



# Preparing to Lead

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The background features a dark blue gradient with several light blue gear icons of varying sizes. A horizontal bar with a dark blue gradient is positioned across the middle of the slide, containing the main title. To the right of this bar, there is a solid blue rectangular block.

# Learning Objectives

What are we doing today?

# Objectives

- Review and discuss national standards for court administration.
- Explore Arizona pathways to court leadership education.
- Participate in exercises that connect established routes to leadership with individual backgrounds and experience.



# National Court Management Standards



What does a court  
manager need to know?

# The Birth of Court Administration

- Before 1970, court administration was not organized or professionalized.
- Some courts had a management structure we would recognize today, others resembled a king's court or an unruly school board meeting.
- Then U.S. Supreme Court Chief Justice Warren Burger saw a problem.

# The Birth of Court Administration

- He believed that the courts needed to be modernized, in a way that most other American industries had been post WWII.
- “The days are also past when a chief judge, with the help of a secretary and the clerk of the court, can manage the increasingly complex tasks required to keep courts functioning effectively.”



# The Birth of Court Administration

- Out of this effort came many national organizations dedicated to building the new profession of court administration:
  - National Association for Court Management (NACM)
  - National Center for State Courts (NCSC)
  - Institute for Court Management (ICM)

# NACM Core Competencies

- NACM established these competencies in recognition of the field of court management becoming:
  - increasingly professionalized
  - diverse



# NACM Core Competencies



# Public Trust and Confidence

- Public trust and confidence in the courts is integral to the credibility of the judicial branch.
- To be effective at managing trust and confidence, court leaders must be able to maintain an organizational culture that fosters integrity, transparency and accountability for all court processes and proceedings.

# Purposes and Responsibilities

- Court leaders must be able to carry out the fundamental purposes and responsibilities of the courts.
- To do this, court leaders must ensure that their courts are meeting these purposes and responsibilities and to aspire to meet several specific goals.

# Caseflow and Workflow

- Court leaders play a critical role in caseflow and workflow management for the court, ensuring that court's work is performed efficiently and the fair and timely resolution of all cases filed is promoted.
- Effective caseflow and workflow management requires that court leaders have a variety of analytic and communication skills.



# Operations Management

- Courts are complex organizations, which are comprised of an array of departments, units and functions that need to be maintained on an on-going basis to support court operations.
- Court leaders may not need to perform all of the various functions, but organizational and management competencies should be developed to support whatever functions may be required.

# Public Relations

- The court leader's role is not just limited to working internally within the court; it also includes communicating with a wide variety of audiences about the courts and court processes.
- To be effective, court leaders need to use a variety of communication methods tailored to the nature of the message being conveyed and audience targeted.



# Educational Development

- Excellence in court performance starts with a court leader who fosters a culture that embraces education, training, and development and who actively leads judicial branch education.

# Workforce Management

- Managing and motivating the workforce requires court leaders to not only understand the laws, legal rulings, and policies that guide the courts' operations but also to be skilled in a number of specific human resource tasks.

# Ethics

- Court leaders must be ethical in order preserve the public's trust and confidence for the judiciary and the value of rule of law.
- ***At a minimum***, court leaders must uphold the ethical standards demanded of the citizens, but court leaders must also maintain an even higher standard demanded of them as stewards of the judicial process and the institution of the courts.

# Budget and Fiscal Management

- Even the most highly skilled court leader needs access to adequate funding, resources, and facilities for effective and efficient court operations.
- Not only does the court leader need to be able to develop complex plans to secure the necessary resources, he or she must also be able to effectively manage the court's budgets and resources.

# Accountability and Court Performance

- Court leaders are accountable to both the judiciary and the public for a well-run court, which means that managers must be able to both effectively measure and manage performance.
- Skillful collection and analysis of performance information ensures that court managers no longer just think the court is performing well but are able to demonstrate it.



# Leadership

- Leadership is an energetic process of creating vision resulting in commitment to a common course and preferred future.
- Leadership is highly personal – some people are naturally better able than others although everyone can learn good leadership techniques.



# Strategic Planning

- A court leader often provides leadership for the court.
- Court leaders should develop and promote a strategic vision for the organization by establishing a strategic course for an organization, communicating that direction to all stakeholders and engaging them to work collaboratively toward achieving the organization's mission.

# Court Governance

- A court leader needs to be able to manage court operations with consistency and predictability, by providing the guidance and policies for both day-to-day operations and long-term decisions.
- To do this, the court leader will need to develop and maintain an effective governance structure for the court.

# Core Competencies Exercise

- The NACM core is a comprehensive list of knowledge, skills, and abilities that court administrators need to be successful.
- To make this a little less intimidating, please share one competency that you are interested in learning more about, and why you would like to know more.

# NACM Core Competencies





# Certified Public Manager



Leadership education  
outside of the judicial  
branch.





# What is the CPM program?

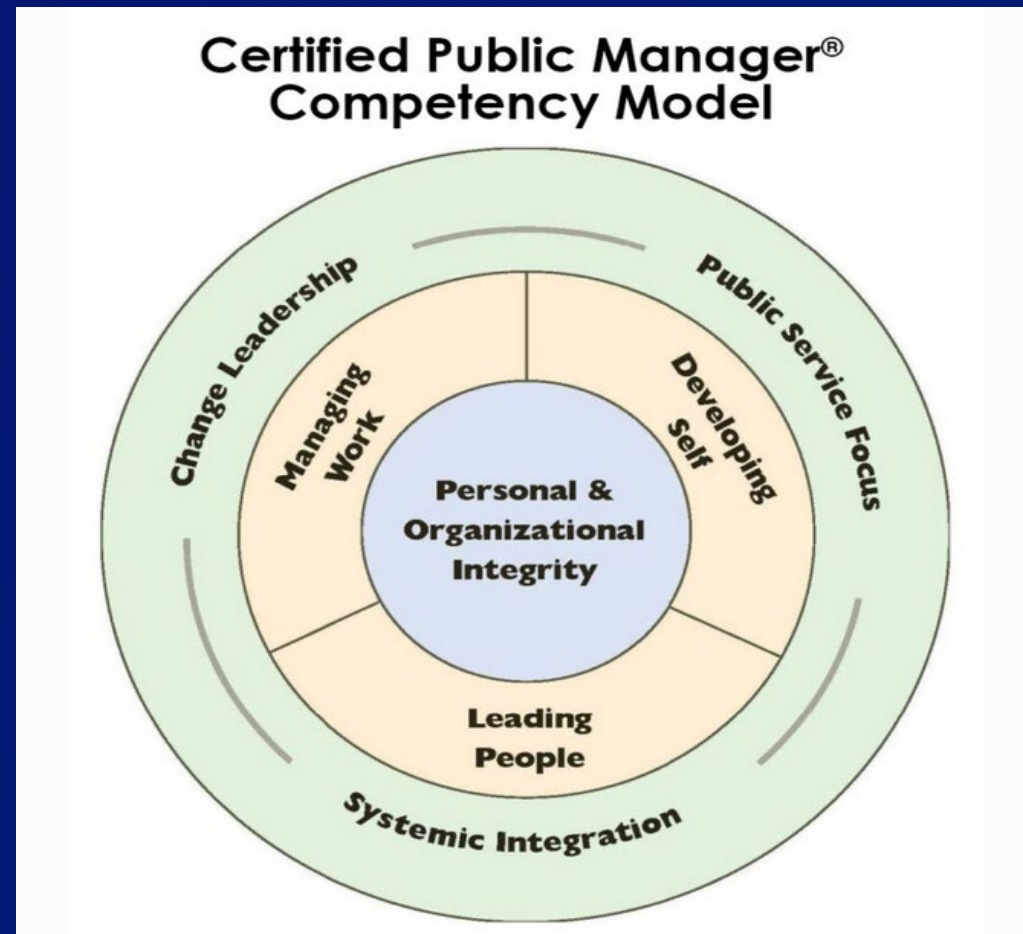
- The CPM designation is awarded to public sector middle managers who have completed the required 300 hours of study through a CPM program accredited by the National Certified Public Manager® Consortium.
- CPM programs are sponsored and operated by a public sector agency or university in a state or other political jurisdiction.



# What is the CPM program?

- The Certified Public Manager® program is a nationally accredited comprehensive management development program open to managers in federal, state, and local government agencies.
- The program's primary goal is to improve the performance of public sector managers and the organizational performance of state, local and federal governments.

# CPM Management Competencies



# Personal and Organizational Integrity

- Increasing awareness, building skills and modeling behaviors related to identifying potential ethical problems and conflicts of interest; appropriate workplace behavior; and legal and policy compliance.

# Managing Work

- Meeting organizational goals through effective planning, prioritizing, organizing and aligning resources. Empowering others by delegating clear job expectations; providing meaningful feedback and coaching; creating a motivational environment and measuring performance. Monitoring workloads and documenting performance. Dealing effectively with performance problems.

# Leading People

- Inspiring others to positive action through a clear vision; promotes a diverse workforce. Encouraging and facilitating cooperation, pride, trust and group identity; fostering commitment and team spirit. Articulating a vision, ideas and facts in a clear and organized way; effectively managing emotions and impulses.



# Developing Self

- Demonstrating commitment to continuous learning, self-awareness and individual performance planning through feedback, study and analysis.



# Systematic Integration

- Approaching planning, decision-making and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization.

# Public Service Focus

- Delivering superior services to the public and internal and external recipients; including customer/client identification, expectations, needs and developing and implementing paradigms, processes and procedures that exude positive spirit and climate; demonstrating agency and personal commitment to quality service.

# Change Leadership

- Acting as a change agent; initiating and supporting change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change; emphasizing and fostering creativity and innovation; being proactive.

# Discussion

- What are some of the advantages and disadvantages to getting a portion of your leadership education outside of the judicial branch?



# Overview of Arizona Court Leadership Education



What does the  
Leadership Institute do?



# The Birth of AZ Court Leadership Training

- For many decades, ICM and NCSC have provided national leadership training for court administrators.
- In the 2000s, the Administrative Office of the Courts worked with local court administrators and judges to create Arizona-specific coursework to complement the national curriculum.

# The Birth of AZ Court Leadership Training

- Leadership Institute programming is directed by the Court Leadership Institute of Arizona (CLIA)
- CLIA is a standing subcommittee of the Committee on Judicial Education and Training (COJET)

# Arizona Court Supervisor (ACS)

- Entry point for the Leadership Institute.
- All judicial branch employees are welcome, ACS coursework is intended for new supervisors/managers in the court system or personnel interested in strengthening supervisory knowledge and skills in anticipation of taking on supervisory duties in the future.

# Arizona Court Supervisor (ACS)

- ACS starts with introductory webinars.
  - Introduction to the Leadership Institute (*0.5 hours*)
  - Transition to Role of Supervisor (*1.5 hours*)
  - Supervisory Ethics (*1.5 hours*)

# Arizona Court Supervisor (ACS)

- Much of ACS is composed of computer-based, self-paced coursework.
- Currently, there are 17 courses on essential skills for supervisors and core functions of the Arizona courts.



# Arizona Court Supervisor (ACS)

- Next, there are two eight-hour courses that dive deeper into skills every court supervisor must know.
  - Human Resources Management
  - Supervisor's Role in Effective Caseflow Management

# Arizona Court Supervisor (ACS)

- Last, a two-day capstone and graduation completes the ACS program. Topics include:
  - Role of Courts
  - Policy and Organization
  - Leadership
  - Public Records and Rule 123
  - Workflow and Business Processes
  - Accountability

# Arizona Court Manager (ACM)

- After completing ACS (or if you join the court with previous management experience), ACM is the next level of Arizona court leadership education.
- The curriculum is a hybrid of state-specific and nationally accredited courses.

# Arizona Court Manager (ACM)

- ACM includes six ICM-certified courses, each of which is 16 hours in length:
  - Workforce Management
  - Caseflow and Workflow Management
  - Accountability & Court Performance
  - Purposes & Responsibilities of Courts
  - Budget & Fiscal Management
  - Project Management for Courts

# Arizona Court Manager (ACM)

- Additionally, Arizona-specific topics are discussed in three-hour companion courses:
  - Alternative Dispute Resolution / Specialty Courts
  - Managing Diversity



# Arizona Court Manager (ACM)

- ACM concludes with a three-day capstone and graduation completes the ACM program. Topics include:
  - Governance
  - Inherent Powers
  - Civil Case Process
  - Jury Management
  - Probation Management
  - Court Management
  - Political Activity
  - Court's Role in Judicial Selection

# Arizona Court Executive (ACE)

- After completing ACM, ACE is the third level of Arizona court leadership education.
- Typically, ACE participants have completed ACM, and/or hold a senior leadership position in their court.
- Like ACM, ACE is a hybrid of state-specific and nationally accredited courses.

# Arizona Court Executive (ACE)

- ACE includes seven ICM-certified courses:
  - Leadership (16 hours)
  - Operations Management (16 hours)
  - Educational Development (10 hours)
  - Visioning and Strategic Planning (16 hours)
  - Public Relations (10 hours)
  - Executive Decision Making (16 hours)
  - Modern Court Governance (16 hours)

# Arizona Court Executive (ACE)

- ACE concludes with a one-day capstone, on the following topics:
  - Interdependence and Judicial Interdependencies
  - Facilities Management
  - Security
  - Continuity of Operations Planning (COOP)

# Further opportunities

- ICM Fellowship program
- Arizona Post-Executive Program (AZPEP)





# Questions

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**Thank You!**

