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Building Court Development Plan & Team Works (Suggested System for District Court Management)

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Abstract:

The National Court management mission has given its objectives like (1) Enhance Quality (2) Responsiveness and (3) Timeliness. The High Court has imposed duties and responsibilities over the court manager. The manager has to discharge material responsibilities for planning and monitoring the court development plan. In this paper I have studied (sample) court development plan (long term). I have studied that there is a need to divide the Long term plan into midterm plan and then the midterm plan is also sub-divided into short term plan. As per my studies, the professional managers may form a good team to execute the plans. In this paper the illustrated examples explains the court management mission for achieving desired goals. Illustrated examples are not exhaustive but it may be useful for developing policy and bringing the changes in the system that strengthens the court management. I have also studied some material points for building virtual team.

Key words: Case Information System CIS, Responsiveness Management, Mentor Judge, Court Development Plan CDP, Team-building, virtual team building

1. Introduction

The National Court Management system speaks that, a court Development planning System that will provide a framework for systematic five year plans for the future development of the Indian Judiciary. The planning system will include individual court development plans for all the courts [1]. The Bombay High Court has given duties and responsibility to the court manager. The responsibility for planning speaks that (1) In consultation with the stakeholders of a court (including the Bar, ministerial staff, Executive Agencies supporting judicial functions such as prosecutors/police/process serving agencies and court users), prepare and update annually a 5 year court wise Court Development Plan (CDP);

(2) Monitor the implementation of the CDP and report to superior authorities on progress. This responsibility is for long term goal that is, related for future plan that covers five years. Standard systems for court management has to be develop at the High Court Level [2]. The work Monitor includes observing and checking the progress, quality of the execution of plan over a period of time. It is also an act to keep the court development plan under systematic review.

In regular course of business also it is necessary to frame short term plan for the development of court working. For building plan, it is necessary to decide, what to do, How to do and When to do the plan. For development of plan, there is a need of mission statement For example: It is a plan for access to justice, timely and effective service.

To accomplish goals of the developed plan, it is necessary to divide it into Court Business Goals like Performance measures, tools for performance and priority for work .For ascertaining court business goals it is necessary to survey the entire court environment. There is a need of committee for accountable and effective decision making for the execution of the plan.

The District Court manager has also administrative responsibility for the non-judicial functions of the court. These functions provide direct support to the judges and the court room process and administrative sections. The non-judicial function includes supervision on staff, training to staff, court record management and maintenance. He has to support the judges in implementing court policies, procedures and methods. The manager may require planning for the development of court that includes individual plan, short term plans as per need of each individual court. He has to set goals and objectives, monitor workloads as per the level of staff. He is responsible for court facilities, safety and security. He has to perform other related duties as directed by the judges. For day to day management, he has to monitor and evaluate the efficiency and effectiveness of service and its procedure. He has to identify and resolve operational problems. For preparation of plan, firstly the court manager has to diagnose the problem, find out method to reach the goals, find out machineries or procedures and technique for achieving these goals. For that purpose he has to maintain relationship with internal and external stakeholders and to improve the present operation of the clerk's office. Good Court management practice

requires the information pertaining to a case must be readily available to a lawyer or litigant. Thus it clearly shows that the court management cannot succeed without support of the Court staff and external stakeholders.

The position of work load and other environment of each district is different than other district. So also the environment of each court within a district is different than other courts. Hence it is necessary to individual study for, the judge day, Judge Year etc. It is to ascertain required time for the execution and monitoring the plan by the stakeholders.

1.1. Preliminary Study for Development Plan

Judge has to handle various types of cases as per the jurisdiction vested to him. Most of Judicial Magistrate court have jurisdiction for attached police station. In some of the police stations the workload observed is much more as compare to the other police station. Therefore the filing of criminal cases before Judicial Magistrate court are depends upon crime rate and other factors.

For civil judge, though pecuniary and territorial area is provided in related Acts but it also depends upon the type/nature of litigations in that area. Speed to dispose off case depends upon the number of advocates in the Bar and their frequency to appear. Waiting period for litigants, witnesses etc.

In the above circumstances the judge has to maintain adequate levels of judicial resources for effective management and speedy disposal of cases. The judge has to manage his court and to disposal off cases as per the deadline/norms fixed by the High Court.

The judicial workload is based on average time spend by judge to resolve the case and annual number of cases in the court. The Manager has to study the current available judicial resources and required resources.

The court staff is provided as per the staff pattern. But cases pending before the courts may more than the cases mentioned in the staff pattern. So it becomes necessary to study the work load of that court. So also the Manager has to find out the time required to monitor the execution of plan by the judge. It has to be ascertained from the Judge Year Value or Judge Day. According to me it is a challenging task in court management. As per my experience, it is necessary to carry out survey for entire courts within the district. Pending/ filing and disposal ratio of each court has to be considered.

1.2 Survey for Workload

Work load Survey is useful for assessment of the required time to manage the court working. It also reflects the ratio of filing number of cases in the court and type of cases, so that the court should not be heavily burdened. Sometimes the pending cases or newly instituted cases have to be transfer to another court where work load is less. Such survey may provide information for providing additional staff to handle the pending cases at court.

1.3. Survey for Case Types

Towards civil side there are cases like Regular civil suit, Summary civil suits, Small cause civil suit, miscellaneous cases, and Execution proceedings.

In magistrate court, the cases are Regular Criminal cases, Summary Criminal Cases, Summons criminal cases, miscellaneous cases, Bail applications etc.

My experience is that, the nature of cases cannot be ascertain from the number of pending cases only because cases are depend upon the facts and law points involved in it. However, some cases can be identified as complex cases. Some simple cases, where law point involves, may require more time than the expected time. Experience is that, it cannot be expected that, the case filed before the judge/presiding officer; will be decided by the same one.

The tenure of the Judge is three years. I observed that, at district place, due to continuous change in designation, sometimes the cases are also transfer. In such circumstances, it is not easy to calculate the time spend by predecessor and successor judge. Therefore mathematical calculations for spending time to dispose off case may not be correct figure.

1.4. Survey for Case-related and Non-case-related task by the Judge

Case related task means handling case from the stage of filing to disposal including trial. After filing case court business process has to be carried out like registration process, issue process/notice, summons preparation, re-issuing summons/notice etc. After judgment, the preparation of decree, moster work (to arrange file for sending to record room), and writ compliance are to be carried out.

In case of criminal cases, the bail application, property release application, property disposal task has to be carried out. Moreover task for mediation, ADR work, and legal services also can be covered within the case-related task.

The judge has to discharge general administrative work, like case allotment, copying application, disbursement of amount etc. Judge has to update his knowledge and has to study cases in court as well as at his residence.

Non-case-related task means attending meetings, jail visit, mental hospital visit, lunch time/break, to attend judicial conference, seminars, training, vacation and leave taken by the judge.

- **General mathematical calculations for workload as:**

Case types	Year 2012-2013	% of total filing
Regular civil suit		
Regular criminal case		
Total filings		100%

Table 1

1.5. Survey for time

It is average time actually spent for different types of cases from filing/ institution to dispose off and then to send it at record room. For this calculation, it is necessary to record time spend by judge on various type of cases. For calculating time it is necessary to frame a base line to compare current practice and desired practice. To frame a base line for a particular type of cases is a difficult task. Experience is that, judge’s works in court as per court timing and also studies at home. Now the timing of court is 10:30 am. To 6:00 pm. The judge who is not vested with administrative work of court premises also devotes his time in case-related work since 10:30 am. After 6:00 pm he may require to attend meetings. He has to spend time for ADR. He has to attain seminars under legal aid services for giving legal literacy .Therefore; it is difficult to find out exact time spent by judge for case-related task.

General mathematical calculations for time as:

Case-Type	Pre	Trial	Post Trial	Total
Total Judge case-related Time				100%

Table 2

1.6. Judge work Year

To develop the judge year value, it is necessary to determine the number of days for which the judge is available for case related work in each year (Judge year) , as well as to divide the work day between case related and non case related time (judge day). Computing a judge year is accomplished by determining how many days must be subtracted from a calendar year to account for weekends, holidays, judicial conference, vacation days, sick time etc.

- **Calculations for Judge Work Year:**

Total days in the year	365
Week ends	
Holidays	
Vacation/Sick/Leave and others	
Education/training	
Total days available for Assignment	

Table 3

1.7. The Judge Day

The judge day is separated into two parts: the amount of time devoted to (1) case related and (2) non-case related activities. 1. Case related activities: Case related time for judges included all time devoted to activities such as, pre trial activities, court trial activities, and post trial activities, ADR as discussed above. 2) Non-case-related time for judges included time devoted to activities like general administration, meetings, legal services, training, visit to other court and other non-case-related activities as discussed above.

- **Average Judge Day calculations for court judges:**

Total Hours per day	8.0
Lunch Break	
Other Non case related time	
Total case related hours per day	

Table 4

1.8. Judge Year Value

From the above data, judge year value can be determined. The general formula is by Multiplying the judge year by the number of hours in a day available for case-related work (8 hours minus non-case-related time) yields the amount of time available per year for judge to work.

2. Building Court Development Plan

From the above approximate calculations and survey for the work load and working court staff, the manager has to prepare individual plan for court development. It shows that, Delphi method may be useful up to some extent.

Following are illustrated plan for study only. It is not exhaustive study. I prepared it as per my study and experience. I have discussed only material points for developing the plan.

Long term plan has to be developing by High Court. Illustrated plan is a assume plan for long term. I have divided it into midterm and then into short term plans.

2.1. Illustration: Court Development Plan for Year 2014-2019 (Long Term)

Mission statement: To provide accessible, fair, timely and effective judicial services.

Goals:-

2.1.1. Timely and Efficient Case Processing

- Sufficient staff in courts,
- Maintain computers & its peripherals in the court.
- Data feeding and data up-dation in the CIS ,
- Responsive legal services to reduce backlog.

2.1.2. Accessible Services

- Up-dation of information at District court website ,
- Help window and judicial service center monitoring.
- Effective communication strategy by Intranet and Internet.

2.1.3. High Quality Services

- Administrative support to the staff and support in non-judicial functions,
- Formation of groups for giving services to under trial accused, Victims in crimes,
- Building relations with external stakeholders,
- Timely and effective services.

2.1.4. Effective Decision Making

- Feedback from external stakeholders for services,
- Solving the complaints for services,
- Communicate the yearly plan and plan for next year.
- Prepare annual report,

- Evaluation of yearly plan and its progress.

2.1.5. Efficient Resources Management

- Effective document management system,
- Budget for the court office maintenance.

The scheme: (1) The Manger shall monitor the scheme for XXX Courts in the District. Principal District Judge shall be Chairman of the Committee.

2.1.6. Manager shall help the judge to

- Timely and efficient case processing
- Accessible services
- High quality services
- Effective decision making
- Efficient resource management

Guidelines and Modalities: Each Judge shall be committed leader of his own court.

Each judge shall execute plan and monitor the mission. He has to help to the manager in:

- **Timely and efficient case processing:** He has to monitor the computerized technology, Data feeding, Data up-dation for the cases. He has to make an attempt for disposal off cases within time as per the provisions of law.
- **Accessible Services:** To Access impact of current schedule on public access. He has to evaluate the appearance of parties and witnesses for trial. He has to monitor the pending and disposal of copying applications. He has to dispose of properties as per provisions of law.
- **High quality services:** To Support to court staff for execution of mission. To identify the need of training to court staff. To establish performance plan for staff.
- **Effective decision making:** Make Plan updation for quarterly period for disposal of cases. To carry out Survey for the satisfaction of services to the external stakeholders. To fix target for disposal of cases.
- **Efficient resource management:** To Identify the need of additional staff. To monitor the document management & system provided under e-court project.

2.1.7. Manager shall keep vigilant eye on the mission goal, Monthly disposal, Plan for the improvement to be made in next month.

2.1.8. Manager shall submit quarterly report to the chairman of the committee

2.1.9. Manager shall hold meeting of judges & staff to deal with the resistance. He has to consider the problem faced by judges and court staff individually or collectively. He has to guide professional ways for improving the working of court.

2.1.10. Performance measures of the scheme:-

- **Timely and efficient case processing:** To Determine rate of Disposal of cases, Type of cases by each court.
- **Accessible services For:** Pending undated, un-up-dated cases. Response to judicial service center. Pending work for institution. Pending applications at copying section. Use of help-window at judicial center, Use of district court website by external stakeholders. Effect of responsiveness legal services and reducing backlog of cases.
- At each quarterly period (after four months period) there shall be joint meeting Chairman of committee, judges and manager.

Goal	Steps	Monthly Implementation			
		1	2	3	4
Timely & efficient case processing					
Accessible services					
High quality services					
Effective decision making					
Efficient resource management					

Table 5: Quarterly Progress for Individual Court

Goal	Steps	Yearly Implementation				
		1	2	3	4	5
Timely & efficient case processing						
Accessible services						
High quality services						
Effective decision making						
Efficient resource management						

Table 6: yearly progress by Individual Court

2.2. Illustration: Court Development Plan mid Term

(According to my study, the Long Term plan has to be divided into midterm plan)

At District Court Thane (Maharashtra-India), scheme for the task force on improvement of court work was formulated as :(Format that shows medium-term goals)

Mission Statement: Mission to develop “Best Practices Guide” for improving judicial quality, enhancing court management and reducing delay.

2.2.1. The scheme

1) District Judges and Senior Civil Judges shall act as Mentor Judge for Civil Judge Junior Division and Judicial Magistrate First class in the District. Shri. XYZ District Judge shall be the Chairman of Committee of Mentor Judges.

2.2.2. Mentor Judges shall help the judge to

- Improve quality of judicial work
- Focus on Delay Reduction
- Case-load Management and reduction
- Resolve administrative and infrastructural problems

2.2.3. Guidelines and Modalities

Each Judge shall be the committed leader of his own court.

Know you're Court: Judge shall first of all study his own court to understand what types of cases are pending in his court, what the nature of litigation/cases is and what the pattern of cases is.

The judge shall define a broad strategy to be adopted to deal with the cases.

Know your ability and improve efficiency: Judge shall monitor his own work to find out--

- How much time he spends for effective judicial work
- How can he spend more time for effective judicial work by reducing timing spends in unproductive/technical work which does not require judicial skill?
- What time management skill may be adopted to improve efficiency example: management of time spend in remand and bail matters or Management of time spend in interlocutory application by curtailing lengthy oral arguments by insisting of written synopsis.

Know you're Balance Sheet: Judge shall study his court balance-sheet minutely and keep it before his eyes every day so that he is reminded of his mission every time.

Dissect Your Balance-sheet: Find out cases pending for more than Five years. Personally study the old cases to find reasons of pendency and work out to deal with the obstacles. Locate petty cases and cases not requiring judicial enquiry and work on their speedy disposal. Find out cases which can be dealt with under section 258 of Criminal Procedure Code and like provisions. Find out cases of absconding accused. See whether all formalities are satisfied for putting them on Dormant File. Prepare separate balance sheet of cases on Dormant File.

2.2.4. Fix Your Target of Disposal of cases

- (1) Fix Annual Target
- (2) Visualize six monthly targets

(3) Fix monthly target and work on it.

- Mentor Judges shall keep vigilant eye on the balance-sheet and monthly disposal of the judge and shall help in improving the work and efficiency.
- Mentor Judge shall submit monthly report to the Chairman of the Mentor committee.
- Mentor Judge shall hold meeting with Judge or group of Judges to deal with the problems faced by the judges individually or collectively. Mentor Judge may guide the judges for improving Judgment writing skills. The Mentor Judge may hold periodical meeting with Judges, so as to discuss latest development in the law and important case laws.
- The Principal District Judge (Patron-in-Chief) may take into consideration the report submitted by Mentor Judges while writing Annual Confidential Report of the Judges.
- Every month there shall be joint meeting of Mentor Judges and Chairman of Committee with the Principal District Judge to assess performance.

The midterm Plan has to be sub-divided into Short Term Plan: Following are some illustrations for short term plan.

2.3. Illustration: Court Development Plan Short Term :(material points are discussed)

GOAL: Development Plan to reduce backlog of criminal cases and eliminate under-trial accused.

METHODS: The following steps indicate the plans that have to be carried out:

Information for Criminal cases:

- Listing old criminal cases and type of cases.
- Listing the name of advocates representing for the accused in the criminal cases.
- Listing the cases where accused is in need of legal aid.
- Listing the place of jail where under-trial accused is send.

Method:

- Make plan for effective procedure for speedy trial for under-trial accused.
- To identify the courts and its Pendency of under trial cases,
- Make a Plan for the responsibility to Magistrate and Court Staff for administrative work.
- To arrange plan for plea bargaining, plead guilty, pending bail applications for bailable offense and non-bailable offenses (are not serious).
- To find out accused that is in jail in a crime where charge sheet is not filed within prescribed period.

The court manager to prepare statistical report of accused who are in different jails relating to the cases pending in the court .To monitor the status of such case. To arrange jail visit by the Magistrate. Make arrangement for legal aid counsel and defence counsel. To make arrangement for trial through Video conference. Make Arrange for summons services and execution of warrants through concern police station or draft plan with police officers as a special drive for the attendance of witness. To Check the presence of other accused who released on bail and are involved in the case of under trial accused. To check proclamation for absconded accused. Make arrangement to call report from probationary officers in certain cases as directed by the Judge.

Make plan to communicate to the family members of the under trial accused so that his family members may make suitable arrangement for bail and to furnish surety.

Evaluate the plan and its success ratio with recommendation for continuation.

To develop and recommend effective procedures/ process to correct deficiencies that causes delay.

To develop an administrative plan for the utilization of on-line dispute resolution for under-trial accused in petty offenses.

2.4. Goal: To study the extent of the problem that exists in scheduling activities for issuing witness summons and wastage of witness time

Method: Study the court scheduling practice and its specific procedure for calling witness and their examination as per the Indian Evidence Act. The waiting period for counsels for proving documents (for non disputed documents).The time that may consume for the cross examination by counsel. Number of witnesses (on the same point).Study the summons issuing and service of summons on the witness. Study to convey the witness summons through electronic media and by modern methods.

The Manager to submit report that the above court business can be professionally managed to achieve the goals to reduce the backlog & speedy trial.

2.5. Purpose: Data feeding action plan for District Court, Assemble a Courts Information System project team and support structure.

A Courts project team should be assembled to work the data feeding and data up-dation in CIS (case information system). It is headed by Judge. The system administrator would be the responsible for execution monitoring process. The court manager to assist to the system administrator and court staff and for entire execution of the plan.

- Need of Support for execution: Support elements include necessary clerical staff and Assistant Superintendent, Annual maintenance agency for computer hardware/software.
- Formation of Team: Make a team for the task for data feeding and data up-dation in English and Regional Language. There should be group head/leader who may be Assistant Superintendent of the court

- Define tasks and set a time-table to the team. For such work the manager to prepare detailed plan after collecting data from the computers for each court.
- Execution & Monitoring: Set priority work. Checking for proper data feeding. Check spelling for name of parties and their advocate, additional parties, amended pleadings, changed addresses of the parties, legal heirs of the parties, under-trial accused etc.
- Arrange workshop for staff to motivate the team members for the action plan.
- Evaluation: The purpose is to assess the success and aid in planning for future enlargement, so the goals and objectives must be completely described and quantified early in the design phase of the plan.

2.6. *Goal: To provide basic guidelines to court staff for active participation in e-court system.*

Method:

Plan for specific goals: Provide Orientation program explaining CIS working. Develop specific job skill for operation and maintenance of hardware for identified staff. Call lecturer/ instructor for such training. Fix time table and schedule. After training to continue observations on the trained staff for the need of re-training. The system administrator and manager to monitor the entire training schedule and effects of training. Maintain list of court staff that are trained. Hold meeting to solve the problems in implementation of plan, So that, the problems of scheduling conflicts can be anticipated.

Note: The mode of delivering lectures may be off-line or on-line for that purpose to prepare curriculum and advance curriculum for next training. Curriculum shall contain the description of equipment to explain How to use, why to use and its limitations. Slide presentation/ video films is one of the good technique.

3. Practical Approach for Team Work

3.1. Preliminary Study of Stakeholders

The court manager to discharge his duties and liabilities as discussed above. He has to study the structure of the organization/district court and its system for working. Court organization is independent from other organizations. Other organizations to support in the services of court. The other organizations to follow the requirements/orders of court either in the capacity of administrative power or judicial power. For the implementation of any plan, stakeholders are Judges, Court staff and external stakeholders.

In a district, all other judges are subordinate to the principal district judge. The judges to carry judicial, administrative duties and management of their own court. Advocates bar association never interferer into the administration of the court. They are mostly concern with judicial work and non-judicial work relating to case work only. The court staff is not ordinary staff. The principal district judge is their appointing authority. District Court to follow the recruitment process schedule drawn by High Court. The major part for personal interview to be conducted at district level by the recruitment committee. The confidential report, promotions, transfers and change in table work by the staff is to be controlled by the district court. Once the staff is recruited, he has to directly work at the court or at given table. There is no settled position for training to the court staff. The newly recruited staff to be monitored by the senior staff like assistant superintendent, superintendent and Registrar of the district court and as per the experience staff learns the court process.

To ascertain the position of the court staff, mere the compensation theory is not a criteria. It is depends upon the duties discharging by the court staff. The staff continuously works at one sections for a prolong period, so he becomes an expert in that working but could not get sufficient knowledge to handle the other section or table work. If such staff is transferred to another section or table then he again learns as per experience of working of that section or table. Therefore difficulty may arises to use such staff at other sections for immediate effective work.

- Example: It is noticed that, so called junior staff is more hard worker /efficient than the so called senior court staff members. Some senior court staff members do not know modern technology but they shows their willingness to co-operate in the team working where there is little use of modern technology, for example regular monitoring on court working, monitoring progress by collecting progress figure, giving theoretical and practical knowledge about court business process as per the Criminal and Civil Manual.

The court staff appointment is for district court jurisdiction. Their job is transferable within district. They meet with each other and due to continuous working within district I noticed that they are personally connected with each other. In addition to this they have their own unions for different categories of staff members.

When the court staff transfers from one court or station to other court or station. He has to give charge of their duty works/custody of cases. But there is huge pendency of cases in a court so He gives charge of court cases without perusing each paper of the case and other registers, muster (sending decided matters to record room) work. So the court staffs who take charge of his new table, he has to carry out the accommodated backlog work till his tenure and such backlog of non judicial work or muster work continuous that creates delay in compliance of the Inspection note of the court.

Judge is a leader/manager of his own court. He may change the table of his court staff within his court, but sometimes he may require informing to the principle district judge.

In the above environment, the manager has to identify court staff for his team to execute the court development plans.

- Example: Court staff whose resume speaks that he possesses a good certificate course/diploma course in computer technology but he did not show interest in maintaining computer department work.

There are many other reasons to identify the correct team member, but in all circumstances the court manager to manage the court working as per their duties and responsibilities given by the High Court. Hence the managers to develop an easy relationship with all stakeholders.

3.2. Material Objectives of the Court Management

To improve performance by reducing backlog and competitiveness. To give good e-governance by changing the old culture. Developing its stakeholders and engaging better with communities and litigants. To engage and take action with individual staff.

3.3. Making Plan

It is necessary to make a plan that reflects its vision and purpose so that the team members can understand easily. It should include specific goals. It should include the objectives of team. It should clarify the purpose of the team. The objectives should be specific goals that the team will accomplish in a fixed time. Team member to know what is expected from him. There should be structure to the decision-making process. Such structure is necessary to set priorities of the plan. It should show the ways to develop team objectives. There should be team discipline in meetings and feedback process.

3.4. Making Team for Plan

The manager alone cannot carry out all works. He has to form team. Simply bringing the court staff together is not useful. The effective team does not occur automatically. In a court organization, there is system of independent level work groups. The staff members work as per assigned works with general direction and minimal supervision. So it is a skill to build efficient and effective team.

3.5. Why Team Work Is Necessary

Some court staff are expert in particular types of court working, they possess good experience, qualifications. If they are involved in the plan then potential problems can be avoided.

3.6. Selection of Team Members

It is necessary to check Skill profile of the staff/team member. It may give idea about his qualification, experience and interest. It may also give idea to how, when and where to use said skill. The court manager to observe the duties carrying by the staff. He has to go through his previous record of the staff. While selecting team member, it is necessary to consider the individual technical skill, knowledge, experience and more particularly his ability to co-ordinate actions and his interpersonal qualities.

Example: Peon was promoted as clerk (through departmental examination). Then it is necessary to monitor his work. He may be good in accountancy or in any area of court business. He may be useful for maintaining computerized list for the decided cases. As such staff is promoted from peon; it means he has ability to work more. He may work constructively with others. He may play different roles in a group in order to accomplish shared ends.

3.7. Results of Effective Teamwork

Good leadership and attention to team-building is required. Sometimes a number of members in a team have to be increased as per the plan and its target. The poor responding member may require mentoring, and then it is necessary to find out reason for poor response or for his resistance. Some time it becomes necessary to find out alternate staff for certain team work. To get effective ideas, it may require arranging group discussion between the team members. It is nothing but a wider range of ideas rather than individual working in isolation. For court business process the High Court has provided Court Manuals, CIS Manual, and Visual Training DVD's. It speaks process of business so there is no question of any conflict for adopting any other process. All the material provided by High Court and E-committee is useful to avoid conflicts between the views of the team members.

- Example: For making list of disposed off cases by Excel/spread sheet computer software (court record management). I have experience that, I identified court staff that was friends and possessed good knowledge in Excel /spread sheet software. Such Team gave excellent performance to achieve goals of the mission for short term plan and they prepared sheet for more than 15000 cases within period of four months. They actively and openly shared their knowledge and ideas around the whole team.
- Example: For video conferring for under trial accused. Court staff may be poorly responding and the reason may be that their views might be that, the video conference is only for Bail & remand work of accused and it cannot be used for under trial accused. In such case it is necessary to conduct mentoring session for them. It becomes necessary to consider the divergent views of all team members, Advocates, prosecutor and that gave source of energy and from said views and source the problems can be solved. As per my experience, I have reduced backlog of under-trial accused cases by conducting trial on Videoconferencing.

3.8. Leadership

The team leader is responsible for ensuring that members work effectively together to achieve plan objects and has to facilitate the co-operation necessary for the team to perform well. He has to clear the vision and process of implementation of the plan. He has to give value to the team as a whole and ensure regular, clear and accurate feedback to the team on its performance over time. He has to create

environment so that all members to automatically motivates to work to achieve goals of the plan/mission. He has to decide some conflict that may arose while working by the team. He should possess the ability to help the team members.

Tenure of judge at station is for three years period only. The staff works within district till their services/retirement period. They are mostly connected/attached with each other as discussed above. Still, in such a situation also the judge has to discharge leadership roll for the period of three years to execute the plans. So there is no difficulty to implement the designed plan if leader focus on team members.

3.9. Team Meetings & Communications

Team meetings are necessary for taking decision and future actions. In fact team work requires that everyone efforts flow in a single direction. Sometimes there may be requirement to change the responsibilities of the team member. Therefore such meetings are necessary for taking effective decision and actions. For that purpose it is necessary to circulate agenda in advance with necessary documents so that sufficient time may get the team members to give their response. Meetings minutes should be taken with decision and action discussed and it has to be distributed to after the meeting and to those members also who were absent due to genuine reasons. Ensure that everyone should get an opportunity in discussion and to put their views. During the entire meeting focus should be on solution and not on a problem. Closing a meeting is by re-stating its purpose summarizing the decision made and future actions for the plan. In the meeting it is necessary to fix time/schedule for the next meeting. For holding such meetings all others ethics for meetings are applicable.

- Example: My experience is that, when a meeting of small team was fixed at that time a steno went on leave. In such situation it was difficult to record the discussion. Now the technology has provided dictation and typing software's but it is either costly or it has limitations to use due to English words pronunciation problems by the dictator. Such problem was solved and I recorded dictation in mobile phone and laptop. Then by making slow speed, the, a good typist from our team gave desired output. In short, in effective teamwork some problems have to be solved as per the situation.

3.10. Self Assessment

Team rarely focuses on the process of teamwork and their focus noticed on the given task. So it is necessary to give realization to them for the joint responsibilities for the entire plan. It is just like a team for football pay.

3.11. Steps for Evaluation of teamwork

Some material steps are: Resources, objectives, Result and conclusion.

4. Virtual Team

District court manager has to cover the entire territorial jurisdictional area of the district. He could not remain present for face to face conversions with team member so he may require working interdependently across space by Internet or Intranet. However the team has to work within the rules and laws provided by the organization so it is necessary to develop mutual trust. For communication with team by Internate it is necessary to draw a good flow chart. There are different modes of communication. However some precautions are necessary for certain type of information & communication. Therefore more research study is necessary for making virtual team within district court's jurisdiction.

5. Submissions of Report for the Executed Development Plan

It is necessary to submit the reports/ progress reports of the execution plan for time to time. The format to submit such reports depends upon the plan and its objectives. It is for the High Court to decide the format to evaluate the progress of its plan. As per my studies, the district court has to frame format for plan for submitting reports by concern Judge or Manager. I have discussed plan for Mentoring for District Court Thane. In that plane, it was not clear for adopting the method. The executive mentoring is most effective way to create mentoring culture. It is also useful for effective succession-planning tool. Therefore I adopted executive mentoring. According to me, it is necessary to declare the useful methods to execute the plan and formats for submitting its returns to the superior authority. Hence in this paper I have not suggested any format. For study purpose the pilot project may be helpful [3].

Research Center at District Court: While executing the plan or building team, some advance study may require. According to me, there is a need of research center at each district. The another reason is that, the Principal District Judges bear the responsibility of effective management of the courts in order to ensure optimal levels of performance. It is principal District Judges who have the responsibility to distribute workload amongst different courts and also to ensure that judges are able to deliver qualitative and timely justice. Given the ever increasing pendency and arrears in all the courts and also considering the increasing number of cases being filed, there has arisen a strong need for effective management techniques [4].The National Court Management System speaks that, the planning system will include individual court development plans for all the courts [5].Therefore it is necessary to establish District court management research center.

The District court management Research Center would be a single or multi-disciplinary unit, organized to conduct research around a specific theme or topic, and may have some limited involvement.

Scope of the research work would be as:

- Court management practices.
- scheduling and listing practices

- Responsibilities of the court manager
- Data collection and analysis
- Planning

6. Other Works Connected With Court Management

Key performance would be to Reduce backlog of cases, to ensure inflow of new cases is balanced ,increase access to justice services, improve delivery of services at the courts. Such independent research center to carryout research work for failure or success of plan. It may research for adopting any alternate business method to execute the plan.

7. Recommendation

Court Management Systems is to enhance quality, responsiveness and timeliness of courts. The entire court management process through professional manager is also to reduce backlog and for speedy justice delivery system. There are various problems for infrastructure including vacancies in the judiciary and court staff. The Higher courts are taking effective steps for vacancies.

The budget allocation is less than one per cent. The problems of solving the disputes cannot be resolved simply by increasing the budget. The budget allocated to the State shall be spending fully. Apart from requirement of more judges at subordinate judiciary , there is a need of land for court buildings and residential quarters, new courts, modernization of the existing courts, staff to help judges, resources etc. For the development of judicial infrastructure, the State Government to provide requisite resources to the judiciary. There is need to give independence to the high court to open new subordinate court as a temporary court for limited period to reduce backlog from particular area. The government, civic bodies or public premises that are not in use, be made available for the court purpose for a particular period. The Principle district judge may utilize the court staff from other court .The system for utilization to the staff should be made more flexible so that the court staff can be utilized where there is more need and for that purpose it is necessary to adopt strategic approach to human resource management to straightening organization to obtain a advantages. So more recommendations are not possible without empirical data and survey for execution of Mission/Plan.

8. Conclusion

Any court development plans shall include its goals, tasks and time-schedule. A plan may be sub-divided for shorter period so that the progress can be evaluated and revised if needed. The plan has to be executed by team work for which effective team work is necessary. Job rotation for working of court staff is also expected. In any circumstances the court development plan has to be executed and monitored. The court court development plans are also to reduce backlog and access to justice to needy person within time and to fulfil the objectives of the court management mission.

9. References

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14. National Court Management Systems , Policy & Action Plan

10. Abbreviation

- CIS : Case Information System
- CDP : Court Development Plan
- Moster: To arrange disposed off case record to send to record room.
- Flow Chart: It is a diagram that represents process (shows step by step stages).
- A.D.R.: Alternate Dispute Resolution
- Lok Adalat: One of the A.D.R. Method in India