



THE NATIONAL JUDICIAL COLLEGE

Courtroom, Staff, and Calendar Management for the Nevada Judiciary

Wednesday, May 4, 2022
2:45 am Pacific

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Faculty Biography

KEVIN J. BOWLING JD, MSJA, CCE retired from the judicial branch of government following a 44-year career as an attorney, court administrator, judicial branch educator, and consultant. Most recently, Mr. Bowling served as the Trial Court Administrator and Attorney Referee for the 20th Judicial Circuit Court and the Ottawa County Probate Court in Ottawa County, Michigan. He is a Past President of the National Association for Court Management, Co-Chair of the COSCA/NACM Joint Technology Committee, and Chair of the DOJ Global Advisory Committee. His work in the judicial system includes judicial branch training in numerous US states and service in western Africa as Deputy Chief of Party for the Nigeria Justice Sector Assistance Project. Mr. Bowling served for 20 years in a variety of positions with the Michigan Supreme Court, including State Judicial Educator and Regional Court Administrator. Mr. Bowling received his BA in Political Science/Public Administration from Providence College, Providence, Rhode Island; a MS in Judicial Administration from the University of Denver College of Law; a JD from Thomas M. Cooley Law School in Lansing, Michigan, and is a Fellow of the Institute for Court Management. He is a member of the State Bar of Michigan, Ottawa County Bar Association, National Association for Court Management, and Michigan Juvenile Justice Vision 20/20. Mr. Bowling has served on the Board of Directors of the National Association for Court Management, the National Association of State Judicial Educators, and is a faculty member of the National Judicial College. Mr. Bowling is a trained mediator and served for 19 years on the Board of Directors for Mediation Services in Holland, Michigan.

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Learning Objectives

After this course, you will be better able to:

- (1) Define case flow management and its proven principles and practices;
- (2) Identify the characteristics of strong system-wide leadership and its impact on case flow management; and
- (3) Apply the principles of case management to streamline calendaring, hearings and trials.

Courtroom, Staff, and Calendar Management

Nevada Judicial Leadership Summit
Stateline, NV
May 4, 2022

Session Focus

- The role of judges in efficient court operations
- Appropriate management of court staff
- Relationships with court administration
- Opportunities and resources for continuous development



Ambitious Goals for a Brief Time



Part 1 – Efficient Court Operations

How do you describe judicial efficiency?

Solo Activity...?



Group Activity...?



What responsibility do you have to ensure efficiency?



NONE – Efficiency is staff work, not legal work.

MINIMAL - I need to be available in the courtroom when cases are scheduled.

SHARED – All courtroom participants must be prepared and assist with completing cases in a reasonable and timely manner.

PRIMARY – The judge is the judicial branch leader who controls the pace of the courtroom and provides direction to attorneys, litigants, and staff.

How does efficiency become tangible in the courtroom?



What Are the Key Public Expectations?



Basic Expectations

- Understand and comply with the law
- Avoid impropriety and the appearance
- Perform duties competently and diligently
- Cooperate in the administration of court business
- Ensure litigants/lawyers the right to be heard
- Be patient, dignified, and courteous
- Hear and decide assigned matters



PROCEDURAL JUSTICE

Neutrality
decisions are unbiased and guided by transparent reasoning



Respect
all are treated with respect and dignity



Voice
all are given a chance to tell their side of the story



Trustworthiness
decision makers convey trustworthy motives about those impacted by their decisions



Something to Consider

FOUR THINGS BELONG TO A JUDGE: TO HEAR COURTEOUSLY, TO ANSWER WISELY, TO CONSIDER SOBERLY, AND TO DECIDE IMPARTIALLY.

- SOCRATES -



Part 2 – Appropriate Management of Court Staff



Obvious Things to Avoid



Appropriate Management of Court Staff

- Follow the Golden Rule
- Avoid Black Robe Disease
- Hire the Best, Provide Great Training, and Don't Micro-manage

The Golden Rule
TREAT OTHER PEOPLE THE WAY YOU WOULD LIKE TO BE TREATED
WITH RESPECT



Attributes of Top Employers

- Visionary
- Offers flexible work schedules
- Great communication skills
- Financial benefits
- Promotes empowerment
- Active Listener
- Supportive
- Personal Growth
- Respect
- Integrity
- Fair
- Security and Safety



Top 10 Soft Skills for Customer Service Jobs



Part 3 – Court Administration



USSC Chief Justice Warren E. Burger, August 1969

“The courts of this country need management which busy and overworked judges, with drastically increased caseloads, cannot give. We need a corps of trained administrators or managers to manage and direct the machinery so that judges can concentrate on their primary duty of judging.”



Relationships with Court Administration

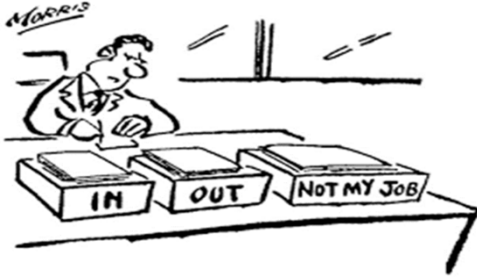
Court Executive Team

- Chief Judge
- Court Administrator



COURT
ADMINISTRATION

Roles and Responsibilities



Principles of Court Governance

1. A well-defined governance structure for policy decision-making and administration for the entire court system.
2. Meaningful input from all court levels into the decision-making process.
3. Selection of judicial leadership based on competency, not seniority or rotation.
4. Commitment to transparency and accountability.
5. A focus on policy level issues; delegation with clarity to administrative staff; and a commitment to evaluation.
6. Open communication on decisions and how they are reached.

Principles of Court Governance

7. Clear, well-understood and well-respected roles and responsibilities among the governing entity, presiding judges, court administrators, boards of judges, and court committees.
8. A system that speaks with a single voice.
9. Authority to allocate resources and spend appropriated funds independent of the legislative and executive branches.
10. Positive institutional relationships that foster trust among other branches and constituencies.
11. The judicial branch should govern and administer operations that are core to the process of adjudication.

Strategic Thinking and Execution



Dilbert – “on strategic planning”



I'm thinking of getting into the strategic planning game.

If I understand the job description, you basically hallucinate about the future and then something different happens.

You also have to pretend it's useful

Really? That sounds hard.

Unexpected Consequences



“It seems things have gotten a little out of hand...”



Leadership

Coping with crises will require thoughtful planning, effective communication and inspirational leadership



Part 4 - Resources



- > [NJC – Management Skills for Presiding Judges \(June 20-24, 2022; Reno\)](#)
- > <https://www.judges.org/>
- > <https://nacmnet.org/>
- > <https://nacmcore.org/>
- > <https://www.ncsc.org/education-and-careers/icm-certification-programs>
- > <https://www.americanbar.org/>
- > <https://www.ncifcj.org/>
- > <https://www.ncsc.org/topics/judicial-officers/ethics/center-for-judicial-ethics>

Resources (Cont.)

- > <https://www.thebalancecareers.com/top-soft-skills-for-customer-service-jobs-2063746>
- > <https://laals.du.edu/>
- > <https://www.sii.gov/>
- > <https://ojdp.oip.gov/>
- > <https://bja.oip.gov/>
- > Purposes of Courts
<https://www.youtube.com/watch?v=saHb06PNadQ>
- > <http://www.ncsc.org/services-and-experts/court-leadership/harvard-executive-session>
- > <https://umwa.memphis.edu/fcv/viewprofile.php?userid=pmurrell>
- > <https://www.youtube.com/watch?v=94w1Tt5lpS4>



Resources (Cont.)



Closing Reflection

"Leadership is the capacity to identify and develop one's resources, whether human or material. It further involves the ability to marshal those resources in realizing a vision, reaching a goal, or resolving a problem. It starts with who we are and then moves to what we do. Learning and teaching are the most powerful tools in the leader's repertoire."

Patricia H. Murrell
Leadership Institute in Judicial Education
The University of Memphis





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