
Office of the Child's Representative



Performance Management System

2021

*OCR is an independent
agency within the
Judicial Department*



OCR Mission

OCR gives children and youth a voice in Colorado legal proceedings through high-quality legal representation that protects and promotes their safety, interests, and rights.

OCR Vision

Justice, opportunity, and healthy families for all court-involved children and youth.

OCR Values

Accountability: Colorado's children, attorneys, families, and communities can count on OCR to ensure that each decision we make and action we take advances our mission in a fair, inclusive and transparent manner.

Efficiency: OCR strives to accomplish its mission and conserve resources by streamlining efforts, adhering to deadlines, resolving conflict constructively, and honoring well-defined projects, processes, and roles. We balance our drive to achieve with thoughtful planning and implementation.

Empowerment: OCR cultivates an environment of respect and honesty. We value the diverse experiences and expertise of the children we serve, our attorneys, and our staff. We invest time to reflect and connect, focus on strengths, value feedback, and recognize success. We stand for justice and support each other in our mission to empower children.

Agency Overview

The Office of the Child's Representative (OCR) is an independent state agency created in 2000 to address the General Assembly's concerns about the quality of representation provided to Colorado children. Colorado Revised Statute §13-91-101 et seq. mandates that OCR:

- Improve the quality of attorney services and maintain consistency of representation statewide.
- Provide accessible training statewide for attorneys.
- Establish minimum practice standards for all attorneys representing the best interests of children or acting as counsel for youth.
- Provide oversight of the practice of attorneys to ensure compliance with the established minimum standards.
- Establish fair and realistic compensation for state-appointed GALs and Counsel for Youth sufficient to retain high-quality, experienced attorneys.
- Serve as a resource for attorneys.
- Develop measurement instruments to assess and document the effectiveness of various models of representation.

The OCR has been working diligently and successfully to fulfill these mandates and improve the quality of legal services and representation of children in Colorado. Currently the OCR contracts with approximately 265 attorneys who serve children in all 22 judicial districts across the state.

Timeline

August	Post OCR's Performance Management System – August 1 Review Quarterly Reports
September	Finalize and administer the OCR Satisfaction Survey
October	Draft Annual Performance Report Review agencies job descriptions for accuracy and revise as necessary Prepare annual budget, taking into consideration information obtained through OCR performance data.
November	Submit and publish Annual Performance Report – Nov. 1 Submit annual budget request to the Joint Budget Committee Review Quarterly Reports
December - January	Publish Performance Evaluation – Dec. 31 Present to joint legislative committees of reference and JBC Share results of Annual Performance Report and engage contractors/agency employees regarding assessment and improvement strategies
February	Stakeholder Survey Administered Review Quarterly Reports
March	Finalize court observations for renewal Attorneys – March 1 Finalize case reference interviews - March 31 Annual Verifications Collected
April - May	Compile and assess attorney performance data in conjunction with OCR Benchmarks Assess district needs Meet with OCR staff to review data, solicit feedback and engage in strategic planning for next year's Performance Plan Implement improvements Identify training needs Review Quarterly Reports
June	Interview renewing attorneys and evaluate attorney practice data Research, review, and complete Performance Plan
July	Submit and publish Performance Plan – July 1 Assess performance data Assess and improve Performance Management System



Office of the Child's Representative

Wildly Important Goal (WIG)

Elevate children's and youth's voice and rights in dependency and neglect (D&N) proceedings by successfully implementing changes enacted in HB21-1094 and pursuing an updated model of representation in the 2022 legislative session.

OCR FY22 PRIORITIES AND STRATEGIES

Goal 1: Provide children a voice in the Colorado legal system through effective and efficient attorney services and advocacy.

- A. Ensure children's voice & interests are paramount throughout the proceedings and in the development of policy, law & practice
- B. Provide and promote effective use of case consultant (CC) support to attorneys
- C. Provide oversight & evaluation of attorney practice
- D. Establish fair and reasonable compensation for OCR attorneys

Goal 2: OCR will optimize efficiencies in attorney practice and billing.

- A. Manage appropriations & assess program and district needs
- B. Optimize use and effectiveness of C.A.R.E.S. (OCR's on-line case management/billing system)
- C. Process, manage, and evaluate contractor billings

Goal 3: Ensure attorneys and case consultants remain current in state and federal law and regulations, social science research, best practices in diversity and inclusion and evidence-based services.

- A. Cultivate a learning & practice environment that supports excellence in legal representation
- B. Deliver high-quality accessible training to advance best practices, address emerging topics in relevant fields, and implement OCR Core Competencies
- C. Assess attorney and CC education and support needs
- D. Maintain and disseminate current and relevant resources for attorney and CC use regarding law, social science, and DEI (diversity, equity and inclusion) strategies.