प्रगतेः मूलं प्रकृतिः

Managing Time For Speed and Prioritization

Prof. Parul Rishi PhD
(Psychology)
Faculty of Human Resource Management

drparulrishi@gmail.com

INDIAN INSTITUTE OF FOREST MANAGEMENT, BHOPAL

Time vs. Success

- **Being successful doesn't make you manage your time well.**
- **Managing your time well makes you successful.**

The Problem of Managing Time

By some estimates, people waste about 2 hours per day due to following:

- Messy desk and cluttered files
- Can't find things
- Un prepared, hence miss/avoid hearing
- Try to do things which other people should do
- Tired/unable to concentrate

The 80/20 Rule

- Good court management comes from time and experience
- And having the Art of identifying trivial vs critical case details and accordingly distributing time.
- Critical witness/case details are few (20%) and the trivial distracting unnecessary details are many(80%).
- So time spent should be reverse ,i.e, 80% on 20% critical details and 20% on 80% trivial details .
- However, in practice, it is reverse.

From Reasonable Time to Optimal Time Frame

Without any Undue Delay

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CASES ARE MANAGED AND DISPOSED IN DUE TIME

+

Without Compromising the Quality and Fairness of Judgment

→

Time line of Judicial Proceedings

Tools to Measure Time Management

Quantify Delays

- How Much Delay?
- Why Delay?

Causal Analysis of Delays

- Whether causes unavoidable/ Avoidable?
- Who is accountable for delay?

Accountability for delay

- Person- Lawyer/Witness/ Prosecutor/Judge/Adm personnel/Police/etc
- Situation

How to Manage Time???

Time Planning through **Time Frames** for **Timely Justice**

What is Time Frame???

- **Tools to achieve the timeliness of case processing.**
- ***A condition to start measuring and comparing case* processing delays**
  - **- a difference between the actual situation and the expected timeframes implemented to reduce the lengths of case processing.**
- **Timeframes have to fit the contingencies of the "local legal culture**
- **Having timeframes is a prerequisite for evaluating the results of the efforts made to improve the lengths of judicial proceedings.**

Timeliness of Case Processing

Setting realistic and measurable time frame for every case/task

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Enforcing Time Frame

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Monitoring Time Frame

How Time Framing Helps???

Time Framing goals should be shared and pursued by all through stakeholders' participation

To Help Build Common Commitment among Key Players

To Help Build Environment for Development of Innovative Policies

Help Build the culture of Shared responsibilities rather than blame game

CONSIDERING THE LOCAL LEGAL CULTURE

Examples of Time Framing Across the world

- **Finland-** Optimum timeframes for each type of cases are agreed and Targets for case processing are set.
- **Slovenia -** court rules sets a timeframe of 18 months after the case has been presented before the court. If a decision is not taken within 18 months, the case is considered delayed. The head of court may ask the judge in charge of the case to report the circumstances why a decision has not been reached.
- **Sweden –** targets for civil and criminal cases are set up by the Government. All units within the court define their targets

Setting of timeframes for kind of procedure

- Timeframes make more sense if they are set up allowing for the different kinds of procedure (civil, criminal, administrative, enforcement, etc.).

Denmark– 58% of the civil cases should be disposed within 1 year, 63% of the criminal cases should be disposed within 2 months and 95% within 6 months.

Norway – Timeframes are proposed by the Ministry of Justice with consent from the Norwegian Parliament. As of today, 100% of civil cases should be disposed in six months, 100% of criminal cases in three months.

Setting timeframes for case complexity

- **Timeframes can also be established with reference to the "case complexity", which should be defined by the court with the contribution of the parties.**

- **The establishment of these timeframes is related to the so called "multi-track" approach to case management, where each case is assigned to a specific procedural track based on its complexity.**

UK – England and Wales (Manchester) –

80% of *small claims should be disposed in 15* weeks, 85% of cases assigned to a so called *fast track procedure should be disposed in* 30 weeks, 85% of case assigned to the so called *multi track procedure should be* disposed of in 50 weeks.

Setting timeframes in collaboration with justice stakeholders

- **The building and maintenance process of setting realistic timeframes must involve the stakeholders at the different levels (state, court, single unit).**
- **Setting timeframes is not a *once for all event, but it has to be a* continuous process built through consensus and shared objectives between the stakeholders.**

Examples

- **Finland – there is a tailored program for each case and directions are given informing the parties should be informed about the estimated timeframe of the pre-trial phase, pre-trial hearings and trial.**
- **Detailed hearing timetables are sent beforehand to the parties. The lawyers and prosecutors are copied in for comments.**
- **Several discussions take place between the judges and the local lawyers in order to come up with common ideas and guidelines on how to improve the efficiency of justice including the length of procedure.**
- **Germany – regular meetings with lawyers are organised to discuss customer satisfaction and problems with the service delivered by the court.**
- **Sweden – timeframes for each civil case are setting up in cooperation with the users.**

Enforcing the timeframes

- Timeframes are not designed and implemented in a vacuum.
- They are organisational tools that, in order to give the expected results, need to be shared and supported by the stakeholders and, in particular, by the people who work in the organisation.
- Therefore it is necessary to create an organisational environment to support and enforce timeframes, which will be affected by the institutional setting of the justice system (e.g. structure of the judiciary, role of the chief justice, sensitiveness about administration/judges' internal independence etc.).
- Also, other agencies and the bar associations should support the enforcement, which should also be mentioned in the ethical rules for lawyers.

Why can't we adopt the same in India?

- .....
- .....
- .....

- What should be done?
- Its very easy to say that in India it is not possible with this much population and case pendency.
- Should we accept the state of helplessness ?
- Or do something for the better?
- Only you can do it.
- Think over it.

Live Above the LINE-
Covey's Time Management Matrix

	Important	Not important
Urgent	**MANAGE** 1 Crisis Critical Pressing Cases Deadline driven Cases Meetings **DO IT NOW**	**AVOID** 2 Diverging papers/reports/witness Interruptions, Phone calls Media Interventions **DELEGATE**
Not Urgent	**FOCUS** 3 Complex Cases Having long term implications and can create precedence **DECIDE WHEN TO DO**	**LIMIT** 4 Time Wasters Disturbances Unwanted people Unrelated details to confuse **DUMP**

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Judicial Time Management

- For judicial administration, this means understanding the degree to which existing case management processes are organized to make the best use of judge and staff time to efficiently resolve cases.
- There are two types of time consumed by a process:
- • **Work time**: the time during the process when actual work is being done
- • **Elapsed time**: the total elapsed time of the process

How to Get IT Done

- 20 minutes at beginning of week
  - Review your Roles
    - Sharpen the Saw –Read and analyse before hand to save time
  - Prioritize by Choosing Big Rocks first
    - Which is the most important case requiring maximum time and effort?
  - Schedule the Week keeping in mind the reversal of 80/20 Rule

Get it All Done

Peter Drucker says:

- **Work where you are the strongest 80% time**
- **Work where you are learning 15 % time**
- **Work where you are the weakest 5% time**

Scheduling Yourself

- You don't <u>find</u> time for important things, you <u>make</u> it
- Everything you do is an <u>opportunity cost</u>
- Learn to say "No"

Everyone has Good and Bad Times

- **Find your creative/thinking time. Defend it ruthlessly, spend it alone, maybe at home.**

- **Find your dead time. Schedule meetings, phone calls, and mundane stuff during it.**

Cutting Things Short

- "I'm in the middle of something now…"
- Start with "I only have 5 minutes" – you can always extend this
- Stand up, stroll to the door, complement, thank, shake hands
- Clock-watching; on wall behind them

Using Time Journal Data

- What am I doing that doesn't really need to be done?
- What am I doing that could be done by someone else?
- What am I doing that could be done more efficiently?
- What do I do that wastes others' time?

Procrastination

"Procrastination is the thief of time"

Edward Young

Night Thoughts, 1742

Balancing Act

"Work expands so as to fill the time available for its completion"

Parkinson's Law

Cyril Parkinson, 1957

Avoiding Procrastination

- **Doing things at the last minute is much more expensive than just before the last minute**

- **Deadlines are really important: establish them yourself!**

Comfort Zones

- Identify why you aren't enthusiastic
- Fear of embarrassment
- Fear of failure?

Delegation

- No one is an island
- You can accomplish a lot more with help
- Most delegation in your life is from faculty to graduate student

Is The Jar Full?

- **Stephen Covey in his book, *First Things First*, shares the following story**

- **"How many of these rocks do you think we can get in the jar?" he asked.**

- After many guesses, he said, "Okay, Let's find out."
- He set one rock in the jar . . . then another . . . then another.
- I don't remember how many he got in, but he got the jar full.
- Then he asked, "Is this jar full?"
- Everyone looked at the rocks and said, "Yes."

- Then he said, "Ahhh" He reached under the table and pulled out a bucket of gravel.
- Then he dumped some gravel in and shook the jar and the gravel went in all the little spaces left by the big rocks.
- Then he grinned and said once more, "Is the jar full?"

- "Probably not,”
- He reached under the table and brought out a bucket of sand. He started dumping the sand in and it went into all of the little spaces left by the rocks and the gravel.
- Once more he looked and said, "Is this jar full?" "No!" we roared.

- He said, "Good!" and he grabbed a pitcher of water and began to pour it in.

- " Well, what's the point?"

- Somebody said, "Well, there are gaps, and if you work really hard you can always fit some more things into your life."

"No," he said, "that's not really the point.

The point is this:

Put the Big Rocks in First

Priority Listing

- A
- B
- C

of Time Management

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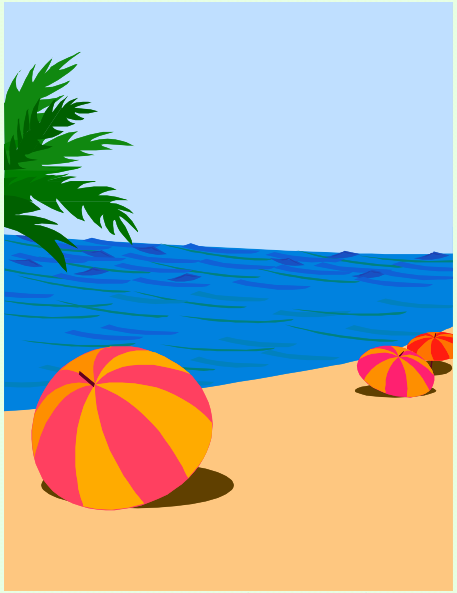
Thank you
Have a Relaxed Time
Today & For Ever!