

## 1.1 The Universal Transcript Project Benefits Register

### Notes:

- This is purely a working/evolving document (including related material/discussions), as provided by the Universal Transcript project leadership on
  - o January 19, 2009 (outcomes/measures – initial discussion)
  - o February 4, 2009 (revise outcome wording and baseline collection periods, addition of two outcomes by Court Technology Services)

#	Outcome	Description	Unit of Measure	Baseline Value	Baseline Metric Pre Implementation	Post Implementation Metric
<b>Public 001</b>	The end to end elapsed time for transcript production and delivery will be reduced.	Due to a better management process and almost no time spent modifying transcripts into a single format.	Elapsed time from date received to date final transcript is provided.	Baseline can be created via analysis of a sample of existing transcript orders (multiple locations).	See "Appendix A"	
<b>Public 002</b>	Queries are dealt with faster.	At this time Transcript Mgmt Services (TMS) staff often have to call back with answers to standard queries e.g. "when will my transcript be ready"	The number of times that TMS staff are required to call someone back to answer a standard query.	A log of calls can be maintained by staff pre and post implementation (for a circa 4 week period).	Of 826 calls over a one week period there were 121 from the customers inquiring about transcript status that required follow up.	
<b>Lawyers 101</b>	The payment calculation method is fair.	Currently, payment is made based on a flat rate per transcript page. Post implementation costs will be based on the number of words up to a per-page limit. Simple yes/no dialogue will therefore be cheaper in the future, transcripts of complex dialogue will be more expensive. There will also be no reformatting fee for appeal cases.	Y/N question on survey to Counsel 5 to 6 months after project go-live.	N/A	N/A	

#	Outcome	Description	Unit of Measure	Baseline Value	Baseline Metric Pre Implementation	Post Implementation Metric
<b>Lawyers 102</b>	The new standard format is better for Counsel.	The new format will standardize font size and line spacing. It is expected that this change will enable transcript recipients to make easier notes and easier to read.	Y/N question on survey to Counsel 5 to 6 months after project go-live.	N/A	N/A	
<b>Lawyers 103</b>	There will be a reduction in the number of fiats requesting deadline extensions due to in-house transcript production delays.	Appeal records filed on time reduces the number of requests for fiats to extend deadlines.	Number of fiats requesting an extension due to delays in in-house transcript production.	Review the last 2 months of fiats to determine the number requesting deadline extensions due to in-house transcript production delays.	For the month of January 2009 – 6 of 35 fiats requested related to delays due to transcript completion (17%). For the month of February 2009 – 8 out of 41 fiats we related to delays due to transcript production (20%).	
<b>Judiciary 201</b>	There will be a reduction in the number of appeal books submitted late due to in-house transcript production delays.	As transcripts will be in the same format no reformat will be required for the Court of Appeal so transcripts can be provided faster.	Information provided by the Court of Appeal regarding the number of appeal books submitted late due to in-house transcript production delays.	Review the last 6 months of appeal book filings to determine the number of late submissions due to in-house transcript production delays.	For the months of December 2008 to February 2009 there were 127 Appeal Orders and of those 29 (23%) were over-standard production time.	
<b>Judiciary 202</b>	Appeal hearing dates are set earlier.	With appeal books being submitted sooner there should be a reduction in the time it takes from notice of appeal filing to having the appeal date set.	Information provided by the Court of Appeal regarding the average time it takes for appeal dates to be set following the filing of a notice of appeal.	Review the last 6 months of appeal filings to determine the average time it takes before the appeal date is set.	As with the above the filing of the transcript is one of the first items. Once it is filed, there are a certain number of weeks to file the next piece before a date is set. Therefore 23% of the appeals were delayed due to Transcript delays.	

#	Outcome	Description	Unit of Measure	Baseline Value	Baseline Metric Pre Implementation	Post Implementation Metric
<b>Judiciary 203</b>	There will be a lower number of appeal rejections due to transcript issues.	As a standard format is used there will be a reduction in the number of appeal rejections caused by transcription issues.	Information provided by the Court of Appeal regarding the number of appeal rejections due to transcription issues.	Review the last 2 months of appeal filings to determine the average number of rejections per Y number of attempted filings.	For the months of January and February 2009 8 out of 30 (27%) transcripts were rejected due to errors in the transcript	
<b>Judiciary 204</b>	More appeal transcripts are being filed electronically.	There will be a reduction in the amount of appeal records filed in document format.	Information provided by the Court of Appeal confirming the percentage of transcripts filed electronically vs. paper format.	Review the last 2 or 3 months of appeal filings to determine the number of paper format transcript filings.	From the period of October 2008 to February 2009 there were 97 appeals requested and 46 (47%) were document appeals.	
<b>TMS 301</b>	Work processes are more efficient with fewer delays and faster overall completion time.	Improved processes e.g. a routing process for incoming transcripts where "daily" items are immediately identified, availability of on-line information and a standard format reduce TMS staff workload and improve productivity.	Survey TMS staff to ascertain if staff believe working processes are more efficient and work is completed faster.	N/A	N/A	
<b>TMS 302</b>	Due to common processes and formats it is easier for TMS staff to cover during illness, vacations etc.	Due to the intricacies of current formats and technologies many TMS staff have limited work coverage and so return from an absence with a large work backlog which also impacts end to end transaction time.	Survey TMS staff to ascertain if staff believe it is easier to provide cover for all TMS staff.	N/A	N/A	
<b>TMS 303</b>	It takes less time to train new TMS staff for most roles.	The use of common processes and a single format means that less time is needed to train new members of staff, meaning they become efficient far sooner.	Average length of time it takes to train a new staff member.	Estimate the current time it takes to train a TMS staff member in all main processes and current formats.	See Appendix 'B'	

#	Outcome	Description	Unit of Measure	Baseline Value	Baseline Metric Pre Implementation	Post Implementation Metric
<b>TMS 304</b>	It is easier for TMS to track the performance of individual Transcriptionists.	The workload and status of each work item assigned to every typist will be viewable through a single tool which enables TMS staff to monitor performance and identify Transcriptionists who struggle to meet their deadlines.	Survey TMS staff to ascertain if staff believe they are able to monitor typist workload and identify potential delivery risks prior to due dates.	N/A	N/A	
<b>TMS 305</b>	Reduction in the number of transcripts failing to meet the standard completion time due to in-house transcript production delays	Due to enhanced status reporting it is easier for TMS staff to monitor workload and reassign transcripts to ensure standard deadlines are met.	Number of transcripts that fail to meet contractual / standard production deadlines due to in-house transcript production delays.	Review all transcripts for a 3 month period to identify the percentage that do not meet the standard completion time due to in-house transcript production delays.	See Appendix "A"	
<b>Transcriptionists 401</b>	Transcriptionists will receive faster payment for completed work.	The new supporting technology will enable transcriptionists to receive faster payment for completed work.	Analysis of average time it takes for payment based on the date a transcript is completed to the date payment is received by the transcriptionist.  Y/N survey to transcriptionists asking if they believe payments for completed work are being received faster.	Analysis of average time it currently takes from transcript being completed to a payment being received by the transcriptionist.	Information obtained from accounting. Currently all invoices are paid within 30 days the only exception to that rule is large appeal transcripts. Due to the size and cost those are paid once the transcript is picked up and that is usually with 60 days.	
<b>Transcriptionists 402</b>	It takes less time to train new transcriptionists.	The use of a single format means that less time is needed to train new transcriptionists, meaning they become efficient far sooner.	Average length of time it takes to train a new transcriptionist.	Estimate the current time it takes to train a new transcriptionist in the multiple current formats.	See Appendix 'B'	

#	Outcome	Description	Unit of Measure	Baseline Value	Baseline Metric Pre Implementation	Post Implementation Metric
<b>Transcriptionists 403</b>	Transcriptionists will be paid fairly.	Through the rate increase transcriptionists will now receive a fair payment for their work. The change in payment calculation method also balances the transcript complexity with payment received.	Perform an internal analysis of a sample of transcripts using the old and new calculation model to determine if the new model is fair.  Y/N survey to transcriptionists asking if they believe the new fee structure is fairer.	N/A	N/A	
<b>Transcriptionists 404</b>	Fewer deadlines will be missed as it is easier for transcriptionists to see their work queue and notify TMS when items are at risk of not being completed on time.	Transcriptionists will use a new software system that enables them to see their entire workload together with individual transcription due-dates. This enables the transcriptionists to proactively notify TMS when a deadline is in danger of not being met.	The average number of transcripts that are completed after the pre-set deadline.  Y/N survey to transcriptionists asking if they believe the new system enables them to manage their workload and report potential risks on a more proactive basis.	The average number of transcripts, over a 3 month period, that have been completed after the pre-set deadline.	See Appendix 'A'	
<b>Transcriptionists 405</b>	Transcriptionists are required to provide fewer updates in response to TMS queries.	As TMS staff can access current transcript status updates there will be fewer calls and emails from TMS to transcriptionists asking for specific transcription status updates.	Y/N survey to transcriptionists asking if they are now required to provide fewer telephone/email status updates on specific transcriptions.	N/A	N/A	
<b>Court Technology 501</b>	Less time will be spent supporting transcription related macros.	Fewer macros will be used by TMS so Court Technology Services will spend less time supporting transcription related macros.	Average monthly effort spent supporting transcription related macros.	The average monthly effort spent supporting transcription related macros during the months of February, March and April.	January 2009 – 4 days February 2009 – 6 days March 2009 – 5 days April 2009 – 8 days	

#	Outcome	Description	Unit of Measure	Baseline Value	Baseline Metric Pre Implementation	Post Implementation Metric
<b>Court Technology 502</b>	There will be a reduction in the number of TMS calls to the help desk	The new technology and standard format will reduce the number of transcription related support calls being made by TMS to the Court Technology Services help desk.	Average monthly number of transcription related calls being made to the Court Technology Services help desk.	The average monthly number of transcription related calls made by TMS during the months of February, March and April.	February – 22 calls March – 15 calls April – 25 calls Average - 21 calls per month.	

Appendix "A" - Summary of Statistics from TMS Database

	Daily	Expedited	Regular
<b>Total Number of Records</b>	1150	1791	3382
Records with no end date	35	251	371
End Date Prior to order date	0	1	40
Order date for the future	20	35	69
Order not yet due	0	14	613
<b>Total Number usable records</b>	1095	1490	2289
Total Average # of Days	4.4	8.5	24.2
Percentage of transcripts completed after due date	53%	28%	26%
Total Average days for :			
JIR	2.5	6.7	20.5
APPREHENSION ORDER	4.0	7.4	0.0
EPO	2.8	5.2	8.0
HEARING	2.8	11.1	25.5
PRELIM	4.5	9.3	24.8
PROCEEDING	3.7	8.2	19.4
REASONS FOR JUDGMENT	4.9	12.8	20.9
REASONS FOR SENTENCE	3.7	8.0	23.1
SENTENCE PROCEEDING	2.8	7.3	19.2
SUMMARY CONVICTION APPEAL	4.0	6.5	32.2
TRIAL EXCERPT	6.3	13.1	22.4
TRIAL	9.1	9.1	21.2
BAIL REVIEW	3.8	8.0	16.5
APPEAL	0.0	13.6	44.4
CASE MANAGEMENT	1.0	7.5	19.6
PAROLE BOARD	0	0	24.5
MISC	0	7.6	21.3

Please note the following information in relation to the statistics:

1. Information obtained for all three TMS offices via the database.
2. Several records were considered unusable to due to the issues noted.
3. Reasons for Judgment require that they be reviewed by the judiciary and edited prior to release.
4. The number of days to process the order refers to calendar days.
5. Dates reflect time from order date to invoice date.

## Appendix 'B' – Training time for TMS staff and Transcriptionists

### 1. Training Staff – Order Clerk

-training one-on-one approximately two weeks in the different types of transcripts, how to identify them, where to look for information required for contract transcribers to produce the transcript, i.e. court dockets, software applications such as JOIN, CASES, where to request files and whom to contact if cannot locate the information needed to prepare the transcript order. \*Note training for an order clerk is ongoing up to one year through mentoring and coaching necessary to gain knowledge to prepare and process transcript orders

- how to recognize current double-spaced transcript and single-spaced transcript, where to find audio and log/clerks notes, how to upload audio and log notes onto the website; how the assignment wheel for contract transcribers works. Guiding, training and coaching in how to handle telephone queries, counter queries, e-mail queries associated with transcript order requests and how to follow up on queries associated with those. How to use different computer software, and computer applications such as: TMS Database, FTR Player Plus, FTR Log Notes, where to find information on our Network, all the different drives on the network, how to use GroupWise, how to set up e-mail addresses for contract transcribers. How to give estimates to a client, based on clerks/log notes. Share information on court matters such as: dismissed, withdrawn, conditional discharge, absolute discharge, what is an indictable offence, what is summary offence and how to tell what they are by training on how to read Information/Indictments and endorsements. How to listen to audio in order to identify where a matter begins when it is not shown on the log notes.

-Train order clerks on which transcripts can be released to parties, which courts have sanctions and what to do when we receive a transcript request that has any one of the following: In Camera, Ban on Publication, Confidential, Sealed, No Process Issued, Mistrials, *Family and Youth Enhancement Act* and what governs release. Because this is a convoluted in depth process, this is ongoing and is dealt with as the transcript requests are processed. This type of training can take approximately one year with mentoring and guidance.

### 2. Training Staff – Contract Typist/Transcribers

-an interview is conducted and should the individual qualify, an assessment is done. The person is given an actual court transcript to transcribe along with a sample of what they are asked to do. Once they have completed the assessment, the supervisor personally go over their product or will have the verifier do so. The supervisor will identify their strengths or weaknesses and ask that they come back to the office for feedback or in the case of distance transcribers the supervisor will e-mail them, or telephone them. The assessment is a tool that gives the supervisor some insight into approximately how long it may take to train an individual and it also gives the individual an idea as to whether they are prepared to commit to a Fee for Service Agreement with

TMS.

-takes anywhere from 6 months to one year depending on their experience and background. Coaching, mentoring and guidance are ongoing and can go beyond one year.

-a mini demonstration of the FTR Player Plus and the FTR Log Notes is given in the office when a contract is hired (between 15 to 20 minutes). Information/Indictment and endorsements are shown to the typist at that time and gone over with them so that they are familiar on how to read endorsements. \*Note, there is nothing in place for distance transcribers; however the supervisor will make themselves available to walk them through the steps should they require the assistance.

-a mini package of job expectations is provided to the contract with some guidelines they are requested to follow during the transcription process. There is an outline of what is expected of them when they are assigned a transcript order, a sample is provided should they require one, what our deadlines are, the website addresses of the download sites, some resource websites, where to e-mail all transcripts for verification and for completion. Citation sites, case law sites and office contacts.

-Accounting information, how to invoice each transcript and whom to contact regarding invoicing and payment through TMS.

-verification clerk acts as a resource person, and assists in the training. This is a hands-on type of position where you actually do the transcript and the verification clerk verifies the court proceedings against the audio, makes any corrections on the file, i.e. missed speakers, missed words or sentences, incorrect speakers, grammatical errors, typing errors, format errors, Latin phrases. Once this is completed it is then returned to the transcribers to complete the changes. The verification clerk along with Contract Typist Coordinator/Supervisor provides information, resources and advice throughout the verification/learning procedure.

-must train in the different formats of double-space and single spaced transcript (two different templates required), why there is a difference and this is done in consort with the verifier and myself. For single spaced this is done in concert with the Appeals Clerk Supervisor.

-train contract typists to identify the different types of transcripts

i.e. trials, proceedings, hearings, excerpts, summary appeals, summary conviction appeals and court of appeal. What documents are required or are not required in each of these transcripts. They are given information and coached in what identifies each of these categories. This is important so that the transcribers is accurate with the type of cover page they prepare, whether there is an index (table of contents) required, whether they are required to know how to prepare an index (table of contents), how to place headers in a transcript at the appropriate areas, what types of notations are required in the transcript, how to end a transcript, what type of Certificate/Certificates accompany a transcript.