

# FEDERAL JUDICIAL CENTER

ANNUAL REPORT 1971



Washington, D. C.

**THE FEDERAL JUDICIAL CENTER**

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October 1, 1971

TO: The Judicial Conference of the United States

FROM: Alfred P. Murrah, Director  
The Federal Judicial Center

SUBJECT: ANNUAL REPORT OF THE FEDERAL JUDICIAL CENTER

At the direction of the Board of the Federal Judicial Center, I am happy to transmit herewith the Annual Report of the Center. The report speaks for itself in delineating the major directions of the Center's activity during the past year. It is as concise as we can make it commensurate with providing essential information for the Conference to assess our programs. Explicit detail on each and every program would result in a burdensomely long document. We are prepared, however, to provide such additional detail as the Conference or any of its members may deem useful.

Let me take this opportunity to add a personal note. This report covers the first full year of my stewardship as Director of the Center. It has been a year like no other I have ever experienced, but it has been a good year. I have been blessed with tremendous cooperation from the judiciary, from the Board, and from an outstanding and dedicated staff. There have been, and will continue to be, many frustrations, but they largely stem from the fact that the opportunities to serve the judicial system are so many and so diverse that we cannot answer every need at once. As our varied activities continue to grow and coalesce into programs of carefully considered action, more and more of these opportunities will be met. If one must experience frustration, how much better that it arise out of too much to do rather than too little.

The very existence of the Center and the constant expansion of its activities are the testament to our belief that each problem can be met, some today and some tomorrow.

We believe that it is possible to reduce the time between indictment and termination of criminal cases to an interval of 60 days and that a large portion of that reduction can be accomplished with the resources we have.

We believe that it is possible to accelerate the flow of all court business through the intelligent use of supporting personnel without in any degree abdicating the judicial decision-making responsibility.

We believe that it is possible to vastly streamline the clerical operations of our courts through the application of modern business methods -- to the mutual benefit of the courts, the bar, the litigants, and the public.

With your continued support these beliefs will be vindicated.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Alfred P. Murrah". The signature is fluid and cursive, with a prominent initial "A" and a long, sweeping underline.

Alfred P. Murrah  
Director  
The Federal Judicial Center

THE FEDERAL JUDICIAL CENTER

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During its fourth year, the Federal Judicial Center continued to expand its basic activities of research, innovation, and training, but at the same time began to place increasing emphasis upon problems related to the mechanics of improving judicial administration. The principal questions involved are:

1. How should a program for improving judicial administration be conceived and developed?
2. How can resources available for such a program be used most effectively?
3. How can necessary or salutary changes be implemented?

None of these questions is new; and it is unlikely that any is susceptible of a single or final answer. But the Center's attention to these questions, coupled with its experience of the past few years, has led to several developments in its approach to its responsibilities.

Program. The existence and broad mission of the Center have presented a rare opportunity to mount comprehensive assaults upon problems of judicial administration in specified areas of the federal judicial process and system. Comprehensiveness is possible on two levels. One is scope. In developing a program on the administration of appellate litigation, for example, one can attempt to deal with both long-range problems, such as the

appropriate structure and function of the appellate courts under the anticipated case load of the 1980's, and immediate problems, such as the appropriate and effective use of supporting personnel and ways of coping with the mounting number of printed opinions. On another level, a comprehensive approach can be taken with respect to the methods to be employed for attacking the problem. Empirical research can be integrated with the advice solicited from experts assembled in conference and with experimentation. During the past year, the Center's varied activities have coalesced into comprehensive programs of this kind. The principal ones under way are in the areas of appellate litigation and criminal litigation in the trial courts, which are discussed in more detail below.

Resources. The comprehensive program approach described above not only facilitates the fixing of priorities and coordinating projects but also permits ready identification of matters in need of attention which are of concern to the state judicial system as well as the federal system. With respect to such matters, the Federal Judicial Center has the choice of playing one of many different roles, depending upon the matter or project involved and what is judged to be the most effective use of Center and national resources: partner, stimulator, advisor, coordinator, monitor, or student. During the past year, the Center's role as a center for activity directed toward improving judicial administration increased significantly, including the lending of major assistance in the establishment of the



National Center for State Courts and in planning and participating in projects of mutual federal-state concern, as more fully described below.

Implementation. The problem of translating knowledge and promising ideas into action has always confounded judicial reformers. Although it is not within the power of the Center directly to implement change, the Center can facilitate implementation not only through training and education, but also through experimentation with techniques which, if determined to have enduring value, can ultimately be utilized by others on an on-going basis. Accordingly, during the past year, the Center attempted to deal with the solution of old problems with varying new methods. For example, rather than merely transmit to existing court personnel a new formula for effective utilization of jurors, the Center supported the technique, used in the business world, of placing a consultant in particular courts to work out the details of the changes necessary to make the formula effective. New approaches are also being tried in attacking the problem of avoidable delay in the processing of criminal cases, as is more fully discussed below.

The principal activities and developments at the Center during its fourth year were as follows:

I. Organization of the Center.

A. Personnel. The addition of key personnel during the spring of 1971 greatly enhanced the capacity of the Center and contributed significantly to the expansion of its program and activities. The Center engaged its first Deputy Director, Richard A. Green; appointed a new Director of

Education and Training, Kenneth C. Crawford; and established a new position of Director of Administration, filled by Frank M. Hepler. The absorption by the Center of the program of the Administrative Office in training and education of probation officers resulted in the addition to the permanent staff of the Center the experienced Deputy Director of that program, Harry W. Schloetter. In addition, the Center established the position of Senior Fellow to be filled annually by a scholar in judicial administration. The first to occupy this position is Professor John Daniel Reaves, on leave from the University of Georgia School of Law.

- B. Budget. The Center requested, and the Congress granted in full, an appropriation for Fiscal Year 1972 in the amount of \$1,255,000. This represented an increase over the appropriation for Fiscal Year 1971 in the amount of \$555,000. Of that increase, however, \$117,000 represents the sum previously used by the Administrative Office for probation officer training which in effect was merely transferred from the Administrative Office budget to the Federal Judicial Center budget. Consolidation of this former Administrative Office function with the training and education activities of the

Center will shortly result in economies with respect to the permanent staff required for administration of the program.

- C. Housing. Expansion of Center activities and staff over the past year resulted in severe overcrowding of the facilities available in the Dolley Madison House. This housing problem has been solved with the generous cooperation of the Administrative Office, which is now in the process of vacating for use by the Center the last of the four floors which it occupied in the adjacent building, the former Cosmos Club. It may be worthy of note that these premises are probably among the most highly utilized of those devoted to the activities of the federal judiciary. During more than half of the weekends between October 1, 1970 and October 1, 1971 some form of scheduled activity relating to judicial administration -- committee and board meetings, conferences, seminars, short courses -- was taking place at the Dolley Madison House.

II. Program on Appellate Litigation.

- A. Geographic Reorganization of the Circuits. As reported earlier, the Center has developed data and computer programs to assist in devising and evaluating wide-ranging alternative realignments of the geographic jurisdiction of courts of appeals. Such assistance can be quickly rendered whenever

requested by the Judicial Conference, the Congress or any commission created by the Congress, as recommended by the Conference. At the direction of the Board of the Center, and as requested by the House Committee on the Judiciary, the Center has circulated a questionnaire to all active federal judges eliciting their views on the fundamental considerations that should be taken into account in developing alternatives and in settling upon a reorganization plan. Some of the issues addressed are: number of circuits, number of judges per circuit, number of states in a circuit and optimum workload.

- B. Circuit Judges' Time Study. At the request and with the cooperation of all the active judges of the Third Circuit Court of Appeals, a study is underway regarding the allocation of working time of the judges and their supporting personnel. The information and analysis produced by the study will enable the judges of the Third Circuit to assess the time burdens resulting from each of their various responsibilities and to evaluate the potential impact of proposed revisions in their procedures. The study began August 15, 1971 and will continue through August 15, 1972.

Because of the Center's experience with the district judges' time study, it was possible to respond to the Third

Circuit's request and launch this effort in a matter of a few weeks. The Center stands ready to provide similar assistance to other courts of appeal.

C. Supporting Personnel in the Courts of Appeals.

A proposal has been developed to experiment with, and evaluate, several innovations in the operation of intermediate appellate courts. The features of the proposal include experimentation with standing panels, utilization of staff attorneys, concentration by panels and staff in certain substantive areas for limited periods of time, a special focus on direct criminal appeals and experiments with rules accelerating the time for preparation of appeals for hearing.

The proposal calls for phased introduction of different features according to the needs of specific courts and the resources available. It is hoped that certain portions of the plan can be undertaken in the Fifth Circuit by late fall of this year. Meantime, the National Center for State Courts and the Law Enforcement Assistance Administration (LEAA) are reviewing the plan with a view toward parallel experimentation in state courts to begin as soon as possible.

D. Printing and Publication of Opinions. There appears to be widespread consensus that too many opinions are being printed

and published or otherwise disseminated. While an opinion may be needed to advise the parties of the reasons for the outcome of the case or to complete the record for possible appeals, many of these opinions do not require nor deserve publication. There is not, however, any consensus about how to limit publication to those opinions that serve the general needs of the law and the public. In an effort to stimulate and assist an attack on this problem, the Center has begun compiling information on the various rules, procedures and techniques that are being followed in state and federal courts to limit the printing and publication of opinions. In addition, the Center will be gathering information about how these procedures have worked.

- E. Comparison of Internal Operating Procedures of Courts of Appeals. The U.S. Courts of Appeals, as collegial bodies interested in their own efficiency, constitute in effect 11 committees of experts continually concerned with improving judicial administration. To date, knowledge of what they have developed and effected, on a comparative basis, is incomplete. Practices are not always fully documented in the published local rules and the local rules are not always followed in actual practice. In order to make this knowledge

available to other courts, and possibly to aid a court in the accurate perception of its own practices, the Center has launched an in-depth, comparative study of the internal operating procedures of all 11 Courts of Appeals. This project should be completed in early 1972. One of the objectives of the project is the development of an instrument by which the knowledge can be kept current with a minimum effort. This project will be coordinated with a similar one being conducted jointly by the Appellate Judges Conference and American Bar Foundation, primarily concerned with state courts.

F. Structure and Function of Appellate Courts of the Future.

The Center recently played a supportive and planning role in the formation of an Advisory Council for Appellate Justice by a diverse group of scholars, judges and lawyers who have evinced special interest and expertise in the changes being wrought on the appellate process by the increasing volume of appeals and the critical problems such volume poses for the future (if they are not already upon us). A major purpose of the Council will be to evaluate the need of, and proposals for, fundamental changes in the structure and function of appellate courts. At the same time it will attempt to identify matters concerning which immediate action should be taken. The principal

feature of the group is its purpose to render assistance to the Federal Judicial Center, National Center for State Courts and others interested in judicial administration, while retaining its free-lance character. A possible outgrowth of its work, in which it will be assisted by the staffs of the two centers, is the convening of a National Conference on Appellate Justice to provide a basis for consensus on directions for the future.

- G. Transcription of Records. A comparative study of court-reporting systems, sponsored jointly by the Center and LEAA and conducted by the National Bureau of Standards, has been completed and the final report is due on November 1, 1971. The primary purpose of the study was to compare the speed, accuracy and cost of conventional stenotype reporting and transcription with stenotype reporting connected with a computer for transcription purposes. Included in the comparison was the speed and cost of audio (electronic) recording and transcription directly therefrom. An experiment was conducted for three weeks in the NBS laboratories and for two weeks in the courtrooms of the Philadelphia Court of Common Pleas.

Preliminary findings indicate that the computer can prepare a draft of a transcript in 1/10th the time required by



conventional methods, but that the time required for current editing procedures can cancel out the advantages. Although affirming its feasibility, the report will indicate the need for further evaluation of the process based upon steps to be recommended by NBS to reduce errors and editing time to an acceptable rate, including appropriate programming, "tuning" reporters to the system and editing procedures. The report will not recommend the present adoption of one system to the exclusion of all others, but will suggest the use of the system appropriate to the needs of the particular court and will present detailed formulae for making the necessary evaluation.

The NBS report is expected to lead to further development and demonstration of alternative recording and transcribing techniques, e.g., the development of recording equipment designed specifically for court use. The Center expects to assist in, and monitor, further activity in this area for which substantial funds appear to be available from sources other than the Center budget.

III. Program on Trial Court Litigation.

(General)

- A. Juror Utilization. The Center, under the sponsorship of the Committee on the Operation of the Jury System, has completed

studies aimed at improving juror utilization in the U.S. District Courts for the Southern and Eastern Districts of New York. This project, which was performed by the Institute of Judicial Administration under contract to the Center, had as its objective the development of specific guidelines and procedures which would result in significant reductions in petit juror expenses without increasing the workload of the clerk's office or creating any significant problems of delay in starting jury trials. Guidelines, and a system for implementing the improved techniques, have been recommended to both courts. Their implementation should result in cost savings of \$300,000 per year in New York Southern and over \$250,000 in New York Eastern, with a very small risk of delay in the starting time of any trials.

Based on these studies, plus studies conducted by the clerks' offices in California Central, Illinois Northern, the District of Columbia and independent research conducted under an LEAA grant, a report covering general principles and methods for reducing juror costs in district courts will be published by the Center.

One of the objectives of the studies in New York Southern and Eastern was to experiment with methods of implementing proposed reforms. A consultant was placed in particular

courts in order to observe their actual operating conditions and practices and to be able to recommend the precise changes required to put the reforms into effect, rather than to leave the problems involved to the courts to solve on their own. Although actual implementation still requires a decision by the judges involved, it is believed that use of a consultant in this manner has contributed significantly to bringing the reforms to this posture.

B. Calendaring Practices. During the past decade, there has been increasing support for the individual calendar among the courts of the federal system. Change, however, had been extremely slow and erratic. When the Center was established, the master calendar was followed in eight of the 20 largest courts. These eight courts had 28.5 per cent of the filings in all district courts. Today, all but one large district court have converted in whole or in part to the individual calendar. The Center continues to devote substantial portions of its seminars for judges and clerks to the efficient operation of the individual calendar. Along with the Administrative Office, the Center continues to provide special assistance to individual courts to facilitate the transition to the new calendaring methods.

Assistance has also been extended by collecting information necessary to evaluate the impact of the changes.

- C. District Court Time Study. The final report on the district court time study has been completed. A summary of the major results of the study has been disseminated through The Third Branch. Complete findings and recommendations concerning the weighted caseload index have been delivered to the Subcommittee on Judicial Statistics of the Committee on Court Administration, and to the Administrative Office.

A major result of this study, however, is the contribution that it has made and will continue to make in efforts to deploy judicial resources with maximum efficiency. Analysis of the judge time required for disposition of criminal cases has been developed for each of the district courts participating in the Center's conferences dealing with avoidable delay. This enables the judges to evaluate, in concrete terms, the impact that can be expected from tightening and accelerating various segments of the litigation procedures. Further analysis, in more specific terms, is being prepared to respond to the questions developing in this series of conferences.

As mentioned earlier, the district court time study has enabled the Center to quickly develop study designs and procedures for similar analyses of the courts of appeals. A full step-by-step documentation of the district court time

study has also been provided to several state agencies interested in conducting such studies in state trial courts. At least two state studies have already been launched.

- D. Court Management Information Systems. The Center and the Administrative Office are jointly planning the design and implementation of improved statistical and information systems for the courts. On a planning level, the Center is engaged in drafting the outline of a comprehensive information system for the federal courts. We expect to proceed very carefully and cautiously through the planning stage to be certain that the resources which such a system will ultimately require are appropriately expended. By emphasizing the total picture, the Center should be able to articulate the discreet steps which are required to move toward the long-range goal. Several current projects are representative of some of the building blocks which will become part of the system of the future. These are:
1. Using funds allocated by LEAA for the purpose of designing a model criminal justice statistics system for use in both state and federal courts, the Center is working with the Administrative Office in designing steps necessary to create a vastly improved system

within the next two years. The major work on this project will be conducted by the Administrative Office with planning and developmental assistance provided on a coordinated basis by the Center.

2. The first phase of an experimental criminal case management information system, using automatic data processing, has been operating in the U.S. District Court for the District of Columbia for the past year. The Center has now completed the systems design for Phase II and is proceeding with the computer programming necessary to implement the system in January of 1972. The Phase II system will represent a significant improvement and will provide detailed information on the status of each case and the elapsed time for each stage of the criminal process for each defendant in order to meet speedy trial objectives. One significant feature of the system will be the capability for a district court to set local time limits for each criminal case stage. The computer system will then keep track of the status of each defendant and provide notification on any cases which are exceeding the established goals.

A major problem in the courts is the accuracy of presently existing manual records. One of the accomplishments

to date has been the establishment of computer files which have proved, after evaluation, to exceed the accuracy of any of the existing manual records. In addition, it is possible to eliminate the preparation of several manual reports with cost savings to the court.

The Phase I version of the system will be implemented in the District Court for the Northern District of Illinois during November and December of 1971. This implementation will provide a valuable test of the flexibility of the system to accommodate the needs of different district courts. As part of the information systems planning, the developments of this project will be integrated with Administrative Office developments to achieve a coherent, consolidated, operational system which contains the data required by the Administrative Office and provides special additional information for local court day-to-day operational requirements.

(Criminal)

- E. Delay in Criminal Cases. In view of the existence of the number of current studies of general problems in the administration of criminal justice, e.g., ABA Standards for Criminal Justice, the Center has sought to attack delay in the processing of criminal cases by focusing attention

on the specific considerations and practices of federal courts. This past August it convened the first of a series of conferences of the chief judges of 17 districts through which flow approximately 50 per cent of the criminal cases in the federal courts. Rather than beginning with nostrums and panaceas, the conference consisted largely of discussion by the judges of what occurred in their courts between succeeding events in the process and of an attempt to identify avoidable delay wherever it may occur and regardless of the amount of time involved. At the same time, there was a preliminary exchange of views regarding responses by various courts to particular problems. It is expected that future conferences will deal with problems which require joint discussion, e.g., with the Department of Justice and U.S. Attorneys, for solution.

In support of these conferences, the Center has prepared extensive data reflecting disposition patterns, delay intervals and judicial time distribution for the courts represented. For the second conference, the Center will have computer analyses of the variations in time lapse between major events in the criminal process, i.e., (1) from offense to indictment, (2) from indictment to the end of pre-trial motions and hearings, (3) from end of pre-trial motions to



beginning of trial, (4) from beginning of trial to verdict, (5) from verdict to sentencing.

It is anticipated that the conference will contribute significantly to speeding the processing of federal criminal cases merely from their generation of commitment by, and communication between, the chief judges regarding that goal. In addition, it is hoped that the convergence of hard experience and hard data will enable the judges and the Center to fashion a realistic and coherent attack on the problems identified.

(Civil)

- F. Multidistrict Litigation. The Center has contracted with the former staff director of the Multidistrict Litigation Panel for a report on the development of the procedures used in that project. In addition to capturing the history of one of the most successful experiments in federal judicial administration, the report is expected to be provocative of ideas with respect to dealing with other kinds of civil litigation.
- G. Video Taping of Depositions. During the past year, the Center sponsored experimental use of video tape equipment in the U.S. District Court for the Western District of Pennsylvania for the purpose of preserving the testimony

of expert witnesses. A report is being prepared for publication.

IV. Program on Sentencing and Probation.

A. Probation Case-Aide Project. This project was designed to test the usefulness of non-professional case aides for federal probation officers and to develop programs for training and utilizing such aides. The District Court for the Northern District of Illinois and the University of Chicago have cooperated to carry out the experiments envisioned by the project. The action phase of the project has been completed in which approximately 40 case aides were recruited, trained and employed in the investigative and supervisory activities of the probation office.

All of the analysis of information and data generated by this project will require additional time to complete. However, the court and the probation office in the Northern District of Illinois are firmly convinced by the experience of the project and the preliminary reports that provision should be made at the earliest possible moment for career slots for non-professional case aides. The Center and the National Institute of Mental Health are continuing to support the efforts to develop a clear delineation of the

responsibilities, qualification and training for these assistants.

- B. Sentencing Outcome Data. The judge and the probation officer are constantly faced with repetitive patterns of criminal behavior requiring them to reach decisions on correctional approaches. Unfortunately, there has been no thorough analysis of their prior decisions, correlated with the outcome of the decisions, to offer guidance for the future. While considerable data for such analysis has been amassed in the Administrative Office, the resources for study and report have never been made available. This has been a source of major concern to the bench, to the Administrative Office and to the Center. Currently, LEAA is considering a proposed study of persons under supervision by the federal probation staff. Data has been developed by the Administrative Office. Analysis would be performed at the Institute of Contemporary Corrections and the Behavioral Sciences at Sam Houston University in Texas. The Center has consulted with all three organizations as the proposed project has developed and would continue to serve as a resource, and possibly as a source of support, to see the project through. The study would analyze five years of histories of persons

released to supervision on probation, on parole and on mandatory release from prison. The final report would provide evaluation of particular types of supervision for identified types of offenders.

V. Program on Governance of the Judicial System.

A. Implementation of Circuit Executive Act. The Center has been engaged in sponsoring and conducting studies with a view to providing guidelines for the effective and appropriate functioning of circuit executives, high-level positions within the federal judicial system, created by an Act of Congress in January 1971 and to be filled, in the discretion of each Circuit Council, from a list to be certified by a Board of Certification. Since the statute provides that the circuit executive shall perform such duties as are assigned to him by the Circuit Council, the guidelines will in effect deal with the management role of the Circuit Councils and distribution of responsibility within the federal judicial system.

VI. Inter-Judicial Affairs.

A. National Center for State Courts. Since last March, the Federal Judicial Center has, upon request, assisted the efforts of the Provisional Committee and the Board of the State Center. Alice O'Donnell, the Center's Coordinator

for Inter-Judicial Affairs, established a temporary office for this new organization and has attended meetings with the Acting Director, the Provisional Committee and the recently constituted Board. The Federal Judicial Center has proffered continued assistance through its staff and the use of temporary offices for the State Center Director who assumed office October 1st. The two centers are developing a working relationship on projects of joint interest, initially in the area of appellate litigation.

- B. State-Federal Relations. Forty-four state-federal councils have been established in the states, many with the assistance of this office, through consultations and the distribution of helpful material. Though constituted in a variety of ways, the councils generally are made up of the chief judge of the district court and the state chief justice. To maintain a continuing level of interest, all reports on state-federal activities are reported in The Third Branch. Programs on the subject were organized by the Center, as requested, for several circuit judicial conferences.

Several state-federal conferences have been held, many of them resulting from the two State-Federal Appellate Judges' Conferences sponsored by the Center (November 1970

and April 1971). Miss O'Donnell represented the Center at the Louisiana Conference on Criminal Law held at Louisiana State University in September.

- C. Steering Committee. An eight-member committee representing various organizations concerned with improving judicial administration, including the Center, continues to meet quarterly to exchange information and coordinate programs. This affords continuous liaison with the American Bar Association, American Judicature Society, Institute of Judicial Administration, the Institute for Court Management, the National Council on Crime and Delinquency, the National College of State Trial Judges and the new National Center for State Courts. A meeting of this group was held on September 13-14, 1971.
- D. Publication. The Third Branch continues to be published monthly. In addition to current information on Center activities, short reports are given on any other programs or projects of interest to the federal judges and their supporting personnel. Its most recent issue was used as a vehicle for disseminating information on the results of the district court time study. In addition to the federal judiciary, the bulletin is sent to all chief justices, the ABA House of Delegates and members of organizations

functioning in the field of judicial administration.

Six thousand copies are printed each month.

VII. Education and Training.

Education and training continue to be major activities of the Center. Since July 1, 1971, the programs for probation personnel and referees in bankruptcy formerly carried on by the Administrative Office have become a Center function.

A. Seminars and Short Courses, October 1, 1970 - October 1, 1971.

Newly Appointed District Court Judges.

Washington, D.C.

February 27 - March 6, 1971                      36 participants

March 27 - April 3, 1971                        35 participants

Topics covered. General Principles of Judicial Administration; Management of the Civil Case Flow; The Civil Jury Trial; The Civil Non-Jury Trial; The Criminal Case-Arrestment, Plea and Bail; The Criminal Case-Pretrial Motions, Discovery, and Omnibus Hearing; Purposes and Philosophy of Sentencing; Sentencing Alternatives; The Federal Correctional System; Sentencing the Tax Offender; Unruly Trials; Complex and Multi-district Litigation; Post Conviction Problems; Plea-Bargaining; Special Problems in Anti-Trust Admiralty and Patent-Copyright Cases; Role of the Judge in the Settlement Process; Use of Computers and Systems Analysis in Judicial Administration;

Use of Parajudicial Personnel; The Magistrates' Program; Judicial Activities and Ethics; Use of the Probation Officer.

United States District Court Clerks.

Washington, D.C.

October 15 - 17, 1970                      36 participants

December 2 - 5, 1970                      36 participants

Topics covered. The Clerk's Role as Manager; Management of the Clerk's Office; Personnel Management, Personnel Procedures and Training; General Impact of Rules, Orders, and Statutes on the Clerk's Role as Manager; Some Local Rules are an Impediment; Some Local Rules are an Aid; The Clerk's Role in Calendar Management Under the Individual Assignment System; Taxation of Costs; Techniques of Calendar Management; Operating Procedures Under the Jury Selection Act, Manual and Automated Systems; Use of Computers in the Courts; Clerk's Role in the Implementation of the Magistrates Act.

United States Magistrates

Washington, D.C.

May 1 - 5, 1971                              30 participants

June 5 - 9, 1971                             34 participants

September 27 - 30, 1971                   30 participants

Topics covered. Search Warrants; The Complaint and Arrest



Warrant; Initial Appearance; Bail and Commitment; Conducting the Full Preliminary Hearing; Trial of the Minor Offense; Pretrial in Criminal Cases and the Omnibus Hearing; Forfeiture of Collateral System; Civil Cases - Pretrial Discovery and Pretrial Conference; Special Assignments; Screening Prisoner Petitions; Office Organization and Management; Ethics and Conflicts of Interest.

Courtroom Deputy Clerks.

Regional

September 13 - 16, 1971            36 participants

Topics covered. Modern Concept of the Management of Litigation; Role of the Clerk's Office in the Management of Litigation; Courtroom Duties and Responsibilities - General; Desirability of Total Communication; Organizational Structure, Functions and Management of a Clerk's Office as it Relates to the Courtroom Deputy; Management Implication of Statutes, Rules and Orders; Individual Calendar Control - General; Individual Calendar Control - Civil and Criminal; Management of the Case Flow in a Small, Non-Metropolitan Court.

Federal Public Defenders.

Washington, D.C.

August 10 - 13, 1971            25 participants

Topics covered. The Federal Public Defender Program and the Judicial Conference; Budget Formulation and Execution; The Collection and Publication of Data for the Federal Judiciary; Personnel Administration in the U.S. Court System; Payroll Procedures; Procurement, Travel and Property Management; Space and Communications; Recent Constitutional Developments in Criminal Procedure; Internal Operation and Record-Keeping; Organization of a Community Defender Office; Modern Management Techniques; The Public Defender, The Probation Officer and the Offender; Administrative Problems in Establishing and Operating a Public Defender Office.

Federal Probation Officers.

Western Regional

September 19 - 22, 1971            100 participants

Topics covered. The Role of the Federal Judicial Center; The Federal Bureau of Prisons; The United States Board of Parole; Legal Problems Confronting Federal Probation Officers; Modern Management Techniques; The Indian Offender; Developing Community Resources; Differential Treatment Techniques; An Overview of the NARA Aftercare Program; New Aspects of Federal Criminal Justice; What's Ahead in Federal Probation.

B. Planned Seminars and Short Courses. Plans for the coming year include:

- Two seminars for newly-appointed district judges (one scheduled for early October 1971);
- Five more seminars for courtroom deputy clerks;
- One more seminar for magistrates;
- Five two-day institutes for referees in bankruptcy;
- Eight training courses for probation officers.

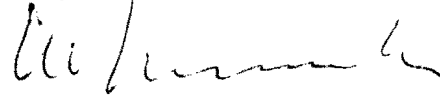
C. Publications. Publication of edited versions of papers delivered at various seminars has been completed or is in progress with respect to the following: magistrates, district clerks and newly-appointed district judges.

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Future Plans. It is expected that the need for specific studies will emerge from a number of the projects now in progress, particularly the work with the chief judges of the larger district courts regarding delay in criminal cases, the comparative study of the internal operating procedures of the courts of appeal and the matters to be considered by the Advisory Council for Appellate Justice. In addition, the Center is giving attention to several matters regarding which it is hoped that definite programs will soon be commenced. These include: a study and recommendations concerning admission to the bar of federal courts, and disciplinary and disbarment

procedures; preparation of programs for use at the various annual circuit judicial conferences as a permanent Center activity; and analysis of factors affecting the size of the federal court caseload.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Alfred P. Murrah', written in dark ink.

ALFRED P. MURRAH  
Director  
The Federal Judicial Center



