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FYI

L. RALPH MECHAM  
Director

November 17, 1992

Executive Staff:

For your information.

Ralph

FJC  
TRAINING  
PROGRAMS

THE FEDERAL JUDICIAL CENTER

ONE COLUMBUS CIRCLE, N.E.  
WASHINGTON, D.C. 20002

WILLIAM W. SCHWARZER  
DIRECTOR

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November 5, 1992

MEMORANDUM TO DIRECTOR MECHAM:

RE: FISCAL 1993 SPENDING PLAN

As you know, Chairman Arnold has asked the Center to comment on the proposed fiscal 1993 spending plan for the salaries and expense account when it is released. Because the plan will implicate a number of important issues of interagency coordination in education and training, the Center expects to examine it closely and submit appropriate comments. Not knowing what the plan's specifics will be, we cannot now say whether the Center will raise questions concerning any of its provisions. However, it is reasonable for the Budget Committee to expect the two agencies to attempt to resolve any differences before taking them to the Committee.

With that in mind, I ask that we be given access to drafts of those portions of the spending plan that identify funds that the AO or the courts will or may commit to education and training during fiscal 1993, and the specific purposes to which they will be put. We ask for the opportunity to examine the plan and to have input into its development. In order for the Center to evaluate and analyze proposals for the fiscal 1993 spending plan intelligently, we also need information on education and training funded out of the salaries and expense account for fiscal 1992—a list of programs provided, the cost of each, and the number of attendees. As you may know, Russell Wheeler asked Pete Lee for this information late last month (see attached), and AO and FJC education and training staff have since discussed the request. I know that your staff has been trying to gather this material and by referencing this request here, I mean in no way to question the cooperation and good faith of Pete Lee or Charlotte Peddicord or their staffs. I enclose with this memorandum complete information on Center programs in fiscal 1992 and a detailed Center educational spending plan for fiscal 1993.

The basis for our request for this information and our proposal for early consultation on the education and training aspects of the fiscal 1993 plan is simply that there is not enough money to meet all education and training needs of the judicial branch and that it is therefore imperative that an effort be made to allocate the available resources in the most cost effective ways consistent with appropriate priorities. As we all know, judiciary appropriation accounts were hit hard in fiscal 1993; the Center received fewer funds in fiscal 1993 than in fiscal 1992 and neither the AO nor the salaries and expense account received even their fully adjusted base requests. We agree with what you told your staff in announcing the recent management changes: "It is a challenging belt-tightening time, but one which has great opportunities for reform and new efficiencies."

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The need for coordinated planning consistent with priorities was anticipated in the Report of the Ad Hoc Committee to Study the Relationship Between the Federal Judicial Center and the Administrative Office of the United States Courts, adopted September 24, 1991. The report found that "[t]here is a need . . . for establishing priorities among education and training projects in the event that the financial resources appropriated to the judiciary by Congress are insufficient to satisfy the current education and training needs." (p.12, emphasis added) The Ad Hoc Committee mistakenly assumed that the joint AO-FJC education task force was still extant and could establish these priorities, but indeed it is not, and as you know, the interagency coordinating mechanism created in its wake has not turned out to be an effective instrument to implement this direction. I believe the current situation demands a new effort to ensure that the courts' needs for education and training are met consistent with priorities and in the most cost effective ways.

There are a number of specific reasons that support this belief. First, of course, is that—there not being enough money to meet all needs—an effort should be made to coordinate priorities to assign to the various educational needs. A related issue concerns how much money should be spent to meet particular needs.

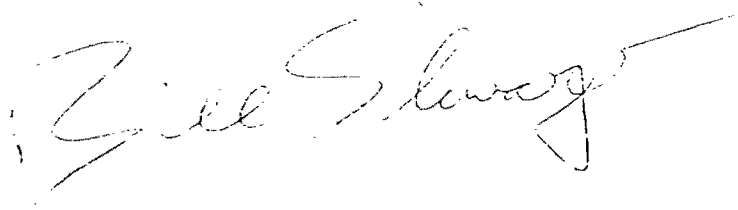
Second, planning should take into account how the needs may be met in the most cost effective ways. We believe that because of the Center's expertise and experience in designing many different kinds of education programs and in the logistics of their delivery, it may be able to design programs that are more effective than those that may be contemplated in the evolving spending plan and deliver them at less cost. That at least is an issue that ought to be addressed as a part of the planning process, and the information we have requested bears on it. Closely related is the issue of optimum utilization of existing education and training expertise. To some extent, the AO now calls on the Center for support in the production of programs although it has also been conducting a substantial education and training activity without any Center involvement. It may well be that upon analysis, it will appear that the Center's expertise should be used more widely in the development and production of programs needed to ensure the proper performance of the duties statutorily vested in the AO Director. Note the conclusion in the November 30, 1990, Report of the Administrative Office-Federal Judicial Center Task Force on Third Branch Education and Training Programs and Their Management, adopted by both of us, that the "FJC's primary education role . . . is to develop and provide programs for the courts that require the expertise and experience of a separate third branch agency dedicated to education and training . . ."

Third, duplication—actual or perceived—is a serious issue that must be addressed. Recall the Ad Hoc Committee's finding that there may be "duplication of efforts" among the two agencies and, at the same time, "gaps in which neither agency is responding to education and training needs." This is an issue both agencies will have to be prepared to meet, particularly when we must seek substantial increases in our appropriation for fiscal 1995 to meet the full rent payments on FJB space that will then become due. The Center estimates that it will need an increase of at least \$2.4 million for that year to meet its obligations. I don't need to tell you of the sensitivity of the members and staff of the Appropriations committees to the possibility of duplication and overlap. Recall the comment in the Senate report on the fiscal 1992 appropriation with respect to duplication of training in connection with sentencing guidelines. I believe that it

is imperative to begin to build a record that will refute any charge of duplication, not only to protect the Center's financial integrity but also the interests of the judicial branch.

For all of these reasons, we are requesting the information for fiscal 1992 and are proposing early coordination of the education and training portions of the courts' fiscal 1993 spending plan. We stand ready to designate Center staff to meet with your representatives. And I will of course be pleased to discuss this matter with you if you wish.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Zee Sluys". The signature is written in dark ink and is positioned to the right of the "Sincerely yours," text.

Enclosures

c: Chief Judge Richard S. Arnold



# memorandum

COPY

DATE: September 28, 1992  
TO: Clarence A. Lee  
FROM: Russell Wheeler  
SUBJECT: Coordination of Judicial Branch Education and Training

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I am glad we could work out the reimbursement arrangement and appreciate your making available the funds to allow us to develop package programs to meet the specific educational needs as described in the agreement. We shall be able to arrange with four quality contractors, this year, who are known to us and to your people, and in whom we have confidence.

Pursuant to our discussion last Wednesday, I will contact you, once we've both moved into our new quarters, to establish a time to exchange and review information about the full range of education and training activities of both agencies. We shall provide you with a precise list all seminars, workshops, and other programs that the Center provided in FY92 (including subject, attendance and cost) and everything we plan to do in FY93 and at what cost (as well as provide information on educational publications and media programs). I appreciate your offer to provide the same for FY 92 and FY 93 education funded by the AO and courts budgets. The 1990 Ad Hoc Committee's charge that the allocation of AO and FJC training responsibilities be "continually monitored to ensure that it remains workable and effective in light of changing circumstances," and the transformation of AO-FJC coordinating mechanisms from a large, formal group to a smaller, more informal group, make it important that we know what each other is doing and be certain that the scarce resources available for third branch education and training are used as effectively as possible. This information will help us finalize our FY93 plans, help us comment intelligently on the courts' forthcoming FY93 spending plan, and help us refine our FY 94 appropriation request and plan our FY 95 appropriation request.

I look forward to working with you and your colleagues.

Federal Judicial Center  
 Education and Training Spending  
 FY92 Actual  
 FY93 Projected

This document lists all educational programs that the Federal Judicial Center developed, sponsored, and/or funded in fiscal 1992 and all such programs in the 1993 Center spending plan. For each, it lists Center funds expended or projected for travel and subsistence, and for faculty and other contract services, and funding for advisory and other planning group meetings. It does not list staff salaries and other overhead. It also lists Center educational media and publications developed in or projected for each fiscal year, but does not itemize their costs, because most costs are indirect; not listed are media programs developed only for use as part of program curriculum.

1. KEY TO THE LISTINGS ON THE FOLLOWING PAGES:

(Program)	(Times offered)	(Total participants)	(Total cost)
District Judges Video Orientation Seminar	8	101	\$188,762

\* Denotes programs also supported in whole or part by the judiciary's salaries and expense appropriation (*other than* the \$1.1 million set aside for education of new personnel pursuant to Appropriations Committee directive. Those funds help support Center orientation programs and meets some costs of other programs attended by new judges or staff.)

\*\* Denotes programs supported in part by non-appropriated funds (typically cooperative ventures with private educational organizations).

2. SUMMARY OF PARTICIPANT AND COST INFORMATION

	Category	FY92		FY93	
		Partic'ts	Cost	Partic'ts	Cost
<b>I</b>	<b>Orientation</b>	<b>852</b>	<b>\$1,396,737</b>	<b>767</b>	<b>\$1,085,470</b>
IA	Judicial Orientation	238	\$437,210	197	\$332,000
IB	Other Orientation	614	\$959,527	570	\$726,470
<b>II</b>	<b>Continuing Jud. Education</b>	<b>2,388</b>	<b>\$2,044,881</b>	<b>2,767</b>	<b>\$2,018,477</b>
IIA	General	1,141	\$1,176,448	1,638	\$1,327,000
IIB	Special Legal Subject Matter	722	\$339,620	988	\$314,747
IIC	Court and Case Management	525	\$528,813	416	\$376,730
<b>III</b>	<b>Cont. Ed. -- Support Staff</b>	<b>19,307</b>	<b>\$2,605,371</b>	<b>24,628</b>	<b>\$2,195,263</b>
IIIA	General	1,019	\$721,390	772	\$591,948
IIIB	Court Operations	10,933	\$1,115,254	9,207	\$671,650
IIIC	Management and Supervisory Skills	7,355	\$768,727	14,649	\$931,665

## FY92

### I. ORIENTATION

#### I.A. JUDICIAL ORIENTATION

Appellate Judges NYU Seminar	1	5	**\$8,724
District Judges Video Orientation Seminar	8	101	\$188,762
District Judges Wash., D.C. Seminar	2	39	\$103,768
Chief District Judges (orientation component of CDJ Conf.)	1	17	\$5,000
Bankruptcy Judges Video Orientation Seminars	2	11	\$17,420
Bankruptcy Judges Wash., D.C. Seminar	1	13	\$33,029
Magistrate Judges Wash., D.C. Seminar	2	52	\$74,507
Planning/advisory committees			\$6,000

#### Educational Media and Publications

Publication: Initial Orientation for Newly Appointed District Judges

District judge video curriculum revisions:

*Criminal pretrial*

*Criminal trial*

*Jury selection and use*

Magistrate judge video curriculum productions (both 1993 releases):

*Complaints, arrest warrants, search warrants;*

*Initial appearances, bail hearings, etc.*

#### I.B. OTHER ORIENTATION

Probation/Pretrial Officers	11	488	\$816,649
Probation/Pretrial Specialists	1	50	\$42,043
New Court Training Specialists Workshop	3	76	\$100,835

#### Educational Media and Publications

Clerk's Office Video Orientation Series

*Introduction to the Federal Courts*

*How Cases Move Through the Bankruptcy Courts (1993 release)*

Part I: An Introduction to the Federal Bankruptcy System

Part II: Chapter 7 and Other Bankruptcy Basics

Part III: Chapter 11: Business Reorganizations

Part IV: Chapter 13 and Other Alternatives for Individual Debtors

(Note: The Center also developed and presented one orientation seminar for 79 assistant Federal Defenders, which was funded directly from the defender services appropriation.)

### II. CONTINUING JUDICIAL EDUCATION

#### II.A. GENERAL CONTINUING EDUCATION

District and Appellate Judges Circuit Workshops (for 11 circuits)	7	585	\$610,261
Claims Court Workshop	1	28	\$9,814
Magistrate Judges Workshops	3	275	\$258,085
Bankruptcy Judges Workshops	3	253	\$286,288
Planning/advisory committees			\$12,000

**II.B. SPECIAL LEGAL SUBJECT MATTER**

Special Problems in Environmental Law	2	37	\$43,714
Federal Judges Science Seminar (with Geo. Wash. U.)	1	14	**\$11,737
Law & Econ. (for Bank. Judges) (with U.Pa. Law Sch.)	1	31	\$36,254
Ethics and Values Seminar (with Aspen Institute)	1	17	**\$1,662
The Humanities, Science and the Art of Judging (Princeton University Medina Seminar)	1	21	**\$26,996
Special Problems in Criminal Law and Evidence	1	20	\$37,665
Sentencing Institute (2nd and 8th circuits)	1	185	\$134,204
Civil Rights Act of 1992 (with ALI-ABA)	1	293	**\$20,688
Tuition Assistance for Local Courses		104	\$26,700

## Educational Media and Publications

Publications*Developments in Chapter 9 of the Bankruptcy Code: An Update for Judges**Guideline Sentencing Update (20 issues)**Guideline Sentencing: An Outline of Appellate Case Law on Selected Issues (two updated issues)**Bench Comment (seven issues)***II.C. COURT AND CASE MANAGEMENT (JUDGES AND JUDGES AND STAFF)**

Conference for Chief District Judges	1	95	\$91,724
Conference for Chief Bankruptcy Judges	1	72	\$80,145
Long Range Planning Seminar (for Chief Circuit Judges, Judicial Conference Committee chairs, others)	1	55	*\$3,193
Civil Justice Reform Act Seminars (non-EID Courts)	2	121	\$96,436
Case Management for Judges with 3-5 Years Tenure	1	19	\$55,969
Settlement Techniques for Magistrate Judges	1	45	\$51,031
Workshop for Appellate Judges and Clerks	1	18	20,451
Workshop on Juror Utilization for Chief or Jury Judges, Clerks, and Jury Administrators	1	40	61,243
Workshops for District Court Chief Judges and Clerks	2	42	56,532
Workshop for 9th Circuit Chief Judges and Clerks	1	18	12,089

## Educational Media and Publications

Publications*The Elements of Case Management**The Analysis and Decision of Summary Judgment Motions**Bench Book for United States District Court Judges (rev. §§)*



### III. CONTINUING EDUCATION (SUPPORT STAFF)

#### III. A. GENERAL CONTINUING EDUCATION

Appellate Staff Attorneys Workshop	1	37	\$22,176
Appellate Clerks and Chief Deputies Workshop	1	25	\$36,149
District Court Chief Deputy Clerks Workshop	1	80	\$130,328
Bankruptcy Court Clerks, Mid-Size Courts Workshop	1	26	\$30,389
Bankruptcy Court Clerks Workshop	1	86	\$140,003
District & Bank'cy Clerks, District Executives Workshop	1	60	\$69,386
Deputy/Assistant Circuit Executives Workshop	1	36	\$39,774
Probation and Pretrial Services Officers Regional Work'ps	5	312	\$247,247
Planning/advisory committee meetings			\$5,938

(Note: The Center also developed and presented a seminar for 107 federal defender investigators, and a national seminar for 250 Federal Defenders and Assistant Federal Defenders, which were funded directly from the defender services appropriation.)

#### III. B. COURT OPERATIONS

Human Resource Managers Workshops	2	159	*\$86,697
Pretrial Supervision Workshop	1	24	\$26,329
Enhanced Supervision Workshop	2	134	\$128,916
Home Confinement Workshop	2	86	\$76,256
Courtroom Deputies Workshop	2	161	\$150,927
Courtroom Deputies Workshop (Pilot)	2	28	\$13,198
<b>Local Training Programs</b>			
<i>Presentence Investigation</i>			
Pilot Workshops	2	80	\$8,451
Training for Trainers	3	92	\$94,147
Planning and Development			\$11,068
Local Programs		2,300	\$50,449
<i>Presentation Skills</i>			
Pilot Training for Trainers Workshop		23	\$11,905
<i>Enhanced Supervision</i>			
Local Programs		1,500	\$90,778
<i>Substance Abuse</i>			
Curriculum Development			*
<i>Other Local Programs</i>		5,174	\$176,819
Tuition Assistance		1,172	\$189,314

#### Educational Media and Publications

##### Video programs

*Perspectives on the Role of the Courtroom Deputy in District Courts*

*Perspectives on the Role of the Courtroom Deputy in Bankruptcy Courts*

*Speedy Trial Act*

**III. C MANAGEMENT AND SUPERVISORY SKILLS**

Senior Appellate Staff Attorneys Mngt. Workshop	1	11	\$2,806
Senior Court Administrators Summer Institute	1	32	\$87,145
First-Line Supervisors Pilot Workshop	2	61	\$81,832
Probation/Pretrial Services Supervisors and Officers-in- Charge Workshop	3	75	\$79,412
ICMS Managers Workshop		22	\$28,136
<i>Leadership Development Program</i>			
Probation/Pretrial Services (Phase I)		175	\$19,824
<i>Local Training Programs</i>			
<i>Front Line Leadership, Applied Supervision</i>			
Facilitator Development Workshops	2	12	\$10,062
Local Programs		600	\$61,300
<i>Facilitating Successful Meetings</i>			
Training for Trainers	1	16	\$15,590
<i>Workplace Skills</i>			
Training for Trainers	1	6	\$8,678
<i>Ethics for Probation and Pretrial Services Officers</i>			
Planning Meeting			7,809
<i>AIDS in the Workplace</i>			
Curriculum Development			*
<i>Legal Issues for Human Resource Managers</i>			
Curriculum Development			*
<i>Managing Employee Relations</i>			
Curriculum Development			*
Other Local Programs		5,173	\$176,819
Tuition Assistance		1,172	\$189,314

# FY93

## I. ORIENTATION

### I.A. JUDICIAL ORIENTATION

Appellate Judges NYU Seminar	1	5	**\$5,000
Appellate Judges (during national wrksp for appel. judges)	1	18	\$10,000
District Judges Video Orientation Seminars	4	40	\$88,000
District Judges Wash., D.C. Seminars	2	40	\$110,000
Chief District Judges (orientation component of CDJ Conf.)	1	17	\$5,000
Bankruptcy Judges Video Orientation Seminars	2	20	\$27,000
Bankruptcy Judges Wash. D. C. Seminar	1	20	\$30,000
Magistrate Judges Video Orientation Seminars	1	12	\$10,000
Magistrate Judges Wash., DC Seminar	1	25	\$32,000
Planning/advisory committee meetings			\$6,000

### Educational Media and Publications

#### District judge video curriculum revisions:

- Sentencing and Other Criminal Post-Trial Matters*
- Court Officers and Supporting Personnel: Resources for Judges*
- The Federal Rules of Evidence*
- Judicial Ethics and the Codes of Conduct*
- Role of the Magistrate Judge*
- Services Available from the FJC and AO*

#### Magistrate judge curriculum revisions:

- Petty Offenses and Central Violations Bureau*
- Misdemeanor Trials, Guilty Pleas, and Sentencing*
- Records, Statistical Reports, and Administrative Information*

### I.B. OTHER ORIENTATION

Probation/Pretrial Services Officers	7	315	517,750
Probation/Pretrial Specialists	2	80	72,500
Probation and Pretrial Services Officer In-District			
Orientation -- Training for Trainers	1	10	5,000
New Prob. Pretrial Superv'rs, Officers-in-Charge (Wks'p)	3	90	\$79,110
New Court Training Specialists (Workshop)	3	75	\$88,110

### Educational Media and Publications

#### Clerk's Office Video Orientation Series

- How Civil Cases Move Through the District Courts*
- The Appellate Process*

(Note: The Center will also develop and present one orientation seminar for approximately 90 assistant Federal Defenders, which will be funded directly from monies allocated to the various defender offices from the defender services appropriation.)

## II. CONTINUING JUDICIAL EDUCATION

### II.A. GENERAL CONTINUING EDUCATION

Appellate Judges (national workshop)	1	180	\$130,000
District Judges (national workshops)	3	639	\$505,000
Bankruptcy Judges (national workshop)	1	294	\$280,000
Magistrate Judges (national workshop)	1	500	\$390,000
Ct. of Fed. Claims (workshop)	1	25	\$10,000
Planning/advisory committee meetings			\$12,000

### II.B. SPECIAL LEGAL SUBJECT MATTER

#### *Special Focus Programs*

Maritime Law	1	30	\$25,000
Science and Law	1	25	\$20,000
Constitutional Law	1	25	\$20,000
Criminal Procedure	1	25	\$32,875
Intellectual Property	1	25	\$20,000
Environmental Law	1	25	\$20,000
Financial Statements	1	25	\$20,000
Valuation of Property	1	30	\$2,500
Financial/Accounting for Bankruptcy Judges	1	40	\$20,000
To be determined (for Magistrate Judges)	1	25	\$25,000
To be determined	1	25	\$25,000
The Humanities, Science and the Art of Judging (Princeton University Medina Seminar)	1	25	**\$25,000
Appellate Judges Program/Univ. of Va.	1	3	**\$5,472

#### *Roadshows* (Center-arranged programs brought to individual courts)

Statistics	6	120	\$4,600
Bioethics	6	120	\$11,500
Literature	6	120	\$17,800
ALI-ABA/Outside Programs	2	300	**\$20,000

#### Educational and Media Programs

##### Publications

*The Award and Management of Attorneys' Fees*

*Business Bankruptcy*

*Securities Law*

*Section 1983 Litigation*

*The Bail Reform Act of 1984* (rev. ed.)

*Guideline Sentencing Update* (15-20 issues)

*Guideline Sentencing: An Outline of Appellate Case Law on Selected Issues*

(two updated issues)

*Bench Comment* (six to eight issues)

**II.C. COURT AND CASE MANAGEMENT (JUDGES AND JUDGES AND STAFF)**

Chief District Judges Conference	1	95	\$110,000
Civil Justice Reform Act Implementation Seminar	1	40	\$30,000
<i>Roadshow</i>			
Settlement	1	120	\$8,500
Case Management Workshop for Judges w/ 3-5 Yrs.			
Tenure	1	25	\$55,000
Juror Utilization (Workshop for Chief or Jury Judges,			
Clerks, and Jury Administrators)	1	40	\$56,000
District and Bankruptcy Chief Judges and Clerks	2	64	\$78,000
Bankruptcy Chief Judges and Clerks	1	32	\$39,230
Educational and Media Publications			
<u>Publications</u>			
<i>Litigation Management Manual</i>			
<i>Guide to the Judicial Management of Bankruptcy Mega-Cases</i>			
<i>Deskbook for Chief Judges of the United States District Courts</i> (rev. ed.)			
<i>Bench Book for United States District Court Judges</i> (rev. §§)			

**III. CONTINUING EDUCATION (SUPPORT STAFF)****III.A. GENERAL CONTINUING EDUCATION**

Legal Staff (national workshop)	1	125	\$120,000
Appellate Clerks Workshop	1	16	\$9,510
Appellate Chief Deputies Workshop	1	16	\$9,510
District Court Clerks and Executives Workshop	1	82	\$95,800
Circuit Librarians and Deputy Librarians Workshop	1	24	\$22,780
Deputies-in-Charge of Div'l Office Workshop (6 circuits)	2	119	\$86,601
Probation & Pretrial Services Chiefs National Conference	1	150	\$143,000
Probation and Pretrial Services Officer Regional Work'ps	4	240	\$200,747
Planning/advisory committee meetings			\$12,000

(Note: The Center will also develop and present a national seminar for approximately 275 Federal Defenders and Assistant Federal Defenders, a seminar for approximately 170 federal defender assistants, and seminar for approximately 140 defender investigators' paralegals, which will be funded directly from monies allocated to the various defender offices from the defender services appropriation.)

**III.B. COURT OPERATIONS**

Court Interpreters Workshop	1	95	\$46,909
Appellate Case Mang't Techniques -- Part I (Case	1	46	\$34,495
Openings)			
Bankruptcy Administrator -- Case Review and Audit			
Workshop	1	26	\$19,958
Judges' Secretaries (Pilot Workshop)	1	41	\$14,190
Other Programs for Judges' Staffs	6	60	\$12,000
<i>Local Training Programs</i>			
<i>Financial Investigations (Probation/Pretrial Services)</i>			
Training for Trainers	1	15	\$13,500
Pilot In-District Workshops	3	48	\$9,600
Local Programs		225	\$15,000

<i>Officer Safety</i>			
Pilot In-District Workshop	2	35	\$10,000
Training for Trainers	1	21	\$19,150
Local Programs		400	\$24,000
<i>Courtroom Deputies</i>			
Training for Trainers	1	20	\$25,787
Local Programs		1,100	\$64,000
<i>Civil and Criminal Rules</i>			
Local Programs		590	\$25,000
<i>Pretrial Skills for Prob. Officers in Combined Districts</i>			
Pilot Workshop on Pretrial Services	1	25	\$5,000
Training for Trainers	1	20	\$17,500
Local Programs		100	\$5,200
<i>Probation Clerks</i>			
Training for Trainers	1	24	\$28,500
Local Programs		400	\$24,000
<i>Substance Abuse</i>			
Local Programs		TBA	\$14,000
Other Local Programs		5,766	\$180,000
Planning Meetings for Curriculum Development			\$48,936
Tuition Assistance		150	\$14,925

## Educational Media and Publications

Video programs for clerk's office personnel*Procurement in the Federal Courts* (at the request of AO Contracts & Services

Division)

Part Four: Open Market Purchases

Part Five: Furniture and Furnishings

Part Six: Property Management and Disposal

*Records Management*Video programs for probation and pretrial services officers*Enhanced Supervision**New Search Guidelines***III.C. MANAGEMENT AND SUPERVISORY SKILLS**

Senior Ct Administr's Summer Ins't. (cost sharing pilot)	1	31	**?\$80,000
Pilot Special Focus Workshop on Negotiation Skills	1	30	\$4,000
Mid-Level Managers (Pilot Workshop)	1	40	\$10,000
Workshops for Experienced Court Training Specialists	3	97	\$78,098
First-Line Supervisors (Workshop)	2	72	\$70,507
<b><i>Leadership Development Programs</i></b>			
<i>Probation/Pretrial Services Officers</i>			
Faculty Workshop	1	20	\$3,000
Workshops for Phase II Participants	2	80	\$69,520
Local Courses for Phase II Participants	75	75	\$10,000
<i>Clerks</i>			
Faculty Workshop	1	24	\$6,000
Clerks Leadership Development Program (Phase I)		245	\$16,000
<b><i>Local Training Programs</i></b>			
<i>Workplace Skills for Non-Supervisors</i>			
Local Programs		200	\$10,000
<i>Frontline Leadership and Applied Supervision</i>			

Facilitator Development Workshops	2	12	\$11,000
Local Programs		740	\$42,000
<i>Facilitating Successful Meetings</i>			
Local Programs		180	\$4,000
<i>Cross-Function Team Development</i>			
Local Programs		200	\$5,000
<i>AIDS in the Workplace</i>			
Curriculum Development (AO-funded)			
Pilot In-District Workshops		55	\$3,000
Local Programs		500	\$15,000
<i>Legal Issues for Human Resources Managers</i>			
Pilot In-District Workshops on Legal Issues	2	40	\$5,000
Training for Trainers	1	40	\$41,206
Local Programs		600	\$8,000
<i>Managing Employee Relations</i>			
Pilot In-District Workshops	2	50	\$5,000
<i>Ethics for Probation/Pretrial Services Officers</i>			
Planning Meeting			\$7,809
Pilot In-District Workshops	2	89	\$5,000
Training for Trainers	3	99	\$91,650
Local Programs		4,900	\$64,350
<i>Dealing with Diversity in the Workplace</i>			
Cost-sharing pilot	1	40	*/**\$9,500
Local Programs		100	\$1,500
<i>Presentation Skills</i>			
Local Programs		175	\$50,000
Other Local Programs		5,766	\$180,000
Planning Meetings			\$10,600
Tuition Assistance		149	\$14,925
<b>Educational Media and Publications</b>			
<u>Video programs for clerk's office personnel</u>			
<i>Benefits: An Overview for Personnel Coordinators</i>			
(at the request of AO Human Resources Division)			

THE FEDERAL JUDICIAL CENTER

ONE COLUMBUS CIRCLE, N.E.  
WASHINGTON, D.C. 20002

WILLIAM W SCHWARZER  
DIRECTOR

TELEPHONE  
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November 5, 1992

Honorable Richard S. Arnold  
Chief Judge, U.S. Court of Appeals  
for the Eighth Circuit  
P.O. Box 429  
Little Rock, Arkansas 72203

Dear Richard:

I want to keep you advised of certain actions relevant to budget coordination between the FJC and the courts and the AO.

First, at its September meeting, the Board approved the submission of a fiscal 1994 appropriation request at a level that would provide the Center with sufficient funds to maintain its fiscal 1992 level of activity. Our tentative calculation indicates that such an appropriation would amount to an approximately 9.5% increase over the fiscal 1993 appropriation, given our fiscal 1993 base of \$17,500,000. This calculation factors in the rent savings from which we are benefiting in fiscal 1993 and 1994.

The Board also authorized a fiscal 1993 supplemental appropriation request of up to \$100,000 for education and training should judges be appointed to the newly-authorized bankruptcy judgeship positions. The Board left open the possibility of submitting a larger supplemental request if circumstances indicate that this would be appropriate.

Second, we are initiating efforts to bring about coordination of education and training conducted by the FJC and the AO, with particular reference to the courts' fiscal 1993 spending plan. The enclosed copy of my letter to Ralph Mecham speaks for itself. It is of particular significance as we look ahead to fiscal 1995 when we will be experiencing a sharp increase in rent.

If you would like to discuss any of this, please let me know. With best regards,

Sincerely yours,



Enclosure

c: L. Ralph Mecham