



INTERNATIONAL ASSOCIATION FOR
COURT ADMINISTRATION

IACA Newsletter

Volume 1 Issue 4

March, 2014

Important Dates to Remember

- International
Conference
Sydney
Australia
September
2014

Inside this issue:

Dubai 6th International Conference	2
New Advisory Council Member	4
Justice Maja Tratnik	4
Republic of Macedonia	6
Linda Wade-Bahr	7
News from the Regions	7
Job Opportunity	8
Memories from Dubai	9

From the President

Happy New Year.

2014 looks certain to be another big year for IACA with the next International Conference to be held at the Hilton Hotel in Sydney, Australia from 24 to 26 September.

2013 saw two very successful conferences held: the regional conference in Buenos Aires in May which focussed on Court Administration in a Globalised World followed by the conference in Dubai in November under the auspices of His Highness Sheikh Maktoum Bin Mohammed Al Maktoum which focused on Court Excellence and Best Practice. You can read more about the Dubai conference in this edition of the newsletter.

The IACA Executive Committee also met in Dubai to discuss their ongoing work on increasing membership, IACA branding, the IACA Journal and website and the continuing development and implementation of IACA policies.

Plans for the Sydney conference are well underway. The conference organising committee

is looking forward to developing the programme under the theme of International Perspectives on Justice Administration. Some of the sub themes for the conference will include the following:

- International Framework for Excellence and measuring performance
- An exploration of the roles of judicial officers and court administrators and how the relationship between them may be improved and enhanced
- Current developments in court technology
- International perspectives on best practice in courtroom design and court security
- Professional development and managing change in the legal environment
- Managing succession in courts administration
- Access to justice in developing countries



Richard Foster, IACA President

- Facilitating access to courts for disadvantaged groups and children
- Alternate Dispute Resolution practices
- Courts working with multicultural communities
- Courts cooperating with volunteers, non-government organisations and support services
- Communication with Court Stakeholders and provision of information to Court Clients

I wish you all the best for the coming year and hope to see you all in Sydney in September!

World's Courts Come to Dubai for



Record Number of Countries and Delegates Attend IACA's First Middle East Conference, Themed "Court Excellence in a Changing World"

Submitted by Mark Beer, Chief Executive and Registrar of DIFC Courts

As much of Europe and America was shrouded in ice, and as the Southern Hemisphere baked in mid-summer heat, the temperate climate and blue skies of Dubai in December were the perfect backdrop to the 6th International IACA Conference. Themed "Court Excellence in a Changing World," judges, officials from justice ministries, senior court managers, lawyers, judicial system consultants and academics from across the world took part in the two day conference, focusing on issues such as efficiency, community engagement and the use of technology to improve court processes. The theme was reinforced by the use of IACA's first conference Smart application, allowing participants to submit questions, track the agenda, answer questions posed by panelists, and interact with each other via their computers, tablets and smartphones.

The conference was held under the patronage of His Highness Shaikh Maktoum Bin Mohammad Bin Rashid Al Maktoum, Deputy Ruler of Dubai and Chairman of the Dubai Judicial Council, and, in particular, his "Initiatives for Legal Excellence," and was hosted by the Dubai International Financial Centre Courts (DIFC Courts) and the Dubai Courts. More than 350 delegates



HE Lieutenant General Dahi Khalfan Tamim, Deputy Chairman of Police and General Security in Dubai; HE Dr. Ahmed Bin Hazeem Al Suwaidi, Director General of Dubai Courts

from over 50 countries attended, making it IACA's biggest international conference yet and the perfect prelude to its 10th Anniversary conference to be held in Sydney later this year.

The conference provided an excellent opportunity for judicial organisations in

the Middle East and all over the world to share in, and gain knowledge about best practices, the latest strategies for change and successful examples of court efficiency from all over the world. Participants also had the unique opportunity to understand the latest developments and trends affecting global court systems, all with the aim of promoting a unified approach towards improving standards of court excellence, efficiency and transparency.

Mark Beer, IACA's Vice President for the Middle East and Chief Executive of the DIFC Courts, said: "The English language, common law DIFC Courts have always placed a strong emphasis on court excellence, efficiency and customer engagement. We have worked closely with IACA in recent years to strengthen bonds between the Association and courts across the Middle East region, and were very pleased to be a partner in hosting the conference. The two day event was the perfect platform for IACA to encourage the pursuit of excellence at an international level and to develop institutional frameworks and operational efficiency of courts."

The conference was opened by His Excellency Dr. Ahmed Saeed Bin Hazeem, Director General of the Dubai Courts (Dubai's Arabic language, civil law judiciary and a recognised leader in Middle Eastern courts), who extended a warm welcome to the participants who had come to Dubai from all over the world. He extended his gratitude toward His Highness Shaikh Maktoum for his generous patronage of IACA's first conference in the Middle East and for enhancing the global competitiveness of Dubai, both regionally and globally, in the field of legal administration.



Mark Beer, Chief Executive and Registrar of DIFC Courts; Jeff Apperson, CEO of IACA

The conference then began with a keynote address by Tun Dato' Seri Zaki, former chief justice of Malaysia and now a judge of the DIFC Courts, on "Court Excellence in a Complex World: The Malaysian Experience." It was followed by a panel discussion on "What is Court Excellence?" moderated by Robert Keay, co-founder of the International Customer Service Institute (TICSI), and comprising Tan Siong Thye, Judicial Commissioner, Supreme Court of Singapore; Justice Robert John Torres, Jr, Chief Justice of Guam; Sir Charles Michael Dennis Byron, President of the Caribbean Court of Justice; and Branka Tomasevic, Deputy Secretary General of Serbian High Court Council.

The speakers discussed the modernisation of financial operations in the judiciary and the institutional independence of the courts, before focusing on concepts of quality and excellence that are no longer the monopoly of the private sector and government agencies with specialised services. They also emphasised the increased societal demands on the courts to adopt these concepts, including pro-active case management.

The UAE national anthem marked the official opening ceremony of the event, which was attended by senior Governmental representatives from across the United Arab Emirates. This was followed by a welcome address from Richard Foster, IACA president; HE Dr. Ahmed Saeed Bin Hazeem, Director General of Dubai Courts; and Michael Hwang, Chief Justice of the DIFC Courts.



Aleš Zalar, President of the European Center for Dispute Resolution

The post-lunch segment commenced with a session on "Leadership and Change Management" moderated by Tun Dato' Seri Zaki, former Chief Justice of Malaysia, and comprising Luis Palma, Dean of the School of the Graduate Studies of the University of Belgrano; Aleš Zalar, Slovenia; Roger Bilodeau, Canada; Judge Jean Fahed, President of the Supreme Judicial Council in Lebanon. The speakers focused on the challenges of transformation management in courts and how to manage change successfully.

“Court Excellence in a Changing World”

It was followed by a session on the “Role of Strategic Planning and Performance Management in Raising the Efficiency of Courts” moderated by Dr. Yousuf Al-Suwaidi, Senior Consultant, Planning and Organisational Performance at Dubai Courts, and comprising Wallace Jefferson, Chief Justice of Texas; David Slayton, President of the National Association for Court Management, US;



In foreground, Mark Beer, Chief Executive & Registrar, DIFC Courts

Wiwiek Awati, Judicial Reform Team of the Supreme Court of Indonesia; and Medhat Al-Mahmoud, Chief Justice of Iraq. The speakers addressed the complexities imposed on courts and the need to raise their efficiency in areas such as implementation of management strategies and performance oversight. The panelists stressed the importance of maintaining high levels of transparency and providing equal access to justice while pursuing increasing efficiency. They also discussed additional challenges that can only be overcome through innovation and encouraging creativity in the design and management of the means and methods of conducting litigation.

The wrap-up session for the day was presented by IACA’s Vice President for Central and South America, Vladimir Passos de Freitas, former President of the Brazilian Federal Judges Association, vice-president of the Brazilian Judges Association and co-chair of the National Judicial School. This was followed by a spectacular gala dinner in the grounds of the hotel featuring local specialties and a performance of traditional singing and dancing.

Day Two began with a welcome address by Richard Foster, President of IACA, followed by a session on “Best Practices in Technology to Maximise Efficiency and Public Confidence.” The session was moderated by Trevor Pegley of Visionhall Information Systems Limited, with the panelists including Abdulrahim Ahmad Al Mudhareb, Director of IT, Dubai Courts; See Kee Oon, Chief District Judge at Subordinate Courts Singapore; Esteemed Judge Mustafa Erol, Deputy Undersecretary of the Ministry of Justice in Turkey; and Majed Al Adwan, Director of the King Abdullah Project for the Development of the Judiciary, Ministry of Justice in Saudi Arabia. The panel discussed the internet, smart phone applications and social media, and their impact on enhancing confidence in courts among their users and the wider society.



Cathy Hiuser, IACA President-Elect

After coffee, Cathy Hiuser, IACA President-Elect, chaired a session on “Enhancing Stakeholder Alignment” with Professor Gregory Reinhardt, Executive Director of The Australasian Institute of Judicial Administration; Shirley S. Abrahamson, Chief Justice of the Wisconsin Supreme Court; HE Justice Dr. Jamal Hussein Al Sumaiti, Director General of the Dubai Judicial Institute; and Sumaia Bin Khalifa Hammad, Director of Communication

and Business Development at Dubai Smart Government.

The panelists covered the importance of managing the interests of stakeholders and their impact on achieving excellence in the work of courts. They discussed how courts cannot function in isolation from other pillars of society and the economy, and called for greater collaboration on developing effective programs that positively impact the performance of courts and address any shortcomings.

This was followed by an impassioned discussion themed “Empowering the Administrators: Pros and Cons,” chaired by HE Justice Ali Shamis Al Madhani, Chairman of IACA Middle East Board and Justice of the DIFC Courts, with Sonja Gruevska, Court Administrator in the Supreme Court of Macedonia; Vladimir Passos De Freitas, Former President of the Brazilian Federal Judges Association; Midas Marquez, Chief Administrator for the Philippines Courts; David Vaughn, Chemonics, USAID FAIR Justice Project; and Maureen E. Conner, Ph.D. Associate Professor.

Following lunch was a session chaired by Jeff Apperson, CEO of IACA, regarding “Global Economic Instability – Consequences on Budgets and Caseload,” a highly topical issue in most parts of the world. The speakers were Judge Emad Meswadah, Head of Court Administration for the High Judicial Council of Palestine; Julien Vilquin, Doing Business Project Team World Bank; and Erica Bosio, Doing Business Project Team, World Bank.

The conference closed with a key note address from HE Dr. Ahmed Saeed Bin Hazeem Director General of the Dubai Courts, followed by a wrap up and welcome to Sydney given by Richard Foster, President, IACA, who also honoured



Richard Foster, IACA President; HE Justice Pharaon,

HE Justice Pharaon from the Abu Dhabi Judicial Department for his continued involvement and support of IACA since its inception in 2004.

During the event, Robert Keay, Co-founder and Chairman of The International Customer Service Institute, handed Michael Hwang, Chief Justice of DIFC’s Courts, the International Standard for Service Excellence (TISSE) certification in recognition of DIFC Courts’ belief in the positive effects of a high standard of customer service. Mark Beer, Chief Executive and Registrar, DIFC Courts, said: “We are delighted to become the first court in the world to receive this certification, which recognises our commitment to delivering the highest levels of customer service excellence. Our aim is to be the leading commercial court, not just regionally, but globally, and a credit such as this is proof that we are on our way to achieving that goal.”

For more details of the event, including the presentations, agenda, and photos, please visit <http://www.courtexcellenceuae.com/> and use the following username and passwords. To download the photos username: courtexcellence and password: galadinner. For the presentations username: courtexcellenceppt and password: court2013.

IACA Advisory Council Members

Honorable Ngozi Chianakwalam

IACA's Advisory Council is honored to welcome Dr. Ngozi Chianakwalam as its newest member. Dr. Chianakwalam is the Honourable Chairman / Chief Judge of the Investments and Securities Tribunal, Nigeria (Tribunal). She was appointed to this position in 2013 by the President of the Federal Republic of Nigeria. Her previous positions signal a career built on solid career progression in various capacities that collectively provided a strong and diverse foundation for her work as a senior-level jurist in a specialized court with a complex the technically challenging caseload. Those positions, taken chronologically, include state counsel in Imo State Ministry of Justice; Assistant Director of Civil Litigation; Deputy Director and Director of prosecutions in Abia State; Solicitor General of Abia State; and Permanent Secretary of the Ministry of Justice of the same Abia State. She served as the Registry Director and Acting Registrar General at the Corporate Affairs Commission which is responsible for registering and regulating the operations of Nigerian-based companies.

Dr Chianakwalam graduated from the University of Ife, Ile – Ife, Nigeria with an LL.B and was called to the Nigerian Bar. She also earned an M.B.A. in Management Technology from the Federal University of Technology in Owerri, Nigeria and a Ph.D. in Criminal Law from Rochville University in California, USA. She has been a member of the Chartered Institute of Arbitrators, since 2003 and the Institute of Chartered Mediators and Conciliators since 2005.



Dr. Chianakwalam has been a supporter of IACA for a number of years and I know you join me in welcoming her to our IACA Advisory Council.

Justice Maja Tratnik

Supreme Court of the Republic of Slovenia

To better acquaint IACA's members and friends with the members of IACA's Advisory Council, we are including biographical narratives of them in successive issues of our Newsletter. We began in a recent issue with Justice Karim Pharaon of the United Arab Emirates. This issue features Justice Maja Tratnik of the Supreme Court of the Republic of Slovenia. IACA is indeed fortunate to have the benefit of her extensive experience and expertise both as a jurist and as a senior-level officer of international judicial associations. The Council's Chair, Markus Zimmer, first met Justice Tratnik at a 2001 Roundtable on the Law on Courts for the Republic of Montenegro where both served as panelists on a forum advising members of Montenegro's Supreme Court. He recalls having been very impressed at the time with her analytical skills, understanding of critical rule of law issues, leadership skills, and self-confidence, a superb role model for all of us but particularly for women.



Maja was born in Ljubljana, Slovenia on 17 January 1951, a late but welcome Christmas gift for her busy professional parents in the midst of the winter. The Republic of Slovenia, a small but dynamic country in Central Europe, is bordered by Italy on the west, Austria on the north, and Hungary and Croatia on the east and south. In recent history, this juxtaposition between the western democracies and the eastern Soviet Bloc served the interests of the country as it transitioned from the Yugoslav Federation to a thriving independent state. At the time of her

birth, the Socialist Republic of Slovenia was part of the Socialist Federal Republic of Yugoslavia. The leader of the Yugoslav Republic, Josip Broz Tito, a native Croatian, was a freedom fighter during World War II. He valued political and economic independence and managed, in various ways, to break Stalin's iron grip on the Yugoslav Federation. The member republics of the federation all enjoyed, while under Communist rule, more freedom and greater independence than the other Eastern Bloc states.

With Maja as their only child, her parents were early proponents of the nuclear family. Her father served in the Yugoslav People's Army and her mother as a lawyer in Ljubljana where the family made its home. Ljubljana, the capitol of Slovenia, dates back to medieval times and is graced by an historic castle on a hill and a charming old town. Although Maja had no siblings, she has no recollection of having ever been spoiled as a child. Life in the early post-war 1950s was often challenging as the European countries struggled to recover from the devastating consequences of World War II. Maja's parents emphasized the importance and the values of hard work, diligence, persistence, and modesty as essential both to personal and professional success. Reflecting on those years, Maja acknowledges that elements of her formative years were severe but prepared her well for the adult world. As fortune would have it, the antidote to parental discipline was her loving grandmother who, out of sight and sound of her parents, would indulge her. After all, she asks with a wry smile, isn't that the primary calling of grandmothers, especially for little girls?

Maja has been a life-long resident of Ljubljana where she attended primary school. After graduating from high school, she matriculated at the University of Ljubljana and was accepted into the Faculty of Law. The origins of the University in Ljubljana date back to the 17th Century when it was established as part of the Jesuit higher-education system as *Academia operosorum Labacensium* in 1693. In 1810, it achieved formal university status under the name *Écoles centrales* under the authority of the French Imperial administration of the Illyrian Provinces. Today, the university encompasses 27 separate faculties.

Justice Maja Tratnik, cont.

Following her graduation in 1974 with a law degree, Maja opted to pursue a judicial career and commenced work in Slovenia's judicial system, starting as an intern, then hired as a legal assistant, supporting the work of trial judges. Her superb performance led to her appointment three years later in April 1977 as a trial judge of the Municipal Court of Ljubljana. Two years later, Maja was promoted to the next higher level, the Basic Court of Ljubljana. By 1984, ten years after her graduation from the Law Faculty, she was named that's court's Chief of the Criminal Division where she served for ten years until 1994. That year, she was promoted to the Court of Appeal in Ljubljana. In 2000, she was nominated and appointed as a Senior Judge of the Court of Appeal. Four years later, Maja was nominated to the Supreme Court of Slovenia where she has remained and serves on the Criminal Panel. Maja's entire professional carrier has focused on hearing and adjudicating criminal matters at all levels, both in terms of the seriousness of the crime and the courts that hear them.

She points out for Newsletter readers the differences in age at which candidates enter the judiciary in different legal systems. In Anglo-Saxon common-law systems, a judicial career typically does not occur until candidates have accumulated years of experience as an attorney or advocate. By contrast, judicial careers in Continental European and other civil-law systems, judicial careers often commence much earlier, often within several years of graduation from a law faculty. Judges in most civil-law systems are granted life tenure, but they also have mandatory retirement, usually at a certain age between 65 and 70, determined by law. Another difference is that the authority for recruitment, selection, promotion and career of a judge in civil-law systems often lies within the competence or jurisdiction of national judicial councils, not elected representatives of the executive or legislative power.

As was alluded to above, Maja's judicial carrier began while Slovenia was within the Yugoslav Federation; effectively, from 1977 to 1991, she was a Yugoslav Federation judge. The late 1980s were a tumultuous time in Slovenia as the desire for independence intensified among the citizens and led to important political reforms and efforts to resist increased federation control initiatives from Belgrade, the seat of the federal government. Some reforms were directly challenged by the Yugoslav Federation leaders. In December 1990, the reforms culminated in a national referendum in which the citizens voted overwhelmingly for a sovereign and independent Slovenia. On 25 June 1991, following the Ten-Day War, the Brijuni Agreement was signed and Slovenia achieved independence from the federation through the passage of appropriate legal documents that implemented a truce and a three-month cessation of the enforcement of Slovenia's independence. By the end of June, the remaining Yugoslav People's Army troops left Slovenia. In December 1991 a new Slovenian Constitution was adopted; members of the European Union recognized Slovenia as an independent state in January 1992, and the United Nations accepted it as a member in May 1992. In May 2004, Slovenia joined the European Union. In 1991, her official status as a Yugoslav Federation judge changed to that of a Republic of Slovenia Judge. Living through those turbulent years on the road to independence was a great adventure for Maja, and the outcomes of achieving independence have been

positive in virtually all respects. She is proud to live and work in an independent Slovenia, a beautiful country accented by gorgeous high Alps, the Adriatic Sea, and a rich cultural history that dates back to medieval times. Unique to Slovenia is that it is the world's only country that has English word love in its name.

In the course of her judicial career, Maja helped to draft the new Law On Courts and the Law on Judicial Service prior to their submission to the Slovenian Parliament. She also was among experts of the Council of Europe that prepared Recommendation CM/Rec (2010)12 of the Committee of Ministers to member states on judges: independence, efficiency and responsibilities which was adopted by the Committee of Ministers on 17 November 2010. She also feels privileged to have served several times as an expert in various capacities for the Council of Europe, European Commission and OECD in the area of judicial independence and status of judges. She also was honored to represent Slovenia at the UN Congresses on crime prevention in Cairo in 1995 and Vienna in 2000. She acknowledges that serving on the Presiding Slovenian Judicial Council, comprising six judges, elected by their peers and five distinguished lawyers and law professors selected by the Parliament from 2002 to 2004 was one of the major challenges in her professional life, given the complex issues with which the Council wrestled.

Maja has always taken seriously the obligation to serve in various volunteer leadership capacities. Throughout her judicial career, she has actively participated in the work of the Slovenian Association of Judges, currently as Head of the Council for Judicial Ethics responding to ethical questions and dilemmas submitted by judges. Since 1994, she has been actively affiliated with the International Association of Judges (IAJ), a professional, non-political international organization established in 1953 in Salzburg, Austria. The IAJ serves as the worldwide umbrella group for national associations of judges; currently 81 such national associations from five continents are members. The IAJ's primary objective is to safeguard the independence of the judiciary, both on the institutional and the individual levels, an essential requirement of the judicial function to ensure the protection and enforcement of human rights and individual freedoms. In 2002, Maja was elected as President of the European Association of Judges (EAJ), a regional group of the IAJ, over which she presided until 2006. That year, she was elected as President of the IAJ and presided over it until 2008 when she was elected as Honorary President of the IAJ. Working in a leadership capacity in this international community of judges for nearly twenty years has been an enormous privilege. Through her work for the IAJ, Maja established lifelong friendships with judges from throughout the world. She emphasizes that being a good listener and exercising patience and tolerance are important personal qualities for effective cooperation in the international judicial community. Being able to exchange experiences with international colleagues substantially broadened her horizons and enriched her life.

In her private life, Maja is married to what she describes as the "best man I could possibly ever have imagined...one who is tolerant and understanding." In her free time, she enjoys sailing in the summer and playing golf when the time and weather permit. She confesses to needing considerably more practice to lower her handicap. Much of her free time also is spent

Court Administration Association of the Republic of Macedonia

Submitted by Borce Mircevski, President of the Association

On June 18, 2009, upon the initiative of the representatives of the court service, a group of several enthusiastic court administrators held the first founding assembly of the Court Administration Association of the Republic of Macedonia. The purpose was to fulfill, in an organized manner, the interests of the court administration, development and professional performance of the work tasks by the members of the court administration.

The very same day, when the statute of the Association was passed and the members for the bodies of the Association were selected, we positioned the cornerstone and the framework of functioning of our Association as professional voluntary, non political, non profit organization, established by the active court employees from the courts in the Republic of Macedonia.

Mission:

The Court Administration Association of Republic of Macedonia (CAA) is an association which stands for a professional and efficient judicial administration. The association actively advocates for the rights of employees in the judicial administration and improves working conditions in order to contribute towards the implementation of the reforms of the judicial system in Macedonia. CAA also establishes cooperation with other similar organizations and institutions and implements projects in the area of law.

Strategic goal:

Work on increasing the professionalism and efficiency of the court administration, increasing the influence of our Association in the process of passing laws and sub regulations from the justice system area and increasing the trust of the public towards the court administration and the courts.

At the beginning of our Association we have been focus and proud to present our achievements:

- We worked on the development of the Association and we have established 28 active branch offices with 917 members; We established managerial structure consisted of president, vice president, governing and supervisory board We formed seven commissions with proper structure and different areas of interest (strategic planning, project management, PR, international relations etc.)
- We worked on the enhancement of our capacities and we prepared and adopted two Strategic Plans (2010-2013 and 2013-2015) and the Action Plan for the future activities of our Association;
- We have contacts on regular basis with the key institutions in the judiciary in order to protect the interests of the court administration;
- Drafting of text-amendments and supplementing the Law on Court Service, presenting them and lobbying with the executive and legislative branch bodies to adopt them;
- Active participation in the Advisory Committee of the Academy for Training of Judges and Public Prosecutors during the preparation and implementation of the training program of all employees in the court service and having members of the association who act as educators in the Academy;

- Preparation, passing and implementing of the Code of Ethics and standards for good behavior of the court administration.

Also the Association values the following activities and as key results are those ones:

- Assessment of organizational needs including various structures of the association;
- Development and adoption of the Plan for building the capacities of the Association in organizational and institutional terms;
- Developed and in process of implementation strategic plan, accompanied by a specific budget and time frame,
- We have developed and launched a newsletter and brochure,
- Developed our Communications Strategy
- Content and essentially supported the work of the Ministry of Justice Working Group in the preparation of the Draft law amending the Law on Judicial Service
- Technical supported the process of assessing the training needs of employees in the judicial service;
- Participated in the work of the Advisory committee formed at the Academy for Training of Judges and Prosecutors of the Republic during the preparation of the Court service training program - 2010-2013, 2013-2015 Associations' members hold educations and trainings in the Academy for Judges and Prosecutors
- In cooperation with the Court Services, Council has prepared a Code of Ethics for employees in the court service of the Republic of Macedonia
- We signed a Memorandum of cooperation with the union that represents court employees
- President of the Association and few members participated at the IACA Conferences in Hague 2012 and in Dubai 2013
- Few members of the Association participated at the USAID/ Judicial Strengthening Project sponsored study tour to Estonia and Sweden (April 8-18, 2013)
- Prepared several project proposals that will be presented in front of chosen donors

Slowly, but surely, the Court Administration Association grows into a powerful professional association which represents the interests of the court administration and works towards its development, aiming to contribute to the reforms in the judiciary which are of key importance for the present and future welfare of our country. Our capacities are extensive, and our ideas are numerous. The Court Administration Association of Republic of Macedonia has open doors for new contacts, partnerships and friendships. Until now most of the activities of CAA were achieved with the support of the USAID/ Judicial Reform Implementation Project (2007-2011) and USAID /Judicial Strengthening Project (2012 – present).

Linda Wade-Bahr, Chief IT Officer and Technical Editor



Many IACA members are most likely to be familiar with Linda Wade-Bahr through her tireless efforts and dedication as our webmaster, Chief IT Officer and Technical Editor for the International Journal for Court Administration. Some may also know Linda through her longtime position as Videoconference Administrator and Web Design Engineer with the U.S. District Court for the Middle District of Florida. In what many would consider the traditionally male-dominated field of information technology, Linda has proven that women can succeed, through tenacity, continuing education, and a commitment to excellence. If one happens to possess the talent and passion of an artist, all the better!

As an art major at the University of Florida before the evolution of personal computing, the possibility of a career in technology seemed worlds away. Linda demonstrated a natural talent for playing the French horn at an early age, which eventually earned her a music scholarship and a place in the famous University of Florida Gator Marching Band. Her passion for the French horn was only rivaled by her interest and talent in myriad forms of art, which she continues to explore and enjoy in her spare time.

Upon completion of her education, Linda began raising a family and settled into an administrative position with the U.S. District

Court in 1997 in Jacksonville, Florida. As technology became more prevalent, she volunteered to learn everything there was to know about videoconferencing and was instrumental in the purchase and implementation of the very first videoconference system utilized throughout the entire Middle District of Florida. As the Court became more dependent on videoconferencing, Linda rose to the challenge of managing the videoconferencing equipment and its use. She now manages the operation and technical maintenance of the Court's four bridging components, a separate network dedicated to videoconferencing, and all videoconferencing units in five federal courthouses located throughout a 350-mile radius. Linda coordinates and facilitates regular judicial committee and administrative meetings that are held by multi-point videoconference. Each location also has videoconference-capable courtrooms, where Linda facilitates proceedings held in conjunction with the Bureau of Prisons, Federal Medical Facilities, and the State Department of Corrections. With the significant distance between courthouse locations, the use of this technology benefits the court through tremendous savings in travel time and expense.

In addition to her role as videoconference administrator, Linda holds the position of Web Design Engineer and is responsible for the design, creation and management of the official webpage for the US District Court, Middle District of Florida. This includes managing the Court's Internet, intranet, extranet and mobile sites. Through her own initiative, Linda has earned certification as a Master CIW Designer and is a Certified Web Professional as accredited by the International Webmasters Association. Her background in art has been useful in the design and creation of many of the graphics that can be seen throughout the IACA website, as well as the US District Court's website. In 2013, the Court's Internet site averaged 47,000 visitors per month.

In a department comprised of 18 people, Linda is one of only three women currently in IT. In 2006, she was recipient of the Federal Court Clerks Association's Ross Levy Award. Linda continues to serve as an IACA Officer and is scheduled to perform with an orchestra at Carnegie Hall later this year.

News From the Regions

North American Board

Submitted by Norman Meyer, Vice President for North America

Exciting news! On February 25 the IACA Executive Board and Regional Vice Presidents approved the concept of joining with the National Association for Court Management (NACM) to hold a joint conference from July 6-12, 2017, in the United States. NACM (www.nacmnet.org) has a long history of delivering excellent conferences filled with outstanding education focused on court administration, a large court-specific vendor show, and fun activities. By joining together in 2017, IACA will bring to the conference our international perspective that will enhance the sharing of the latest information from around the world with our American colleagues. Although it is quite early in the process, efforts are already underway via a joint planning committee. This committee is working on a memorandum of agreement (MOU) and the process of selecting a conference site is underway. Although final approval is still pending, please mark your calendars now and plan on attending the IACA-NACM conference in 2017!



Job Opportunity

French Speaking Court Administration Experts

Worldwide Job Code: CAE.01.01

Tetra Tech DPK (Tt DPK) provides technical, management, and advisory services to help developing and transitioning societies navigate the challenges they face. We work around the world with a variety of donors such as the United States Agency for International Development (USAID), the United States Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL), and the World Bank to help establish and strengthen productive relationships between state and society and develop sustainable government and justice systems that are responsive, transparent, accountable, fair, and efficient.

Tt DPK is seeking French speaking Court Administration Experts for short and long-term consulting opportunities on current and anticipated USAID-funded projects. Court Administration Experts will be expected to support Tt DPK's USAID project in the provision of technical assistance to local counterparts and project stakeholders. Illustrative activities may include developing training materials and conducting trainings, carrying out needs assessments, facilitating roundtable discussions/meetings, report writing, and providing strategic advice in areas of expertise.

Requirements:

Minimum of 5 years of progressively responsible management of judicial institutions, including experience as a court administrator or clerk for medium to large multi-court systems; and experience working on programs designed to improve court administration

practices, including automation, enhancing judicial and court staff training, and strengthening the independence of the judiciary.

Extensive experience in at least one of the following areas: court administration; court automation; case flow management; delay reduction; case processing and records management; facilities management; court financing and budgeting; public outreach; human resources management; developing statistical reporting systems; IT system management and training.

Prior experience on USAID or other international donor-funded rule of law projects required. Degree in law or public administration or related field. Fluency / working knowledge of French language is required.

Please submit a cover letter and resume to Tunde Hegedus (Thegedus@dpkconsulting.com) referencing the job code in the subject line. Applicants who do not meet the minimum requirements listed above will not be considered. No phone calls, please.

Tt DPK is committed to diversity and gender equality in all of its operations - in the U.S. and overseas. We strive to reflect these goals in our global mission and in our workplace. We encourage applications from women and underrepresented ethnic, racial and cultural groups. Tt DPK is proud to be an Equal Opportunity Employer.



IACA was created in 2004 by court system executives and managers. Its founding principles envision a global association of professionals collectively engaged in promoting the effective administration of justice. We do so by endeavoring to build and sustain well-managed, independently governed, effectively administered, and publicly accessible court systems.

We welcome your interest in IACA and urge you to consider joining us through one of our categories of membership and participating in our conferences. We also encourage all current and future members to actively involve themselves in IACA's future development and expansion through taking on leadership roles at the regional and national levels. We are a dynamic organization and perpetually interested in ideas and suggestions as to how we might improve and expand the services we provide.

Join IACA

www.iaca.ws

<http://www.iaca.ws/join-iaca.html>

2425 Wilson Blvd. Ste 350
Arlington, VA 22201-3320



Memories from Dubai



IACA

INTERNATIONAL ASSOCIATION
FOR COURT ADMINISTRATION



**International Association
for Court Administration**



CONFERENCE SYDNEY, AUSTRALIA

International Perspectives on Justice Administration 10 years on...



- International Framework for Excellence and measuring performance
- An exploration of the roles of judicial officers and court administrators and how the relationship between them may be improved and enhanced
- Current developments in court technology
- International perspectives on best practice in courtroom design and court security
- Professional development and managing change in the legal environment
- Managing succession in courts administration
- Access to justice in developing countries
- Facilitating access to courts for disadvantaged groups and children
- Alternate Dispute Resolution practices
- Courts working with multicultural communities
- Courts cooperating with volunteers, non-government organisations and support services
- Communication with Court Stakeholders and provision of information to Court Clients

www.iaca.ws

24 – 26 September 2014

39th Annual NASJE Conference

*“Perceptions of Justice: Improving Public Trust and
Confidence Through Judicial Branch Education”*



**More Information:
Contact Committee Co-Chairs**

Lee Ann Barnhardt
lbarnhardt@ndcourts.gov

Anne Jordan
anne.jordan@courts.IN.gov

Save the Date

August 3-6, 2014 — Chicago

Conference Lodging:

Westin Hotel on Michigan Avenue

Conference Registration:

Online Spring 2014 at www.nasje.org

Conference Highlights:

- Fundamentals Course
- NASJE Curriculum Designs
- Diversity Education
- Leadership & Court Staff Development
- Experiential Learning: Exploring Chicago's
Social Movement History