

Korean delegation reviews JNET

Pennsylvania's Judicial Automation efforts draw widespread attention

By Steve Schell

AOPC's Judicial Automation Department has been receiving attention from many organizations and groups far and wide, but no group has traveled as far as a delegation of Korean officials when they visited Mechanicsburg to learn about criminal justice agency integration.

In April, nearly 20 Korean justice officials and consultants met with Director of Judicial Automation Amy Ceraso, Senior Projects Director Ralph Hunsicker and CPCMS Technical Manager Barbara Holmes for a spirited discussion about how the courts interact with the other criminal justice agencies using JNET (the Commonwealth's integrated justice network).

Aided by a translator, Ceraso began by explaining the three levels of Pennsylvania's court system and describing the jurisdictions of the three appellate courts, Supreme, Superior and Commonwealth. Ceraso, Hunsicker and Holmes described the work that has been done so far to automate the lower courts and appellate courts, and how information from the courts is shared with other agencies and databases such as JNET.

The Korean officials, who are studying ways to share justice information before they embark on a similar project in Korea, showed much interest in JNET, specifically how it was developed and is used by different agencies, and how agencies continue to function technically while participating in JNET. Do you mandate that every agency

(Korean delegation continued on page 16)

All in a day's work: Lehigh County judge promotes judicial reform in Morocco

By the Hon. Thomas Wallitsch

"You are going where?" "To do what?" I detected a trace of incredulity in these questions when I decided in late 2004 to accept an invitation from the American Bar Association (ABA) to become the first judicial reform liaison officer in Morocco.



Judge Wallitsch (far right) and colleagues in front of the Moroccan Judicial Training Center.

To most Americans, Morocco is a little-known country to which we attribute two things: "Casablanca," starring Humphrey Bogart and Ingrid Bergman, and the desert. People also wondered what the ABA was doing there that needed the services of a judge. First, let me explain the ABA's role in judicial reform initiatives in foreign countries. In 1990, following the collapse of the Soviet Union, the ABA established a public service project called the Central European and Eurasian Law Initiative (CEELI) to promote the development of the rule of law in each of the newly formed countries in that region. Since then, more than 5,000 judges, lawyers, court administrators and law professors have contributed more

than \$180 million in *pro bono* assistance to promote that goal in the region.

In 2002, Secretary of State Colin Powell established the Middle East Partnership Initiative (MEPI), focusing on, among other things, the development of regional and bilateral initiatives to promote judicial development in the Middle East and North Africa. ABA/CEELI contracted with the

(Morocco continued on page 7)

Inside

2 Transitions

2 Calendar

3 CPCMS

4 Voices

4 National Racial Ethnic
Fairness Conference

5 Honors and Dispatches

6 DCA Training

New to the Judicial Branch Counties

Jeannie L. Blough - Somerset - assistant to the court administrator
Edward J. Borkowski - Allegheny - Common Pleas Court judge
Glenn B. Bronson - Philadelphia - Common Pleas Court judge
Claire Crittendon Capristo, Esq. - Allegheny - deputy court administrator
Angie J. Clouser - Perry-Juniata - assistant to the court administrator
Linda E. Critzer - Warren-Forest - district court administrator
Charles J. Cunningham, III - Philadelphia - Common Pleas Court judge
Claire Czaykowski - Lackawanna - deputy court administrator
James R. DiFrancesco - Cambria - Common Pleas Court judge
Marc Flood, Esq. - Philadelphia - deputy court administrator, human resources
Robert L. Ford - Allegheny County - magisterial district judge
Kelly J. Hamm - Carbon - assistant to the court administrator
Alan David Hertzberg - Allegheny - Common Pleas Court judge
Lorinda L. Hinch - Mercer - magisterial district judge
Ronald C. Mackay - Lackawanna - district court administrator

Patricia A. McCullough - Allegheny - Common Pleas Court judge
Tracey D. Miller - Bedford - assistant to the court administrator
Joseph P. Moschetta - Washington - Common Pleas Court judge
Ronald C. Nagle - Chester - Common Pleas Court judge
James J. Narlesky - Northampton - magisterial district judge
Troy A. Petery - Dauphin - deputy court administrator, criminal
Susan I. Schulman - Philadelphia - Common Pleas Court judge
Sandra W. Upor - Somerset - Common Pleas Court judge
Arthur L. Zulick - Monroe - Common Pleas Court judge

AOPC

Michael Callaghan - assistant court administrator's office - legal intern
Donna Coder - Judicial Automation - help desk operator
Jonathan Frey - Judicial Automation - business analyst/technical writer
Matthew Gallo - Judicial Automation - systems trainer
Denise Howorth - Judicial Automation - systems analyst
Susan Jones - Judicial Automation - help desk operator
Dan Kepner - Judicial Automation - communications/network technician
Rene Martinez - Judicial Automation - systems trainer
John Matyasovsky - Judicial Automation - systems trainer
Kelly McClain - Judicial Automation - systems analyst
David Moyer - Judicial Automation - systems trainer

(Transitions continued on page 12)

9/12-9/16/05 Supreme Court Session (Pgh.)	10/17-10/21/05 Commonwealth Court Session (Pgh.)	11/14-11/18/05 Superior Court En Banc
9/12-9/16/05 Commonwealth Court Session (Hbg.)	10/18-10/20/05 Superior Court Session (Phila.)	11/24/05 Thanksgiving Day Holiday
9/16/05 Superior Court Session (Pgh.)	10/25-10/27/05 Superior Court Session (Hbg., Pgh.)	11/25/05 Day After Thanksgiving Holiday
9/20-9/22/05 Superior Court Session (Pgh.)	11/01-11/03/05 Superior Court Session (Phila.)	11/29-12/01/05 Superior Court Session (Phila., Hbg., Pgh.)
9/27-9/29/05 Superior Court Session (Phila.)	11/06-11/08/05 PACM Conference (State College)	12/05-12/09/05 Supreme Court Session (Hbg.)
10/04-10/06/05 Superior Court Session (Hbg., Pgh.)	11/08/05 Election Day Holiday	12/06-12/08/05 Superior Court Session (Phila., Pgh.)
10/10/05 Columbus Day Holiday	11/11/05 Veterans Day Holiday	12/12-12/16/05 Commonwealth Court Session (Hbg.)
10/17-10/21/05 Supreme Court Session (Phila.)	11/14-11/18/05 Commonwealth Court Session (Phila.)	12/26/05 Christmas Day Holiday

CPCMS “live” and well in Phase Two

by Zig Pines

Implementation of the Common Pleas Criminal Case Management System (CPCMS) in each of Pennsylvania’s 60 judicial districts has presented a series of challenges and opportunities for all involved. Having addressed some of the challenges in the past, I want to highlight some of the positive opportunities afforded by the CPCMS project.

The last several months have been underscored by one remarkably smooth county system implementation after another -- including a considerably successful migration of court data for Montgomery County, one of the state’s largest Common Pleas Court systems. We have witnessed a notable contrast between the experiences of CPCMS implementation in the first 20 counties versus the 30 “second phase” counties as of August 22. The “new and improved” CPCMS experience can be largely attributed to the “pause” in implementation and the opportunities presented during that time and since then – with an emphasis on communication and collaboration.

Most importantly, our approach to Phase Two incorporates increased and greatly improved communications with county officials long before “go-live” dates. This early, open and ongoing dialogue with county officials has set a new, more optimistic tone for CPCMS installations. This could not have been accomplished without the cooperative working relationship that we established with Tami Kline, past president of the Pennsylvania State Association of Prothonotaries and Clerks of Courts and current member of the Communications Committee of the association.

In July, by invitation, we attended the annual conference of prothonotaries and clerks of courts association. In this forum, we were able to share an overview of updates changes to the CPCMS, as well as benefit from an open exchange of ideas and information between judicial automation staff and the system’s users.

Additionally, in collaboration with the Clerks’ Communications Committee, we designed an advanced planning process for CPCMS installations. Frequently in Phase One, we found ourselves customizing the system and working out system kinks in individual county courts after go-live. This tweak-it-as-you-go approach caused mutual suffering on the part of county and AOPC Judicial Automation staffs.

In Phase Two, we begin the planning long before go-live dates, affording us the chance to work out

most of the kinks before system implementation. The process includes:

- An on-site system demo for county court and related agency personnel;
- Visits by AOPC systems analysts to each county to review and identify potential issues with the county using the CPCMS;
- Additional migration meetings and the ability to view migrated data in the statewide system application prior to go-live;
- Development of documentation for counties to use while preparing to go-live;
- Additional training days prior to installation and post-installation; and
- Assistance provided by our Judicial Programs staff to counties regarding adaptation of their business practices for enhanced integration with the CPCMS.

The last several months have been underscored by one remarkably smooth county system implementation after another.

Our Judicial Automation staff’s collaborative efforts extend far beyond the preparation to migrate county data and the pre- and post- go-live training of CPCMS users. Behind the scenes, we are working with JNET and the Pennsylvania State Police to make CPCMS and Magisterial District Judge System warrant status available through JNET and to electronically transfer warrant information into the Commonwealth Law Enforcement Assistance Network and the National Crime Information Center. Without a doubt, warrant information provided from UJS automated systems to JNET will be a constructive step forward for local, state and federal criminal justice agencies. This initiative, like others to come, underscores how vital the CPCMS endeavor is to the criminal justice system.

One of the tangible benefits of the CPCMS project has been the launch of Web docket sheets. The public Web docket sheets for the CPCMS (as well as for our appellate court automated system) are available on the UJS Portal Web site, located at <http://ujsportal.pacourts.us>. Notably, we have documented more than 1.1 million hits on the public and secure Web docket sheets in 2005 alone and more than 165,000 hits per month.

(CPCMS continued on page 6)

Voices

Reflections of a career in Minor Judiciary education

by **Robert E. Hessler**

It doesn't seem that long ago that I started to work for the Commonwealth of Pennsylvania — a stretch that now totals 35 years. I began my career with the then Pennsylvania Department of Justice and remained there for about four years, first as a field representative in a regional office for two years, followed by two years in Harrisburg as regional operations specialist.

I then was employed by the state Department of Education's Office of Higher Education, working with colleges and universities in establishing criminal justice programs using Law Enforcement Education Program funding. It was there that I encountered the district justice certification program and was asked to manage it as a part-time pursuit. The course at that time was two weeks in length and conducted two to three times a year. The Minor Judiciary Education Board later increased the program to its statutory maximum of four weeks and offered the program three times each year.

In 1976 the continuing education of district justices (now magisterial district judges) was mandated. The immediate result was that what had been a part-time

obligation became a full-time responsibility. The next important change happened when the entire Minor Judiciary Education Board and its programs were transferred to the Supreme Court of Pennsylvania in 1978. I was then employed by the Unified Judicial System to work with the Minor Judiciary Education Board.

I am often asked how I was able to work at the same program all those years without getting bored or burned out. The answer is, the people I worked with over the years made the assignment very interesting and challenging. It was a great learning experience for me, and I am very appreciative of the Minor Judiciary Education Board members and the judges that I have come to know as colleagues and friends.

[Robert Hessler is former executive director of the Minor Judiciary Education Board.]

(Please see related item in Honors and Dispatches about AOPC's new Judicial Education Department and the roles of Dr. Stephen Feiler and Susan Davis concerning the minor judiciary.)

Pennsylvania participates in National Consortium on Racial and Ethnic Fairness in Atlanta, Georgia

Four representatives of the Pennsylvania courts recently attended the 17th Annual Meeting of the National Consortium on Racial and Ethnic Fairness in Atlanta, Georgia. The gathering took place April 13-16, 2005, and was attended by judicial officers, court staff, members of the Bar and lay persons actively involved in promoting racial and ethnic fairness in the state courts throughout the country.

The theme of this year's meeting was Power, Justice and Prejudice and included a series of sessions devoted to — among other issues — Employment and Hiring Practices in the Workplace, Differential Sentencing Among Minorities, Recognizing Cultural Differences in the Justice System, the Impact of Poverty and Ethnicity in the Courts, Prosecutorial Discretion, Minorities in the Juvenile Justice System and Removing Language and Access Barriers in Court. Special sessions on Islamic Law and Tribal Law also were available to the participants.

Pennsylvania's delegation to the meeting included the Hon. Doris Smith-Ribner of the Commonwealth Court of Pennsylvania; Lisette McCormick, Esq., Executive Director of Pennsylvania's newly formed Interbranch Commission for Gender, Racial and Ethnic Fairness; Andrea Tuominen, Esq., Assistant State Court

Administrator, and Susan Davis, then Judicial Programs Administrator for the AOPC.

Judge Smith-Ribner spoke about a Judicial Externship Program that she initiated in 2001 for law students from minority and/or economically disadvantaged backgrounds who have displayed an interest in developing effective legal writing skills and in serving as judicial law clerks upon graduation. The program has placed more than 80 students in judicial chambers around the country since its inception.

McCormick and Davis represented the Commonwealth during the Roll Call of States Programs, Practices and Projects — providing an update of Pennsylvania's efforts to implement the recommendations of the Supreme Court's Final Report on Racial, Ethnic and Gender Bias in the Justice System published in March 2003. Davis also provided an overview of the AOPC's interpreter certification program.

The National Consortium on Racial and Ethnic Fairness in the Courts was formed 18 years ago during a meeting of the Conference of Chief Justices and is the largest organization in the United States dedicated to promoting impartial and fair treatment of racial and ethnic minorities within the state and federal court systems.

Honors and Dispatches

Chief Justice of Pennsylvania **Ralph J. Cappy** has received the Sir Francis Bacon Dispute Resolution Award from the Pennsylvania Bar Association.

The award, presented by the PBA's Dispute Resolution Committee, recognizes people who have made a significant impact in bringing mediation and other forms of dispute resolution to the Commonwealth.

The committee honored the chief justice for his efforts to lead judges, lawyers and institutions toward early resolutions in medical malpractice claims. Members also recognized the chief justice for his commitment to exploring other avenues for the use of mediation.

Sir Francis Bacon served British monarchs in a legal capacity as a knight, solicitor and attorney general. He also was renowned for his essay, "Of Negotiating."

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Supreme Court Justice **Sandra Schultz Newman** received the Anne X. Alpern Award from the Pennsylvania Bar Association's Commission on Women in the Profession.

Established in 1994, the award is presented annually to a female lawyer or jurist who demonstrates excellence in the legal profession and who makes a significant professional impact on women in the law. The award is named after Alpern, who in 1959, became the nation's first female attorney general and in 1961 was the first woman appointed to Pennsylvania's Supreme Court.

"Commencing her career in an era dominated by the proverbial 'old boys-network,' Justice Newman advanced

from being a successful practitioner to an intermediate appellate judge to finally becoming Pennsylvania's first elected female Supreme Court justice," Chief Justice of Pennsylvania **Ralph J. Cappy** wrote in his nomination letter. "Each phase of this remarkable career is worthy of recognition ... her constant mentoring of young women in the profession during all phases of her career is, in my view, a key to the Alpern Award."

Among her many noteworthy accomplishments, Justice Newman has advocated the creation of a court-sponsored study of racial, gender and ethnic fairness in the judicial system and was at the forefront in enhancing Philadelphia's Family Court Division to ensure that services for children and families are provided in a safe and dignified environment. Justice Newman was elected to Commonwealth Court in 1994 before becoming the first female elected to the Supreme Court in Pennsylvania two years later.

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A retrospective of the life and career of former Chief Justice of Pennsylvania **Robert N.C. Nix Jr.** was held in Philadelphia with nationally recognized scholars and others offering their views on the late jurist's contributions to the law.

"*The Pursuit of an Independent Judiciary: The Writings of Chief Justice Nix*" was sponsored by the Pennsylvania State Conference of

Trial Judges, the Pennsylvania Bar Institute and the Pennsylvania Bar Association's Minority Bar Committee. The program was worth five continuing legal education credits for lawyers who attended.

Much of the session focused on Nix's judicial decisions concerning criminal trial procedure. The program ended with a session on Nix's civil rights jurisprudence. Other aspects of



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Supreme Court of Pennsylvania

Ralph J. Cappy
Chief Justice

Ronald D. Castille
Justice

Russell M. Nigro
Justice

Sandra Schultz Newman
Justice

Thomas G. Saylor
Justice

J. Michael Eakin
Justice

Max Baer
Justice

Zygmunt A. Pines
Court Administrator
of Pennsylvania

Rite of spring: training session for new court administrators

by Rick Pierce

Spring may be the season for change and renewal. One annual rite of spring in our courts is education and training for new administrators who have been hired or promoted in the recent past.

Twenty district court administrators and deputy administrators recently participated in a four-day orientation program at the Penn Stater Conference and Convention Center in State College. The primary focus of this seminar was to provide background and hands-on assistance to our district colleagues, who could apply the principles learned, immediately upon returning to their respective courts.

Joe Mittleman, director of the AOPC's Judicial Programs Department, kicked off with an introduction to policies and procedures involving the AOPC. Bradford County District Court Administrator and current Pennsylvania Association of Court Management President Mary Lou Vanderpool teamed with Dauphin County District Court Administrator Carolyn Thompson to provide insight into the role of the district court administrator. They covered the administrator's relationship to the local bench — the president judge in particular — and the establishment of vital relationships outside the purview of the court, such as the county executive, district attorney, sheriff, clerk of courts and prothonotary.

The all-Pennsylvania court management faculty lectured, discussed and debated the various and numerous operational issues and subject areas each court administrator faces, including caseload management, fiscal administration, managing jurors, facilities management, statistics and research and the administration of the courts of limited jurisdiction. In addition, Westmoreland County

District Court Administrator Paul Kuntz, accompanied by AOPC staff, provided legal and personal background information on human resource management.

In addition to training for new administrators, Judicial Programs presented a best practices seminar on caseload management. In particular, each Common Pleas Court division — family, civil and criminal — was highlighted with emphasis placed upon monitoring cases, the principles of differentiated caseload management, the practice of early

identification of specialized cases and the placing of those cases on a designed time-dated course for disposition. More than 50 administrators, clerks and operational managers attended this seminar in May. The faculty consisted of administrators and deputy administrators who specialize in these court divisions. Additionally, we were fortunate in securing the services of the premier instructor on limited-jurisdiction case management in the nation,

Howard Berchtold, the assistant trial court administrator for Atlantic County, New Jersey.

The new administrator orientation program is scheduled to convene on an as-needed basis, but has generally been operating annually. Judicial Programs will continue to offer operational programs and the delivery of suggested "best" practices for our local courts in the coming months as well.

[Rick Pierce, AOPC judicial programs administrator, is the former Cumberland County district court administrator.]



Training sessions for the new court administrators provide a valuable learning experience and opportunity to meet colleagues.

CPCMS continued from page 3

For the benefit of county users post-go-live, we have added a calendar function to the UJS Web portal to allow counties to post calendar information. In May Carbon County became the first, and so far the only, county to publish calendar information.

As the project moves forward, we will continue to add enhancements to assist CPCMS users. For the benefit of county officials who have yet to implement CPCMS, we recommend early and ongoing communication both internally and with AOPC staff before the installation of CPCMS in their counties.

The AOPC recognizes that only by working closely with CPCMS users can the installation and ongoing use of CPCMS be successful. And above all, perhaps our most effective tool is a positive attitude.

Morocco continued from page 1

State Department to perform some of the judicial reform initiatives contemplated by MEPI. And one of the goals of this project is to support national initiatives that bolster judicial independence and integrity in Morocco.

A properly functioning judiciary is essential for a democratic government to exist. Without an independent judiciary, the protection of human rights is illusory. Without a competent and impartial judiciary, economic development cannot occur. Without the perception by the citizens that disputes may be resolved peacefully in a court of law, turmoil and violence can threaten any democratic state. It is with these concepts in mind that the public policy of supporting judicial development has

A properly functioning judiciary is essential for a democratic government to exist. Without an independent judiciary, the protection of human rights is illusory.

been established. And it is why the ABA is in Morocco.

My role as resident liaison for judicial reform was to establish the ABA's judicial development program in Morocco. My

first duty, after trying to practice the French I had studied in preparation for my assignment (I had given up trying to learn Arabic other than in social salutations because it was too hard), was to hire a Moroccan lawyer as my staff attorney. Then I had to start tackling three major tasks during my time in Morocco, January to April of this year. The first was to create a work plan that would define the ABA's activities in judicial development for the next two years. The second was to build relationships with crucial stakeholders that could be continued after I returned to the U.S. The last was to start the implementation of the programs set forth in the work plan as much as possible given my short stay in the country.

The creation of the work plan was a critical part of my work. I had come to Morocco in December 2004 for a series of fact-finding "roundtable discussions" in three cities, Rabat, Marrakech and Fes. I heard from judges, lawyers, Ministry of Justice officials and representatives of non-governmental organizations about their perceptions concerning the strengths, weaknesses and needs of the Moroccan judicial system. I also studied reports prepared by other organizations about that system from earlier evaluations. When I returned in January 2005, I had meetings with many other officials to obtain their perspectives on what the ABA could reasonably accomplish. I also needed to impress upon these leaders that the ABA was not coming to Morocco to attempt to impose American values upon their society, but to help them reach the goals of judicial integrity, competence and independence that we all share.

I prepared a nine-point work plan for the ABA program in Morocco. Included in the plan is a need to further assess Morocco's judicial system and public perception. The ABA must determine if additional activities would help promote pub-

lic confidence. The association also must evaluate the effect of its programs in the country. Judicial education also is a component of the work plan. A hallmark of an independent judiciary is the existence of a corps of judges who are able to adjudicate responsibly and effectively.

There also is a judicial ethics component to the plan. Because the rule of law and independence of the judiciary depend on public confidence, lapses and questionable conduct by judges can erode such trust. Morocco has no specific Code of Judicial Conduct, but one is needed. Judicial corruption — real and perceived — is a fact of life in Morocco. I suggested to the Ministry of Justice that the ABA would support the creation and implementation of such a code for jurists.

I worked with more than 100 people from the government and non-government fields during my four months in Morocco. From them I formed numerous impressions of the status of the judiciary in Morocco — some positive, some negative.

An independent judiciary is one free to discharge its duties and responsibilities from the influences of persons or institutions who want to encourage judicial decisions outside the law. Morocco clearly does not have an independent judiciary at present. However, I am convinced many Moroccans want to change things. Signs of that change include the recent adoption of a new Family Code, granting women significant rights unheard of in some Arabic countries.

During my four-month stay we brought two assessment teams to Morocco to suggest added ways to promote judicial independence, competence and impartiality. We established a "train the trainers" program to educate 60 judge-instructors in better ways to teach. The Moroccan Judicial Training Center will implement a faculty development program on its own. This fall workshops throughout the country will expose Moroccan judges to international ethical standards with the hope that it will lead to the promulgation of a Code of Judicial Conduct. We suggested ways to improve the relationship between the judiciary and the media — a relationship fraught with distrust and animosity. And the ABA will support alternative dispute resolution efforts to help the Moroccan judicial system operate more effectively and efficiently. These initiatives are the beginning of a long process in Morocco.

Unfortunately, there are structural problems that inhibit many judicial development efforts. But the work is worth it. The U.S. has a long and friendly history with Morocco, which was the first country to recognize our newly-formed country in 1777. Morocco is a diverse land with beautiful cities, lush farmland and breathtaking mountains and desert. It is a land filled with wonderful people who are hospitable and warm. They want the same things we do for our families, as well as a judicial system that is independent, impartial and competent. It has been an honor to work toward that goal.

[Lehigh County Judge Thomas A. Wallitsch has been involved in judicial education for 13 years as a member of the Judicial Education Committee of the Pennsylvania Conference of State Trial Judges.]

Honors and Dispatches continued from page 5

the program covered a lawyer's relationship to the judiciary, and civility in the courtroom.

Chief Justice Emeritus of Pennsylvania **John P. Flaherty** gave a presentation at the luncheon whose keynote speaker was Elaine Jones, former president and director-counsel of the NAACP Legal Defense and Educational Fund.

Chief Justice Nix — Pennsylvania's first African-American justice — stepped down from the bench in July 1996 after 23 years on the court, more than half of them served as chief justice. He served on the Philadelphia Court of Common Pleas from 1968-71 and was later named an associate justice on the Supreme Court in 1972. He became chief justice in 1984 and served in that capacity until he retired.

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Centre County Judge **Thomas King Kistler** has become chair of the Pennsylvania Bar Association's policy-making House of Delegates.



Centre County
Judge Thomas
King Kistler

He had served on the PBA's Board of Governors from 2001 to 2004, as the Zone 11 governor, representing lawyers in Cameron, Centre, Clearfield, Clinton, Elk and Potter counties. Judge Kistler is a past chair of the PBA's Young Lawyers Division and a past chair of the PBA's Civil Litigation Section. He received the *Pro Bono* Award in 1989 for distinguished service in providing legal services

for the poor.

Judge Kistler served as a Pennsylvania delegate to the American Bar Association House of Delegates and to the ABA's Young Lawyers' Division Assembly. He also serves on the Commission for Justice Initiatives.

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Philadelphia Common Pleas Court Judge **James J. Fitzgerald III**, administrative judge of the Trial Division, received the Brehon Law Society's Award for Judicial Excellence during a ceremony at the Union League in Philadelphia.

The Brehon Law Society is a professional organization dedicated to enhancing the profession of law among people of Irish ancestry. The society is comprised of judges, lawyers, academicians and law students.

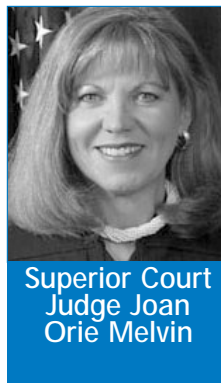
"Brehon" is the Celtic word for "judge" or "wise person."

Dauphin County President Judge **Richard A. Lewis**, Cumberland County Judge **Kevin A. Hess** and Philadelphia Common Pleas Judge **D. Webster Keogh** represented Pennsylvania's Unified Judicial System on a special gubernatorial advisory panel.

Gov. Ed Rendell created the Commission to Address Gun Violence largely in response to a spate of deadly shootings in Philadelphia and York. The commission's members included judges, prosecutors and law-enforcement officials. Among the recommendations: longer prison sentences; better tracking of firearms; and enhanced data sharing among federal, state and local law-enforcement agencies.

The governor and General Assembly are expected to rely on the commission's findings as a guide for future public hearings and possible legislative initiatives.

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Superior Court
Judge Joan
Orié Melvin

Pennsylvania Superior Court Judge **Joan Orié Melvin** was the keynote speaker at the Berks County Bar Association's Law Day.

In a speech to the bar entitled "American Jury: We the People in Action," the judge addressed the importance of the right to a trial by jury. She also discussed proposed recommendations from the American Bar Association for enhancing the jury system.

Judge Orié Melvin also was honored with the Liberty Bell Award during an evening ceremony, which was well attended by members of the bench, bar and community.

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Philadelphia Traffic Court Judge **Earlene Green Clark** received the 2005 Chisholm Award from the Philadelphia Chapter of the National Congress of Black Women.



Philadelphia
Traffic Court
Judge Earlene
Green Clark

The award, named in recognition of the accomplishments of the late U.S. Rep. Shirley Chisholm, is presented annually to women providing valuable service to the community through various professions that care and help others. This year's award focused on social workers, whose ranks include

(Honors continued on page 9)

Honors and Dispatches continued from page 8

Judge Green Clark, who is one of only a few also serving as an elected official.

She also was profiled in recent publications of the National Association of Social Workers, Pennsylvania Chapter, and the Temple University School of Social Administration. Elected to Traffic Court in 2003, Judge Green Clark is a certified addictions counselor and an ordained minister.

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Berks County Senior Judge **Elizabeth Ehrlich** was profiled in a recent issue of *Berks County Living* magazine.



Berks County Senior Judge Elizabeth Ehrlich

The article ran in a special section of the magazine called Profiles of Local Seniors that also featured a story on department store magnate, Albert Boscov. Among the many accomplishments listed in the article was the fact that Judge Ehrlich, in 1983, became the first woman elected judge in Berks County.

Berks County Living is a regional magazine that highlights items of interest in the Reading/Berks area. Now in its fourth year of publication, the bi-monthly lifestyle publication carries a variety of news and feature items.

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Two members of AOPC's Judicial Programs Department co-authored an article that appears prominently in a recent edition of *Court Manager*, a publication of the National Association for Court Management, or NACM.

Cherstin M. Hamel, assistant department director, and **Rick Pierce**, judicial programs administrator, wrote about ongoing statewide security efforts under the guidance of the Pennsylvania Judicial Council's Committee on Judicial Safety and Preparedness. Steven R. Steadman and Steven Weller, from Policy Studies Inc. and consultants to the committee, also contributed to the article, "Improving Courthouse Safety in Pennsylvania."

The story outlined project goals and approaches toward enhancing safety in the Common Pleas and Magisterial District Judge courts. Also highlighted were lessons learned during the statewide security assessment efforts, and expected project outcomes.

Pierce and Steadman also presented a breakout

session on the aspect of judicial partnering with other criminal-justice agencies and branches of government in improving courthouse safety, during a NACM seminar in San Francisco in July.

NACM is an organization of county managers from across the country dedicated to enhancing court administration and professional development.

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Allegheny County Common Pleas Court launched its own Web site, providing an informational overview of civil, criminal and family divisions.

The site, www.alleghenycourts.us, also provides juror information and courthouse reference phone numbers, addresses and schedules.

District Court Administrator **Ray Billotte** said the project was more than two years in the making before it went online.

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Court Administrator of Pennsylvania **Zygmunt Pines** participated in a press briefing in Washington, D.C. to announce plans for a national security summit. The briefing was televised on C-SPAN and covered by newspapers from around the country.

Pines appeared in his capacity as a representative of a national security committee he co-chairs with Ohio Supreme Court Chief Justice Thomas J. Moyer. The committee is a joint venture of the Conference of State Court Administrators and Conference of Chief Justices in conjunction with the National Center for State Courts, which also used the briefing to outline a 10-point blueprint for improving courthouse security. Pines afterward was a participant in the April national summit, also in Washington, D.C.

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The AOPC has a new Judicial Education Department, and **Dr. Stephen Feiler** has been appointed as its director. Feiler came to the AOPC from academia one year ago to address Chief Justice of Pennsylvania **Ralph J. Cappy's** priority to standardize and augment judicial education offerings.

One of Feiler's objectives will be to put into place the systems necessary to provide administrative and organizational support to the Pennsylvania Conference of State Trial Judges. In the past, the functionality of the conference's educational programs depended on judges who would volunteer their time. With the new department, Feiler will be able to

(Honors continued on page 10)

Honors and Dispatches continued from page 9

bring together a staff who will devote its full professional attention to judicial education.

According to Feiler, the department's goal is to help judges develop the resources they need and to apply staffs' skills in a manner that is useful, efficient and timely. To reach this goal, the AOPC is assembling a staff with varied substantive backgrounds and with experience in adult education and professional development.

"The creation of a Judicial Education Department was made possible by the chief justice's initiative, Court Administrator **Zig Pines'** appointment and a number of judges who, over the years, have worked to advance judicial education in the Commonwealth," Feiler said. "It is their good work that laid the foundation for this initiative and that set the high standards by which we will gauge our success."

Susan Davis, formerly with the Judicial Programs Department, recently was appointed as judicial education administrator of the Minor Judiciary Education Board and transferred to the new Judicial Education Department. Davis had concentrated her efforts in the minor judiciary area while with the Judicial Programs Department, allowing her to become well acquainted with many magisterial district judges and their issues.

David L. Gilmore, the late president judge of Washington County, was honored with a "Memorial Minute" by the Washington County Bar Association.

The Memorial Minute is a court proceeding held in conjunction with the Common Pleas Court to honor bar association members who have died, and to formally "close" an attorney's docket, which was opened upon his or her admission to the court.

Superior Court Senior Judge **Peter Paul Olszewski Sr.** was honored at the Law Day dinner of the Wilkes-Barre Law & Library Association (the Luzerne County Bar Association). Judge Olszewski was presented with a keepsake mantel clock by association president Michael I. Butera.

Legislation to honor the late magisterial district judge **James E. Russo** has been signed into law by Governor Ed Rendell. Act 56 designates State Route 65 around Leetsdale as the James E. Russo Highway. The legislation was spearheaded by Rep. Mark Mustio and Sen. John Pippy. Judge Russo served as a judge

in Allegheny County for 29 years. He died in April 2004.

A landmark study of courthouse safety conducted six years ago by the AOPC continues to provide a prominent reference point for issues involving judicial security.

The report was cited by U.S. Supreme Court Justice Clarence Thomas in his dissenting opinion in a case involving a Missouri man who challenged his sentencing because he was shackled in the courtroom.

"One study of Pennsylvania judges projected that over a 20-year career, district justices had a 31 percent probability of being physically assaulted one or more times," the opinion states.

The opinion goes on to cite "Violence in the Judicial Workplace: One State's Experience", 576 *Annals of the American Academy of Political and Social Science* 38, 42 (2001). **Donald Harris**, director of AOPC's Policy and Research Department, and former department staffers **Charlotte Kirschner** and **Kristina Rozek** helped co-author the work. They chronicled their effort in an article for the spring 2002 *AOPC Connected*. The article can be viewed on the Policy and Research page of the judiciary's Web site.

Philadelphia Common Pleas Judge **Anne E. Lazarus** received a *Pro Bono* Judges' Award from the Pennsylvania Bar Association's Legal Services to the Public Committee for her commitment to the cause of *pro bono*.

The award was one of two given by the committee this year. An award also was presented earlier to Superior Court Senior Judge **Justin M. Johnson** in Pittsburgh.

A judge in the Orphans' Court Division, Lazarus was honored as a dedicated supporter of *pro bono* service. She is a three-year member of the board of directors of the Philadelphia Volunteers for the Indigent Program, a nonprofit organization that coordinates *pro bono* referrals.

"Judge Lazarus' energy and enthusiasm are infectious and have proven effective in promoting the cause of *pro bono* in the Philadelphia legal community and, indeed, across the entire state of Pennsylvania," said PBA Immediate Past President Michael H. Reed.

Honors and Dispatches continued from page 10

Butler County Judge **S. Michael Yeager** completed a graduate course in “Gaming and the Law” at the University of Nevada, Reno.

The class was part of a Master of Judicial Studies Program for Judge Yeager’s master’s degree. Yeager’s attendance was supported by a scholarship awarded by the State Judicial Institute, a nonprofit organization established by federal law to distribute grants to improve the quality of justice in state courts.

• • •

Supreme Court Justice **Sandra Schultz Newman** was among the featured speakers during a September conference in Philadelphia on issues confronting urban courts.

Designed for judicial leaders, court administrators, bar association presidents and others, the Urban Courts Symposium is a three-day program to identify, understand and explore solutions to challenges facing courts in the country’s major cities. The symposium was sponsored by the First Judicial District of Philadelphia, the Philadelphia Bar Association and the University of Pennsylvania Law School.

Other symposium speakers included Philadelphia Common Pleas President Judge **Frederica A. Massiah-Jackson** and Philadelphia Municipal Court President Judge **Louis J. Presenza**.

• • •

The National Council of Juvenile and Family Court Judges held its 68th annual conference at the Omni William Penn Hotel in Pittsburgh.

Based in Reno, Nevada, the national group hosted more than 30 workshops on topics ranging from

working with same-sex couples and child custody issues to juvenile sex offenders and mentally ill youth. Nearly 600 participants heard from local and national experts on children and families during the three-day event.

Allegheny Common Pleas President **Judge Joseph M. James** viewed the conference as an opportunity to enhance operations in the family and juvenile court division, which has seen a significant caseload increase in recent years.

Allegheny Judge Eugene F. Scanlon Jr., administrative judge for the Family Division, and Senior U.S. District Judge Maurice B. Cohill Jr. helped facilitate the gathering.

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The Hon. **Stephen J. McEwen Jr.**, president judge emeritus of the Superior Court of Pennsylvania, had an article published in *The Justice System Journal*, Vol. 26, No. 1 (2005).

The article presented an informative overview of the intermediate appellate courts of Pennsylvania (Superior and Commonwealth) and how they compare and contrast with intermediate appellate courts in other states. Judge McEwen has served as president of the National Council of Chief Judges of Courts of Appeals — the only nationwide organization that brings together the leaders of the country’s intermediate appellate courts.

Around the Judiciary

AOPC staff met with Brazilian judges touring the U.S. to discuss UJS Court Administration. Pictured at right are the judges with AOPC staff: fifth from right **Andrea Tuominen, Esq.**, assistant court administrator; second from left, **Mike Callaghan**, legal intern; third from left, **Darren Breslin, Esq.**, special projects advisor.



Transitions continued from page 2

Jason Pileski - Judicial Automation - IT specialist
Claudia Porr - Judicial Automation - administrative assistant
Kyle Ramberger - Judicial Security - judicial security analyst
James Ramsell - Judicial Automation - IT specialist
Steve Schell - deputy court administrator's office communications coordinator
Barton Schenck - Judicial Automation - IT specialist
Ram Shanmuganathan - Judicial Automation - IT specialist
Richard Schiller - Judicial Automation - IT specialist
Ron Shover - Judicial Automation - LAN tech
David Smith - Judicial Automation - systems trainer
Jamie Smith - Judicial Automation - clerical assistant
Scott Smith - Judicial Automation - systems trainer
Melissa Tanguay - deputy court administrator's office - student intern
James Tulio - Judicial Automation - IT consultant
Allen Vella - Judicial Automation - systems trainer
Bob Wakefield - Judicial Automation - IT specialist
Pamela Walker, Esq. - Legal - JCS attorney
Jeffrey Wasilesky, Esq. - Criminal Procedural Rules Committee - staff counsel

Deaths

William E. Breene - former Venango County president/senior judge
Francis W. Brown - former Mercer County district justice
William G. Camberg - former Blair County district justice
Wilbur Knauss Gilbert - former Lehigh County district justice
Joseph Alexander Harrison - former Philadelphia County deputy court administrator
Robert M. Kemp - former Tioga County Common Pleas Court judge/senior judge
Lewis E. Kirchner - former Beaver County senior/district justice
Ronald D. Kuhn - former AOPC employee (Finance Dept)
Joseph J. Maura - Lehigh - senior magisterial district judge
Larry K. Meminger - Franklin County - magisterial district judge
John R. Morgan - Wyoming/Sullivan - former district justice
William E. Pfadt - former Erie County president/senior judge

Retirements

Counties

Thomas G. Bly - Philadelphia - deputy court administrator, human resources
Linda Kitchen - Carbon - assistant to the court administrator
Colleen McCarthy - Pike - district court administrator
Sherry L. Phillips - Warren-Forest - district court administrator
G. Thomas Wiley - Bucks - district court administrator
James D. Zimmer, Esq. - Allegheny - assistant court administrator- legal

Resignations

AOPC

Leon Brown - Judicial Automation - IT specialist
Jennifer Hayes - Policy and Research - statistical analyst
Prashant Jaiswal - Judicial Automation - programmer analyst
Steve Libhart - Judicial Automation - systems trainer
Erin Loucks - assistant court administrator's office - student intern
Julie Lowery - Judicial Automation - IT manager
Cathy Mark - Judicial Automation - server technician
Michael Miller - Judicial Automation - programmer analyst

Counties

Thomas E. Ackerman - McKean County senior magisterial district judge
Wade J. Brown - Northumberland County magisterial district judge
Gene D. Cohen - Philadelphia County Common Pleas Court judge
Oliver A. Groman - Bucks County senior magisterial district judge
Donald L. Eiler - Beaver County magisterial district judge
Ruth M. French - Mercer County magisterial district judge
Elmo L. Frey Jr. - Northampton County magisterial district judge
Francis E. Kelly - Philadelphia Traffic Court president judge
Gerald C. Liberace - Delaware County magisterial district judge
Erika McVicker - Bedford County magisterial district judge
Robert G. Mull - Chester County senior magisterial district judge
Richard W. Musser - Lancaster County magisterial district judge
Elizabeth A. Romig - Northampton County magisterial district judge

(Transitions continued on page 13)

Transitions continued from page 12

Robert E. Tucker - Allegheny County senior magisterial district judge
Rick C. Vernon - Fayette County magisterial district judge
Joseph Zupsic - Beaver County magisterial district judge

Appointments/Elected Supreme Court Committees

Zygmunt R. Bialkowski Jr., Esq. - Pennsylvania Lawyers Fund for Client Security (reappt)
Hon. Robert S. Blasi - Minor Court Rules Committee (reappt)
Hon. Robert J. Colville - Juvenile Court Procedural Rules Committee (reappt)
Robert E. J. Curran, Esq. - Disciplinary Board (reappt)
Robert C. Daniels, Esq. - Civil Procedural Rules Committee
John Patrick Delaney Jr., Esq. - Juvenile Court Procedural Rules Committee (reappt)
Hon. Thomas J. Doerr - Juvenile Court Procedural Rules Committee (reappt)
Hon. M. Kay DuBree - Minor Court Rules Committee (reappt)
Hon. Myrna P. Field - Domestic Relations Procedural Rules Committee (reappt)
Gary G. Gentile, Esq. - apptd vice chair Disciplinary Board
Hon. Jane Cutler Greenspan - reapptd Appellate Court Procedural Rules Committee, apptd vice chair
Martin Greitzer, Esq. - Continuing Legal Education Board
James C. Haggerty, Esq. - Appellate Court Procedural Rules Committee (reappt)
Hon. Kevin A. Hess - Civil Procedural Rules Committee
Jeanette H. Ho, Esq. - Board of Law Examiners
D. Peter Johnson, Esq. - apptd chair Criminal Procedural Rules Committee
Sandra D. Jordan - Committee on Rules of Evidence
Michael W. King, Esq. - Board of Law Examiners
Hon. Stewart L. Kurtz - apptd vice chair Civil Procedural Rules Committee
Hon. Maureen Lally-Green - Appellate Court Procedural Rules Committee
Beth Lang - apptd vice chair of the Pennsylvania Lawyers Fund for Client Security
Maureen Murphy McBride, Esq. - Pennsylvania Lawyers Fund for Client Security
James M. Mead - Pennsylvania Lawyers Fund for Client Security
Gregory P. Miller, Esq. - Board of Law Examiners
Hon. Paula Francisco Ott - Orphans' Court Procedural Rules Committee
Hon. Jack A. Panella - Judicial Conduct Board
Hon. Thomas A. Placey - Minor Court Rules Committee

Abraham C. Reich, Esq. - Continuing Legal Education Board
James R. Ronca, Esq. - Civil Procedural Rules Committee
Marvin J. Rudnitsky, Esq. - apptd chair Disciplinary Board
Robert C. Saidis, Esq. - Disciplinary Board (reappt)
Hon. Eugene F. Scanlon Jr. - Domestic Relations Procedural Rules Committee (reappt)
Hon. Henry J. Schireson - Minor Court Rules Committee (reappt)
Cynthia K. Stoltz, Esq. - Juvenile Procedural Rules Committee
Alison Taylor, Esq. - Appellate Court Procedural Rules Committee (reappt)
Hon. Thomas A. Wallitsch - apptd chair Appellate Court Procedural Rules Committee
Hon. R. Stanton Wettick Jr. - Civil Procedural Rules Committee (reappt)
Donald E. Wright Jr., Esq. - Disciplinary Board (reappt)

Miscellaneous

William P. Carlucci, Esq. - IOLTA Board - became the 111th president of the Pennsylvania Bar Association on May 5

Counties

F. Elaine Berkoff - Montgomery - appointed senior magisterial district judge
Bernice A. DeAngelis - appointed administrative judge of Philadelphia Traffic Court
Donald L. Eiler - Beaver - appointed senior magisterial district judge
Ruth M. French - Mercer - appointed senior magisterial district judge
Elmo L. Frey Jr. - Northampton - appointed senior magisterial district judge
Robert P. Hawley - Dauphin - appointed Deputy Court Administrator, Magisterial District Judges
Richard C. Lewis - Dauphin - elected president judge
Gerald C. Liberace - Delaware - appointed senior magisterial district judge
Erika McVicker - Bedford - appointed senior magisterial district judge
Thomasine Tynes - appointed president judge of Philadelphia Traffic Court

Team-building training session tests district court staff

by **Hilary Bower**

Cautious. Determined. Convincing. Good-natured. Of these four adjectives, which one best describes your workplace behavior? Which one are you least like?

These are just two of the 28 questions posed to district court staff via a 10-minute on-line survey in preparation for the semi-annual Professional Development Training, a half-day session held in April in Allentown, State College and Pittsburgh. The training session was facilitated by Sandy St. George of the Dering Consulting Group in Harrisburg. The training was based on the DiSC® Classic instrument, originating from the theories of renowned psychologist Dr. William Marston (who also is credited with creating the polygraph and the cartoon character Wonder Woman).

The responses to questions like the ones above comprise the DiSC® Classic. Dr. Marston's model, which measures the characteristic ways of behaving in a particular environment, has two dimensions: an individual's perception of a favorable or unfavorable environment, and a person's perception of being more or less powerful than his or her environment.

The DiSC® instrument is used to assist people with understanding their own behavior and, subsequently, determining how to adjust their behavior to work more effectively with others. There is no right or wrong response and no pass or fail grade in the assessment. In essence, DiSC® is a team-building session that provides participants with an opportunity to increase one's self-awareness in the workplace.

At the conclusion of the seminar, attendees were able to describe their individual work styles, enhance personal effectiveness by improving communication and interpersonal relationships, and develop specific strategies for working together more productively.

In facilitating the training, St. George filled the session with lively discussions and small group interaction. She described differing personality types such as active versus thoughtful and accepting versus questioning and provided insight into ways to minimize potential conflict and maximize potential success among team members. Training participants developed a deeper understanding of how they perceive themselves as revealed in their classical DiSC® profile pattern, which is comprised of four components: (D)ominance, (I)nfluence, (C)onsciousness and (S)teadiness.

For example, "Erica's" DiSC® profile reflects that she demonstrates a preference for the "D" style: she

wants to get results, wants to be in charge, likes new opportunities and has a "do it and do it now" approach. "Rob" prefers an "I": he likes to be involved with people, wants to have fun while working and wants freedom from the responsibility of following through on detail. As an "S," "Lucy" likes to be involved with people, likes stability and security, and wants a conflict-free environment. "Dwight's" "C" profile indicates that he prefers a desire to work steadily; be precise, accurate, and orderly; avoid conflict; and be diplomatic, businesslike, and reserved.

Each person received a personalized DiSC® report describing his or her own unique style. Additionally, each district court administrator was provided with a facilitator's report that included a summary of the profiles of the entire staff, giving each administrator an in-depth analysis of employees' different styles. Both the individual and facilitator DiSC® reports clearly stated motivators, strengths, growth areas, challenges, frustrations and work habits. The facilitator's report also defined the existing group culture that could lead to a dialogue about personal preferences, frustrations and differences. The critical aspect to the DiSC® survey instrument is each person's understanding of his or her own preferences and those of co-workers in order to improve business relationships.

"I found the DiSC® training to be excellent," Lawrence County District Court Administrator Michael Occhibone said. "It was extremely useful to learn the dynamics of the different personality types and how they interact in the workplace. I believe this type of training is essential for management to get the best results from the personality types that they have working together, for the benefit of everyone."

[Hilary Bower is a personnel analyst for the AOPC's Office of Human Resources.]

AOPC staff serve as proctors

Successful testing of Bar Exam accomplished this year despite highest number of applicants in more than a decade

by **Jill Fuchs**

The Pennsylvania Board of Law Examiners recently administered the July 2005 bar examination to 2,234 applicants at three locations across the state — the highest number of bar applicants tested in Pennsylvania since 1994. Approximately 1,500 applicants tested at the Philadelphia area site, 250 at the Harrisburg site and 500 at the Pittsburgh site. Even with the increased number of applicants, the administration of the examination was extremely successful.

More than 600 applicants used computer-based testing (CBT) to complete the essay portion of the examination. CBT is a secure software program that allows applicants to take the essay portion of the bar examination on a personal laptop computer. CBT was implemented with the February 2003 bar examination, and

has become a highly successful program. The number of CBT applicants has continued to increase for each exam administration. For the July 2005 exam 33 percent of all applicants took the exam on computer. It is anticipated that the number of CBT applicants will continue growing, and other methods are being explored for saving the data, such as downloading the essay answers to a secure web site.

The 10-member board staff, which administers the exam, typically solicit the assistance of judicial employees from various departments to work as proctors during the bar examination. Mark Dows, executive director of the Board of Law Examiners, initially invited several AOPC computer staff to assist with the administration of the exam so they could observe the complex requirements and detailed procedures.

During recent exams, Dows expanded the invitations to include staff from AOPC's finance and human resources departments, the prothonotary's office and additional computer staff. Judicial staff members who participated expressed very positive comments, and said it was extremely educational to experience the various responsibilities of other court agencies.

The bar examination is administered during the last week of February and July each year. If you are interested in being a proctor and learning about the bar examination administration, please call the board office at (717) 795-7270.

You also may wish to visit: <http://www.pabarexam.org>.

[Jill Fuchs is deputy executive director of the Pennsylvania Board of Law Examiners.]

Judicial Center preparation work begins

Site preparation work has begun in downtown Harrisburg on a key part of the Pennsylvania Judicial Center project. The northwest corner of Commonwealth and Forster streets is being readied for a new garage where people parking at the current site of the planned center will relocate to park. An additional parking garage is planned for a site directly behind the judicial center along 7th Street. Construction of the center is expected to begin in early 2006 and be completed for occupancy in 2008.



Korean delegation continued from page 1

use one technical approach, or do you accommodate each agency's varying practices? one Korean official asked.

One of the reasons that JNET works so well, Ceraso said, is because it does not require agencies to revamp their existing case/records management systems. Rather, JNET provides a way for agencies to share information using a technical strategy agreed to among the participating agencies.

"While JNET provides the infrastructure over which information is shared," Hunsicker explained, "each agency decides what [information] to share." JNET makes use of statewide information so that justice

agencies can exchange and use information from other agencies, Ceraso added.

JNET is credited for enhancing public safety and improving the efficiency of the justice process, and in March 2005 it received the Technology Council of Central Pennsylvania "Best Application of Technology" award.

After completing discussions of all the aspects and uses of JNET, the Judicial Automation staff concluded their meeting with the Korean delegation with a brief discussion of future judicial automation projects, such as e-filing – a process in the development stage where citations can be filed to courts directly from Pennsylvania State Police vehicles.

The meeting with the Korean delegation was arranged by Mark Zimmerman of the business consulting firm BearingPoint. The delegation included Han-Seung Kang, Deputy Director General of Planning and Coordination Judge of the Supreme Court of Korea, and consultants William Hong, Enture Consulting Partners; Andrew S. Beak, LG CNS Co., Ltd.; and Jeong Cheol Kim, BearingPoint.

[Steve Schell is an AOPC communications coordinator.]



Ceraso, Holmes and Korean visitor

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