

Federal Judicial Center

*Programs and
Services for
Federal Court
Personnel
Available from
the Court
Education
Division*

Packaged Programs
Local Training Programs
National and Regional Programs
Automated Network Services

The Federal Judicial Center

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This booklet describes the programs and services available to federal court personnel in 1994 from the Court Education Division of the Federal Judicial Center.

Packaged Programs

Most of the programs described in this booklet are curriculum packaged programs: cost-effective instructional programs that were developed by the Center or purchased from a commercial vendor and tailored for federal court personnel to implement in their courts. The programs, which are available to courts upon request, typically include a trainer's guide, overhead transparencies, and participant materials. Some also include a videotape.

Most packaged programs are delivered by Center-trained court personnel who serve as instructors in the courts. Some provide court staff with a Center-produced guide for developing a program that meets their court's specific training needs. Two programs are "traveling" seminars, wherein the Center provides a facilitator who travels to the court to deliver the training.

Funding. The Center will provide limited funding for travel for facilitators and participants from outlying court units, and for rental of audiovisual equipment and meeting rooms, if required.

Requesting a Program. Release dates are listed for each program. A request for a packaged program must be submitted by the court's training specialist or a designated coordinator at least forty-five days before the proposed implementation date. Some programs require substantial planning and commitment by the district. For additional information about a particular program and application materials, contact the Center staff member listed after the description.

Programs for Probation and Pretrial Services Personnel

Financial Investigation Strategies enables officers to make realistic financial sanction recommendations by helping them to determine offenders' cash flow and ability to pay. Four half-day modules cover methods for collecting, verifying, and analyzing offenders' financial information. The package includes lesson plans, overhead transparencies, and a self-training manual which also serves as a desk reference. Selected officers, after completing the self-training manual, deliver the training in their districts.

Program Length: 2 days
Class Size: Varies
Release Date: July 1994
Contact: Bob Luke, (202) 273-4115

HIV Training for U.S. Probation and Pretrial Services Officers*

is a guide designed to help a court training specialist or other designated staff member develop an effective training program for officers who work with HIV-positive offenders. The guide includes program outlines, content outlines, and training activities; masters for overhead transparencies and handouts; a list of print and video resources; and a list of organizations that can provide further guidance and referrals to experienced trainers. The guide provides advice on how to find a local training consultant and how to work with the consultant to tailor the training to the needs of the court. Issues addressed include confidentiality, record keeping, transmission, testing, prevention, and behavior change.

Release Date: February 1994

Contact: Mark Whitesides, (202) 273-4104

Guide to In-District Training of New Officers provides a checklist of suggested training activities for officers during their first year on the job. It is designed to complement the training provided at the Center's national orientation seminar. The checklist consists of six major topics: an overview of the judiciary and the criminal justice system, personnel issues, administrative issues, pretrial services, presentence investigation reports, and supervision of the offender. The guide is available through the electronic bulletin board (see Automated Network Services, p. 12).

Release Date: May 1994

Contact: Kate Lynott, (202) 273-4115

Officer Safety—Strategies for Survival addresses methods for enhancing officer safety in the office and in the field. It also covers risk assessment, the roles of contact and cover officers during field encounters, the use of force, crisis intervention, and victim impact following crisis situations. A video features interviews with officers who relate critical incidents they have experienced.

Program Length: 2 days

Class Size: 30-35 participants

Release Date: January 1994

Contact: Mark Maggio, (202) 273-4115

Working with Mentally Disordered Offenders trains officers who are not mental health specialists to identify and supervise offenders with mental health disorders. The officers also learn when to request mental health treatment conditions, how to deal with resistance to treatment, and how to respond to crisis situations.

Program Length: 2 days

Class Size: 12-30 participants

Release Date: February 1994

Contact: Larry Meyer, (202) 273-4104

*The development of this program was funded in part from the U.S. Courts' Salaries and Expenses Budget through the Administrative Office of the U.S. Courts.

Pretrial Services Skills Training for Combined Districts is designed for districts in which probation officers are also assigned pretrial services duties. A team of trainers assists these officers in identifying the fundamental differences between pretrial services functions and probation functions, and in clarifying their roles and responsibilities. Officers learn how to "work smarter" and to recognize and avoid areas in which they tend to blend the two roles. The training also provides technical assistance to the chief probation officer in evaluating the district's pretrial policies, procedures, and services.

Program Length: 1-1/2 days
Class Size: 8-25 participants
Release Date: January 1994
Contact: Kate Lynott, (202) 273-4115

Supervising Substance Abusers* includes modules on interviewing, assessing, testing, understanding treatment modalities, referral strategies, and supervising substance abusing offenders. A self-study training guide, lesson plans, participant materials, and overhead transparencies are provided. Districts select the topics, learning activities, and materials that best address their needs. Selected officers from the participating district, after completing the self-study training guide, deliver the training through one-on-one consultations, staff meetings, or workshops. The program is appropriate for all officers and selected support staff.

Release Date: February 1994
Contact: Bob Luke, (202) 273-4115

Understanding the Changing Role of Probation and Pretrial Services Clerks is designed to provide clerks with an appreciation of the people and processes at work in administering criminal justice in their courts. The program features two modules. The first depicts a hypothetical case as it progresses from arrest to pretrial interview, arraignment, sentencing, and the initial supervision interview. The second module identifies typical reactions clerks have to changes in their roles and responsibilities and describes strategies for adapting to these changes. The Center provides two experienced clerks to facilitate both modules.

Program Length: 1-1/2 days
Class Size: 15-40 participants
Release Date: January 1994
Contact: Bob Luke, (202) 273-4115

*The development of this program was funded in part from the U.S. Courts' Salaries and Expenses Budget through the Administrative Office of the U.S. Courts.

Testifying Skills helps officers (1) explore the responsibilities of the judge, attorneys, and officers during various court hearings; (2) develop their skills in preparing testimony; and (3) anticipate and counter efforts by attorneys to shake their confidence and undermine their credibility during testimony. The program features videotapes and role playing.

Program Length: 1 day
Class Size: 12-30 participants
Release Date: January 1994
Contact: Larry Meyer, (202) 273-4104

Programs for All Supervisors and Managers

Negotiation Skills is a traveling seminar designed to teach mid-level and upper-level court managers the principles of effective negotiations. This fast-paced, highly interactive seminar provides participants with a method for assessing their performance as negotiators and an opportunity to practice their skills in negotiating exercises, one of which is videotaped and critiqued.

Program Length: 2 days
Class Size: 10-25 participants
Release Date: January 1994
Contact: Michael Siegel, (202) 273-4100

Presentation Skills is designed for executive staff and mid-level managers who make professional presentations on a regular basis. Participants make four short videotaped presentations that reflect the techniques they learn during the program: effective delivery, organizing and planning presentations to inform and persuade, using visual aids, and conducting question-and-answer sessions.

Program Length: 1-1/2 days
Class Size: Limited to 7 participants
Release Date: January 1994
Contact: David Hendrickson, (202) 273-4104

Applied Supervision is a forty-hour, self-study course developed by an agency of the Office of Personnel Management. The program contains a text, supplementary readings, and audiocassettes. Topics include the supervisor's role; planning, organizing, and using resources; personnel management practices; and career development.

Program Length: 40 hours; must be completed in 6 months
Release Date: January 1994
Contact: LaWand Kerns, (202) 273-4110

Diversity Resource Guide is designed to help courts develop diversity training programs for general staff, supervisors, and managers. The guide provides suggestions on managing a diverse work force, enhancing productivity, and fostering employees' understanding of each other. It includes instructions on how to assess the need for diversity training, develop a curriculum, locate and work with consultants, and build support for the program. An annotated list of readings and training videotapes is also provided.

Release Date: November 1994
Contact: Denise Glover, (202) 273-4122

Exit Interviews are an inexpensive management tool for improving working conditions and employee relations in organizations. This program provides a training manual to assist senior managers in implementing exit interview programs in their courts. Two questionnaires include questions that should be asked of departing employees, such as those concerning their perceptions of the organization's strengths and areas needing improvement. Managers can use the information obtained from exit interviews to strengthen the organization and increase efficiency.

Program Length: 1/2 day
Class Size: Varies
Release Date: January 1994
Contact: Kelly Langdon, (202) 273-4122

Facilitating Successful Meetings is a commercially produced program designed to help participants plan and conduct meetings. It addresses developing and adhering to an agenda, using effective strategies for handling disruptive behavior, encouraging diverse points of view, and ensuring that appropriate follow-up steps are taken.

Program Length: 2 days
Class Size: Up to 12 participants
Release Date: January 1994
Contact: Kerri Tortora, (202) 273-4100

FrontLine Leadership is a twenty-seven-unit commercial training package that assists supervisors and mid-level managers in enhancing their leadership skills through effective interpersonal communications. The units focus on the core interpersonal skills, managing individual performance, developing team performance, making an impact on the organization, managing change and innovation, problem solving for individuals and teams, and developing leaders.

Program Length: 3 hours per unit; participants
must complete a minimum of 12 units
Class Size: 12-15 participants
Release Date: January 1994
Contact: Kerri Tortora, (202) 273-4100

HIV Training for Federal Court Managers, Supervisors, and General Staff* is a guide designed to help a court training specialist or other designated training officer put together an effective HIV training program using local resources. The guide includes program outlines, content outlines, and training activities; masters for overhead transparencies and handouts; a list of print and video resources; and a list of organizations that can provide further guidance and referrals to experienced trainers. The guide provides advice on how to find a local training consultant and how to work with the consultant to tailor the training to the needs of the court.

Release Date: February 1994

Contact: Mark Whitesides, (202) 273-4104

Managing Employee Relations* is a curriculum package for court managers, supervisors, and personnel specialists. Program units are two to six hours in length and can be delivered to individuals or groups by a court manager or training specialist who has attended a Center trainers' program. Instruction focuses on the legal environment in the federal courts, analyzing and solving employee relations problems, conducting disciplinary investigations and preparing proper documentation, and developing staff policies and procedures.

Program Length: 3 days

Class Size: 10-25 participants

Release Date: August 1994

Contact: Mark Whitesides, (202) 273-4104

Team Leadership is a seven-module commercial program that provides techniques to assist team leaders in building trust and inspiring teamwork, facilitating and supporting team decisions, expanding team capabilities, and foreseeing and influencing change. This program is recommended as a skill-building tool for courts that elect to participate in the Maximizing Productivity program (see p. 7).

Program Length: 7 four-hour sessions

Class Size: 15 participants

Release Date: February 1994

Contact: Frances Toler, (202) 273-4100

*The development of this program was funded in part from the U.S. Courts' Salaries and Expenses Budget through the Administrative Office of the U.S. Courts.

Programs for Mid-Level Court Managers

The **Adaptive Manager** teaches experienced supervisors and managers how to use four developmental strategies for supporting improved performance and career growth. The strategies are orienting new employees, counseling employees who do not meet expectations, coaching competent employees to help them reach their full potential, and developing career paths for staff who consistently exceed expectations.

Program Length: 2 days
Class Size: 10-21 participants
Release Date: October 1994
Contact: Jim Buchanan, (202) 273-4104

Programs for Senior Court Managers

Managing the Technical Professional is designed for court managers and systems managers who supervise technical professionals. Participants learn techniques for recruiting, interviewing, orienting, and supervising technical professionals. Motivation, evaluation, professional development, and performance improvement are also addressed.

Program Length: 2 days
Class Size: 25-30 participants
Release Date: August 1994
Contact: Michael Siegel or Kerri Tortora,
(202) 273-4100

Maximizing Productivity is designed to help court executives increase their staff's productivity and work satisfaction by implementing one of the following management strategies: (1) team-based management, (2) total quality service, or (3) process improvement. Participants attend a Center orientation session to learn about these strategies and develop implementation plans for their court units. Center-trained court managers with experience in the three strategies are available to conduct training in the participants' districts and provide assistance throughout implementation. Print materials provide further guidance on implementation issues and training resources available from the Center.

Program Length: Orientation and Planning
Workshop: 4 days
Class Size: 15-30 participants
Release Date: August 1994
Contact: David Hendrickson, (202) 273-4104

Programs for Deputy Clerks

Computer-Assisted Instructional Program on the Federal Rules of Civil Procedure is designed to help deputy clerks learn more about the rules and how they apply to their work. It contains a compilation of the all Federal Rules of Civil Procedure (up to date through the 1993 amendments) and several mechanisms to access them; a collection of quizzes and court-based scenarios that test the user's knowledge and skill in applying the rules; general information about the procedures required to amend the rules; a glossary of terms; a bibliography; and a user's guide. The program can be used as both a learning and reference tool. A CD-ROM containing both IBM and Macintosh formats of the program will be distributed to each federal district court.

Program Length: Approximately 3 hours
Release Date: Summer 1994 (automatic
distribution to all district court clerks)
Contact: Bob Fagan, (202) 273-4122

Customer Service is designed specifically for intake deputies. Participants learn how to distinguish between giving legal advice and providing procedural information. They also learn how to enhance communications skills and develop a strategy for managing irate customers.

Program Length: 1 day
Class Size: 10-25 participants
Release Date: January 1994
Contact: Larry Meyer, (202) 273-4104

Putting Effective Learning Skills to Work is a traveling seminar designed to assist nonsupervisory deputy clerks in developing critical thinking skills that will lead to increased job competence and satisfaction. It is a multi-module program that is customized for the court unit. The modules are Identifying and Clarifying Values and Setting Goals, Building Learning Confidence, Reading and Writing Critically, Problem Solving, Decision Making, and Learning Collaboratively. The program also offers strategies for lateral career growth appropriate for courts with limited opportunities for upward mobility.

Program Length: 1-3 days
Class Size: 15-25 participants
Release Date: October 1994
Contact: Claudine Weatherford, (202) 273-4122

Programs for All Court Personnel

Achieving Balance is a modular, commercially produced program that has been tailored for use by court personnel. The objective of the program is to help court staff balance their focus and energy between home and the workplace. The program includes modules on managing stress, planning and organizing activities, enhancing interpersonal communications, and building support systems.

Program Length: 3-6 hours
Class Size: 10-25 participants
Release Date: October 1994
Contact: Dennise Orlando-Morningstar,
(202) 273-4104

Structured On-the-Job Training is a workshop that provides court personnel with the requisite skills for conducting instructional classes. The highly interactive workshop covers such topics as the adult learner and learning styles, conducting task analysis, developing performance objectives, writing interactive lesson plans, constructing job aids, and delivering training in the workplace. By the end of the workshop, participants will have written a lesson plan for use in their courts.

Program Length: 3 days
Class Size: 10-24 participants
Release Date: October 1994
Contact: Jim Buchanan, (202) 273-4104

Put It In Writing, a video-based commercially produced program, teaches participants how to write more clearly and more easily. Course topics include clarity, organization, how to outsmart deadlines, and techniques for refining the final product.

Program Length: 5-18 hours
Class Size: Up to 10 participants
Release Date: January 1994
Contact: Angela Long, (202) 273-4104

Working, a commercially produced, fourteen-unit program, helps nonsupervisory personnel improve their workplace skills. Units focus on interpersonal communication, listening, problem solving, teamwork, leadership, and creative thinking.

Program Length: 2 hours per unit
Class Size: 12-15 participants
Release Date: January 1994
Contact: Kerri Tortora, (202) 273-4100

Local Training Programs

The Center provides technical assistance and limited funding to court training specialists who design and develop programs that meet the needs of their court units. The Center also conducts orientation and continuing education programs for court training specialists. It publishes *Court Training Resources*, an instructional handbook about services and packaged programs available through the Center, and a newsletter, *Connections*, for training specialists and managers.

Contact: Joy Richardson, (202) 273-4104

National and Regional Programs

Some training needs are best met by providing an opportunity for participants to interact with their peers from other localities. The Court Education Division conducts the following national and regional programs:

- orientation programs for probation and pretrial services officers and for newly appointed court training specialists;
- continuing education seminars for clerks of court and their staff and for probation and pretrial services personnel;
- special focus workshops, such as management training and team development for all federal judicial staff, juror utilization and strategic planning programs for senior court executives, and enhanced supervision training for probation and pretrial services officers; and
- programs designed to address a specific need, such as the multi-phase, three-year Leadership Development Program for Probation and Pretrial Services Officers, which will prepare officers to fill the leadership vacuum anticipated as the large group of senior officers who entered the system during the 1960s approach retirement.

Participation in national and regional programs is by Center invitation only.

New Seminars and Workshops in 1994

Effective Practices Symposia—Probation and pretrial services officers who have developed expertise in a specific topic, such as enhanced supervision, will convene to develop an “effective practices” guide that will be published and distributed to field officers.

Court Managers Leadership Development Program—A two-year, four-phase pilot program designed to prepare court personnel to fill the leadership vacuum that will occur when current court managers retire or leave the courts. The Center's Leadership Development Program for Probation and Pretrial Services Officers was the model for this program.

Diversity Training for Women Judges and Senior Court Executives—A workshop designed to provide an opportunity for women judges and senior court executives to identify organizational dilemmas unique to women and ways to function more effectively in organizations. Participants will examine gender differences in ethics, discuss gender-related issues in the judicial system, and explore new theories about female personality development.

On-Line Seminar—A program that brings geographically separated court employees together in an electronic classroom through the use of personal computers equipped with modems. Special software tracks and arranges seminar "conversations" both chronologically and by subject to make it easy for conferees to join the seminar discussion weekly at a time convenient for them. The seminar participants will continue a project begun in a national workshop—they will customize a commercially packaged curriculum for use in a court training program.

Management Institute for Chief Deputy Clerks and Deputy Chief Probation Officers—A one-week national program for mid-level managers that focuses on self-assessment, managerial power, and negotiation skills.

National Court Management Conference—An April conference for district court management teams that combined the annual or biennial seminars for chief district judges, clerks of court, district court executives, and chief deputy clerks. Plenary and separate sessions were built around the conference theme—managing successfully in an era of scarcity. The program was a joint effort of the Court Education and Judicial Education Divisions.

Strategic Planning for U.S. Bankruptcy Courts—A workshop that provides a model for strategic planning to help courts identify and meet current and future challenges.

Supervising Native Americans—A program for probation and pretrial services officers who supervise offenders from reservations under federal jurisdiction.

Automated Network Services

The Center has electronic bulletin boards located on the Federal Judiciary Office Automation Users' Group National Bulletin Board System (Main BBS), which was established by the Administrative Office of the U.S. Courts.

In-Court Programs Conference enables court training specialists to access updates on the Center's media library purchases, descriptions of current Center offerings and training programs developed in other districts, bibliographies of training resources, and a directory of court trainers. Court training specialists can send messages, post inquiries, and ask for help from the Center and each other. An automated Training Activity Report form is also available on the conference to assist courts in submitting their biannual reports to the Center.

Guide to In-District Training of New Officers, described earlier, is available through the Probation and Pretrial Services Conference.

Other bulletin boards are designed to allow the exchange of ideas and information among various groups, such as trainees at national or regional seminars or facilitators of packaged training programs.

BBS Phone No.: (202) 273-2696

About the Federal Judicial Center

The Federal Judicial Center is the research, education, and planning agency of the federal judicial system. It was established by Congress in 1967 (28 U.S.C. §§ 620–629), on the recommendation of the Judicial Conference of the United States.

By statute, the Chief Justice of the United States chairs the Center's Board, which also includes the director of the Administrative Office of the U.S. Courts and six judges elected by the Judicial Conference.

The Court Education Division develops and administers education and training programs and services for nonjudicial court personnel, such as those in clerks' offices and probation and pretrial services offices, and management training programs for court teams of judges and managers.

The Judicial Education Division develops and administers education programs and services for judges, career court attorneys, and federal defender office personnel. These include orientation seminars and special continuing education workshops.

The Planning & Technology Division supports the Center's education and research activities by developing, maintaining, and testing technology for information processing, education, and communications. The division also supports long-range planning activity in the Judicial Conference and the courts with research, including analysis of emerging technologies, and other services as requested.

The Publications & Media Division develops and produces educational audio and video programs and edits and coordinates the production of all Center publications, including research reports and studies, educational and training publications, reference manuals, and periodicals. The Center's Information Services Office, which maintains a specialized collection of materials on judicial administration, is located within this division.

The Research Division undertakes empirical and exploratory research on federal judicial processes, court management, and sentencing and its consequences, often at the request of the Judicial Conference and its committees, the courts themselves, or other groups in the federal system.

The Center's Federal Judicial History Office develops programs relating to the history of the judicial branch and assists courts with their own judicial history programs.

The Interjudicial Affairs Office serves as clearinghouse for the Center's work with state–federal judicial councils and coordinates programs for foreign judiciaries, including the Foreign Judicial Fellows Program.

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