

**ROLE OF REGISTRAR-GENERAL
IN AUGMENTATION OF
HUMAN RESOURCE SKILLS
IN HIGH COURTS MANAGEMENT**

A Presentation

By

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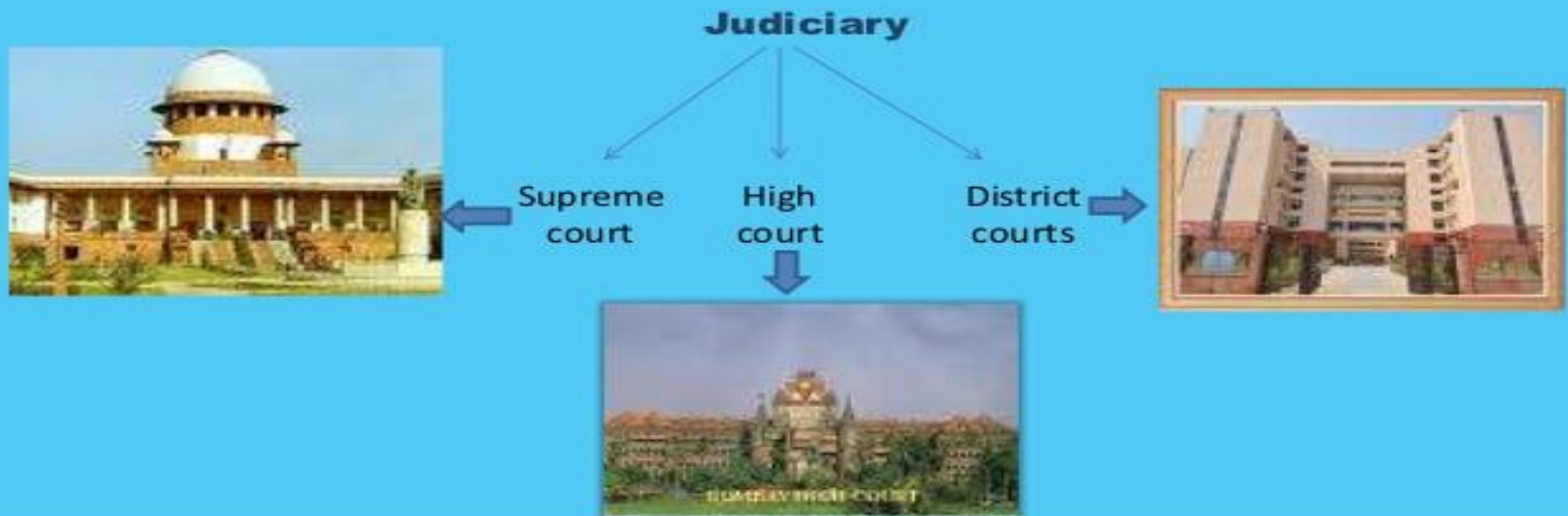
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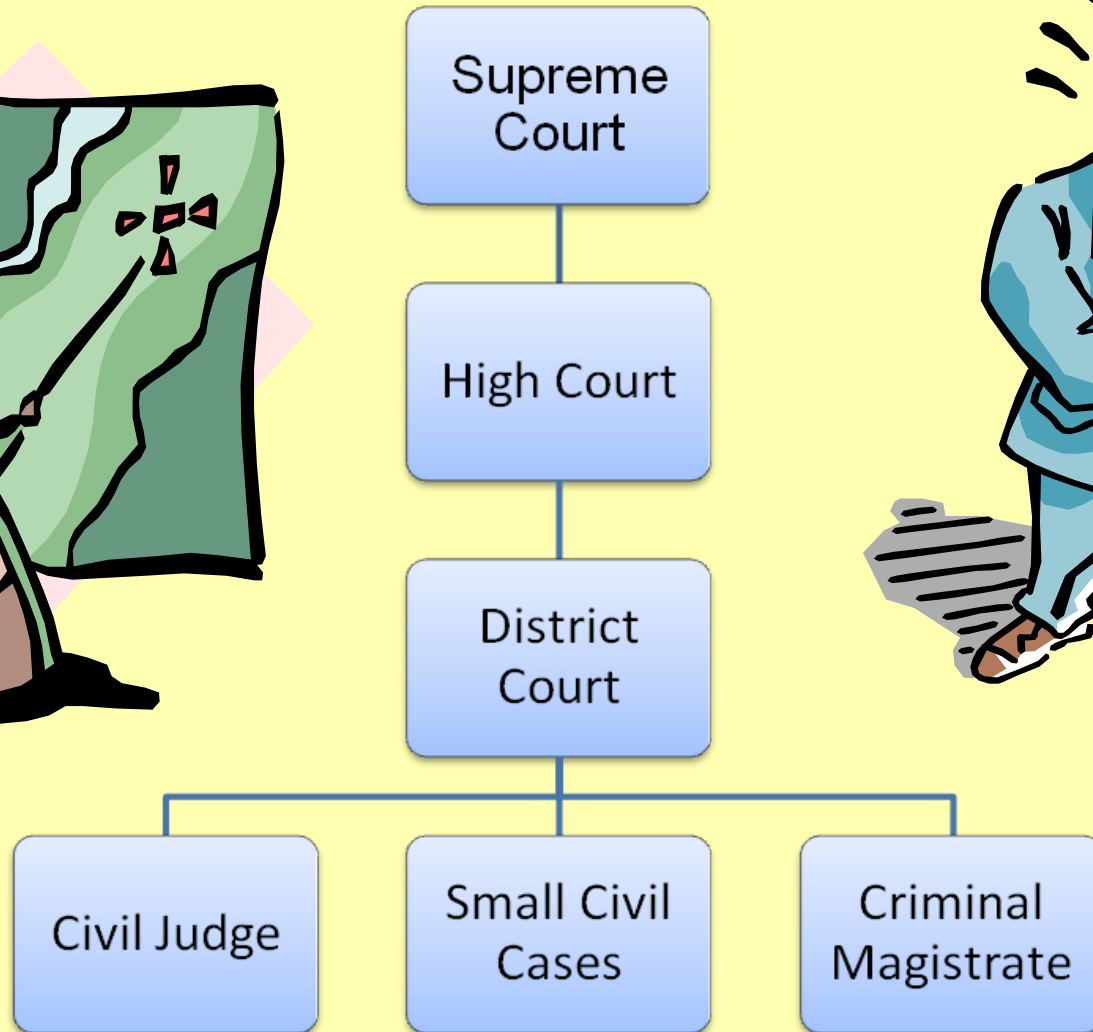
INDIAN JUDICIARY SYSTEM

Types of courts in India

- There are 3 types of courts in India:-



THREE TIER INDIAN JUSTICE SYSTEM



JUDICIAL TRAINING SYSTEM IN INDIA

- 1. It is often said that an institution is only as good as the people who operate it.**
- 2. The level of motivation and leadership, the degree of competence and professionalism and the clarity of purpose and methods which the judiciary displays make the judicial system perform to its optimum efficiency.**
- 3. The Judicial officers, definitely are the key figures in determining the quantity and quality of judicial-output which the public gets as justice out of litigation in different courts.**
- 4. Any investment in updating their knowledge and skills will be doubly repaid in the delivery of justly justice and in the efficiency of judicial administration**
- 5. Despite realising its importance and the repeated recommendations from several committees and commissions, pre-service and post-service institutional training for officers to judicial service had not received the attention it deserved from the Hon'ble Courts and the Government till recently**
- 6. Glancing through the literature, it has been suggested at different occasions that eminent professors, lawyers, judges and jurists could be invited to deliver lectures on various topics of relevance on law and other related subjects**
- 7. Although the National Judicial Academy was formally set up in 1994 but it really started imparting regular training courses years later.**

THE AIMS FOR COURT ORGANIZATION

- ✓ **I could not do better than to start with the set of principles and standards recognized the World over relating to court organization.**
- ✓ **The organization of any court system should serve the courts' basic task of determining cases justly, promptly, effectively and efficiently.**
- ✓ **To this end, the court organizational structure should promote:**
 - 1. Legal Authority over all Judicial Operations; and**
 - 2. Clear delineation between Judicial and Non Judicial responsibilities and common overall management system so that delivery of other services may be administered uniformly through out the respective jurisdiction.**

THE AIMS FOR COURT ADMINISTRATION

- ❑ **The administration of a court system should facilitate :**
 - 1. The development of skilled leadership;**
 - 2. The selection and assignment of competent administrative personnel;**
 - 3. The sound management;**
 - 4. The efficient use of human resources;**
 - 5. The availability of facilities, equipment and public accountability; and**
 - 6. The responsiveness and continuous planning**

All above should place emphasis on resource flexibility to meet varying and changing systems wide and local contingencies.

- ❑ **Whilst emphasis is on economic and political integration, these can not be achieved without harmonization of legal and judicial systems. It is therefore easier today to speak about the role of Registrar-General in Augmentation of Human Resource Skills amongst its subordinates vis-à-vis Court-Organisations.**

KEY RESPONSIBILITIES OF HIGH COURTS REGISTRARS-GENERAL

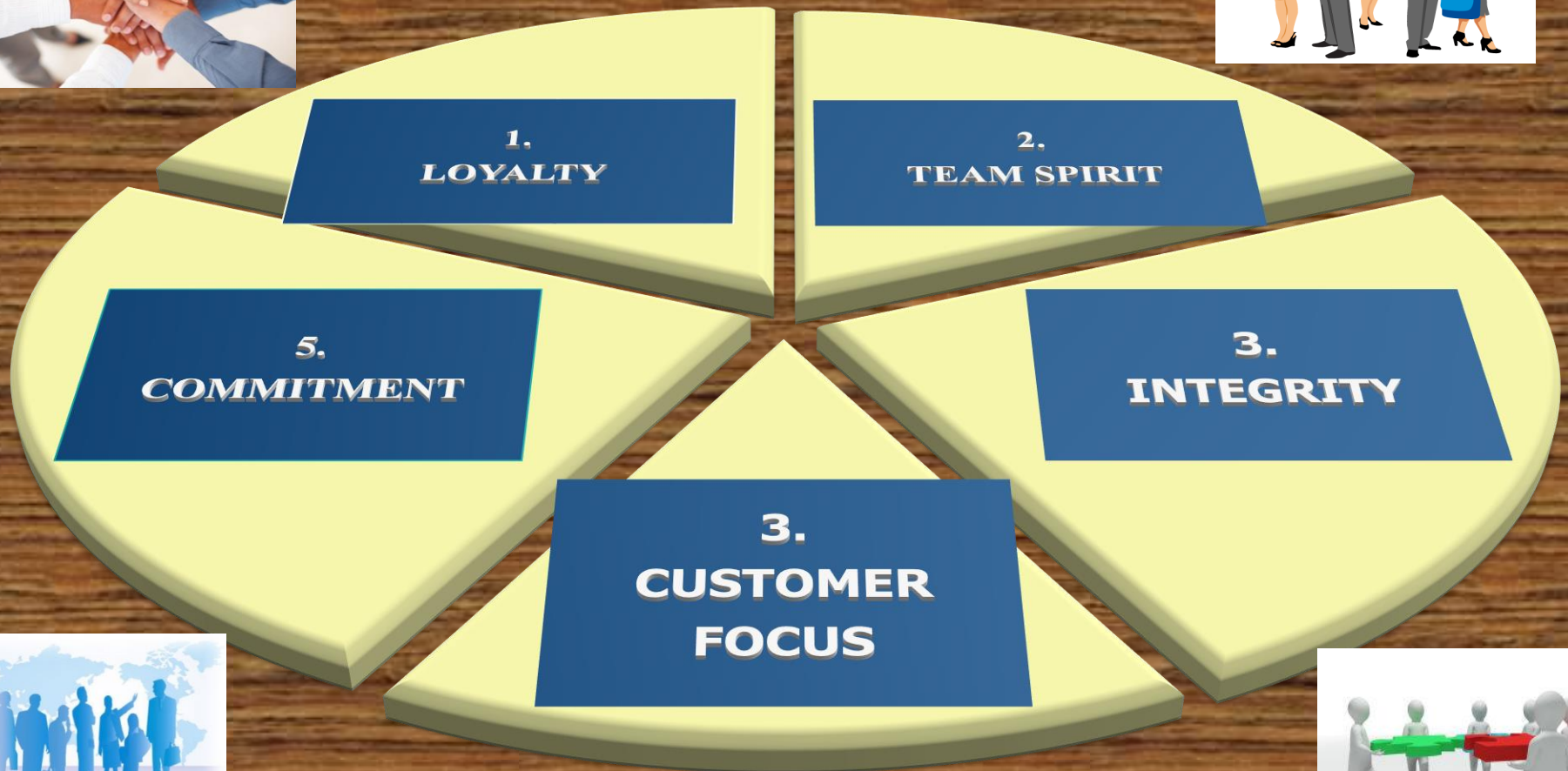
- The High Court Registry is the court office for the High Court where the Court documents are filed and processed in a laid down manner. As the court administration-systems differ from one level to another, there are thus variations on what are these duties and responsibilities of High Court-Registrars. By and large, these responsibilities are bound to be found in the following sources: -
 1. The Constitution
 2. Court By-laws
 3. Court-Statutes
 4. Administrative Regulations
 5. Financial Regulations
 6. Judicial Circulars
 7. Policy Documents
 8. Strategic Plans
 9. Practice Directions
 10. Regional Customs
- We should also take cognizance of the fact that depending on the level of court system, it is a requirement in other jurisdictions that a Court-Registrar has to be a qualified lawyer.



SUCCESSFUL HRP



ORGANISATION HUMAN RESOURCE VALUES



CHANGING HR SKILLS

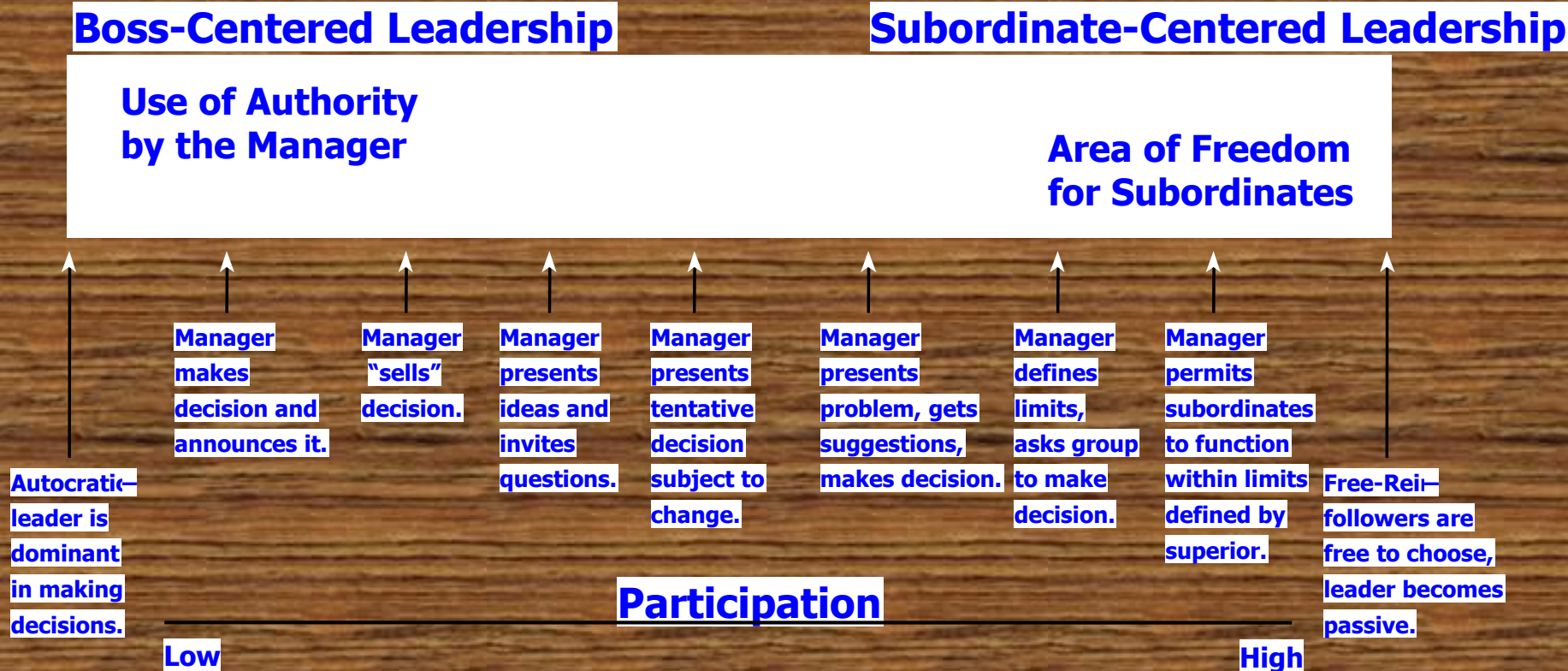
Researchers have provided abundant evidence that content knowledge alone is not sufficient for hierarchical success, that is, job advancement or upward promotion, but rather some unique combination of various capabilities and personality factors. The past century has yielded numerous theories, empirical data, and practical insight into managerial performance requirements, that is, the skills, roles, and characteristics that are required of managers and how this knowledge is disseminated. Classifying the content of just managerial roles reveals a rich literature that renders the formation of an exhaustive compilation of findings unrealistic. Roles, as defined by Mintzberg (1973) are those categories of actions or behaviours associated with job performance. The nature of managerial roles has changed significantly over the past 50 years migrating from command and control models to contemporary roles that emphasize worker support, coaching, motivating, and facilitating.

OVERALL HUMAN RESOURCE MINDSET, ROLES AND SKILLS

1. **Manage HR Relationships**
2. **Manage Organization Change**
3. **Manage the Self Esteem**
4. **Manage the Organizations**
5. **Manage Situation Context**
 1. **Disturbance Handler**
 2. **Technical Problem Solver**
 3. **Monitor**
 4. **Team Builder**
 5. **Team Player**
 6. **Staffer**
 7. **Organizer**
 8. **Liason**
 9. **Operational Planner**
 10. **Delegator**
 11. **Figurehead**
 12. **Strategic Planner**
 13. **Negotiator**
 14. **Motivator**
 15. **Allocator**
 16. **Spokesperson**
 17. **Entrepreneur**

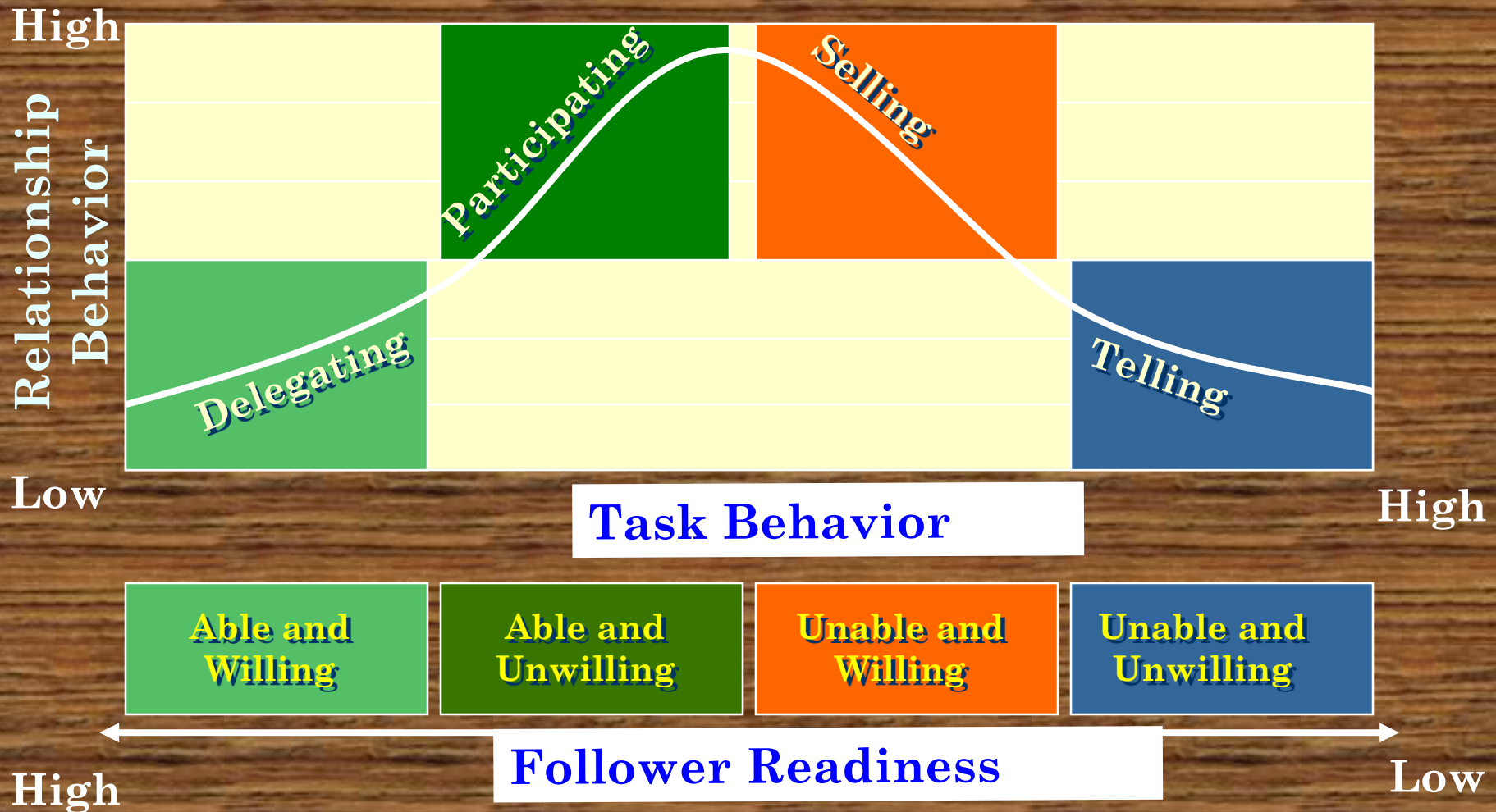
1. **Technical Skills**
2. **Interpersonal Skills**
3. **Diagnostic Skills**
4. **Conceptual Skills**
5. **Political Skills**

Tannenbaum and Schmidt's Leadership Continuum

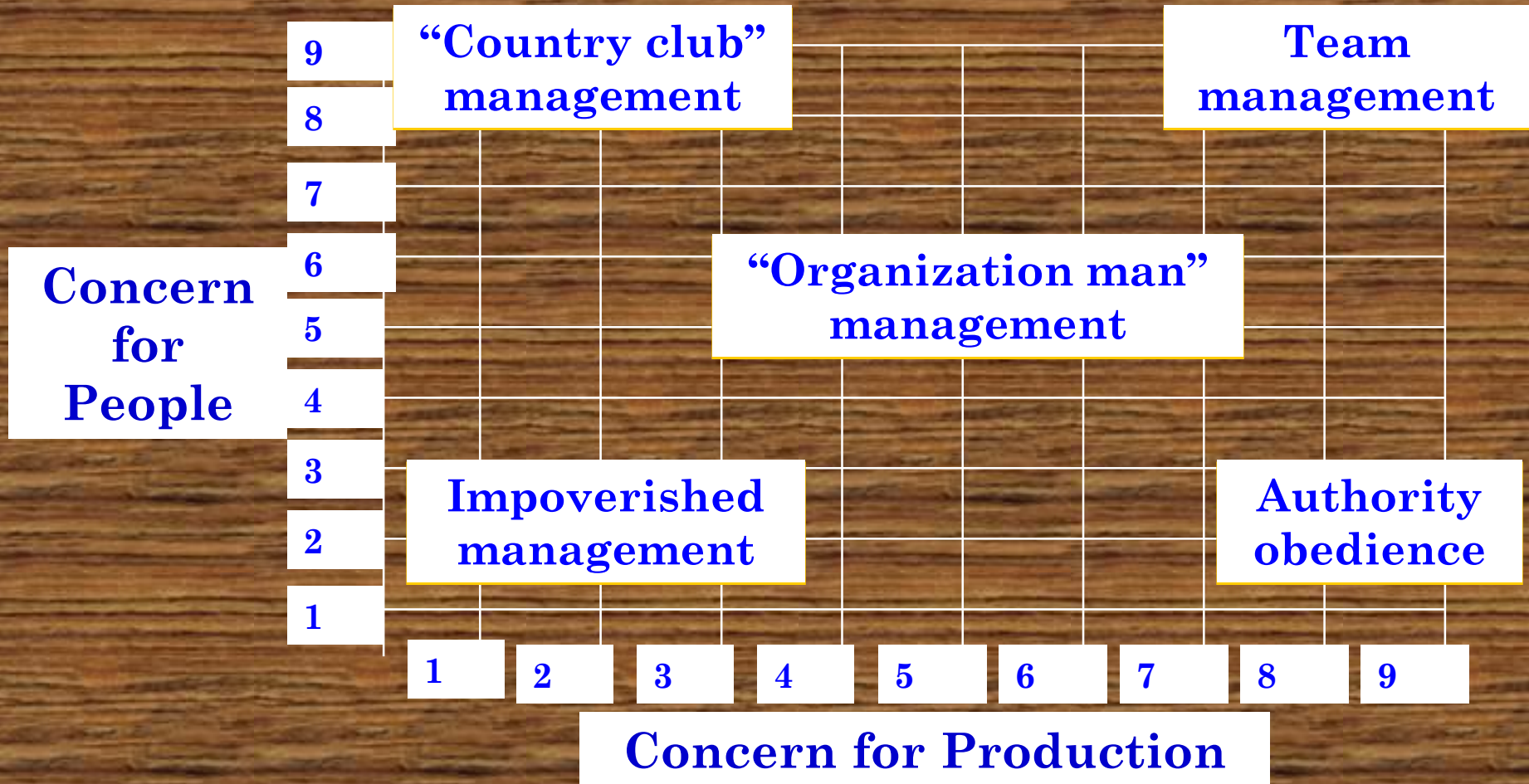


Source: Modified from R. Tannenbaum and W. H. Schmidt. May-June 1971. How to choose a leadership pattern. *Harvard Business Review*, 167.

Hershey and Blanchard Situational Leadership Theory



Managerial Grid and HR Skills



*Updates for HR Skills :
SOPs*

Effective HR Assistants

Effective HR Officers

Effectives HR Practices

*Understanding Employee
Interpersonal Relations*

*Effective Recruitment,
Selection and Induction*

*Effective Interviewing
Skills*

Effective Equal Opportunity

Effective HR Systems



Talent Management

**IMPROVING HR
PERFORMANCE**

COMMUNICATION SKILLS

PRESENTATION SKILLS

**PROJECT
MANAGEMENT
TRAINING**

**MANAGING PEOPLE
WITHIN THE LAW**

**QUALITY
ASSURANCE**

ICT TRAINING

**TEAM BUILDING
TRAINING**

**TIME MANAGEMENT
TRAINING**



**Organizational
Restructuring**

New Management Philosophy

- 1. Pre-occupation has shifted from the one time assumption that the Court was for the convenience of the Bench and the Bar. The prime consideration today is whether the public as community will receive good value for its money. The Modern concept, therefore, is one of the Court as Public Service. A new management philosophy has to be adopted based on scientific principles with emphasis on human relations and personal worth.**
- 2. Effective Court Management requires co-ordination of the involvement of all the administrative and Para-judicial staff towards the provision of a good court service, the Clerks, the Orderlies, the Bailiffs, the Ushers, the Police, the Prosecutors, Defense Counsel, the Attorneys, the Jurors, the Witnesses and the Prison Authorities etc.**
- 3. Codes of Ethics, guidelines, directions, work schedules, check lists and minimum standards should be prepared for each issue as undertaken by each and everyone. This can easily be done through Court user Committees**
- 4. A mere understanding of modern organizational management and methods and its practical applications in a Court setting are not enough. The legal framework under which these will work should be adopted.**
- 5. With current available technology on the matter of reporting, the desirability of adopting one of the means of producing a Court record mechanically or electronically must be emphasized.**

HIGH COURT ADMINISTRATION AND AUGMENTING THE HUMAN RESOURCE SKILLS

The High Court Human Resource Management is a division of the Department of Court Administration headed by the Court Registrar (Administration) who is the Head of all Human Resources. This department institutes general management techniques and procedures in compliance with the Court-Regulations and the terms and conditions of employment of all Human Resources. In addition, the department is responsible for recruitment and development of the core competencies of staff to support the functions of the Judiciary. The department also provides support to Human Resources in order to enhance and maintain a high calibre workforce. Other key responsibilities of this department include:

- 1. Facilitation of staff selection and recruitment**
- 2. Arrangement and allocation of employees**
- 3. Staff orientation and Leave administration**
- 4. Delivery of training and staff development programmes**
- 5. Initiation of the Employee Assistance Programme**
- 6. Performance Management**
- 7. Oversight of the Human Resource Information Systems**
- 8. Supervision of the Relations and Grievance Procedures**
- 9. Initiation of Pension and Leave/ Retirement Benefits**
- 10. Development and enforcement of Standard Operating Procedures.**

HIGH COURT REGISTRAR-GENERAL AS GOOD HUMAN RESOURCE MANAGER

THE MANAGEMENT PROCESS : The five basic functions of management, viz, planning, organizing, staffing, leading, and controlling constitutes a management process.

HUMAN RESOURCE MANAGEMENT : The policies and practices one needs to carry out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.

HUMAN RESOURCE MANAGER : He/she must take responsibility for clearly defining how management should be treating employees, make sure employees have the mechanisms required to contest unfair practices, and represent the interests of employees within the framework of its primary obligation to senior management.

IMPORTANCE OF HR SKILLS

- 1. Human are the key factor for the success for any organization.**
- 2. The productivity is the key to measure an organizational potential.**
- 3. The labor quality of an organization is the key to productivity.**
- 4. The competition today is the competition for higher productivity.**
- 5. The human are the most uncontrollable and unpredictable variable.**
- 6. Generally, the human needs include physiological needs, security, belonging, self-respect and self-actualization.**
- 7. Hence, the organizational success depends on management of people for getting best out of them as individual and as team as well.**

MAIN FUNCTIONS OF HRM

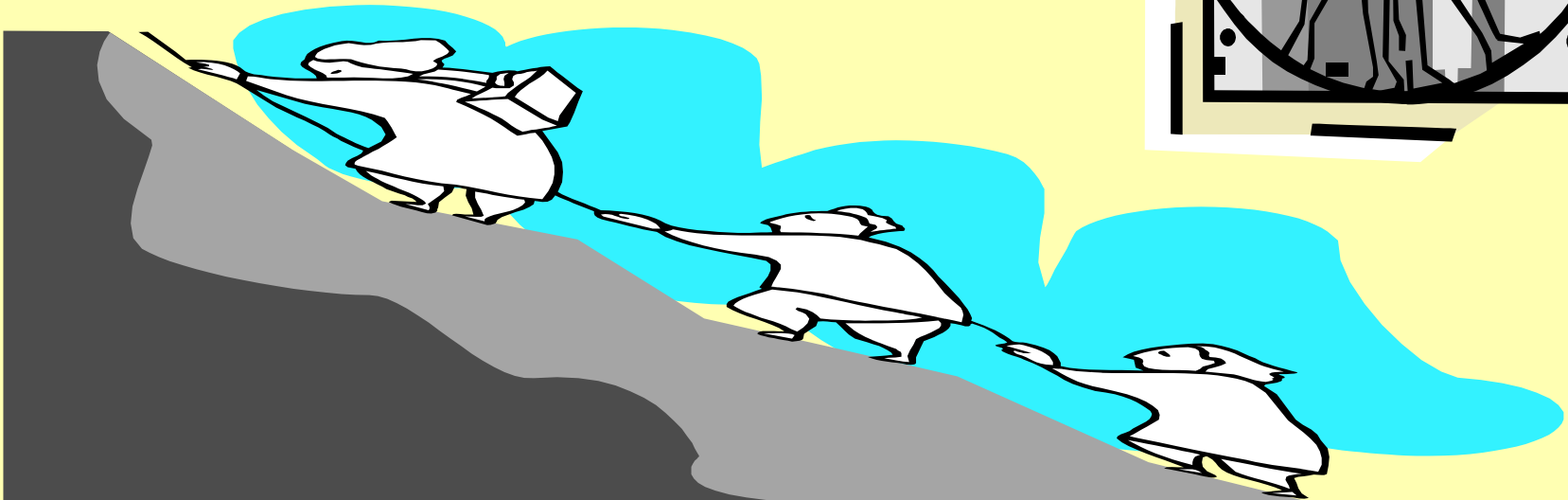
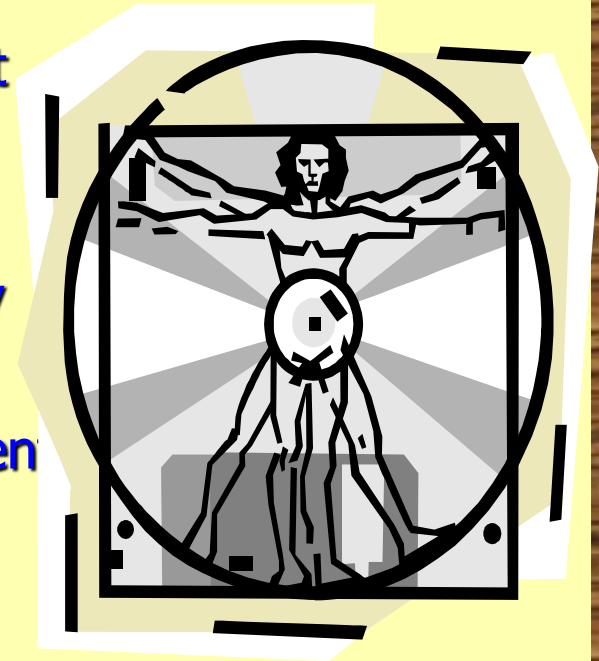
1. Planning future needs and supplies of manpower.
2. Assessing the real manpower requirements.
3. Conducting job description and job analysis.
4. Recruiting and selecting suitable manpower.
5. Orienting, inducting and training the manpower.
6. Managing motivation level via benefits.
7. Conducting 360 degree of performance appraisal.
8. Round the clock communicating with manpower.
9. Building employee commitment via teamwork
10. Controlling the manpower via SOPs.



Job planning-analysis—selection—training—rewards

EVOLUTION OF HR SKILLS

- Adam Smith: Specialization and Division of Labour
- Robert Owens: Pioneer of Human Resource Mgt
- Frederic Taylor: Father of Scientific Management
- Henry Fayol's : Father of Administrative Mgt
- Elton Mayo : Propounder of Behavioral Mgt
- Max Weber: Given the Ideal Bureaucracy Theory
- Abraham Maslow : The Theory of Motivation
- Mount Blake : The Leadership Grid in Management



SOME CONCLUSIONS ...

The High Court Registrar-General may need :



1. To Learn to say 'No' to many people if demanded unjust;
2. Action taken with clear conscience need not be worried;
3. Not to be scared of complaint because work invites it;
4. To maximize work of Registry and Court's performance;
5. Computerization of judicial as well as administration files;
6. Ready to deal with the routine issues and challenges;
7. How time bound issues or files can be done as per SOPs;
8. How to deal with budget and infrastructure problem;
9. Need to learn the Ins & Outs of Disciplinary proceeding;
10. Holding regular meetings with all Branch Supervisors;
11. Discipline and attendance can be ensured by use of ICT;

HENCE: It is really good for me to participate in this knowledge sharing programme with lot of experience has been mutually shared. I think it is really fruitful discussion to cater the needs while working as Registrar-General in High Courts in India.

THANK YOU !!!

