

COURT LEADERSHIP INSTITUTE OF ARIZONA (CLIA)

Judicial Education Center

541 E Van Buren, Suite B4

Phoenix, AZ 85004

Minutes of the

June 26, 2009 Committee Meeting

Committee Members Present:	
Judge Louraine Arkfeld, Chair	Presiding Judge, Tempe Municipal Court
Kent Batty, Vice Chair	Court Administrator, Superior Court in Pima County
Judy Aldrich, Ed.D.	Professor, Chandler/Gilbert Community College
Mike Baumstark	Deputy Director, Administrative Office of the Courts
Carol Boone	Chief Probation Officer/Juvenile Court Center Director, Maricopa County Juvenile Court
Judge Margaret Downie	Judge, Arizona Court of Appeals, Division One
Phil Hanley	Director of Human Resources/ Administrative Services, Judicial Branch of Arizona in Maricopa County
Roger Hartley, Ph.D.	Associate Professor of Public Administration and Policy, University of Arizona
Jolene Hefner (via conference call)	Detention Administrator, Yuma County Juvenile Justice Center
Don Jacobson	Court Administrator, Flagstaff Municipal Court
Michael Malone	Court Liaison, Superior Court in Pinal County
Frank Owens	Chief Probation Officer, Gila County Probation Department
David Sanders	Chief Probation Officer, Pima County Adult Probation Department
Committee Members Absent:	
Denise Lundin	Clerk of the Court, Superior Court in Cochise County
Judge Kathy McCoy	Presiding Judge, Kingman Municipal Court
CLIA Staff Present:	
Deborah King	Program Manager, Arizona Supreme Court, Education Services Division
Vikki Murillo	Specialist I, Arizona Supreme Court, Education Services Division
Deanna Carter	Administrative Assistant, Arizona Supreme Court, Education Services Division

Call to Order, Administrative Business

Judge Louraine Arkfeld called the meeting to order at 10:05 a.m., at the Judicial Education Center, in Phoenix, Arizona.

Judge Arkfeld called for all members to review the minutes from January 29, 2009, for changes or corrections to be made. Changes are as follows:

- Judge Margaret Downie asked to change her court to Arizona Court of Appeals, Division I.
- Mr. Kent Batty noted the updates on the National Center, first item, are incorrect, including title and number of participants. Ms. Deb King said the title should read “Updates Western States Court Leadership Academy and National Center for State Courts.”
- The second sentence, “The Western States Court Leadership Conference held September 29-October 3, 2008 had 14 participants registered, 3 were faculty trained, and we will be evaluating to determine how we might offer this training locally” is incorrect. The corrected sentence should read, “The Western States Court Leadership Conference held September 29 through October 3, 2008, had 14 Arizona participants registered, including 3 faculty from Arizona, and we will be evaluating to determine how we might offer this training locally.”
- Mr. Batty indicated on page 4, under *Distance Learning Options*, “#3 Production crews – we have contracted with productions crews for either satellite broadcasts, which require that a particular site have a satellite to be able to view the broadcast.” Remove the word “either” from the sentence.

New Member Announcements

Judge Arkfeld noted Ms. Carol Boone and Mr. Mike Baumstark were reappointed to CLIA.

Judge Arkfeld welcomed new members: Mr. Frank Owens, Chief Probation Officer in Gila County; and Ms. Jolene Hefner, Deputy Director of Yuma County Juvenile Justice Center. Judge Arkfeld asked committee members to review the CLIA Committee Membership list for accuracy. The following changes were requested:

- Mr. Baumstark’s correct telephone number 602-452-3305
- Mr. Baumstark’s correct fax number is 602-452-9484
- Ms. Boone’s correct title is Chief Juvenile Probation Officer
- Mr. Don Jacobson’s correct email address is djacobso@courts.az.gov
- Ms. Denise Lundin’s correct email address is dlundin@courts.az.gov
- Mr. Owens’ correct title is Gila County Probation Department

Members Rotating Off the Committee – Thank You

Judge Arkfeld noted that Ms. Alice Bustillo, Mr. Frank Coralles, and Judge John Lamb are rotating off the committee, and thanked them for their service.

Division Director

Judge Arkfeld announced Ms. Cathy Lowe, Division Director, has retired. New Division Director, Mr. Jeffry Schrade, will start July 27, 2009. Mr. Schrade came from the Arizona Foundation for Legal Services and Education where he was a Senior Director there for nine years.

CLIA Updates to COJET

ACTION ITEM: Ms. Deb King indicated that the CLIA Committee is not a distribution list in outlook and is only a mailbox right now. Ms. King will have the CLIA Committee added as a distribution list. If possible, she will email the distribution list/group to all committee members.

Ms. King updated committee on the budget. We are currently seeking approval to cover what we've expended this fiscal year. With the help of local faculty, we can continue the Institute for Court Management Program (ICM). The budget will also include supporting continued curriculum development. Ms. King indicated the Concluding (CMP) Seminar will be postponed for this fiscal year with plans to try and hold it with local faculty next fiscal year. The National Center for State Courts ((NCSC) will be training faculty out-of-state to certify them on the 4 new courses developed for the ICM program. We will be limited on who we can send, due to budget. Mr. Baumstark commented that we are committed to the seven state consortium, and we are developing the CMP for local faculty and more.

Ms. King reported that the Executive Offices have approved the replacement of the Specialist V position. The desired applicant will possess a background in curriculum development, with experience in developing for distance learning formats. We started the recruitment of the Administrative Assistant position. Ms. King also stated that with a 40% reduction in staff as a division as a whole and a 70% reduction between CLIA and JSEC units when combined, we are working hard to sustain and continue the programs at our current level.

The June 25, 2009 broadcast, "Frontline Security" successfully piloted webcast capabilities in four sites receiving it via our network on their PCs. If we can expand webcast system-wide, we can save an average of \$4500 per broadcast.

Judge Arkfeld reported on the ICM and ACM courses that were held:

- ICM Human Resources Management, May 5th – 7th
 - 38 participants
 - 4.61 rating
 - 2.5 days in length
 - 17 COJET hours
- ACM AZ Plus Managing Diversity, May 7th
 - 52 participants
 - 4.48 rating
 - half day in length
 - 3 COJET hours
- ICM Court Performance Standards, June 2nd – 4th
 - 38 Participants
 - 4.27 rating

- 2.5 days in length
- 16 COJET hours
- This is the first time we charged the \$50 per person, per course certificate fee – paid through AOC to NCSC for any participants wanting to have their class completion recorded for the CMP certificate. 33 participants paid.

Judge Arkfeld also commented there was a substantial savings of 90% and we received a better overall rating for this class using our Arizona faculty, when compared to the previous Court Performance Standards class.

Update: Arizona Court Manager Program

- 35 individuals will be ready to complete the NCSC ICM Concluding Seminar by September. This is the final requirement for their CMP certificate. Of these, 11 are already qualified, 7 only need Financial Management, 17 need Financial Management and Caseflow Management.
 - ICM Financial Management is scheduled for August 11-13, 2009
 - ICM Caseflow Management is scheduled for September 1-3, 2009
- We have approximately 108 participants in the Arizona Court Management Program. We have not advertised this program for over a year and it continues to generate interest through word of mouth.

Ms. King asked the committee if the ICM Purposes and Responsibilities Course should be scheduled and, if so, to whom do we advertise? She noted, this class it isn't currently required for ICM Certified Court Manager (CMP) certificate or for the Arizona Court Manager (ACM) program. If the course is scheduled, it may have an impact on the three-day AZ Plus Capstone as there could be overlap in content. Committee members discussed the course's content as follows:

- Dr. Hartley noted that Unit 4, Understanding Law and Procedure, and Unit 5, Due Process of Law, seemed to be missing the ingredients of judicial independence and role of courts in society. He also questioned whether a participant not having basic knowledge of the law or due process, could be hindered in understanding the content.
- Mr. Batty noted, while there is some redundancy between AZ Plus Capstone and the ICM Purpose and Responsibilities class, it is only a small portion.
- Dr Hartley suggested that we pull some content from Purposes & Responsibilities to other courses we are already offering. Ms King noted if the class is not NCSC certified, then we can adapt or modify it. However, if we want to maintain NCSC certification for the class it cannot be changed.

Judge Arkfeld presented the question to the group, "What do we in Arizona do in terms of offering this to our attendees?"

- Ms. King noted if this course was offered in the next calendar year, it would be a good COJET opportunity for people who have completed the ACM or ICM program because we don't yet offer them anything in the next tier.

- Mr. Baumstark commented that he does not think this course should be included in the Arizona Court Management Program as it is not currently part of the Phase I courses or CMP program.
- Due to limitations on resources, it was decided to not schedule the ICM Purposes and Responsibilities of Courts class until NCSC determines how they will be including it in their ICM program.

Ms. King asked the committee for their input on the designated subject matter experts for the four ICM courses: Technology Management, Human Resources Management, Essential Components, and Concluding Seminar. She also announced the addition of two faculty members for the Human Resources Management course: Ms. Kim Cantoni and Mr. Tony Nuismer. The committee discussed whether the new course on Essential Components should be offered if it isn't a requirement. No decision was made regarding scheduling new ICM courses that cover new content areas.

ACTION ITEM: Ms. King reviewed the list of faculty currently certified to teach the current curriculum. She asked committee members to consider being subject matter experts for the curriculum to be developed in 2010, and/or to serve as faculty for existing ICM and AZ Plus classes. Committee members should notify Ms. King of their interest.

Ms. King stated that Executive Committee for The National Center for State Courts (NCSC) will soon be addressing the requirements for participants obtaining their Court Manager Program (CMP) certificate.

Fast Track and COJET Strategic Planning

Judge Arkfeld stated with the retirement of Chief Justice Ruth McGregor, the new Chief Justice Rebecca White Birch would be developing a new Strategic Agenda. A workgroup of chairs from each of COJET's standing subcommittees used the Fast Track Planning information to establish strategic goals. Combining the common themes among each committee's fast track planning, there emerged twelve goals which were ranked in importance and combined into five strategic initiative groups. The goals are due in August for the new Chief Justice to create her Strategic Plan. Judge Arkfeld is on the strategic workgroup for COJET that is finalizing what will be given to the court. She asked that CLIA Committee Members voice their opinions or suggestions for this five year plan.

- Ms. Boone commented on the first goal stating that it is essential that continuing education be part of the Strategic Plan. She also suggested there be further emphasis on ensuring that the entire court and leadership is represented by the people we serve, which will add to training, developing and mentoring.
- Ms. King explained the strategic initiatives categories and goal statements are not intended to include those day-to-day educational support activities that we are currently doing. She also indicated that the goal statement of promoting the court as a career opportunity did not specifically show up in the goal language, but can be an activity included under Partnership Opportunities.

- Dr. Hartley and Dr. Aldrich agreed that promoting courts as a career choice and providing public education might be a relevant partnering opportunity. Noting that internships within the courts would be a good way of promoting this goal.
- Mr. Batty recommended the last group (Local Regional Outreach) could be merged into Partnership Opportunities because it could be considered the same effort.
- Mr. Baumstark stated that the committee’s portfolio of projects should be represented in the plan. He considers the first three of the twelve goals to be a start.
- Mr. Owens suggested that the last two Strategic Initiatives and Local/Regional Outreach can be incorporated into the first initiative. That could be condensed into two or three initiatives.
- Mr. David Sanders remarked there needs to be a better explanation for asynchronous and synchronous web-based training. Ms. King defined asynchronous training as “after-the-fact” and synchronous is considered “real time” and instructor lead. The recommendation is to keep the verbiage simple and provide examples of Distance Learning.

TIER II Curriculum Development

Judge Arkfeld reviewed the history of TIER II. Learning Objectives for TIER II were developed in 2007. The committee’s previous discussions noted that these learning objectives did not contain some of basic supervisory skill areas and they should be added. She also referenced for informational purposes, the Objectives for Core 40, which is a supervisory program from the state of California. It was determined that that court-specific content needs to be developed, even if we used other supervisory training classes for basic skills.

The committee split into workgroups of three and reviewed each competency group. Ms. King asked the workgroups to consider the target audience of supervisors, project managers, and line supervisors and to:

- Discuss what content would be needed to cover the learning objectives. (list specific subtopics)
- Outline using subtopics class
- Estimate amount of time for class
- Discuss potential SMEs and faculty

The workgroup assignments were as follows:

Purposes and Responsibilities of the Courts and Case Management – Ms. Carol Boone, Dr. Roger Hartley, Mr. Mike Malone

Education and Training and Human Resource Management – Dr. Judy Aldrich, Judge Margaret Downie, Mr. Phil Hanley

Leadership and Visioning and Strategic Planning – Mr. Kent Batty, Mr. Mike Baumstark, Ms. Jolene Hefner, Mr. Don Jacobson

Essential Components and Public Education and Media Relations – Judge Louraine Arkfeld, Mr. Frank Owens, Mr. David Sanders

Workgroups reported back on general course plans as follows:

Visioning and Strategic Planning – The objectives were reorganized to reflect the following:

- *Obj. 1. Understand the value of strategic planning and its application throughout the court organization.* In addition to discussing the fundamental aspects, we should convey that strategic plans are “living” documents. Additionally, we should stress the importance of, and how to get buy-in from lower level employees. Within this object we should introduce something that focuses on measures of progress.
- *Obj. 2. Define the differences among values, vision, mission, goals and action items.* A brief exercise would be helpful in meeting this objective.
- *Obj. 3. Understand the strategic planning process in the Arizona Courts.* Provide some time dedicated to the court’s strategic plan and include an overview or highlight of strategic initiatives relative to the plan.
- *Obj. 4. Discuss the basic steps of the planning process.* After over viewing the steps, an activity to summarize the whole process would be helpful.
- The total suggested time would be two to three hours or maximum of half a day.

Leadership – The objectives were reorganized to reflect the following:

- *Obj. 1. Understand basic concepts of organizational leadership.*
- *Obj. 2. Assess your own leadership style and temperament.* It is suggested that an activity to have participants complete a leadership style assessment accompany this objective.
- *Obj. 3. Apply ethical standards in supervision and recognize the uses and abuses of newly-acquired authority.* Content should overview the supervisor’s role in ensuring compliance with the Code of Conduct for Employees. Additionally add supervisory ethics content relative to work relationships, boundaries, use of authority.
- *Obj. 4. Recognize and understand the perspective of different (sometimes competing) stakeholders.*
- *Obj. 5. Effectively communicate work assignments and lead teams.* This eliminates learning objective #4 in the original document.
- *Obj. 6. Recognize the importance of consistency within the scope of leadership actions.*
- *Obj. 7. Understand the application of administrative rules, orders, statutes, and governing policies.* This would cover the hierarchy among and between statutes, policies, etc.
- The total suggested time would be at least a half day.

Human Resources – The objectives were reorganized to reflect the following:

- *Obj. 1. Demonstrate and understanding of basic federal, state and local laws relative to employment.* Content should cover the concept that supervisory functions are governed by rules. Overview employment policies and laws. Overview contents of personnel files, access and confidentiality.
- *Obj. 2. Describe a process for recruiting, selecting, and retaining court employees.* Include the following content: The process from hire to retire, job descriptions, recruitment, selection criteria, orientation.

- *Obj. 3. Describe the basic principles of performance management, supervision, and evaluation.* Cover: performance management tools, how to deal with outstanding employees and performance problems
- Discuss the impact of court versus other government HR departments
- Identify red flag words and situations.
- The suggested time would be two days.

Education and Training – if this is a stand-alone program

- *Obj. 1. Identify practice that support and promote judicial education, including ways to motivate employee development.*
- *Obj. 2. Describe what motivates the court employees and how personal development contributes to motivation, performance, and commitment.*
- Some of this could be included in the leadership program in terms of motivating employees and fostering their growth as professionals. It could be as basic as covering “nuts and bolts” of COJET and program awareness for your employees. This could include goal setting and career planning for employees.
- Estimated as 1 hour of content.

Public Education and Media Relations

- *Obj. 1. Demonstrate an awareness of and ability to quickly access public information about the court and other related entities, as well as ability to assess the accessibility of this information.* This content should focus on Rule 123, the dos and don'ts of releasing and not releasing court information, what's available by subpoena, what requires a court order. Include an activity. The suggested time should be about one to two hours.
- *Obj. 2. Understand the importance of educating the public, legislature, and executive branch about court systems, processes, and programs.* On the media relations component, there should be some training on managing bad news and promotion of good news. Media training, public speaking training should be included. The suggested time for this section would be one hour.

Essential Components

- *Obj. 1. Understand the policies and resources relating to the difference between providing legal advice and information and the ability to navigate difficult real-world situations where the difference between providing information and providing legal advice may be unclear.* It was suggested that reviewing the DVD that is available for this would be helpful. Ms. King informed the work group that the DVD has already been converted into a CBT format and could potentially be used for this objective.
- *Obj. 2. Understand methods to capture, store, retrieve, and purge (as appropriate) court records.* Content should include an overview of records retention policy and automation programs used to capture and store information.
- *Obj. 3. Demonstrate detailed knowledge of the organization's emergency preparedness plan and continuity of operations plan.* Content should include an overview of the essential components of a plan. It is suggested that participants bring their own emergency preparedness plan and have an activity relative to identifying essential components.

- *Obj. 4. Demonstrate an understanding of the relationships between work flows and processes and organizations of work spaces and their adjacencies.* A first-line supervisor would probably focus on safety and security as to their scope of operations rather than the entire organizational work flow and process.
- The suggested time for this, including the DVD, would be approximately an hour to maybe an hour and a half. Ms. King suggested we should pull content from the recent “Frontline Security” broadcast.

Case Management

- The discussion for this group concentrated on the court side versus the probation side. In addition to this program, it is recommended that there be a half day program for just probation officers that can tie juvenile and adult into more detail.
- *Obj. 1. Describe case flow principles and why they are used.* First-line supervisors need to know the sources of delay, processes, and analyzing case management reports. A portion should cover how to effectively work with judges to create solutions. An activity could be used for analyzing case management reports.
- *Obj. 2. Understand Arizona’s use of “CourTools” as standards to measure performance.* Content should briefly overview each performance measure.
- *Obj. 3. Demonstrate knowledge of the details of different case types and their methods of initiation in multi-jurisdiction levels.* This objective can include case flow activities to chart processes from misdemeanors to felonies and focusing on case types by jurisdictions.

Purposes and Responsibilities

- *Obj. 1. Understand and articulate the basic purposes of the courts and why each is important.*
- *Obj. 2 Explain how basic administrative functions are related to the purposes and responsibilities of the courts.*
- Content should focus on how a supervisor’s role impacts the rest of the court. It was suggested that the March 2009 broadcast, “The Purposes and Responsibilities of Courts” be utilized for this.

Next CLIA meeting is scheduled for September 18, 2009, at the Judicial Education Center in Phoenix. If there is need for a meeting before this date, an email will be sent to all members.

The chair made a call to the public; no new business from public. The meeting adjourned at 2:50 p.m.