



CED FY 95 Programs for Court Managers

(Categories of programs to develop skills of court managers.)

First-Line Supervisors

Applied Supervision
 Court Supervisors' Packaged Pgm.*
 FrontLine Leadership
 New Supervisor Checklist*
 Team Leadership
 Wkshps. for New Probation & Pretrial Supervisors

Mid-Level Managers

Leadership Development Programs:
 • Court Managers*
 • Probation & Pretrial Services Officers
 Mgmt. Institute for Mid-Level Court Executives
 The Adaptive Manager
 Wkshp. for Assistant and Deputy Circuit Executives

Senior Court Executives

ADR Implementation
 Diversity Wkshp. for Women Judges and Senior Court Executives
 Effective Case Management Executive Training & Team Development
 Juror Utilization and Mgmt. Wkshp.
 Mgmt. Institute for Senior Court Executives
 Managing the Human Impact of Downsizing*
Probation and Pretrial Services:
 • Effective Practices:
 - Enhanced Supervision*
 - Probation*
 - PTS Communication*
 • Enhanced Supervision Self-Assessment*
 • New Chief Mentoring Pgm.*
 Strategic Planning
 Wkshps. for Appellate Clerks and Chief Deputies

Packaged Programs and Resource Guides for All Supervisors:

Achieving Gender Fairness*
 Automated Network Services
 Diversity Resource Guide*
 Exit Interview Package
 Facilitating Successful Meetings
 HIV Training for Federal Court Managers
 Managing Disagreements Constructively*
 Managing Employee Relations*

Managing the Technical Professional
 Negotiation Skills
 Presentation Skills
Probation & Pretrial Services:
 • Critical Incidents*
 • Financial Investigation Strategies
 • Search and Seizure*
 Structured On-The-Job Training
 Time: The Next Dimension of Quality*

Maximizing Productivity

Management strategies to increase productivity and work satisfaction: team-based management, total quality service and process improvement

* New Programs Offered in FY95



Court Education Division FY 95 Programs for Non-Supervisors

All Court Personnel:

Achieving Balance

Deputy Clerks: Making a Difference*

Federal Records Center*

FRCP and Bankruptcy Rules*:

 Computer Assisted Pgms.

Judges' Secretaries*

Learning Effectiveness

Newly Appointed Court Training

 Specialists Wkshp.

Put It In Writing

Team Effectiveness

Workplace Skills

Probation and Pretrial Services Personnel:

- Counseling Offenders*
- Officer Safety
- On-line Classroom for Clerks
- Orientation Checklist and Pgms. for New Officers
- Pretrial Skills for Officers in Combined Districts
- Regional Wkshps. for Experienced Officers
- Supervising Substance-Abusing Offenders
- The Changing Role of Probation/Pretrial Services Clerks
- Working with Mentally Disordered Offenders

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MEMORANDUM

DATE: September 26, 1994
TO: Participants: FJC Court Education Advisory Committee Meeting
FROM: Judy Roberts *JR*
SUBJECT: Follow-up Report

Thank you for your contribution to the September 1994 meeting of the FJC Court Education Advisory Committee. We appreciate the time you took from your schedule to ensure that all key players in the judiciary were represented.

The following is a report on the meeting and its outcomes. You have assisted us in identifying training needs in the context of current trends and emerging priorities.

Participants see enclosure 1

Welcome Steve Wolvek opened the meeting by welcoming participants. Mr. Wolvek briefed the committee on challenges facing the court and the FJC in the coming years. He emphasized the need for providing quality service in a time of diminishing resources. He announced the development of a joint agency (AO/FJC) court education committee to serve as a policy and overview group. This committee will not replace either agency's working committees but will assist both agencies in assessing training needs for the entire court family and promote better communication exchange between the two agencies and with the field.

Dr. Wolvek also announced the targeting of local training funds, for the implementation of Center sponsored packaged programs.

Emily Huebner distributed a Center survey to collect data on pro se training needs and issues.

Neil Stroul, the facilitator for this meeting, explained the summit process that would be employed as a combination between futuring and strategic planning. He stressed the idea that this planning meeting would work toward its goal of looking ahead to the year 2004 through the use of structured activities within which participants have opportunities to brainstorm, openly critique ideas and take risks. Neil announced that scenarios, the Organizational Drivers Inventory, and the results of the court training need surveys would be used.

Scenarios	As an introductory exercise, teams comprised of representatives from circuit, district and appellate courts and the FJC and AO analyzed five scenarios on the future of the courts.
Organizational Drivers	On the afternoon of the first day, participants worked in court and agency specific teams to identify organizational drivers, or factors that shape the judicial system.
	Participants reported the following current drivers: emerging technology; changing case loads; organizational structure; financial management; training, retraining, or education; and regulation/deregulation.
	The following emerging priorities were also identified: innovation, public relations, diversity, customer service and quality; and general management. Enclosure 2 delineates organizational drivers identified by each specific group.
Crime Bill	Participants were briefed on the recently enacted Crime Bill and its potential impact on the clerks' office. It is believed that the passage of this Crime Bill will not have a major effect on clerks office workload.
Showcase on Training Initiatives	AO and FJC representatives updated the group on training initiatives currently planned or presently being done by their agencies.

4. Healing from Equalization

- wounds of survivors
- wounds of the clerks of court
- job stability
- new loyalties

5. Overcoming Institutional Impediments

- lack of standardization
- autonomy and authority
- job security
- communication

Summary and Follow-up

At the conclusion of the meeting, many participants agreed that the goal of identifying critical and unmet training needs had been met. Some participants were more vocal than others. The group appeared to be in consensus that determining training and educational needs for the next ten years would be a process, to be continually worked on, evaluated and revised. The summit process proved to be an effective vehicle for future planning. The group stressed that systematic programs based on critical thinking skills, problem solving, and alternative decision-making were a priority for all levels of court personnel, although workforce development and deputy clerks' needs were cited as a primary focus. As more is asked of deputy clerks, participants recommended that the Center look at programs that cross all levels of court personnel, so that all employees have the same skills in the above-mentioned areas.

While it was recognized that the Center has excellent intervention programs such as FrontLine Leadership, Working, and Learning, it was suggested that an emphasis on organizational readiness would enable courts to use the intervention programs more effectively and to become true learning organizations. (Organizational readiness is currently being addressed in the management briefings of FrontLine and Working and the Maximizing Productivity orientation workshops.)

Participants agreed that a central repository or clearinghouse for best practices and solutions would be an excellent project to be undertaken. Suggestions for this project ranged from electronic bulletin boards to informational newsletters, or a combination of both.

Following the Court Education Advisory Planning Meeting, Court Education Division staff participated in a debriefing session. The topics and concerns identified at the meeting will be taken into consideration as the division develops its FY 96 training plan.

*FJC Court Education Advisory Committees
Planning Meeting*

*September 8-9, 1994
Arlington, Virginia*

Participant List

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**Organizational Drivers Inventory
Results**

Circuit

Emerging Technologies

Organizational Structure

- innovation
- training
- financial and case management

District

Emerging Technologies

Changing Case Loads

Customer Service

Financial Management

Government Regulation or Deregulation

Bankruptcy

Emerging Technologies

Changing Case Loads

Financial Management

Innovation

Organizational Structure

AO/FJC

Emerging Technology

Changing Case Loads

Innovation

Financial Management

Training

General Management (borderline driver)

Critical and Unmet Training Needs

Using input from the organizational drivers inventory and the results of the court training needs survey, participants discussed and prioritized current and emerging training needs. These included managing diminished resources, the changing role of management, emerging technology, and reorganizing court operations, including the use of teams. Two major themes emerged as a result of the discussion:

- the clerk of court as a change agent
- providing quality services in a period of diminishing resources

A list of topics and concerns follows:

1. Designing a Systematic Approach to Workforce Development (from senior clerks to deputy clerks)

- better linking between training and career development
- more realistic appraisals of needs and goals
- critical thinking skills (managing complexity)
- versatility and flexibility
- problem-solving
- generating options/decision-making
- “new” career development (professional)
- how to leave the court family

2. Technology/Techniques To Manage Increasing Workload (Case loads/Time Pressure)

- Understanding “business” processes and learning how to improve/optimize processes; systems thinking
- Quality and Measurement
- Skill development; managing multiple priorities
- Critical thinking
- Technical literacy (accessibility to information)

3. Leveraging Scarce Resources

- making difficult personnel decisions
- real world HR accountability
- clarity regarding scope of authority
- mechanisms for pooling/sharing resources and solutions