbal assessment of external parties' views

8.2 Social responsibility results based on internal performance results

- 70. The Court of Appeal has adequate and effective programmes and plans to ensure the safety of customers and staff and the health of staff.
- 71. The participation of the Court of Appeal in training events and international cooperation projects is at a good a good level
- 72. Free word: possible verbal assessment of social responsibility results based on internal performance results



9. KEY PERFORMANCE RESULTS

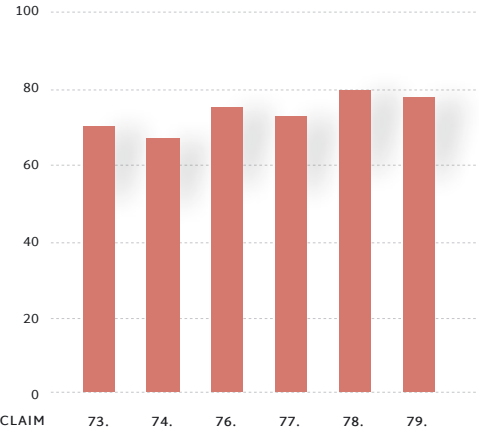
9.1 External results

- 73. The evaluation and measurement results of the Court of Appeal have improved the quality of the Court of Appeal's activities
- 74. The results of the evaluations carried out in different areas of the Court of Appeal are positive
- 75. Free word: possible verbal assessment of external results

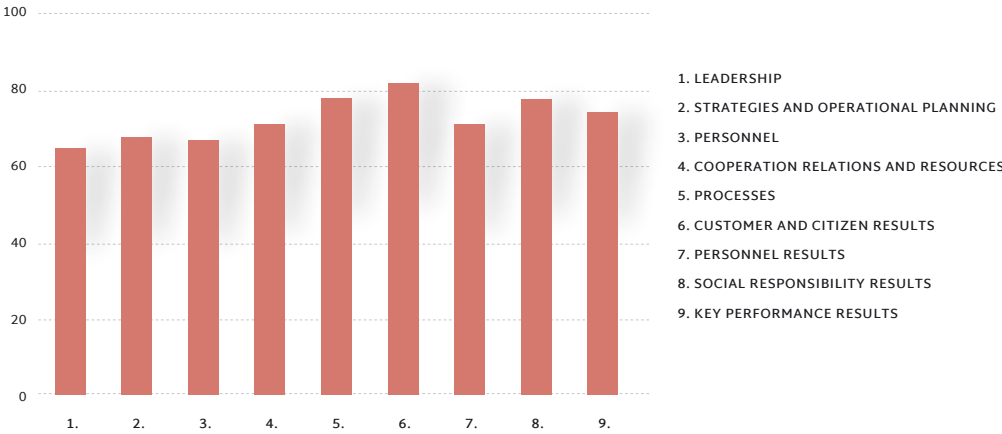
9.2 Internal results

- 76. The activities of the Court of Appeal are effective and personnel planning supports the effectiveness of the activities

- 77. The networking and cooperation relationships of the Court of Appeal have contributed to the functioning and effectiveness of the Court of Appeal's working processes.
- 78. The budgets of the Court of Appeal are realised and the financial objectives are achieved
- 79. The performance and mental capital of the Court of Appeal have been increased development projects
- 80. Free word: possible verbal assessment of internal results



AVERAGE RESULTS OF THE CLERICAL STAFF SURVEY IN EVALUATION AREAS



CLIENT SURVEY 2015 INSTRUCTIONS

COURT OF APPEAL DEVELOPS ITS ACTIVITIES

The Rovaniemi Court of Appeal has been working for a long time to further improve the services of the Court of Appeal.

Our aim is that all those dealing with the Court of Appeal should be treated well, that the case should be handled fairly and at the lowest possible cost, that the trial procedure should be fair, transparent, impartial and independent, and that our judgments should be clearly and comprehensibly reasoned.

We need YOUR opinion on how we have succeeded in these goals. Feedback from our customers is important for planning development measures and targeting them in the future.

You can express your opinion by responding to our customer survey. Answering the survey is voluntary. The survey will be answered anonymously and your identity will not be known.

You can respond to the survey in two different optional ways.

1. Responding on the Internet

You can answer the survey at <https://www.webropolsurveys.com/S/FFFFFF63882E2A1ED.par>

2. Reply using a paper form

You can also reply to the survey by filling out the attached paper form. Once you complete the form, you can return it to the Court of Appeal in the return envelope you received.

Please reply by 31.7.2015.

Rovaniemi Court of Appeal

For further information, please contact Secretary General Hannu Gylén (029 56 41820)
Judicial Notary Pirita Enbuska (029 56 41814)

Thank you very much for your contribution to the development of the Court of Appeal!

CUSTOMER SURVEY 2015

The text in the covering letter of the client survey and the claims of the survey are shown below. The average results of the client survey in different ranges can be seen in the table after the survey.

This survey is part of the development work under the quality assessment system of the Rovaniemi Court of Appeal. Further information on the quality assessment system can be found at: www.oikeus.fi/hovioikeudet/rovaniemenhovioikeus/fi/index/laatuhankkeet-qualityproject_o.html

The survey will provide information on the customer service, activities and customer satisfaction of the Court of Appeal. Thank you in advance for your efforts and participation in the development of the Court of Appeal. It's easy to answer. You will only tick the option you consider the most appropriate to the questions or claims presented. The survey contains free fields where you can, if you wish, present free-form ideas and comments on the quality of the activities to be assessed and the needs to develop them. The survey will be conducted anonymously. Thus, the identity of the respondents will not be revealed and this information will not even be collected.

1. Which group of matters was your case dealt with in the Court of Appeal?
 - criminal cases
 - disputes
2. My matter was dealt with in
 - oral hearing (main hearing)
 - written procedure (presentation)
3. What was your position in the trial?
 - Defendant of a criminal case (accused person)
 - Injured party in the criminal case (victim of the offence)
 - Plaintiff of the dispute
 - The defendant of the dispute
 - Other

Customer service

4. The staff of the Court of Appeal were easily approachable and, if necessary, accessible, the requests for contacts were answered and the requests and feedback received and taken into account in the Court of Appeal proceedings.
 - 0 points: The matter is not implemented at all (bad)
 - 1 point: The matter is implemented in some respects (avoidable)
 - 2 points: The matter is implemented satisfactorily (satisfactory)
 - 3 points: The matter is implemented well (good)
 - 4 points: The matter is implemented commendably (commendable)
 - 5 points: The case is implemented exemplarily (exemplary)
 - I can't say
5. The waiting facilities of the Court of Appeal had been adequately equipped and, upon request, it was possible to wait for the commencement of the proceedings in a separate space from the other parties to the proceedings.
6. .It was safe to do business in the Court of Appeal and its premises
7. Free word: a field where you can, if you wish, present free-form ideas and comments on the quality of the activities to be assessed and the needs to develop them.

Implementation of customer-oriented activities

8. It was possible to influence the planning of the court proceedings and the timetable of the Court of Appeal. If necessary, telephone and video connections were used in the main proceedings of the Court of Appeal, and the main proceedings were conducted close to the place of residence of the parties concerned.
9. The reasons for the judgments of the Court of Appeal clearly and understandably state the opinion of the Court of Appeal on all the questions before it and whether the Court of Appeal has accepted the reasons for the judgment of the District Court, or whether they have been amended or added to some extent
10. Where necessary, the Court of Appeal gave appropriate advice on the judicial procedure of the Court of Appeal
11. Free word: a field where you can, if you wish, present free-form ideas and comments on the quality of the activities to be assessed and the needs to develop them.

Customer satisfaction

12. Court of Appeal proceedings were fair, transparent, impartial and independent
13. The activities of the Court of Appeal were likely to increase the respect and obedience of the law.
14. The duration of the proceedings had been moderate, taking into account the importance of the matter and the duration of the previous stages of the process.
15. The overall view of the Court of Appeal's activities and the results of its activities is positive from the viewpoint of the client's expectations and needs
16. Free word: a field where you can, if you wish, present free-form ideas and comments on the quality of the activities to be assessed and the needs to develop them.

AVERAGE RESULTS OF THE CLIENT SURVEY IN DIFFERENT AREAS



INSTRUCTIONS FOR THE STAKEHOLDER SURVEY 2015

COURT OF APPEAL DEVELOPS ITS ACTIVITIES

Dearly belated Chief judges at the the district courts within the jurisdiction of the Rovaniemi Court of Appeal!

This message has been sent to the chief judges at district courts. The recipient of the message is also requested to forward this survey to the heads of departments at their courts.

The Rovaniemi Court of Appeal, together with the district courts within the jurisdiction of the Court of Appeal, has worked for a long time to further improve the services of the courts. In addition to this quality project, the Court of Appeal has drawn up an organisation quality assessment system for the Court of Appeal (for more information, see www.oikeus.fi/hovioikeudet/rovaniemenhovioikeus/fi/index/laatuhankkeet-qualityproject_o.html), which aims, among other things, to obtain information on development needs. An important part of this quality assessment system is a survey addressed to clients and stakeholders of the Court of Appeal. The evaluation results obtained by the survey provide the Court of Appeal with important information on training, development and resource needs and help in the planning and targeting of development measures.

We need your opinion on how we have succeeded in our work. You can express your opinion by answering our survey. The survey will be answered anonymously and your identity will not be known.

Responding to the survey

You can answer the survey at <https://www.webropolsurveys.com/S/0AAB382E-59FCC539.par>. Click on the link to open the survey.

The survey is requested to be answered by 30.6.2015.

Rovaniemi Court of Appeal

For further information, please contact Secretary General Hannu Gyldén (029 56 41820)
Judicial Notary Pirita Enbuska (029 56 41814)

Thank you very much for your contribution to the development of the Court of Appeal!

THE COURT OF APPEAL DEVELOPS ITS ACTIVITIES

This message has been sent to the agencies' responsible person/office's e-mail address. The recipient of the message is requested to forward this survey to all prosecutors/public legal counsels/attorneys-at-law/licensed legal counsels working in the agencies.

The Rovaniemi Court of Appeal, together with the district courts within the jurisdiction of the Court of Appeal, has worked for a long time to further improve the services of the courts. In addition to this quality project, the Court of Appeal has drawn up an organisation quality assessment system for the Court of Appeal (for more information, see www.oikeus.fi/hovioikeudet/rovaniemenhovioikeus/fi/index/laatuhankkeet-qualityproject_o.html), which aims, among other things, to obtain information on development needs. An important part of this quality assessment system is a survey addressed to clients and stakeholders of the Court of Appeal. The evaluation results obtained by the survey provide the Court of Appeal with important information on training, development and resource needs and help in the planning and targeting of development measures.

We need your opinion on how we have succeeded in our work. You can express your opinion by answering our survey. The survey will be answered anonymously and your identity will not be known.

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Rovaniemi Court of Appeal

For further information, please contact Secretary General Hannu Gyldén (029 56 41820)
Judicial Notary Pirita Enbuska (029 56 41814)

Thank you very much for your contribution to the development of the Court of Appeal!

STAKEHOLDER SURVEY 2015

The arguments of the stakeholder survey are presented below. The averages of the results obtained for these claims can be seen in the table below each area. In addition, a table of averages of the results of the stakeholder survey in different areas is available at the end.

Scale

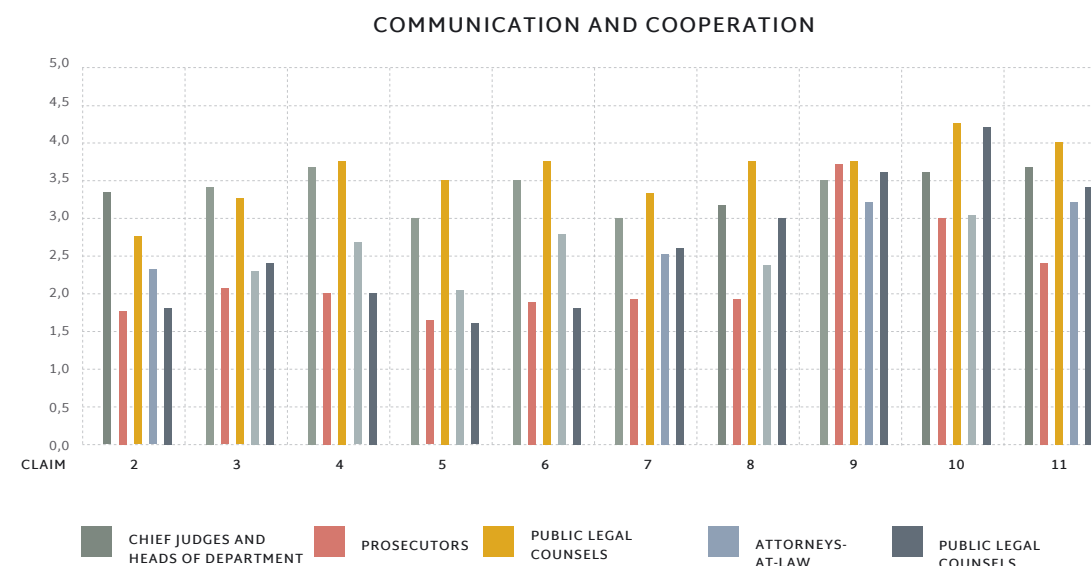
- 0 points: The matter is not implemented at all (bad)
- 1 point: The matter is implemented in some respects (avoidable)
- 2 points: The matter is implemented satisfactorily (satisfactory)
- 3 points: The matter is implemented well (good)
- 4 points: The matter is implemented commendably (commendable)
- 5 points: The matter is implemented exemplarily (exemplary)
- I can't say

- Which professional group do you belong to?
 - the chief judges and heads of departments at of the District Court
 - prosecutors
 - public legal counsels
 - attorneys-at-law
 - licensed legal counsels

Communication and cooperation

- Information on the activities, reforms, objectives and values of the Court of Appeal is communicated to stakeholders
- The working processes and structures of the Court of Appeal have been developed in accordance with the needs of stakeholders
- The Court of Appeal has ensured that effective dialogue and cooperation relationships are established and maintained with stakeholders.
- Information is sought on the expectations and needs of customers and stakeholders
- There is adequate cooperation between the Court of Appeal and stakeholders
- The need for cooperation and the results of the cooperation projects carried out is monitored and evaluated, and the shortcomings identified are rectified.
- The activities and development of the Court of Appeal are sufficiently transparent for customers, stakeholders and society
- The trials of the Court of Appeal are conducted in public and the decisions on publicity are reasoned. The publicity of court proceedings and decisions is restricted only to the extent necessary.

- If necessary, the staff of the Court of Appeal are available, requests for contacts are answered and requests and feedback is taken into account.
- The waiting facilities of the Court of Appeal are adequately equipped and responded to the needs of customers and stakeholders. Access to the Court of Appeal is safe and the ability of the Court of Appeal staff to manage disruptions is trusted
- Free word: a field where you can, if you wish, present free-form ideas and comments on the quality of the activities to be assessed and the needs to develop them.

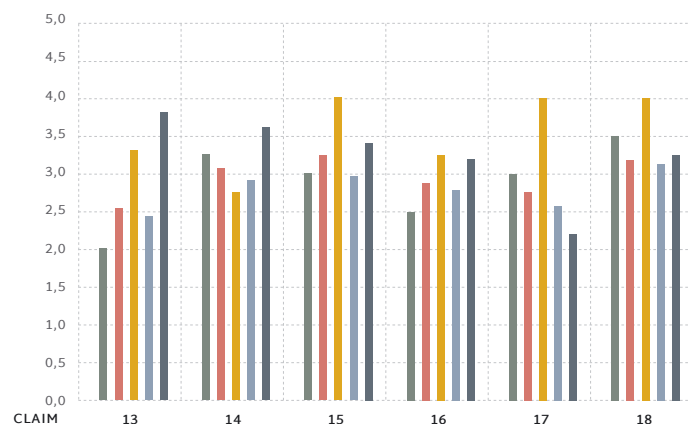


Implementation and development of customer and citizen-oriented activities

- It has been possible to influence the planning of the judicial procedure and schedule of the Court of Appeal
- Sufficient use has been made of telephone and video connections in the main hearings, and the main hearings have been provided as travel trials close to the parties concerned.
- The direction of proceedings of the Court of Appeal has been appropriate, competent and equitable
- The expediency of the Court of Appeal proceedings has been ensured in such a way that the total duration of the matter has been taken into account in the Court of Appeal proceedings and the processing periods notified to the parties have been observed.
- The judgments of the Court of Appeal are reasoned in a transparent, clear, consistent and understandable manner

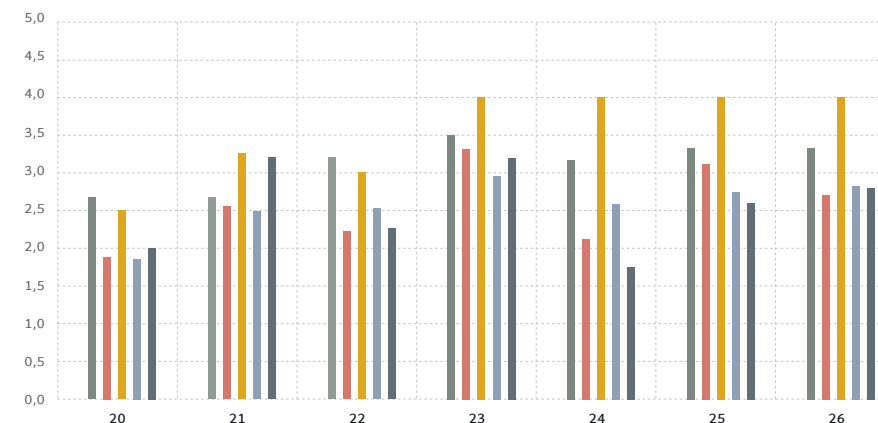
18. There has been a helpful, polite and respectful attitude towards the parties involved, stakeholder representatives, the public and those interested in the judgments of the Court of Appeal.
19. Free word: a field where you can, if you wish, present free-form ideas and comments on the quality of the activities to be assessed and its development needs.

IMPLEMENTATION AND DEVELOPMENT OF CUSTOMER AND CITIZEN-ORIENTED ACTIVITIES



25. The judicial procedures and rulings of the Court of Appeal are lawful and fair and the judgments are permanent
26. The overall picture of the Court of Appeal's activities and the results of its activities is positive from the viewpoint of the expectations and needs of customers and stakeholder representatives
27. Free word: a field where you can, if you wish, present free-form ideas and comments on the quality of the activities to be assessed and the needs to develop them.

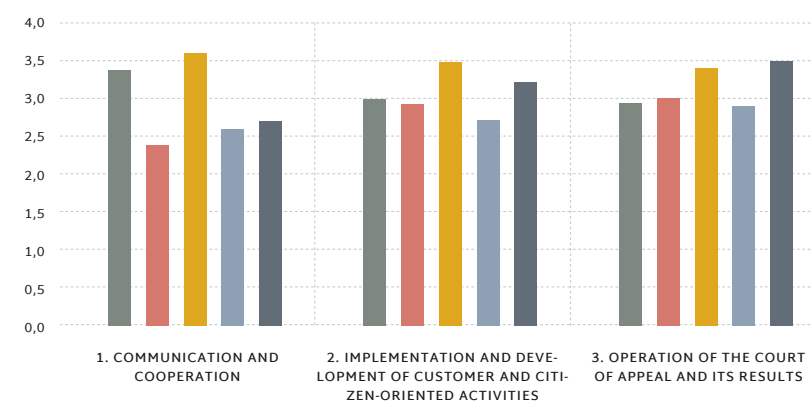
ASSESSMENT OF THE OPERATION OF THE COURT OF APPEAL AND ITS RESULTS



Assessment of the operation and results of the Court of Appeal

20. The processing times of the Court of Appeal are reasonable
21. Information on the activities and judgments of the Court of Appeal in the public information networks has improved compared to earlier and attention has been paid to customer service susceptibility in all contacts
22. The Court of Appeal takes care of its social impact and reputation as a workplace and competence distributor
23. The activities of the Court of Appeal are ethical, i.e. its activities are equal, non-discriminatory, accountable and lawful and fair
24. Court of Appeal shares information and expertise with stakeholders and other parties

AVERAGES OF THE RESULTS OF THE STAKEHOLDER SURVEY IN DIFFERENT AREAS



GUIDELINES FOR EXPERT EVALUATION 2016

DEAR MEMBERS OF THE EXPERT WORKING GROUP

Thank you all for your commitment to participate in the quality assessment of the decisions of the Rovaniemi Court of Appeal as a member of the expert working group!

The composition of the working group is as follows:

- Senior Judge of the Court of Appeal Teija Unkila, Rovaniemi Court of Appeal
- District Judge Jyrki Määttä, District Court of Ylivieska-Raahe
- Attorney-At-Law Olli Siponen, Asianajotoimisto Botnia, Oulu
- District Prosecutor Ilkka Kalliokulju, Public Prosecutor's Office of Oulu
- Professor Tuula Linna, University of Lapland
- journalist Susanna Kemppainen, newspaper Kaleva

There is a total of 16 judgments to be assessed, including the judgments of the district court. Half of the judgments are judgments in disputes and half are judgments in criminal cases. Four from each court team. The judgments have been selected arbitrarily for assessment.

The judgments to be assessed will be sent to you by post this week. At the same time, you will receive a copy of the publication "Evaluation of the quality of adjudication in courts" on which the quality measurement is based. See in particular pp. 35-37, 47-49 and 64-66.

If you have not received the material by 17.5.2016 at the latest, contact the coordinator of the quality project, information officer Arja Suomäki: e-mail: arja.suomaki@oikeus.fi tel.: 0405057012

Each judgment will be evaluated through Webropol. The program opens from the link at the end of the message.

The first page of Webropol contains information on the identification of each judgment to be completed before the actual assessment begins. After evaluating the judgment, the program automatically returns to the beginning for evaluating the next judgment. Judgments need not be assessed at one time, but the link can be reopened for evaluation on different dates and times in accordance with the needs of each assessor. The program asks for an email address where the link will be saved, but you can also continue responding to the survey via the old link.

All judgments must be evaluated by 31.8.2016 at the latest, when the link will be closed.

If you have any problems or questions with Webropol, contact the information officer Arja Suomäki (contact details above).

The working group will meet for the final meeting in September 2016. A more detailed date will be agreed later.

SURVEY ON EXPERT EVALUATION 2016

The arguments of the expert evaluation survey are presented below. All tables on the results of the expert evaluation are presented in the actual text.

1. What department's judgment?
 - Department I/1
 - Department I/2
 - Department II/1
 - Department II/2
2. Is the judgment under assessment a judgment of a criminal case or a dispute?
 - Criminal case
 - Dispute
3. Diary number and date
 - R 15/472 30.10.2015
 - S 15/628 2.10.2015
 - S 15/747 9.12.2015
 - S 15/9 21.10.2015
 - S 14/1193 23.9.2015
 - R 14/1163 25.9.2015
 - S 14/605 18.11.2015
 - S 14/500 22.12.2015
 - R 14/701 16.12.2015
 - R 14/1221 30.11.2015
 - R 14/ 1014 16.12.2015
 - R 15/629 23.11.2015
 - R 15/112 26.11.2015
 - R 15/47 25.9.2015
 - S 14/365 2.10.2015
 - S 14/769 2.9.2015
4. Is it clear which part of the judgment of the district court has been appealed against and on what grounds?
5. Quality criterion to be assessed: The judgment is openly reasoned.
6. Quality criterion to be assessed: The judgment is reasoned in detail and consistently.
7. Quality criterion to be assessed: The judgment is understandably reasoned.
8. Quality criterion to be assessed: The judgment is straightforward in structure and well-structured in language and appearance.
9. Does the judgment of the District Court and the Court of Appeal form a comprehensible and well-structured entity?

