



Six Keys to Resolving Conflict

What can you do when you find yourself embroiled in a conflict with someone?

1. Distinguish facts from fiction.

Remember the television show *Dragnet* and its main character, Sgt. Friday? His famous line was “Just the facts, ma’am.” We all think our view of the world is the “right” one – the only right one. Recognize that you just have a piece of the “truth.” Try creating a police or news report that captures both your view of what happened as well as the view of the person with whom you’re having the conflict. This will help you release your attachment to the “right-ness” of your personal perspective.

When we disagree with someone, we often get worked up over not just the event that happened, but the judgments we made about the situation and the per-

son, the feelings that were evoked in us, and the story we make up about what it all means. Take ownership for your own feelings. The other person didn’t “make you feel” a particular way. They did what they did. You chose to feel the way you did. You gave the situation all the meaning it had for you. There was a whole range of emotions you could have felt and conclusions you could have drawn. You picked the ones you did, so notice if they represent a familiar theme in your life.

2. Distinguish motive and emotions.

We often assume we know what the other person was intending to do “to us.” The only thing we really know is the reaction we had to the other person’s behavior. Recognize that they may not have “meant” to disrespect (or hurt, or ignore, or control) you. Also recognize that if you are the perpetrator, just because your motive was innocent, that doesn’t negate the feelings the other person experienced.

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A Word From Your Editor:

In this issue, we have status reports on current initiatives such as the mini guides and the Membership and Website Committees and FACT. For those of you not involved with a committee, please consider joining one. The work of our organization is done by people like you. The committee contact list is on our Web site, www.nacmnet.org/committeecontacts.html

Members Norman Meyer and Christy Magers share with us some useful news. Norman shares information about a fairly new organization, the International Association for Court Administration. Christy offers an innovation that she found helpful in her court.

Finally, court management is clearly the problem-solving business. For those problems that drive us crazy, consider the suggestions made by Loretta Love Huff in six Keys to Resolving Conflict.

As always, we are always looking for article submissions for *Communiqué*. Please submit to esilverberg@sc.pima.gov

Eric

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FT. LAUDERDALE, HERE WE COME!

If you haven't signed up to attend this year's annual conference in Ft. Lauderdale, Fla., it's not too late. NACM hits the beach July 9-13, and there is a great mix of education and fun planned.

Leadership of the Nation's Trial Courts is the theme of this year's conference, and workshops will address the leadership challenge facing courts, families in court, self-represented litigants, security issues, media relations, and more. Keynote speakers are Brian Blasko, Chief Justice Barbara Pariente of Florida, and Dr. Will Miller. Michigan State University will be on hand again this year to offer workshops for credit on the NACM Core Competency Curriculum Guidelines.

The ocean-side location of this year's site, the Marriott Harbor Beach Resort, is sure to please. Your conference planners have scheduled several fun, beach-oriented social activities, including a charter fishing trip and an evening beach party.

Visit the NACM Web site at www.nacmnet.org for registration information. Hope to see you at the beach! ♦



CONGRATULATIONS TO THESE COURT MANAGERS

IN ARIZONA

Superior Court Presiding Judge **Barbara Rodriguez Mundell** is pleased to announce the appointment of Patricia Seguin to serve as the community outreach director for the Judicial Branch of Arizona in Maricopa County. Currently, Ms. Seguin serves as the disciplinary clerk of the Supreme Court of Arizona.

Jessica Gifford Funkhouser, has accepted appointment to the newly created position of special court counsel – justice system planning and communications. She is leaving her job as special counsel for elections, open meetings and public records in the office of the Arizona Attorney General, where she has worked during the past three years.

Barbara Fennell has been named conciliation services director for the Maricopa County Superior Court. She comes from the Monterey County, California Superior Court where she manages six research attorneys and oversees mediation services and investigations performed in the Family Court Services Unit. She also appears in court assisting self-represented litigants on approximately 100 cases per week.

IN WASHINGTON,

Norma Brown, from Jefferson County, Washington retired last year. Doug Praul from Bucks County is their new court administrator.

IN CALIFORNIA,

Mike Roddy moved from AOC Northern Regional director to San Diego Superior Court executive.

Jody Patel moved from Sacramento Superior Court executive to Northern Region director.

Kim Turner has been named Marin County Superior Court executive.

Ben Stough has been named Mendocino County Superior Court executive.

Tamara Beard, Fresno County Superior Court executive, was named director of the new Facilities Decor and Interior Design Task Force. ♦

FACT is Off and Running for 2006

By Chris Crawford

FACT, the Forum on the Advancement of Court Technology, is off and running on several court and technology projects and initiatives for 2006. Here is a sample:

NACM Midyear Conference

The January 29-31 NACM midyear conference in Colorado Springs, Colorado, was action packed with a lot of important decisions and announcements at the FACT Steering Committee meeting on January 29. FACT is a cash sponsor and provides faculty for the midyear and annual conferences in 2006. We also shared an information booth with NACM representatives at the vendor show. Look for future announcements about FACT's efforts to improve the procurement process.

Standards Development

The National Center for State Courts is moving ahead with several technology standards development projects for case management systems, information sharing, and electronic filing. FACT provides industry participation in these efforts to ensure that the standards are workable and available in the various commercially available software packages.

CITOC

The newly formed Court Information Technology Officers Consortium had its first meeting February 21-23 in San Francisco, and FACT was a partial sponsor of the CITOC educational program at the meeting. This group has been a long time in the making, and they are addressing a lot of emerging issues such as cyber security, business continuity/disaster recovery, privacy/public access to court records, and open source systems development. Membership is open to public sector court IT managers, and more information is available at http://www.ncsconline.org/d_tech/citoc/.

Court Manager "Technology FACTS"

A good way to keep current on court technology is to read the Technology FACTs article in each edition of NACM's *Court Manager* magazine. If you missed a copy, you can catch current and archived articles on the FACT Web site newsletter.

We all struggle to learn more about technology and how it can improve our work in courts. FACT is here to help by providing a neutral forum where the private sector and public sector can work together. Membership information is on our Web site.

Chris Crawford is chair of FACT (<http://fact.ncsc.dni.us>) and can be reached at ccrawford@justiceserved.com. ♦

Pubs COMMITTEE PROVIDES UPDATE ON NEW MINI GUIDES

So that courts across the country may better prepare for the next inevitable disaster or disruption in court services, a subcommittee of the Publications Committee has been hard at work on its next mini guide: "Business Continuity Management Guide". The project timetable was extended to include lessons learned from Hurricanes Katrina and Rita. Publication of the document is targeted for July 2006.

The Business Continuity Management Subcommittee, led by Art Bernardino, court manager of the Chandler (Arizona) Justice Court, has completed the drafting of the mini guide, and editing has begun. The subcommittee members are Alex Aikman, Mike Bridenback, Jude Del Preore, Pamela Devault, Tom Dibble, Giuseppe Fazari, Dale Kasperek, Zygmunt Pines, Bob Roper, Moira Rowley, Suzanne Stinson, Roberta Tepper, Ron Truss, and Robert Zastany. Those who have worked on the guide believe it will provide a valuable tool in plan-

ning for life in the courts after a catastrophe or disruption of service.

The guide will help courts through the planning process and development of individualized Continuity of Operations Plan (COOP), and includes helpful check-lists and worksheets. A Business Continuity Management section will eventually be posted on the NACM "members' only" Web site and will include examples of outstanding Continuity of Operations Plans (COOP) from around the country, as well as a "fill in the blanks" COOP plan.

At the NACM midyear conference, the board approved the topic for the next NACM mini guide: "Making the Verbatim Record of Court Proceedings." The guide will encompass certified court reporter and electronic recording technologies. The Publications Committee has identified volunteers for the guide drafting committee, which will convene and start research shortly. ♦

Web Committee Focuses on Improvements

By Mike Bridenback, Chair, NACM Website Committee

The Website Committee focus during the 2005-06 term is on making improvements to the NACM Web site that are targeted at enhancing the individual NACM members knowledge of association activities. The specific tasks that are targeted to be performed are:

1. A process will be put in place to regularly conduct updates of specific Web pages when necessary.
2. Association Services will begin tracking hits on the Web site and produce a monthly report for the committee.
3. The committee section will be updated to include an annual report of the activities of the various committees.
4. The international section will include a link to NCSC's site.
5. *Court Manager* and *Court Communiqué* will be updated and organized by year as well as volume.
6. The committee will explore posting conference handouts and presentations on the Web.
7. A new Web page will be added to include a narrative history of NACM and pictures of past conferences.
8. The vendor list from each conference will be placed on the Web site for a period of one year after the conclusion of a conference.
9. A new feature will be created where a NACM member will be profiled on the Web site on a monthly or quarterly basis.
10. The committee will explore adding video/audio clips of past conferences if available or conferences of state associations. The committee will explore the feasibility of Web-casting selected presentations at our midyear or annual conferences.
11. As a part of our marketing strategy for the conferences, a video clip of the NACM president talking about the benefits of membership and conference participation will be produced and included on the conference Web site. Such a presentation was done for the midyear conference in Colorado Springs, Colorado, and a clip has been produced to be included on the annual conference Web page. The videos of the locations of the conferences would also be included on the Web site.
12. The links section of the Web site should be periodically reviewed. ♦

MEMBERSHIP NEWS

As of March 31, 2006, NACM membership was 2,508 strong. If you enjoy the benefits of NACM and have not renewed your membership, please do so. If you know of someone who would enjoy the benefits, recommend a member today! Regular membership in NACM is open to anyone who works in a court or government setting serving as clerk of court, court administrator or in any court management, court education, court research, or judicial officer capacity. Additional membership categories include associate (consultant or vendor), student, honorary, retired, and sustaining members. **Remember! You get one year of free membership dues for bringing in 10 new members!** Also, don't forget

the 2005-06 Membership Incentive Program, which provides expense reimbursement for the annual and midyear conferences for recruiting new members. For details, please see: <http://www.nacmnet.org/MembershipIncentiveProgram.html>.

Be sure to also visit the NACM online store, with many new products available for purchase!

You can obtain more membership information by contacting NACM: National Association for Court Management, c/o NCSC, 300 Newport Avenue, Williamsburg, VA 23185-4147, Attention: Administrative Services, or call (757) 259-1841. You can also visit the NACM Web site at www.nacmnet.org. ♦

TRAFFIC ARRAIGNMENT IMPROVEMENT PROJECT SUCCEEDS AT RENO MUNICIPAL COURT

The Reno Municipal Court was experiencing an unacceptable rate of failures to appear for its traffic arraignment sessions. The rate was one in nine defendants (or 11 percent) scheduled for arraignment not appearing or resolving their traffic citation with the court. The court wanted to reduce the number of those not complying with their notices to appear and get the traffic cases closed rather than remaining in a pending or warranted status.

The four judges of the court approved the project as presented to them by the court administrator. A series of meetings was held with different staff members to gather information, share ideas, and formulate a plan. The results of the meetings were that the court would:

1. Draft a waiver of appearance for those traffic defendants who chose to plead guilty and simply wanted to set up a payment plan with the court rather than be mandated to see the judge to enter the plea.
2. Work with the traffic officers to collect contact numbers from the traffic defendants for the purpose of placing reminder phone calls.
3. Purchase and install an auto-dial phone system that would remind the defendant two days ahead of his/her scheduled appearance in court.
4. Enter the results of the call into the court's case management system for the judge's information.
5. Court bailiffs would call those defendants who failed to appear at arraignment or make any attempt to resolve their charges within two days of their court date.
6. Bailiff would obtain a "promise to appear" date from the defendant and track that the promise was kept.
7. If not kept, the court marshals would be dispatched to place a door hanger notice at the defendant's residence advising that an arrest warrant may be issued if immediate action is not taken on the citation.

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6 KEY TO RESOLVING CONFLICT, *CONTINUED FROM PAGE 1*

3. *Convert complaints to requests.*

Imagine that any complaint (yours or another's) is really a request in disguise. When we are in situations we don't like and we feel powerless, the natural response is to complain and blame. Next time you catch yourself complaining, stop and ask yourself "If something could be different here and I would like that better, what would "that" be?" Then ask for it! Make the request to someone who has the power to grant it. Complaining or making requests to anyone else won't get your problem solved.

4. *Start where you are.*

Sometimes you know exactly what you want to say, but the words get stuck in your throat like a big wad of chunky peanut butter. There is a clear message to be delivered, but you hesitate to say it aloud out of fear, worry, or concern about the other person's possible reaction. At those times, start with where you're stuck. Open the dialog with "I'd like to say something, but I'm afraid that I'll... or you'll..." You'll be surprised at the impact that sharing your vulnerability will have on the receptivity of the other person. You'll also be surprised at how easily the important message will now come out.

5. *Take responsibility for your contribution, role, or influence.*

Recognize that you may have something to do with the continued existence of the problem.

This is generally hard for people to deal with. It's so much easier to blame someone else for your problems. It's the "those idiots over there" syndrome. "If they would just..." They may not. Figure out what actions you can take to solve your own dilemma.

6. *Forgive and give yourself a gift.*

Forgiveness is not condoning or even accepting. Forgiving someone in your heart who has "wronged" you just releases your agony. It does nothing for them. Holding on to your grievance will just keep your blood pressure high. If you can't muster "I forgive them," try "I'm willing to forgive them." Then let it go, and let your willingness salve your pain.

Loretta Love Huff, of Emerald Harvest Consulting, is a speaker, business consultant, and an executive coach. She works with leaders, business owners, and teams on conflict resolution, communication, leadership development, and performance improvement. She can be reached at loretta@emharv.com or (602) 454.7787. Visit her Web site at www.emeraldharvest.com. ◆

Think Globally: Join the INTERNATIONAL ASSOCIATION for COURT ADMINISTRATION

The International Association for Court Administration, IACA, is a very young group, having been officially formed in October 2004 in Ljubljana, Slovenia, with a group of enthusiastic founding members from 24 countries representing most of the world's geographic regions. Since its founding, IACA has worked to become a powerful resource for officials in court, judicial, and justice systems throughout the world. IACA's Web site (www.iaca.ws/) is the central point of communication for the association and for those interested in learning more about IACA, including how to join. IACA is governed by an international board of directors, with sub-groups for each major region of the world.

IACA's intent is to maintain the association as a vital and proactive group of professionals intent on improving the delivery of justice worldwide through court and justice organizations that are well-managed, efficiently run, and oriented toward providing optimal service to the individuals they exist to serve. The association's mission statement is:

- A. To promote professional court administration and management in emerging democracies and other countries pursuing the rule of law;
- B. To sponsor international conferences, forums, and education and training programs on court administration and management; and
- C. To serve as a resource for judges, court administrators and managers, and other government officials in search of ways in which to evaluate and improve court and justice systems

Two exciting developments are underway. IACA will be holding another educational conference later

this year – planned for beautiful and historic Verona, Italy, November 15-17. Several hundred attendees from around the world are expected to come and experience valuable educational programs and excellent networking, and to work on improving IACA for the future. The other development is a further enhancement to the IACA Web site that will allow members to post their interest in doing international judicial assistance work (short or long-term, compensated or not), which will be accessible to those entities (government agencies, non-profit organizations, private-sector contractors, etc.) who seek court experts to work on projects. The design also calls for these entities seeking court experts to post their "job" opportunities for IACA members to search.

Although very young, IACA is growing. IACA seeks to coordinate with existing organizations such as NACM, complementing the fine work these organizations do on a national or regional level. For further information, please go to the IACA Web site or contact Markus Zimmer, IACA president, at markus_zimmer@utd.uscourts.gov or (801) 524-6120; or Jeff Apperson, secretary-general, at jeffrey_a_apperson@kywd.uscourts.gov or (502) 625-3522. IACA invites you to join! ♦

NACM GEAR IS ON SALE

A variety of shirts, jackets, folios, and more are now available on the NACM Web site at www.nacmnet.org. They all sport the NACM logo and can be purchased online. ♦

Traffic Arrangement Improvement Project Succeeds at Reno Municipal Court, *Continued from page 5*

At the end of one year of operation, including about two or three months of stops and starts, the court is pleased to report that the percentage of warrants issued on traffic citations is now at 7.7 percent rather than 11.1 percent. Not only did the court achieve its goal, but the public has expressed apprecia-

tion for the reminder phone calls, the police department has fewer warrants to file, store, and confirm, and the court's collection of traffic fines has improved.

For more information, please contact Christy Magers, Reno Municipal Court administrator at (775) 334-2295. ♦

MSU Updates Judicial Administration Program Schedule

During the summer and fall of 2006, national, regional, and federal associations will offer Judicial Administration Program students a variety of options to complete course requirements through an active conference schedule. Offerings from state organizations are also growing as more state court systems, local trial courts, and associations are joining the Judicial Administration Program.

The Judicial Administration Program was conceived and built on the value of collaboration, which has vast appeal to state and local organizations as well as the national and federal groups. These organizations can offer all of the course requirements themselves or they can encourage their employees to utilize other partner-provider offerings, as well as the MSU online courses. The current list of partner-providers follows:

Local

Trial Courts of Maricopa County, Arizona

State

Association of Clerks of the District Courts of Virginia
 California Administrative Office of the Courts,
 Education Division/CJER
 Colorado Association for Municipal Court
 Administration (CAMCA)
 Florida Supreme Court, Office of the State Courts
 Administrator, Court Education Division
 Institute of Continuing Judicial Education, University
 of Georgia

Michigan Court Managers Conference
 Missouri Association for Court Administration (MACA)
 New Mexico Judicial Education Center
 North Carolina Conference of Court Administrators
 (NCCCA)
 Oregon Association of Court Administration
 Southeast Michigan Court Administration Association
 Virginia Supreme Court

Federal

Federal Court Clerk's Association (FCCA)
 Federal Judicial Center (FJC)
 National Conference of Bankruptcy Clerks (NCBC)

National

Institute for Court Management (ICM) of the National
 Center for State Courts
 National Association for Court Management (NACM)

Regional

Mid-Atlantic Association for Court Management
 (MAACM)

The number of organizations joining the partner-provider network is growing. If you are an organization interested in expanding your education and training offerings, or if you are a student interested in obtaining a certificate or a degree in Judicial Administration, contact the Judicial Administration Program at <http://judicialadministration.msu.edu> or (517) 432-1716. ♦

DATES	REGIONAL, NATIONAL, AND FEDERAL ASSOCIATIONS	COURSE OFFERING
JUNE 14	MID-ATLANTIC ASSOCIATION FOR COURT MANAGEMENT	EDUCATION, TRAINING, AND DEVELOPMENT
JULY 9-13	NATIONAL ASSOCIATION FOR COURT MANAGEMENT	LEADERSHIP
JULY 16-20	FEDERAL COURT CLERKS ASSOCIATION	HUMAN RESOURCES MANAGEMENT AND ESSENTIAL COMPONENTS
AUGUST 29-SEPTEMBER 1	NATIONAL CONFERENCE OF BANKRUPTCY CLERKS	LEADERSHIP AND COURT COMMUNITY COMMUNICATIONS
OCTOBER 16-18	MID-ATLANTIC ASSOCIATION FOR COURT MANAGEMENT	HUMAN RESOURCES MANAGEMENT

<http://Justech.info>



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