



Municipal Court Clerk Certification Program



Study Questions

Level III



2009

TEXAS MUNICIPAL COURTS EDUCATION CENTER

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Municipal Court Clerk Certification Program

The Texas Municipal Courts Education Center, in cooperation with the Texas Court Clerks Association, the Texas Municipal Courts Association and Texas State University- San Marcos, is sponsoring the *Municipal Court Clerks Certification Program*. This optional program for municipal court clerks is designed with three levels of certification. In order to advance through the different levels, clerks must pass a standardized written exam and satisfy other conditions.

Purpose of Study Questions

The study questions provided here are to be used as an aid in preparing for the Level III exam. There is a set of questions for each of the books required for Level III. The best way to be prepared for the Level III exam is to read each book on the reading list. As you read each book, answer the questions prepared for that book. Before taking the test, review the questions.

See the following pages for a complete list of the books required to be read for Level III. The test is comprised of questions from each of these books. This study guide is produced by the Texas Municipal Courts Education Center (TMCEC).

TMCEC is a project of the Texas Municipal Courts Association and is funded annually by a grant from the Court of Criminal Appeals. Its purpose is to provide educational programs and materials to assist municipal court judges and court support personnel in their work.

Secondary Source of Law

These materials are for educational purposes only and may not be used as a substitute for legal advice or counsel. Should any material in these publications conflict with required legal procedures in the State of Texas, contact your city attorney for advice. If you have any questions or comments about the required books, please contact the Center at 800/252-3718.

The views expressed in the required readings are solely those of the authors and not those of the Center or the Board of Directors, the Texas Municipal Courts Association, or the Texas Court Clerks Association. Judges and their staffs should contact their city attorneys with any specific questions about the operations of their courts.

Questions or Comments

TMCEC intends to periodically review these books and your ideas and suggestions concerning this material will be greatly appreciated. If you have any questions about the material in this study guide or if you would like to send us your ideas and suggestions concerning this and subsequent revisions of this work, please contact the Center:

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This study guide was originally developed under Grant No. SJI-97-02B-E-006 from the State Justice Institute. The points of view expressed herein are those of the authors and do not necessarily represent the official position or policies of the State Justice Institute.

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Study Tips for the Municipal Clerks Certification Program

The following is a list of study tips that is intended to help you successfully prepare for taking the tests for each level of the Clerks Certification Program, which is co-sponsored by the Texas Municipal Courts Education Center (TMCEC), the Texas Municipal Courts Association (TMCA) and the Texas Court Clerks Association (TCCA). If you find other practices that helped you prepare for testing, please contact TMCEC at 800/252-3718 and we will add those to this list.

1. Relax! You can do this. After all, there are many clerks who have already passed and say that the experience has added greatly to their confidence in their abilities and to their career.
2. Be pleased and proud that you have a program that recognizes your professionalism and the complexities of your work. You now have a means of developing a career path that should make you more valuable to your city.
3. Keep a positive focus: success includes reaching retake status. This is a professional program that requires effort on your part. You already know that you deal with a set of complex, complicated laws that require much thought and analysis to administer.
4. If you are concerned about having to tell people that you did not pass the first time, avoid telling anyone that you are taking the exam. Announce your success after you pass. However, some people do better with motivational support from others. Get together with other clerks to study. This support from may help throughout your preparation. The cost of taking Level I, Level II and the complete Level III tests is \$50 for each level. If you want to take Level II or III in parts, the cost is \$25 for each part.
5. Register within the time deadline for the test. (Registration and check must be received five days before the test date.) Do not postpone the date you take the exam because you get nervous. (The money is not refundable.) Everyone has second thoughts. Just take the exam anyway, even if you haven't studied as much as you had planned. If you do not pass and get into a retake situation, then you can focus your study on the areas of the test that you experienced the most difficulty.
6. Remind yourself as you study that you will reap rewards though your increased knowledge. Also, you will earn the esteem and respect of your colleagues and others in your profession. Keep this in mind when you may be tired and discouraged.
7. Cities are beginning to recognize the importance of the program and making the certification program a requirement for performing the job. To

encourage clerks to participate, some cities are giving merit raises for achieving each level of the program.

8. Study guides for Levels I and II and study questions for Level III can be purchased from TMCEC for \$25 each or downloaded from TMCEC's website for free (www.tmcec.com). The management books for Level III can be purchased or obtained through loan from TMCEC and local chapters of TCCA. If you attend a preparation course sponsored by TMCEC, TCCA or TMCA, the cost of each preparation course is \$15 and includes the study guide for that level. Study sessions are only provided for Levels I and II.
9. Become a "smart reader." Being a "smart reader" means reading faster, improving reading comprehension and improving reading recall. "Smart readers" read long phrases instead of words; pre-read as a filter for deeper reading; scan documents for key words; skim material for structure; and deep read for comprehension when necessary. The following are tips to help you become a "smart reader": (1) skim each topic in the study guides by reading the table of contents; (2) scan each chapter by asking yourself, "Do I already know this?"; (3) review legal terminology before reading the text of each chapter; (4) prioritize the information in each chapter into the following categories: completely understand; general knowledge, no knowledge; (5) after prioritizing the information, generally review information that you understand; read information that you have general knowledge of for concepts, key words and issues; and information that you have no knowledge of learn definitions and then break information into smaller segments and master each segment before moving on to the next.
10. Develop a study plan, breaking up your focus areas into weekly exam sessions. Take all the practice questions in the study guides and the study sessions. Do not get discouraged if you score poorly on the practice questions—remember that practice makes perfect. Retake the practice tests until you are comfortable with the knowledge and the types of questions that you will encounter on the test.
11. Reading the material and answering the questions in each guide will make a big difference in understanding the questions on the test. **Just studying the answer key in each guide and not reading the material may cause you to fail the test.** To understand principal legal concepts and procedural issues, you must read the material.
12. Review the definitions in the glossary. This will help you to understand the content of the study guides. When taking a test, if you understand the definitions and underlying principles of the area of focus, this will help you to logically figure out the answer to many of the questions.

13. Attend preparation courses provided by TMCEC, TMCA and TCCA. They only cost \$15 a course. You can attend as many as you want and obtain credit toward your educational requirement of the certification program for each course.
14. Attend educational programs provided by TMCEC, TMCA and TCCA. Along with the knowledge that you gain, you also receive credit toward your educational requirement of the certification program for each program attended.
15. Reserve at least three to four months prior to the exam for studying. Commit to concentrated study each day for 60 to 90 days prior to the exam. Prepare a schedule of two to three hours each study period several times a week.
16. Adults do not all learn the same way. Determine how you learn best (listening, writing, reading, note-taking, working with another clerk or a combination of these methods) and organize your time accordingly.
17. Locate a book at your local library or college bookstore on general test taking strategies and apply them to your study and knowledge to improve your test taking abilities.
18. Locate someone else who is preparing for the exam and form a study group to keep you focused and to help you study. Many of the local chapters of the TCCA have already formed these types of study groups. They are motivational and a great support in this endeavor.
19. Find a clerk who has already passed the exam for which you are studying and ask the clerk to be your mentor. Everybody in the program is willing to help other clerks working for this professional designation.
20. Make cassette tapes of difficult concepts and legal terminology and use your commute time to listen to them in your car.
21. Remember that “false” questions usually have words like “only,” “always,” “must,” and “never.” “True” questions usually have words like “may,” “generally,” “after,” and “could.” Look to match verb tense and singular or plurals when answering multiple-choice questions.
22. Prepare sets of flashcards with legal terminology and take them with you everywhere there might be a chance you will have a few free moments to use them.

23. For Level III, you have to write a journal of your 40 hours of court observations. The best way to practice writing is to write, write, write. Practice your punctuation and sentence structure. Use *The Elements of Style* by William Strunk Jr. and E.B. White and/or *The Elements of Grammar* by Margaret Shertzer for reference. After a while, it becomes second nature.
24. Be aware of details, logic and reasoning when writing your journal. You will be graded in these areas. Practice by writing memorandums in your court that uses logic, analysis and reasoning. Review policy and procedures manuals for the logic behind performing certain functions in your court.
25. Get plenty of rest and exercise as you study. Do not burn yourself out.
26. Do not give up. Keep a positive attitude. Stick to your goal and see yourself as successful because you will be.
27. Get a good night's sleep before the examination, relax and do your best! If you get discouraged, find a mentor clerk who has gone through the process successfully for encouragement and help.

If you are not successful when you take the test:

1. TMCEC will contact you individually.
2. Study again.
3. Consider taking the retest at the TMCEC office in Austin.
It might reduce your test anxiety.

Municipal Court Clerks Certification Program

Study Questions

Level III

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**Organizing Your Workspace:
A Guide to Personal Productivity (Revised Edition)***

1. What are the benefits of being organized?

2. What are the key principles of organization?

3. What causes backlogs to develop?

4. What questions should you ask to determine where a current paper processing system has broken down, causing clutter?

* Odette Pollar, *Organizing Your Workspace: A Guide to Personal Productivity (Revised Edition)*, Crisp Publications, Inc.: 1999.

5. Describe the “fear of dumping” and when you should “dump.”

6. Explain the “fear of becoming rigid and inflexible.”

7. What is the first step in getting organized, and what should be considered when making the decision?

8. When starting the organizing process, why should you start with the area farthest away from you?

9. Describe how to reduce, refer, and rearrange your bookcases.

10. What is the guiding principle when sorting?

11. How should "prime working space" on a person's desk be used?

12. How should equipment in your office be arranged?

13. What are some ergonomic arrangements that you should consider in arranging your office?

14. List the steps for arranging file drawers.

15. List common filing mistakes.

16. List the five ways files can be categorized.

17. How do you set up subject files so that it is easier to retrieve information?

18. Describe filing principles of alphabetizing and filing articles by subject.

19. List five principles to help maintain a filing system.

20. How should papers on the top of a desk be managed?

21. List tips for using calendars.

22. What are the purposes of a daily to-do list?

23. When should a master list be used?

24. How should delegated work be tracked?

25. What is the best way of handling business cards that you acquire during the course of business?

26. Explain how tickler files are helpful.

27. How do you handle miscellaneous items that do not seem to fit anywhere?

28. How should you process the "in-box?"

29. How do you keep stacks of paper from reforming?

30. List some good paper management habits.

31. Describe how to best manage incoming mail.

32. What four actions can be taken when processing a stack of reading material?

33. List reading tips to help manage getting through business publications.

34. List e-mail tips that will help properly manage e-mail.

35. How should day planners and personal organizers be used to help manage your time?

Leadership When the Heat's On (Revised Edition)*

1. What does Cox mean, "Work First on Yourself?"

2. What does Cox say is the manager's daily choice?

3. Outline the four levels of motivation described by Cox and give an example of the process needed to move a person up to the next level.

4. Explain: "Leadership requires a constant balance between action and caution."

* Danny Cox with John Hoover, *Leadership When The Heat's On*, McGraw-Hill Inc,; 2002.

5. Explain and give an example from your court: When the “up-pressure” collides with the “down pressure”, there is heat or friction.

6. What does Cox mean when he says that the title of leader is honorary?

7. Interpret this quote from Cox’s book: “Effective leaders look like vaudevillians more often than they look like Einstein.”

8. Interpret this quote: “Good is the enemy of best and best is the enemy of better.”

9. Why does Cox argue that leaders should seek to inspire rather than impress?

10. List 10 leadership characteristics described by Cox.

11. Cox discusses humanagement and suggests five ways to help unlock the talent that resides within each employee. List the five ways.

12. What are the three recommended steps to grow as a leader?

13. Describe the concept of a “brag book”. What might a court’s brag book contain?

14. What are three techniques for enhancing motivation so that employees internalize the goals of the organization?

15. What are the three steps to setting and achieving goals?

36. List four time wasters employed by too many managers.

37. List 10 decisive ways to deal with interruptions.

38. List 10 warning signals of low morale.

39. List nine common causes for low morale.

20. List the 10 fundamentals of a high morale environment.

21. What are five ground rules for dealing keeping top achievers happy?

22. To use meetings to boost morale, Cox suggests laying out your meetings using six planning devices. Describe them.

23. Using the guidelines provided by Cox, do a self-critique of one of your meetings.

24. List 10 of the 15 practical methods recommended by Cox to help you achieve higher levels of self-fulfillment and personal/professional growth for yourself.

25. What are the three recommended steps to verifying a new idea?

26. What are the four greatest barriers to creativity?

Applied Strategic Planning: How to Develop a Plan that Really Works*

1. Define strategic planning.

2. How does planning to plan prepare the organization for actual strategic planning?

3. Contrast Applied Strategic Planning with Long Range Planning. What does Applied Strategic Planning emphasize?

*Leonard Goodstein, Timothy Nolan, J. William Pfeiffer, *Applied Strategic Planning: How to Develop A Plan That Really Works*, McGraw-Hill Inc.: 1993.

4. Name and describe the nine phases and two continuous processes of Applied Strategic Planning.

5. What is envisioning? When does it occur?

6. Compare and contrast different types of culture.

7. What is the CEO's role during the planning process?

8. What should be considered when selecting a planning team? What should the chosen group look like?

9. Discuss the importance of environmental monitoring. What should be monitored on a regular basis?

10. Define strategic profile. What factors are included in an organization's strategic profile?

11. What does the acronym SWOT stand for? How is SWOT related to Performance Audit?

12. What is unique about Environmental Monitoring and Application Consideration?

13. In what ways can identified gaps be reduced in a strategic business model?

14. During the implementation phase, what roles do key players fulfill?

15. How does down-board thinking apply to strategic planning?

16. What roles are consultants expected to take on? What responsibilities does each role entail?

17. What elements compose an organization's culture?

18. By drafting a mission statement, what does an organization hope to accomplish?

19. During the implementation action phase when conflicts between plans occur; what should be done? Who is ultimately responsible for resolving conflicts?

20. Discuss contingency planning. What should be included in a contingency plan?

Managing Transitions*

1. Explain the difference between *change* and *transition*.

2. What are the three phases of transition?

3. Why is it important for management to understand the *neutral zone*?

4. How do you identify who is losing what in a transition?

* William Bridges, *Managing Transitions, 2nd Edition*, DaCopo Press: 2003.

5. What is *overreaction* and why does it happen?

6. What is *transition deficit*?

7. What are *signs of grieving* and how might a manager deal with employees displaying the *signs*?

8. How might a manager compensate employees for the loss that occurs during change?

9. Discuss the arguments for and against communicating the change to employees.

10. Why should a manager specify what is over and what isn't over?

11. Define *neutral zone* and identify the dangers presented by the neutral zone.

12. What can management do to give structure and strength while employees are in the neutral zone?

13. What is a *transition monitoring team*?

14. What are some ways that management can actively encourage creativity while in the neutral zone?

15. Why is there ambivalence among employees when looking at new beginnings?

16. What are the 4 Ps of beginnings? How would a manager communicate the 4 Ps?

17. Why does giving people a significant part to play in the transition management process facilitate the new beginning?

18. List and describe the 7 stages of organizational life.

19. What is the role of transition in the organizational life cycle?

20. List and describe the laws of organizational development.

21. How does the organizational life cycle differ from the organizational renewal cycle?

22. How can forecasting help a manager be ready change?

23. Identify and define the characteristics commonly seen when a transition has not been managed effectively.

Team Players and Teamwork*

1. Both McGregor and Likert developed characteristics regarding the effectiveness of teams. How do their characteristics differ?

2. What are the characteristics of an effective team?

3. How do team players play an important role in creating a clear sense of purpose?

* Glenn M. Parker, *Team Players and Teamwork*, Jossey-Bass: 1996.

4. How can team players enhance participation?

5. What is weighted participation?

6. How does a manager deal effectively with nonrelevant participation?

7. What are the four communication skills?

8. List and describe the five different methods of resolving conflict.

9. How can team players establish a climate for civilized disagreements?

10. What are the arguments against using the consensus method to resolving conflict?

11. How does a leader build trust and open lines of communication?

12. Describe the concept of shared leadership and how shared leadership facilitates effective teams?

12. What are the warning signs that indicate the potential for team difficulties?

13. Why is the discussion of style diversity important to teamwork?

14. List and describe the four effective team player styles.

15. List and describe the ineffective team player styles.

16. How can a manager deal with an ineffective team player?

17. How do the roles change for the types of team members when they become leaders?

18. What are the successful team building strategies for team leaders?

19. What are the four stages of team development?

20. Explain how each of the types function in each of the four stages of development.

21. What are the warning signs that indicate the potential for team difficulties?

22. Describe style overload and its impact on group effectiveness.

23. List and discuss the recommended strategies for developing a team-player culture.

24. Describe how to incorporate team player concepts into performance appraisals.

25. What type of organizations benefit from using incentive plans for developing a team player culture?

26. Why would a manager want to eliminate competitive rating systems?

27. What challenges might an organization encounter when adopting teamwork as a strategy for success?

Dynamics of Diversity: Strategic Programs for Your Organization *

1. How do people differ from each other culturally? Functionally?
Historically?

2. What is the purpose of Affirmative Action and Equal Employment
Opportunity?

3. What is diversity management?

* Odette Pollar and Rafael González, *Dynamics of Diversity: Strategic Programs for Your Organization*, Crisp Publications, Inc.: 1994.

4. What causes diversity programs to fail?

5. How will a diversity vision statement help an organization?

6. How can a diversity vision statement be developed?

7. What is a cultural audit?

8. List some cultural audit goals that should be considered.

9. What traps should be avoided that can cause a cultural audit to fail?

10. What information should a successful cultural audit include?

11. What are the benefits of a cultural audit?

12. What questions should a manager ask before planning to do a cultural audit?

13. When forming a diversity task force, what criteria should be considered for membership?

14. What is the role of a human resource manager dealing with diversity issues?

15. What questions should diversity training answer?

16. What basic design issues should be considered when developing a course on diversity issues?

17. Why is interactive learning important to diversity training?

18. Although the focus of diversity training varies, what does it usually involve?

19. Why should diversity training include more than minorities and women to be successful?

20. In what ways does diversity training differ from other human resource issues?

21. Why is co-facilitation of a diversity training session an effective teaching approach?

22. What are the benefits of training persons who will be teaching or facilitating a diversity training?

23. Why does diversity training matter?

The Complete Guide to Performance Appraisal*

1. What is included in each of the five phases of the ideal performance appraisal cycle?

2. Why are trait-based approaches very ineffective when it comes to appraising an employee's performance?

3. What are the three types of information that need to be collected when gathering data on the performance of the jobholder? What does each type include?

*Dick Grote, *The Complete Guide to Performance Appraisals*, Amacom: 1996.

4. Describe different strategies for avoiding legal challenges to appraisal systems.

5. What roles do objectives, accountabilities, and standards fulfill? When should they be used?

6. What are the four approaches to appraisal? Identify the strengths and weaknesses of each.

7. When conducting the Writing the Review step of performance appraisal, what should managers consider?

8. What is the idea setting for appraisal discussions?

9. Describe what an appraisal meeting should entail from the perspective of the manager.

10. What should be considered when a company is preparing to design a brand new performance appraisal system? What are the four major components of creating such a system?

11. Name and explain three ways data can be gathered before development to increase the effectiveness of a new appraisal system.

12. When creating forms, how many should a company create and what should be contained within the form?

13. Give examples for each of the different types of rating schemes.

14. Why is pilot testing an effective way of testing a newly designed system?

15. When an organization does have an appeal process, what types of complaints are usually made? What is the difference between the types?

16. In addition to managers, who else has the ability to appraise performance? How are these performance appraisals typically different than those done by the individual's supervisor?

17. How should team performance appraisals be conducted?

18. What composes the job performance model? What role does the job situation play in most performance appraisals?

19. When writing objectives, what characteristics should they embody?

20. Define competencies. How should they be defined by the assessment?

21. List the types of rating errors. How does each one affect the results of an appraisal?

22. What are the two approaches that organizations use when determining when to appraise employees? Which one is the most utilized?

23. What experiences can help shape people into leaders?

24. Describe the different reward distribution systems. What criteria are used to distribute rewards?

25. What did Bretz and Milkovich conclude about the distribution of performance ratings? Name the recommendations they suggest to improve the appraisal process.

**Hiring and Firing: What Every Manager Needs to Know
(Revised Edition)***

- 1. Before advertising a job, what type of information should be researched?

- 2. What should be considered when revising a job description before an interview?

- 3. How does a supervisor determine qualities and skills that a prospective employee should have for a particular job?

* Marlene Caroselli, Ed.D, *Hiring & Firing: What Every Manager Needs to Know (Revised Edition)*, SkillPath Publications: 1993.

4. What should be included in a job matrix?

5. What kind of questions should be asked of each applicant?

6. What should be included on the interview form that is used to assess an applicant's skills?

7. Explain the different interview styles.

8. In general, what should a plan for conducting an interview include?

9. How can an interviewer put an applicant at ease?

10. How can stereotypical thinking of the person conducting an interview affect the interview?

11. What does Title VII of the Civil Rights Act of 1964 as amended prohibit?

12. List unfair pre-employment inquiries that a person conducting an interview cannot ask.

13. Explain the difference between open-ended and close-ended questions.

14. How can an interview be ended on a positive, professional note?

15. What type of information and impressions should an interviewer document right after an interview?

16. Why would a company want to conduct a second interview?

17. What are some warning signs of job-related problems?

18. If a problem cannot be resolved informally, when a manager schedules a meeting with the employee, how should the meeting be conducted?

19. When conducting a counseling or disciplinary interview or session, what types of words should a supervisor avoid?

20. Why is it important for a supervisor to explain the objective of a disciplinary meeting and how are the objectives used during the meeting?

21. What can a supervisor do during a disciplinary meeting to help an emotional employee to get control of his or her emotions?

22. During a disciplinary meeting, how does a supervisor stress the positive to help the situation from becoming to negative?

23. When asking an employee for feedback during a disciplinary meeting, how should the supervisor conduct that part of the meeting?

24. After a disciplinary meeting, how is an action plan or agreement monitored?

25. What should a supervisor do at the end of a disciplinary meeting?

26. Before considering terminating an employee, what issues and information should a supervisor consider?

27. What type of records should a supervisor keep to help protect him or her from wrongful discharge lawsuits?

28. When is the best time to conduct exit interviews?

29. During an exit interview, what questions should be asked of the terminated employee?

Records Management: A Practical Guide for Cities and Counties*

1. What are the nine steps for implementing a records management system?

2. What is the purpose of a records survey?

3. What is the purpose of records retentions schedules?

4. What methods can be use to conduct a records inventory?

* Julian L. Mims III, *Records Management: A Practical Guide for Cities and Counties*, ICMA (International City/County Management Association): May 1996.

5. What does timing a records inventory depend on?

6. How can a floor plan of existing files facilitate the planning of an inventory?

7. What documents help provide valuable information regarding offices and their operations?

8. What are the advantages of a records inventory form?

9. What type of information should be determined when designing a records inventory form?

10. What are the advantages and disadvantages of a computer inventory of records?

11. How should electronic records be inventoried?

12. Why should an inventory form be used to conduct an inventory of electronic records?

13. What type of information should be included on an electronic records inventory form?

14. Describe how to organize records on hard disks to facilitate the tracking of retention schedules that apply to those records.

15. How do properly developed, implemented, and enforced retention schedules help manage electronic records?

16. What are the problems of long-term storage of electronic records?

17. How does the appraisal of records help determine the schedule for retention of records?

18. How are retention periods for administratively valuable records determined?

19. What kinds of records are included in records of fiscal value? Historical value? Legal value?

20. Summarize record appraisal considerations.

21. What information could be included on records schedules to help manage records?

22. How does developing and maintaining records schedules electronically help manage records?

23. Explain the two methods of developing an approved records retention schedule.

24. What type of tracking system should used to implement records schedules?

25. How should record schedules be audited after implementation?

26. What is the purpose of a records center?

27. What determines the historical value of a record?

28. What security measures should be taken to protect records?

29. What processes help access stored records?

30. What questions help to determine which records are vital records?

31. What methods of protection enable reconstruction of damaged or destroyed records?

32. What criteria should a court use when planning a computer disaster recovery program?

33. How should magnetic tape and floppy diskette disaster recovery be handled?

34. What is included on a water prevention checklist?

35. What helps establish control of active files?

36. Explain how a direct filing system works.

37. Explain how an indirect filing system works.

38. What filing systems are considered direct systems?

39. What filing systems are considered indirect systems?

40. What is the key to using a numeric system?

41. What type of filing systems are the easiest to expand?

42. How does a duplex numeric system work?

43. How does a middle-digit indexing system work?

44. How does a terminal-digit filing system work?

45. How does color-coding aid filing systems?

46. What type of filing system is quicker for retrieval and refiling?

47. What type of filing system is easier to detect misfiles?

48. How is a terminal-digit filing system read?

49. What should be considered when reviewing file maintenance?

50. What are the common causes of misfiles?

51. How does a charge-out system help control files?

52. What should be evaluated when performing file maintenance?

53. Explain the differences between vertical or pull-drawer files and lateral files, including open-shelf files.

54. Why should outgoing and incoming correspondence be controlled through a correspondence program?

55. What steps help control copies?

56. What steps help establish a forms management program?

57. How does a functional file help establish a forms management program?

58. What is the best way to review forms that are used in the court?

59. What criteria should be used for sequencing data on forms?

60. What steps should be taken to computerize records management?

61. How do document management systems help the court?

62. What are computer applications for records management?

63. What are the different phases of computerization?

64. What criteria should a clerk use to select hardware and software for court records management?

65. Why should a court determine what type of software it wants before purchasing computer hardware?

66. What is the purpose of a performance guarantee as part of a contract when purchasing software?

67. List what issues should be considered when selecting a software vendor.

68. What are the advantages of microfilming?

69. What type of records should be microfilmed?

70. What is electronic imaging?

71. What are the key differences between micrographics and optical disk?

72. How does a computer system using a local area network and a jukebox provide digitized information?

73. What is the difference between microfilm and optical disks?

74. List steps that will help a writer prepare a document such as a memo.

75. How can the impact of writing be measured?

76. What are the steps in planning for the development of a records manual?

77. What should be the goal of a records manual?

78. What part do political realities play in creating support for a records management program?

Court Management Library Series: Trial Court Budgeting*

1. What is the relationship between resources and objectives of a court budget?

2. What is the starting point of a court budget?

3. What are the scheduled events that drive a trial court budget?

* Robert W. Tobin, *Court Management Library Series: Trial Court Budgeting*, National Center for State Courts: 1996.

4. List the major functions in the municipal court judicial budgetary process.

5. What are aggregate proposed expenditures in a line-item budget?

6. What are the disadvantages of a line-item budget?

7. What is a planning, programming, and budgeting system?

8. How can a court use a programmatic budget as a personal management tool or as a basic budgeting format?

9. What is a performance management system? A management by objective? Zero base budgeting?

10. What major budget classifications should be included in a court budget?

11. How should budget items be coded?

12. What should be included in court budgetary guidelines?

13. What are the general budgetary considerations?

14. What are contingency funds and what percent of the budget should they be?

15. In personnel budgeting, how can temporary positions be upgraded to permanent positions?

16. Generally, why is contract personnel not as expensive to use as full-time employees?

17. What is included in clerical work measures?

18. When justifying the position of a court reporter, what should be considered when doing a cost-benefit analysis for the position?

19. Generally, what contractual services should a municipal court consider?

24. How is a budget for court facility planning and design typically developed and handled?

25. What questions might arise when considering budget expenditures for equipment?

26. How does caseload affect court revenue projections?

27. What is the importance of considering police and prosecutorial policy when determining revenue projections from fines?

28. What affect does deferred and installment policies have on court revenues?

29. What is a trend analysis and what is involved in preparing it?

30. What is the formula for predicting revenues?

31. What is the purpose of conducting periodic revenue analysis?

32. List costs that would be included in a court's indirect costs.

33. Why would a court consider personnel vacancy information in budget estimations?

34. What is the reason that a court would want to consider information from past budgets when preparing a current budget?

35. What is the relationship between performance measures and budget decisions?

36. What is involved in a budget review process?

37. What is included in a typical performance measure?

38. How are inflation costs reflected in the budget?

39. How are personnel increases justified in the budget process?

40. Define net costs.

41. What generally reflects the real costs of increased work output?

42. What is cost-per-data?

43. How are direct and indirect costs computed?

44. What is empirical data?

45. Why should a budget be monitored?

46. What is a pre-audit?

47. Why should historical data be included in monitoring reports?

48. When should revenue estimates be readjusted?

Texas Municipal Courts: Financial Management Handbook

1. Which basic items are included in a budget?

2. Where are the laws governing budgets for cities and home-rule charter provisions located?

3. .Why is it important to know the usage restrictions of municipal court revenues?

4. List and explain the various approaches for estimating revenues.

5. How do municipal courts benefit from developing a budget?

6. What items should be included on a statement of budget and departmental requests?

7. Explain how to increase the likelihood for receiving requested funds and improving budget preparations?

8. Define costs. Why are governmental agencies not concerned with keeping up with costs? Compare and contrast direct and indirect cost. Give examples.

9. How are internal controls utilized within the budgeting process? List and explain internal control components.

10. What elements need consideration when developing a municipal court control environment?

11. What is a change fund? How is a change funds created, maintained, and controlled?

12. What procedures are used to create a sound over-the-counter method of receiving payments?

13. As a cashier opens and closes each day, what things should he/she do to ensure transactions are performed properly?

14. In processing mail, lock box and electronic receipts, how do mail cashiers, receipts cashier, and the accounting department work together?

15. What basic procedures ensure that installment payments are made to the court on time?

16. Why is the receipts journal a valuable tool to the municipal court?

17. When should reviews of journal receipts occur in a municipal court?

18. What is a chart of accounts? What is the importance of the code numbers on in chart accounts? What common codes are used in your court?

19. What steps are taken to reconcile court bank accounts? How frequent should court bank accounts be reconciled? Who is responsible for reconciling accounts?

20. What are jail time and community service credits? How should these two items be recorded?

21. Why should monitoring of court budgets occur monthly? Which items should be reviewed when monitoring the budget?

22. What is an audit? In an audit, what specific objectives are reviewed? Who can perform a municipal court audit?

23. Why is it important to perform an internal and external audit?

24. In reference to municipal court property, when should physical observation occur? What steps should be taken to ensure an accurate account of court property?

25. Where in the local government codes are judicial support fees and judicial reimbursement fees explained? Which offenses are included and excluded from paying the fee?

26. When checking receipts, what information should be observed and recorded? Which items are verified for accuracy when checking general and hardcopy receipts?

27. What affect does deferred and installment policies have on court revenues?

28. Where in the local government code are consolidated court costs (CCC) explained? How much is charged per conviction? Which offenses are included and excluded in CCCs?

29. According to time payment fees, how much is retained locally? What offenses are excluded from paying this fee?

30. What percentage of the failure to appear fees collected by municipal courts are remitted to the state? What is the purpose of collecting this fee?

31. How should municipal courts distribute the remaining monies collected from failure to appear fees?

32. What is the fee for restitution installments? What percentage of the fee is retained locally? What is the purpose of the fee?

33. What percentage of the fees for services of peace officers are remitted to the state? How much is retained by the city?

34. Which state fines are required to remit 50% of collected monies to the state? When must reports and remittance occur for these fines?

35. Which offenses contribute to the municipal court building security fees?

36. What is included in an analytic review?

37. How are monies collected for the municipal court technology fee utilized? If a balance remains at the end of the fiscal year, how can the municipal court spend the excess money?

38. What services do peace officers receive payment? How much do peace officers receive for each service?

39. Which fees are found in the Transportation Code, Section 502.404 and 407?

40. Which offenses are excluded from paying the driving with defective equipment fee?

41. If fees collected have no specific way to be used, where are the fees collected remitted?

42. Why must a charge be dismissed for driving with an expired inspection certificate? What fees must the defendant pay?

43. Why would costs vary for jury trial failure to appear fees/costs? How must the money collected be used?

44. What is the application cost for expungenments? How should the money collected be utilized?

45. Why are court costs and fees charts prepared every two years? List the basic abbreviations and their meanings.

46. List and describe the two types of bond forfeitures.

47. When should excess highway fines and Texas excess motor carrier fines be reported? To whom should the fines be reported?

Court Security: A Guide for Post 9-11 Environments*

1. Identify the types of perpetrators who plan violent courtroom attacks.

2. Discuss how a perpetrator selects a court target and the potential tactics they might use?

3. Explain the differences between a covert operation and an overt operation.

4. What can a court do to help prevent a violent attack?

* Tony L. Jones, *Court Security: A Guide for Post 9-11 Environments*, Charles C. Thomas: 2003.

5. How can an integrated security system benefit a court's security?

6. What are the five challenges facing security professionals?

7. List the arguments against implementing security changes.

8. Describe the structure of a comprehensive security plan.

9. What are the three basic elements of court security?

10. How might a court use physical barriers for securing a court?

11. Discuss the use of protective lighting in court security.

12. Discuss the various types of locks a court might use.

13. Discuss the role metal detectors play in court security.

14. How do intrusion alarms work?

15. What is CCTV and how can its use benefit court security?

16. Discuss the various types of X-ray equipment.

17. What is the goal of entry control?

18. Why should courtrooms be equipped with duress alarms?

19. What are the two types of security services?

20. How should prisoners in public areas be handled?

21. Discuss the stages of the hostage process.

22. What is response planning?

23. What is OPSEC and why would a court need to implement an OPSEC program?

24. List the titles of those who should be included on a response planning committee.

25. Explain why a court should have a public information officer.

26. What sections should a courthouse violence response plan contain?

27. What local contacts might a court want to list in their response plan?

28. Discuss the role of a safe-haven in court security.

29. Describe the basic procedures for a court evacuation.

30. What are the characteristics of a good security plan?

31. In what areas should a court security officer receive training?

32. Discuss the identification of concealed or disguised weapons and give examples of items you might see in court.

33. What should a person do when confronted by a knife wielder?

34. Where might a person conceal a weapon?

35. Discuss how an explosive device might be located.

36. What are specialty impact munitions and what role might they play in court security?

37. What are the keys to a safe courthouse environment?

How Full Is Your Bucket*

1. According to the Gallup survey, how do employees respond to regular recognition and praise?

2. According to the U.S. Department of Labor, what is the number one reason that employees leave their jobs?

3. Describe the characteristics of an actively disengaged employee?

* Tom Rath and Donald Clifton, Ph.D., *How Full Is Your Bucket*, Gallup Press: 2004.

4. Why might employers be careful when instituting an *employee of the month* program?

5. What have recent discoveries said about the effect of emotions on a person's health?

6. Discuss the *magic ratio* of interactions.

7. How does an employer make recognition appreciated and effective?
Why?

8. List and describe the strategies for increasing positive emotions.

9. Why reverse the golden rule?

***Caseflow Management:
The Heart of Court Management in the New Millennium****

BASIC CASEFLOW MANAGEMENT METHOD

1. What does early court intervention involve?

2. What are the objectives of early court intervention?

3. What does continuous control mean?

4. How long should court control the progress of the case?

*David Steelman, John Goerdt, and James McMillan, *Caseflow Management: The Heart of Court Management in the New Millennium*, National Center for State Courts: 2004.

DIFFERENTIATED CASE MANAGEMENT

5. What is differentiated case management?

6. What does the operation of a differentiated case management system depend on?

MEANINGFUL PRETRAIL COURT EVENTS AND REALISTIC PRETRAIL SCHEDULES

7. What events or elements should characterize the management of pretrials?

FIRM AND CREDIBLE TRIAL DATES

8. Why is the expectation that a trial will occur when scheduled important?

9. Why does trial-date certainty have a positive effect on a court's juror costs?

10. Why should courts seek opportunities to dispose of cases before they are put on the court's trial list?

11. What is the most effective way of avoiding overbooking cases for trial or down time at trial?

12. Why is a continuance policy important to ensure creditable trial dates?

13. What are the five steps involved in trial management?

14. What are some reasons why a trial might not start on time?

15. What are the two elements that have an impact on trial times?

16. What are some lessons that help a court to deal with the media?

17. What are some of the security issues when a trial is being conducted?

18. In order to monitor the firmness and credibility of a court's nonjury trial dates, what should a court case management information system provide?

MANAGEMENT OF COURT EVENTS AFTER INITIAL DISPOSITION

19. Why should cases be monitored in post disposition status?

20. What principles should be followed in post disposition management?

21. What techniques improve case disposition in rural courts?

CIVIL, CRIMINAL, AND TRAFFIC

22. What are the caseflow management factors that help shorten civil case processing times?

CRIMINAL CASES

23. For successful caseflow management to speedily process cases, whose commitment is required?

24. How does a court set the tone for criminal case processing?

25. How does the court ensure that dates are assigned to every event in the case?

26. How does a “plea cutoff date policy” help manage plea negotiations?

27. How does pretrial case events help courts dispose of cases more effectively?

28. What is the purpose of drug court programs?

29. What does accessibility and efficiency promote in the court?

30. In traffic cases, why is scheduling of trial important to the purposes of caseflow management?

31. Why should courts insure that fines and fees are collected?

FAMILY AND PROBATE CASES

32. In juvenile delinquency cases, what are some techniques that will help courts to more effectively manage caseflow?

33. What are 10 essential elements for effective intervention in domestic violence cases?

BASIC MANAGEMENT CONDITIONS FOR SUCCESS

34. What are the four underlying court management features that provide the foundation for effective caseflow management programs?

35. How can a leader motivate others to invest in a caseflow management program?

36. Why is it important that the presiding judge and court clerk work together in the caseflow management process?

COMMITMENT TO A SHARED VISION

37. Why is vision a critical aspect of caseflow management?

38. What are the five performance areas defined by the National Center for State Courts and the bureau of Justice Assistance?

39. Why is judicial commitment important to caseflow management?

40. List ways in which courts can involve court staff members in caseflow management?

41. How can the court promote improvement through active communications?

42. Who should the court communicate with to improve caseflow management?

43. Who should be part of a caseflow management committee?

A LEARNING ENVIRONMENT

44. When should courts provide education on caseflow management?

45. Why is it important to educate and train staff on caseload management improvement programs?

GOALS, MONITORING AND ACCOUNTABILITY

46. What should case processing time standards or guidelines reflect?

47. What other issues does time standards serve?

48. What are immediate case events time standards?

49. What are overall time standards?

ESTABLISHING OTHER CASEFLOW MANAGEMENT GOALS AND POLICIES

50. What are the two goals regarding pending inventory of court cases?

51. What affect do continuances have on casflow management?

52. How can a casflow management plan be consistent with standards for equality, fairness and integrity?

53. What should the court regularly measure?

54. What type of information does a report on pending case load provide?

55. What type of information should a report of age of case disposition provide?

56. What type of information does a report on monthly and annual aggregate data provide?

57. What type of information should a report on open cases provide?

58. What is the CTE Index?

CREATING ACCOUNTABILITY

59. What is the definition of “accountability?”

60. How does a court achieve accountability?

61. Within the court itself, what does accountability have to do with?

62. What are three external accountability goals?

63. What factors can affect how courts count cases?

64. How is a pending case defined?

65. Why is it important to determine which data to record and report?

66. When are caseflow management reports the most useful?

67. What is the most important goal of courts?

68. Why is date on individual cases important?

69. How can courts use reports on the number of cases filed by category?

70. How is the clearance ratio measured?

71. Why is a report of the number of pending cases crucial?

72. What is the backlog index?

73. What is the most direct means to monitor a court's performance related to its case-processing time goals?

74. What factors are important to collecting data on continuances?

75. What are some factors that limit the ability to compare individual judges' statistics on caseload?

76. Generally, what does an overall court management information system contain?

77. Why is the “person module” the most complex module of a court’s automated case management information system?

78. Why is time a court’s most critical resource?

79. Why should the court financial function in the computer system be defined in a global manner?

80. List some other technologies that might reduce costs and delay?

81. What is the individual calendar system?

82. What is the master calendar system?

83. What is the team calendar system?

84. What is the case assignment system?

85. How does the structure of the court's work week affect the structure of the court's calendar?

86. How do *pro se* defendants affect case processing?

87. What are some strategies for managing *pro se* defendants?

88. What are some strategies that can be used to deal with the complex consequences of change?

89. Why is it important to pay attention to detail when forming a strategic plan for a caseflow management improvement plan?

90. How does a court gather information for a general caseflow management review when planning for a caseflow management improvement plan?

91. How does a court analyze its pending inventory?

92. What does a cost-benefit analysis involve?

93. How does a court assess nonfinancial costs against benefits in a “forcefield analysis”?

94. How does a court build support for the change process?

95. How does a court overcome resistance to change?

96. What does it mean to “own” the change process?

97. How does a manager align staff members’ work with the new directions?

98. Why is it important that court staff and others to model the desired new behavior?

99. Why is it important to reward staff who act in support of changes?

100. What is the purpose the evaluation of the improvement program?

101. What should a caseflow management plan include?

102. What is the second stage of implementing a caseload management program?

103. During the course of implementing a caseload management program, why is it important to monitor the implementation?

104. What is the real test of success of a caseload management program?

105. How does a court achieve consensus on the benefits of and the continuing success of a caseload management improvement program?

106. Why do some courts continue to have backlogs after implementing a caseflow management improvement program?

107. What factors affect a judge's commitment to ensuring timely disposition of cases?

108. What is the importance of continuity of leadership in the success of a caseflow management improvement program?

109. Why is effective allocation of resources important to a caseflow management improvement program?

110. Why should courts be learning organizations?

**Management of Organizational Behavior:
Leading Human Resources (8th Edition)***

Management: An Applied Behavioral Sciences Approach

1. What are some of today’s challenges that managers must meet to be effective?

2. How does technology affect a manager’s self-assurance?

3. What must effective leaders be able to do in order to meet the needs of a rapidly changing and challenging world?

*David Steelman, John Goerdt, and James McMillan, *Caseflow Management: The Heart of Court Management in the New Millennium*, National Center for State Courts: 2004.

4. What does it mean that leadership and management are full-time responsibilities?

5. Define the management process?

6. What is leadership?

7. What are the distinctions between management and leadership?

8. What does the effective management of human organizations come down to?

9. What are three competencies of leadership?

10. What four functions are included in the managerial process?

11. What three skills should a manager possess?

12. What are social systems that can be found in an organization?

13. Why is it important that managers understand human behavior?

14. Why is it important that managers understand past behavior of employees?

15. What is the key to obtaining results and accomplishing organizational goals?

16. How can a manager effectively control employees?

17. What does it mean to go through a period of “unfreezing” when learning something new?

18. What increases the probability of success when learning something new?

Motivation and Behavior

19. What does it mean that behavior is goal oriented?

20. What is the basic unit of a behavior?

21. What does the motivation of people depend on?

22. How are motives defined?

23. How are goals related to motives?

24. When does a motive decrease in strength?

25. What happens when a need is blocked from being satisfied?

26. What is coping behavior?

27. What is cognitive dissonance?

28. What does the blocking or thwarting of goal attainment cause?

29. What happens when a person regresses?

30. What happens when a person fixates?

31. What are aggression, rationalization, regression, fixation, and resignation symptoms of?

32. What is the difference between a goal-directed activity and a goal activity?

33. How is a goal effective?

34. How can staying in a goal activity or a goal-directed activity create problems?

35. Why does involving people in their own goal setting usually increase commitment?

36. How should managers set or change goals when employees increase their ability to accomplish the goals?

37. What are felt needs?

38. How does expectancy relate to satisfying needs?

39. How does availability reflect the perceived limitations of the environment on goals?

40. How does perceived reality relate to reality?

41. What determines a person's personality?

42. Why is it harder to change basic personality structures the older a person is?

43. What is Maslow's hierarchy of needs?

44. What is the need for self-esteem based on?

45. What are the three core needs in Aderfer's ERG theory?

46. What happens to employees when there is an emphasis on safety needs?

47. Why do people see affiliation with others?

48. What is the purpose of some informal work groups when the working environment is tightly controlled and there is little communication with management?

49. How does the esteem motive of prestige affect people?

50. What is the difference between personal power and position power?

51. What do some persons with inferiority complexes do at work?

52. How do people who are motivated by competence handle their environment?

53. How do managers who have a high need for achievement set goals?

54. Why are achievement-motivated people more concerned with personal achievement than with the rewards of success?

55. Why might achievement-motivated people not be good managers?

56. For money to motivate, what must managers consider?

57. What do workers want from their jobs?

Motivating

58. What is the difference between management Theory X and Theory Y?

59. Why should managers consider both theories?

60. What is Pattern A behavior? Pattern B behavior?

61. How is Pattern A and Pattern B related to Theory X and Theory Y?

62. What are the three elements in a social system?

63. How do the three elements in a social system interrelate in a work situation?

64. What does Argyris say about the cause of worker apathy and lack of effort?

65. What is the hygiene factor in Frederick Herzberg's theory?

66. What is the motivator factor in Frederick Herzberg's theory?

67. What is the relationship between Maslow's theory of Hierarchy of Needs and Herzberg's theory of Motivation-Hygiene?

68. What do people with high achievement motivation tend to be interested in? People with low achievement motivators?

69. What does job enrichment mean?

71. What is the difference between motivation and satisfaction?

72. How does self-concept influence behavior?

73. Under the Attribution Theory, what does Steven Robbins suggest are the three factors that help determine behavior?

Leadership: An Initial Perspective

73. What are the three main components of the leadership process?

74. What is leadership?

75. Why must leaders be visions creator?

76. What does the SOAR Peak Performance Model suggest?

77. What are the key pattern words for tomorrow's successes?

78. What is a vision?

79. What is the manager's role in the vision?

80. Why are visions sometimes not achieved?

81. When a leader is leading an organization to achieve a vision, what are the four levels that the leader moves through to achieve results?

82. As a leader moves through each level to achieve the vision what are the challenges?

Leadership: Situational Approaches

83. What is the Tannenbaum-Schmidt Continuum of Leader Behavior?

84. Under Fiedler's Contingency Model of leadership, what are the three major situational variables?

85. According to Fiedler, what is the most favorable situation for a leader?

86. According to the Path-Goal Theory, when do leaders do best?

87. How does the Vroom-Yetten Contingency leadership model work?

88. Under the Hersey-Blanchard Tridimensional leadership model, what does the effectiveness of a leader depend on?

89. Why is the difference between the effective and ineffective styles of a leader often not the actual behavior of the leader?

90. What are the LEAD-Self and LEAD-Other instruments used for?

91. What is consistent leadership?

92. How does a person's behavior affect the person's attitude?

Determining Effectiveness

93. What is the difference between success and effectiveness?

94. What do individuals do who are interested only in success?

95. What do individuals do who are also interested in effectiveness?

96. What is the difference between successful managers and effective managers?

97. What happens if managers are both successful and effective?

98. What are causal variables within an organization?

99. What is an intervening variable in an organization?

100. What are output, or end result variables in an organization?

101. What happens if the intervening variables deteriorate?

102. What is the true integration of goals between organization and employees?

103. What happens if employee goals are at total odds with the organization?

104. How can effective leader bridge the gap between individual goals and organizational goals?

105. What advantages does having managers and employees consider output and intervening variables and short-range and long-range goals together?

106. What is management by objectives process?

107. What are some of the problems with management by objectives?

Diagnosing the Environment

108. What does the environment in an organization consist of?

109. What does the style of leaders consist of?

110. What are expectations within an organization?

111. What does a manager's value system consist of?

112. What influences confidence in employees?

113. How does a manager's personal inclinations impact his or her leadership style?

114. Why is it important for leaders to understand that style is not how leaders think they behave in a situation?

115. Why are followers' styles important to leaders?

116. What is management from the HEART?

117. Why is it important for a manager to know his or her supervisor's style of management?

118. How are the style and expectations of an organization determined?

119. What type of leadership do highly structured jobs require? Unstructured jobs?

120. How does "time" affect decision-making?

121. What does the “Gray Generation” value?

122. What do the “Baby Boomer” generation believe in?

123. What describes the “Generation X?”

124. What does research say about media exposure and IQs?

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125. Generally, what type of employment do “Generation Xers” want?

126. What endeavors is the “Generation Yers” involved in?

127. Why is it important for managers and leaders to learn about the different generations?

128. What type of leadership does “Generation G” demonstrate?

129. What are some suggestions for older employees reporting younger managers to do?

130. What does mentoring “Generation G” include?

131. How is the leadership style of “Baby Boomers” described?

132. What type of training do “Baby Boomers” need?

133. What type of environment must employers create to keep employees of the “Generation X”?

134. What are the key principles of managing “Generation Xers?”

135. How should the “Generation Y” be evaluated?

136. What are the basic principles of managing the “Generation Y”?

137. Even though supervisors and employees do not have similar styles or personalities, what must they share to be compatible?

138. What type of hiring tends to stifle creativity and innovation?

139. What are some environmental variables that affect a leaders style?

140. What are the three subcategories that the external environment is broken into by researchers?

141. Why is it difficult to change a supervisor's style of leadership?

142. What is organizational engineering?

143. How can examining environmental variables together help determine if someone will be effective in certain management position?

144. Why is training and retraining important?

Situational Leadership

145. Situational leadership based on the interplay among what three things?

146. What is the difference between a model and a theory?

147. What is task behavior?

148. What is relationship behavior?

149. What are some of the primary factors in a situation that influence leader effectiveness?

150. In order to maximize leader-follower relationship, what must the leader first determine?

151. In Situational Leadership, how is "readiness" defined?

152. What is ability?

153. Define knowledge, skill, and experience.

154. Define “willingness?”

155. Define confidence, commitment, and motivation?

156. What are readiness levels of people?

157. If an employee is at readiness level 1, what is the appropriate style of leadership?

158. If an employee is at readiness level 2, what is the appropriate style of leadership?

159. If an employee is at readiness level 3, what is the appropriate style of leadership?

160. If an employee is at readiness level 4, what is the appropriate style of leadership?

161. In Situational Leadership who determines the appropriate leader behavior?

162. In Situational Leadership, what should leaders help their followers do?

163. To determine what leadership style should be used with a person in a given situation, what decisions must be made?

164. What is the purpose of a well-formulated task statement in task readiness?

165. Why is it important to assess an employee's direction of readiness?

166. What is the purpose of the manager rating scale and the staff rating scale?

167. How does the Leadership Scale: Perception by Manager and Leadership Scale: Perception by Staff Member, help leaders make better judgments about leadership style?

Situational Leadership, Perception and the Impact

168. What is the difference between leadership and power?

169. What is "authority?"

170. What is position power?

171. What is personal power?

172. What does it mean that you are “selling” when you are relying strictly on your personal power?

173. What are some additional bases of power?

174. What is coercive power?

175. What does perception have to do with power?

176. How do managers often erode their coercive power?

177. What is connection power?

178. What is reward power?

179. What is legitimate power?

180. What is referent power?

181. What is information power?

182. What is expert power?

183. What is the relationship between power bases and readiness levels?

184. When should a leader use coercive power?

185. When should a leader use connection power?

186. When should a leader use reward power?

187. When should a leader use legitimate power?

188. When should a leader use referent power?

189. When should a leader use information power?

190. When should a leader use expert power?

191. What are the sources of position and personal power?

192. What is the key to losing power?

193. List ways in which leaders can erode their different types of power?

194. What is the difference between organizational power and personal power?

195. What are some of the differences between men and women managers?

196. What is employee empowerment?

197. What can the power perception profile be used for?

Situational Leadership: Training and Development

198. What is the “effective cycle?”

199. What is the “ineffective cycle?”

200. What are the two alternatives available to a manager to break the “ineffective cycle?”

201. What is the development cycle about?

202. What does the development of followers depend on?

203. After a manager identifies objectives and responsibilities of employees, what is the next step in determining what the manager wants to influence?

204. How does a manager determine the readiness of an employee?

205. What is positively reinforcing successive approximations?

206. What does time have to do with the development cycle?

207. What is the basic premise of behavior modification?

208. What are behavior consequences?

209. What is “continuous reinforcement?”

210. What is “intermittent reinforcement?”

The Situational Leader and Constructive Discipline

211. When employees are in a regressive cycle, what must managers do?

212. What is the basic difference between a regressive cycle and a developmental style?

213. What happens when an employee goes from unable but willing or confident to able but unwilling or insecure?

214. What happens when an employee's performance slips?

215. Why is it important for managers to intervene in a timely manner regarding problems with employees?

216. Why is the emotional level important when intervening in a problem?

217. Why is it important to focus on performance and not on personality?

218. What are three general principles to follow when delivering bad news?

219. Why is it good policy to discuss an employee's problems in private with the employee?

220. How can punishment and negative reinforcement be helpful?

221. What is essential after punishment?

222. What is "extinction?"

223. When should a manager use punishment or extinction?

224. What are three steps that can be used in behavior modification?

225. What are the four types of problems that a manager has to identify before determining the best intervention?

226. What are three steps of positive discipline?

Chapter 12

227. What is leadership style?

228. What is style adaptability?

229. What is more effective—style range or style adaptability?

230. What is the key to a leader's adaptability?

231. Why is a learned leadership style more effective than a natural style?

232. What is the purpose of the Johari Window?

233. The Johari Window includes what two areas?

234. What are the two processes that affect the configuration of the Johari Window?

235. What is the purpose of LEAD profiles?

236. What does a two-style profile include?

237. What is the problem with leaders who use style profile S1 and S3?

238. When are styles S1 and S4 effective?

239. Why are styles S1 and S4 risky?

240. What levels of readiness do styles S2 and S3 work best with?

241. What levels of readiness do styles S1 and S2 tend to be best with?

242. Managers who do not feel secure unless they are providing much direction are using what kind of style?

243. Managers who use style S3 and S4 tend to feel uncomfortable with what type of followers?

244. How can you maximize your staff by utilizing more women?

245. What is the management style of supervisory management? Middle management? Top management?

246. How can managers expand their flexibility without changing their own behavior?

247. How can staff keep a manager off their back?

248. How does contraction for leadership styles work?

249. How does the Readiness Style Match help in implementing the contract for leadership?

Effective Communication

250. Why are written and oral communication skills critical to performing effectively on a job?

251. What is the linear model of communication?

252. What are the symbols of communication?

253. What are the four basic functions of nonverbal clues of communication?

254. What type of nonverbal clues is under your direct control?

255. What is paralanguage?

256. What is the transactional communication model?

257. How does external noise affect communication?

258. How does internal noise affect communication?

259. How can external noise cause internal noise?

260. How does the perception process cause internal noise?

261. How do the five senses affect the communication process?

262. What is semantic noise?

263. What happens when there are multiple referents for a symbol or object?

264. How do leaders become effective communicators?

265. Why is there a "listening gap" with most people?

266. What does an active listener do?

267. What are the five guidelines that will help a person become a better active listener?

268. What is rapport? Pacing? Leading? Having behavioral adaptability?

269. What are the five basic internal organizational communication systems identified by researchers?

270. What types of information are conveyed through the downward communication system?

271. What does upward communication provide a manager?

272. What does horizontal communication usually involve?

273. What can a manager gain from the grapevine communication system?

274. What is the difference between the star and the circle communication patterns?

Leading Effective Teams

275. What is a team?

276. List five different teams?

277. For what purposes are teams formed?

278. What are the four guidelines for the most effective teams?

279. What are the three questions that should be asked before forming a team?

280. What are the different types of team modes?

281. What are the helping and hindering roles in a team?

Implementing Situational Leadership: Managing People to Perform

282. What is a “strategy?”

283. What is a “performance?”

284. How are goals defined?

285. Why are standards important?

286. What is the purpose of feedback?

287. What are “means?”

288. What is the key ingredient in performance?

289. How is motive involved in performance?

290. What two factors contribute to the lack of opportunity?

291. What does the 360-degree assessment process evaluate?

292. What are the pros and cons of using the 360-degree assessment process?

293. Managers tend to let employees know what problems exist, but what do managers tend to not do?

294. What are the seven variables related to effective performance in the ACHIEVE model?

295. What are the three major steps in implementing performance management?

Implementing Situational Leadership: Building Commitments

296. When do managers have to make authoritative decisions?

297. Who is involved in the consultative decision making approach to decision-making? P360-361

298. In the consultative decision making approach, what ground rules must be clear? P361

399. What is the facilitative decision making process?

300. When can the delegative decision making process be used?

301. How can a manager determine the appropriate decision-making style?

302. What are the four degrees of leader latitude in making decisions?

303. Define the five commitments that most effective managers share?

Planning and Implementing Change

304. What questions should be asked before deciding to make changes?

305. Why should you be concerned about “point of view” when deciding to make changes?

306. When does a problem in a situation exist?

307. What are some of the questions that should be asked to help identify what in the environment might have cause the problem?

308. What does the implementation stage in the change process involve?

309. Explain Lewin’s change process of unfreezing, changing, and refreezing.

310. What is a force field analysis?

311. How can force field analysis be a helpful too for managers?

312. What are the two types of anxieties that occur during the change process as defined by Edgar Schein?

313. How are Lewin's and Schein's theories related?

314. What is the first-order change?

315. What is the second-order change?

316. What are the four levels of change?

317. When is a participative change cycle implemented?

318. When does a directive change cycle begin?

319. What does the appropriate change cycle depend on?

320. What are the advantages and disadvantages of both the participative and the direct change cycles?

321. What are some probable consequences of taking action and making changes?

Leadership to Achieve Quality

322. What does vision have to do with quality?

323. Why is feedback necessary from employees when trying to achieve quality?

324. What is the difference between a vision and a mission statement?

325. To reinforce implementation, what should a manager do?

326. What does it mean to liberate employees?

327. What are two ways of measuring and monitoring ongoing performance?

Leadership Strategies for Organizational Transformation

328. After transformational leadership confirms that there is a failure of the status quo, what type of vision must the leader communicate?

329. How does a leader obtain support for a transformation?

330. How does a leader deal with resistance to a transformation?

331. How does a leader define and set up an organization that can implement the leader's vision?

332. How does a leader handle the transformation progress?

333. What is the most important situational factor when making an organizational transformation?

334. What is organizational readiness for transformation a function of?

335. How do basic assumptions function as coping mechanisms in organizations? P423

336. What are the basic assumptions that characterize a learning culture?

337. When bring about an organizational transformation what two type of actions can leaders take?

338. When using the situation leadership for transformation model, what are t he five steps that should be followed?

The Organizational Cone

339. What does energy have to do with visions?

340. What is a vision trigger?

341. What happens when there is no clear vision?

342. What is the base of people's mindset?

343. What is culture?

344. What do basic values show?

345. How are norms established?

346. What is existing organizational culture the result of?

347. Where are organizational goals developed?

348. How are work processes established?

349. What is involved in team spirit?

350. What is management's responsibility in the organization?

351. What is leadership's responsibility in an organization?

352. Why should the organizational cone not be regarded as static?

353. In what of part of the organization cone does creativity occur?
