

## National Judicial Academy

**P-1228: Seminar for Principal District & Session Judges on Leadership Skills (Online)**

7<sup>th</sup> – 8<sup>th</sup> November, 2020

**Programme Coordinator** : Mr. Yogesh Pratap Singh & Mr. Rahul I. Sonawane, Faculty

**No. of Participants** : 40

**No. of forms received** : 33

| <b>I. OVERALL</b>   |                          |                       |                   |                                   |
|---|--------------------------|-----------------------|-------------------|-----------------------------------|
| <b>PROPOSITION</b>  | <b>To a great extent</b> | <b>To some extent</b> | <b>Not at all</b> | <b>Remarks</b>                    |
| a. The objective of the Program was clear to me   | <b>93.75</b>             | <b>6.25</b>           | -                 | 5. Very good.<br>17. Outstanding. |
| b. The subject matter of the program is useful and relevant to my work                              | <b>96.88</b>             | <b>3.12</b>           | -                 | 5. Very good.<br>17. Outstanding. |
| c. Overall, I got benefited from attending this program   | <b>100.00</b>            | -                     | -                 | 5. Very good.<br>17. Outstanding. |
| d. I will use the new learning, skills, ideas and knowledge in my work                              | <b>93.75</b>             | <b>6.25</b>           | -                 | 5. Very good.<br>17. Outstanding. |
| e. Adequate time and opportunity was provided to participants to share experiences                  | <b>81.25</b>             | <b>18.75</b>          | -                 | 5. Good.<br>17. Outstanding.      |
| <b>II. KNOWLEDGE</b>  |                          |                       |                   |                                   |
| <b>PROPOSITION</b>  | <b>To a great extent</b> | <b>To some extent</b> | <b>Not at all</b> | <b>Remarks</b>                    |
| The program provided knowledge (or provided links / references to knowledge) which is:              |                          |                       |                   |                                   |
| a. Useful to my work  | <b>87.50</b>             | <b>12.50</b>          | -                 | 5. Good.                          |
| b. Comprehensive (relevant case laws, national laws, leading text / articles / comments by jurists) | <b>75.00</b>             | <b>25.00</b>          | -                 | 5. Good.                          |
| c. Up to date   | <b>84.38</b>             | <b>15.62</b>          | -                 | 5. Good.                          |

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| d. Related to Constitutional Vision of Justice                                 | <b>87.50</b>   | <b>9.38</b>           | <b>3.12</b>   | 5. Good.  |
| e. Related to international legal norms  | <b>43.75</b>   | <b>53.13</b>          | <b>3.12</b>   | -   |
| <b>III. STRUCTURE OF THE PROGRAM</b>   |  |                       |   |   |
| <b>PROPOSITION</b>   | <b>Good</b>  | <b>Satisfactory</b>   | <b>Unsatisfactory</b>   | <b>Remarks</b>  |
| a. The structure and sequence of the program was logical                       | <b>96.88</b>   | <b>3.12</b>           | -   | -   |
| b. The program was an adequate combination of the following methodologies viz. |  |                       |   |   |
| (i) Case studies were relevant   | <b>78.13</b>   | <b>21.87</b>          | -   | -   |
| (ii) Interactive sessions were fruitful  | <b>78.13</b>   | <b>21.87</b>          | -   | -   |
| (iii) Audio Visual Aids were beneficial  | <b>80.65</b>   | <b>19.35</b>          | -   | -   |
| <b>IV SESSIONS WISE VETTING</b>  |  |                       |   |   |
| <b>Parameters</b>  |  |                       |   |   |
| <b>Session</b>   | <b>Discussions in individual sessions were effectively organized</b> |                       | <b>The Session theme was adequately addressed by the Resource Persons</b> |   |
|  | Effective and Useful   | Satisfactory          | Effective and Useful  | Satisfactory  |
| 1  | <b>90.32</b>   | <b>9.68</b>           | <b>100.00</b>   | -   |
| 2  | <b>89.66</b>   | <b>10.34</b>          | <b>96.15</b>  | <b>3.85</b>   |
| 3  | <b>86.21</b>   | <b>13.79</b>          | <b>92.31</b>  | <b>7.69</b>   |
| 4  | <b>86.21</b>   | <b>13.79</b>          | <b>100.00</b>   | -   |
| <b>V. PROGRAM MATERIALS</b>  |  |                       |   |   |
| <b>PROPOSITION</b>   | <b>To a great extent</b>   | <b>To some extent</b> | <b>Not at all</b>   | <b>Remarks</b>  |
| a. The Program material is useful and relevant                                 | <b>86.67</b>   | <b>13.33</b>          | -   | 5. Excellent.<br>12. I was not able to found the material in any of the email attachments.<br>17. Good. |
| b. The content was updated. It reflected recent case laws/ current thinking/   | <b>60.00</b>   | <b>40.00</b>          | -   | 5. Excellent.<br>17. Good.  |

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| research/ policy in the discussed area          |              |              |   |                                 |
| c. The content was organized and easy to follow | <b>86.67</b> | <b>13.33</b> | - | 5. Excellent.<br>17. Very good. |

| <b>VIII. GENERAL SUGGESTIONS</b>                                |   |
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| 1. Three most important learning achievements of this Programme | <p>1. 1. To improve organizational performance; 2. To handle complex &amp; intensive cases; 3. To organize civil &amp; criminal docket for effective caseload management.</p> <p>2. Such type of orientation programme should help at regular intervals.</p> <p>3. Virtual mode is excellent &amp; there is no disturbance.</p> <p>4. Case management; Leadership skills; Case disposal.</p> <p>5. How to inculcate leadership qualities and methods of learning.</p> <p>6. 1. To adopt leadership skills which can be implemented in achieving goals; 2. On the judicial side, how to handle old matter and prioritizing matter basing on category wise; 3. Senior citizen, juvenile case and handling specialized courts, dispensing timely quality justice and other aspects.</p> <p>7. 1. How to control staff and office along with co-ordination with the sub-ordinate staff; 2. Speedy disposal of specialized cases; 3. Court management.</p> <p>8. To have long term vision &amp; should be innovative; To find out hidden potential for assigning specialization task; Continuous collection of data &amp; dissemination of data.</p> <p>9. <i>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness.</i></p> <p>10. It was very useful to a district judge, who was posted as principal district judge regarding.</p> <p>11. 1. District judge is a captain or team leader; 2. He is not a mere task master, but a mentor; 3. It's his administrative skill, rather than judicial skill, which makes far reaching impact.</p> <p>12. 1. Qualities of leadership; 2. Court management; 3. Achieving tips.</p> <p>13. Talent management; Emotional intelligence management; Value based personality.</p> <p>14. 1. Leadership skills; 2. Handling of intensive and complex cases; 3. Effective caseload management.</p> <p>15. Interaction was quite fruitful &amp; enriching.</p> <p>16. Leadership skills; How to achieve organizational goals; Organizing civil and criminal dockets.</p> <p>17. 1. Leadership skills; 2. Strategies to achieve organizational goals; 3. High performance through reorganizing courts to handle into give &amp; justify cases.</p> <p>18. The Programme has effectively guided to enhance the leadership quality of a District Judge in 1. Setting achievable goals and implementing the same through self-discipline, time management and team building, 2. Establishment of Special courts and 3. Case load management.</p> <p>19. 1. How to enhance performance of the court by designation the courts for dealing with special type of cases; 2. How to perform the leadership role by the principal district</p> |

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|  | <p>judge; 3. How to manage load of cases effectively in the court in terms of some provisions of law contained in C.P.C. &amp; Cr.P.C.</p> <p>20. 1. Experienced a practical knowledge on Leadership of District Judge; 2. Enlightened with the Court management system for future handling; 3. Equipped with a thorough knowledge as to how to focus to bring out an excellence as a Leader both in Judicial work and administrative work.</p> <p>21.1. Regularly reading habit; 2. Time management; 3. Specialization of judges.</p> <p>22. None.</p> <p>23. Avoiding delay in disposal; Docket sheet management; Identified problems and given training to the staff members for their lacking work.</p> <p>24. The most important learning achievement of the programme is that the programme has been designed to content leadership skills, organizational skills and legal skills (docket management) in a very lucid manner.</p> <p>25. None.</p> <p>26. It helped in enhancing our leadership development skills, how to organize our goals and to implement innovative methods for reduction of case dockets in our courts.</p> <p>27. 1. Improvement of knowledge; 2. Improvement of skill in day to day working in courts; 3. Effective mode for improving my efficiency.</p> <p>28. 1. PDJ's should treat the district courts as their extended family; 2. Better staff management; 3. There should be desire of innovation.</p> <p>29. All the sessions were very useful in improving my managerial skills.</p> <p>30. 1. Time is precious; 2. By integrity and positive managerial activities anything can be achieved; 3. No pain, no gain.</p> <p>31. 1. How to deal with intensive and complex cases; 2. Planning to achieve goals; 3. Organizing docket.</p> <p>32. None.</p> <p>33. 1. Leadership skills; 2. Organizing civil and criminal docket for effective disposal; 3. Strategies for achieving organizational goals.</p> |
| <p>2. Which part of the Programme did you find most useful and why</p> | <p>1. All the four parts comprised of theoretical as well as practical approaches.</p> <p>2. The practical experiences of justice is of great help to understand the subject.</p> <p>3. <b>Session 2: Strategies to Achieve Organizational Goals.</b></p> <p>4. Case management because it is highly useful and can be implemented effectively.</p> <p>5. Docket exposé is most important and useful in day to day, out to discharge our regular duties.</p> <p>6. <b>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness-</b> is most useful because constitutional perspective explained and also methodology can be adopted in day to day work to achieve good results; <b>Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management-</b> for dispensing effective justice system.</p> <p>7. <b>Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management-</b> of the training programme dealing with organization of civil and criminal docket for effective caseload management was most useful according to me; Reason- because I belong to over populated state, Bihar, where no of cased filled are high and therefore judges need caseload and management.</p>   |

8. **Session 2: Strategies to Achieve Organizational Goals; Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management-** as well as; **Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness** and **Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-** being comprehensive information on subject for practical use.
9. **Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management.**
10. All Programme.
11. Every bit of it was equally important and useful.
12. Sharing of experiences by the resource persons & participants.
13. **Session 2: Strategies to Achieve Organizational Goals.**
14. **Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-** is most useful.
15. All.
16. About leadership skills. Useful in service in future role.
17. **Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness** and **Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management** – due to most effective to the subject.
18. The part of the programme which extensively deals with the strategic planning and implementation by Time management, Team building and Staff management is most useful. As a District Judge of a newly created Judgeship of Jhargram (only one year in this pandemic arena) with scanty staff, I have to deal with several unique issues like Staff Release from their Parent cadre and appointment afresh, setting up Financial issues of the Judicial Officers and the staff by creating new HOO through HRMS Module, Establishment of Special Courts, DLSA, JJB, different sections etc. for smooth running of the judgeship.
19. **Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management** – of the training programme was most useful as because that part of the programme relates to effective case load management by organizing the civil and the criminal docket. The topic gave a good lesson to all the participating judges about management of their respective courts and thereby enhance the personal performance.
20. The classes of all the Hon'ble dignitaries would remain a treasure to the Principal Judge of a District, and would show a path in discharging his duties.
21. **Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases** and **Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management-** some new ideas about leadership skills; Practical approach to solve problems.
22. None.
23. All the programme are very useful for day to day work; The eminent speakers given their valuable suggestions and their motivation.
24. The whole programme was very useful but in my humble opinion the third session was most useful from judicial officer perspective.
25. None.
26. **Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management-** It is useful to evaluate innovative ideas to reduce civil and criminal dockets in our court.

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|   | <p>27. Programme of <b>Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases.</b></p> <p>28. All material and discussions were good.</p> <p>29. Session of J. Seetha Rama Murthy is highly useful.</p> <p>30. All programmes found to be useful.</p> <p>31. <b>Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-</b> provided elaborate guidance how to handle intensive and complex cases effectively and properly.</p> <p>32. None.</p> <p>33. <b>Session 2: Strategies to Achieve Organizational Goals-</b> because it deals with leadership and achieving the goals.</p>  |
| <p>3. Which part of the Programme did you find least useful and why</p> | <p>1. None.</p> <p>2. All programme has the relevancy.</p> <p>3. Every session useful &amp; unique.</p> <p>4. None.</p> <p>5. Liberal approach to the participants to interact with resource persons to express their opinions and clarity doubts.</p> <p>6. <b>Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-</b> in this session the lecture is in generalized manner.</p> <p>7. No part was found not useful; Everything discussed was essential.</p> <p>8. All sessions are most useful.</p> <p>9. Nil.</p> <p>10. None.</p> <p>11. No such things.</p> <p>12. Participant did not comment.</p> <p>13. For me no part at the programme was least useful.</p> <p>14. No.</p> <p>15. None.</p> <p>16. About reorganizing courts; It does not go along with the structures and infrastructures in a state like Manipur.</p> <p>17. None.</p> <p>18. None.</p> <p>19. In my personal opinion. The <b>Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-</b> was least useful as because no principal district and sessions judge has any authority to reorganize the courts for handling intensive and complex cases. Only high courts have this power to exercise within their respective states.</p> <p>20. All the classes are undoubtedly very useful to a principal judge of the district in discharging the judicial work and handling administrative works.</p> <p>21. No.</p> <p>22. None.</p> |

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|   | <p>23. Participant did not comment.</p> <p>24. In my humble opinion the whole programme was very useful but so far as the second sessions on strategic planning is concerned is least useful, as strategic planning may vary time to time, place to place and organization to organization.</p> <p>25. None.</p> <p>26. Participant did not comment.</p> <p>27. Every part of the programme was useful as it was relevant and effective to my work.</p> <p>28. Nothing.</p> <p>29. Nil.</p> <p>30. All programmes found to be useful.</p> <p>31. Participant did not comment.</p> <p>32. None.</p> <p>33. <i>Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases.</i></p>  |
| <p>4. Kindly make any suggestions you may have on how NJA may serve you better and make its programmes more effective</p> | <p>1. Better if reading material reaches the participants well before sessions.</p> <p>2. Kindly provide the PPT featuring read panel.</p> <p>3. Excellent.</p> <p>4. Online training programme is useful and essential now a days.</p> <p>5. Nothing.</p> <p>6. To pick up a particular district in a state and impart knowledge preferably through virtual mode and solutions to be suggested by the individual resource person especially with regard to high disposal rate in old matter; Further, judgement writing, docket explosion and also by ascertaining views of the individual judges as to methodology adopted in their district.</p> <p>7. Please include training sessions pertaining topics like alternative dispute resolution artificial intelligence and e-court for keeping the judges up to date.</p> <p>8. Participant did not comment.</p> <p>9. Nil.</p> <p>10. Participant did not comment.</p> <p>11. A system may be introduced to communicate the new ideas or notable suggestions evolved during these kind of sessions to the high courts and subordinate courts.</p> <p>12. Participant did not comment.</p> <p>13. This type of seminar will be beneficial to a great extent.</p> <p>14. Programme are already excellent.</p> <p>15. NJA may co-ordinate with Hon'ble high courts to during about changes in judicial courts amendment of relevant laws &amp; rules effective training of judicial officer's staff and also advocates &amp; prosecutors.</p> <p>16. Nothing more.</p> <p>17. If study material may sent in advance and all materials just after seminar with consent of resource persons sent to all participant. It may more helpful. Open sessions may be conducted with option to all judges who can join.</p> |

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|  | <p>18. I humbly like to suggest that if the Programme throws light on the formation of administrative set up and budget management of a District Judge of a newly created district in this Pandemic situation, it will serve us better; In my opinion, the overall guidelines as provided in the Programme to develop good leadership skill as a District &amp; Sessions Judge is very beneficial for me.</p> <p>19. As the training programme has been conducted virtually, it may be helpful for all the participating judges if the deliberation of the Hon'ble speakers in all the four sessions are uploaded in the website of the National Judicial Academy.</p> <p>20. Periodical similar programs for sensitization/classes/ meet out practical problems of the Judges to exert their best while discharging their duties in a more efficient way may be organized. Practical problems/ situations may also be given to the Judges to assess the way they are handling the situation and provide some input to guide them for better performance.</p> <p>21. Participant did not comment.</p> <p>22. None.</p> <p>23. Participant did not comment.</p> <p>24. In my humble opinion, NJA should organize more &amp; more training programmes through online medium and should also organize some kind of online training programmes for newly recruited judicial officers so that they became aware about judicial culture and disciplined.</p> <p>25. None.</p> <p>26. Give more time for interactions.</p> <p>27. Such types of seminars may be hold on regular basis.</p> <p>28. NJA is already doing well.</p> <p>29. Feedback should also be given in virtual mode. Kerala Judicial Academy is following such practice; It should be informed that sending feedback is compulsory.</p> <p>30. The present way the programmes have been given really useful for us, because of the ground of saving time and expenses of exchequers.</p> <p>31. Participant did not comment.</p> <p>32. None.</p> <p>33. No suggestions.</p> |
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