

National Judicial Academy

P-1302: National Seminar on Judicial & Leadership Skills
3rd – 4th September, 2022

Programme Coordinator : Prof. S.P. Srivastava and Ms. Ankita Pandey

No. of Participants : 45

No. of forms received : 45

| I. OVERALL | | | | |
|--|------------------------------|---------------------------|-----------------------|---|
| PROPOSITION | To a great extent (%) | To some extent (%) | Not at all (%) | Remarks |
| a. The objective of the programme was clear to me | 88.89 | 11.11 | - | 45. To choose the right direction and to reach. |
| b. The subject matter of the programme is useful and relevant to my work | 84.44 | 15.56 | - | 26. Speakers with practical court experience should be encouraged more than mere theoretical lectures. 45. The ultimate goal of the judiciary is to achieve the true object of justice for all. This seminar truly has helped me to tune myself to take over the solemn job with my best confidence. |
| c. Overall, I got benefited from attending this programme | 93.33 | 6.67 | - | - |
| d. I will use the new learning, skills, ideas and knowledge in my work | 91.11 | 8.89 | - | - |
| e. Adequate time and opportunity was provided to participants to share experiences | 80.00 | 20.00 | - | - |
| II. KNOWLEDGE | | | | |
| PROPOSITION | To a great extent (%) | To some extent (%) | Not at all (%) | Remarks |
| The programme provided knowledge (or provided links / references to knowledge) which is: | | | | |
| a. Useful to my work | 80.95 | 19.05 | - | 26. Compensation under sentencing was not discussed. |

| | | | | |
|---|--------------|--------------|-------------|---|
| b. Comprehensive (relevant case laws, national laws, leading text / articles / comments by jurists) | 84.09 | 15.91 | - | - |
| c. Up to date | 86.67 | 13.33 | - | - |
| d. Related to Constitutional Vision of Justice | 80.00 | 20.00 | - | - |
| e. Related to International Legal Norms | 55.81 | 39.53 | 4.66 | - |

III. STRUCTURE OF THE PROGRAMME

| PROPOSITION | Good (%) | Satisfactory (%) | Unsatisfactory (%) | Remarks |
|--|-----------------|-------------------------|---------------------------|----------------|
| a. The structure and sequence of the programme was logical | 100.00 | - | - | 12. Good. |
| b. The programme was an adequate combination of the following methodologies viz. | | | | |
| (i) Group discussion cleared many doubts | 69.77 | 25.57 | 4.66 | 12. Good. |
| (ii) Case studies were relevant | 81.82 | 18.18 | - | 12. Good. |
| (iii) Interactive sessions were fruitful | 77.27 | 20.45 | 2.28 | 12. Good. |
| (iv) Audio Visual Aids were beneficial | 83.72 | 13.95 | 2.30 | 12. Good. |

IV SESSIONS WISE VETTING

Parameters

| Session | Discussions in individual sessions were effectively organized | | The Session theme was adequately addressed by the Resource Persons | |
|----------------|--|-------------------------|---|-------------------------|
| | Effective and Useful (%) | Satisfactory (%) | Effective and Useful (%) | Satisfactory (%) |
| 1 | 93.33 | 6.67 | 92.86 | 7.14 |
| 2 | 93.18 | 6.82 | 92.59 | 7.41 |
| 3 | 95.45 | 4.55 | 88.46 | 11.54 |
| 4 | 90.70 | 9.30 | 88.46 | 11.54 |
| 5 | 93.02 | 6.98 | 92.31 | 7.69 |

| V. PROGRAMME MATERIALS | | | | |
|---|------------------------------|---------------------------|-----------------------|--|
| PROPOSITION | To a great extent (%) | To some extent (%) | Not at all (%) | Remarks |
| a. The Programme material is useful and relevant | 90.91 | 9.09 | - | 12. It is desirable that the compilation is provided in actual physical form instead of Pen drive. |
| b. The content was updated. It reflected recent case laws/ current thinking/ research/ policy in the discussed area | 88.64 | 11.36 | - | - |
| c. The content was organized and easy to follow | 79.55 | 20.45 | - | - |

| VIII. GENERAL SUGGESTIONS | |
|---|---|
| 1. Three most important learning achievements of this Programme | <p>1. Leadership skills; Timely Disposal; Sentencing.</p> <p>2. 1. Leadership skills; 2. Judging skill; 3. Court management and use of information technology including importance of C.I.S. in daily court work.</p> <p>3. 1. Sentencing process and proportionality; 2. Leadership skills; 3. Art of writing judgements.</p> <p>4. 1. Leadership skills; 2. Judging skills; 3. Use of information & communication technology (ICT) in courts.</p> <p>5. 1. Judicious approach in determination of quantum of sentence; 2. Use of technology, Delay and arrear management.</p> <p>6. Leadership; Skills; Technology.</p> <p>7. 1. I have learnt as to how sensitive I must be in using words in judgment; 2. Understood sentencing policy to maximum extent; 3. Use of CIS.</p> <p>8. 1. To make sincere efforts to write good judgements in a precise manner by eliminating bias & prejudices; 2. To adopt new technologies while dispensing justice with the aid of CIS; 3. To adopt guidelines of Apex Court while awarding sentence.</p> <p>9. We are accountable for our job. ICT tells to go fast; Leadership skill and its effectiveness is most important for a judge.</p> <p>10. It would really help in getting the works now faster by use of technology and proper monitoring.</p> <p>11. Leadership skills; Judging skills; Use of Information & Communication Technology (ICT) in courts.</p> <p>12. 1. Emphasis on both aptitudnal & attitudinal changes; 2. Effective use of ICT, tools & methods.</p> <p>13. 1. Information & Communication Technology in courts; 2. Discussion on decision making; 3. Developing efficient judicial system.</p> <p>14. Attending programme itself is quite an achievement.</p> |

| | |
|--|---|
| | <p>15. Management, Latest ICT tools and its use. Proportionality of punishment.</p> <p>16. 1. Leadership skills; 2. Administrative skills; 3. Judging skills.</p> <p>17. 1. ICT; 2. Leadership skills; 3. Administrative skills.</p> <p>18. How to inculcate leadership skills; 2. Managing your court work efficiently especially with CIS system; 3. Helps us in improving our judgement writing skills.</p> <p>19. 1. The contents provided to the participants in a pen drive is comprehensive, relevant and very useful in cases which I am going to decide and take up very soon; 2. Comprehensive case laws; 3. The sharing of an anecdotes of the resource persons (Judges) from real life situations.</p> <p>20. 1. Court management; 2. Use of C.I.S. & A.I. in day to day court work; 3. Achieving the objectives by suggested methods.</p> <p>21. 1. Subjects selected to suit the practical problem and challenges being faced by District Judges; 2. Realised the change in attitude of NJA when I visited here on third time; 3. Confident that what is learnt and understand can be applied to improve the judicial and administrative work.</p> <p>22. 1. Discussion on judgement writing skills; 2. Use of ICT; 3. Staff management and supervision.</p> <p>23. 1. Developing trends & theories in sentencing; 2. Use of information & technology in court proceedings; 3. Role of District Judge.</p> <p>24. How to manage arrear; How to pass appropriate sentence; How to use “ICT” in tracking the cases before court.</p> <p>25. How to conduct court in spite of hurdles by BAR; Use of A.I. in court; Leadership skills.</p> <p>26. 1. Effective management skills; 2. Sentencing policy by Justice N. Seshasayee; 3. ICT.</p> <p>27. None.</p> <p>28. 1. Use of technology in judiciary; 2. Time management in court work; 3. Litigant centric approach.</p> <p>29. Technology is the future of Indian judiciary. We all have to gear up to adopt this technology in our day to day judicial work for effective dispensation of justice to the litigants.</p> <p>30. 1. A judge must lead from the front; 2. Technology enhances your delivery and; 3. Keep you on right track.</p> <p>31. Utilize free time in using AI like CIS, just app etc for effective management of court work. Always back up your decision with one paragraph note enlisting the reasons for the decision; understand the socio cultural environment of the victim.</p> <p>32. 1. Practical; 2. Clarity; 3. Usefulness.</p> <p>33. 1. Responsibilities; 2. Purpose; 3. Duties.</p> <p>34. Humility of participant judges community participation; Having same and common meals with the Hon’ble Judges showing the humane aspect, easy accessibility to Hon’ble Director.</p> <p>35. Learnt about – Leadership skill; Administrative skill and Video conferencing.</p> <p>36. Leadership skill, time management of the court process and effective use of technology.</p> |
|--|---|

| | |
|--|---|
| | <p>37. ICT; Leadership skills; Writing short Judgements.</p> <p>38. 1. Very knowledgeable; 2. Useful in day to day discharging of our duties; 3. Had experienced how future judiciary is going to be.</p> <p>39. 1. Information and Communication Technology (ICT) in court; 3. Leadership skill.</p> <p>40. 1. Leadership effectiveness; 2. Sentencing; 3. Use of ICT.</p> <p>41. I found all the sessions are much fruitful and knowledgeable.</p> <p>42. None.</p> <p>43. Very useful and important topics covered; The sessions would change the perspective of judge.</p> <p>44. Latest case laws were discussed; Personal experiences shared by resource persons; Practical aspects to deal with lawyers etc.</p> <p>45. I have enjoyed and learnt lot more things in each and every session.</p> |
| <p>2. Which part of the Programme did you find most useful and why</p> | <p>1. Session 4: Sentencing and Doctrine of Proportionality.</p> <p>2. 1. Use of information & communication technology in courts; 2. Effective court management-because both are related with our day to day court functioning.</p> <p>3. Sentencing and doctrine of proportionality because I was out of the main stream for over three years and also worked as Registrar (Inspection-II), High Court, Calcutta. I have joined as Principal District Judge on 12.08.2022. So the lectures refreshed my memory as well as taught me new dimensions of justice delivery system.</p> <p>4. Use of ICT in courts. It helps for early disposal of cases & case management.</p> <p>5. All the programmes I find most useful.</p> <p>6. Judging skills. It will change my skills.</p> <p>7. Judging skills.</p> <p>8. Session 3: Judging Skills – Sensitivity in writing judgement.</p> <p>9. Judging skills.</p> <p>10. Judging skills. The speech of Mr. Ramakrishana Viraraghavan was brilliant.</p> <p>11. Use of ICT in courts; It helps for easy disposal of case & case management.</p> <p>12. All sessions were useful.</p> <p>13. Discussion on judgement writing & skill because it will definitely improve our writing of judgment.</p> <p>14. Use of information & communication technology in courts.</p> <p>15. Session 5: Use of Information and Communication Technology (ICT) in Courts.</p> <p>16. Use of information and communication technology (ICT) in courts is most useful for paperless court work in future.</p> <p>17. 1. ICT- for better utilization 2. Staff management and supervision; 3. Use of A.I.</p> <p>18. Lectures delivered by Justice N. Seshasayee, Justice Roshan S. Dalvi & Justice R.C. Chavan are very enriching & informative.</p> <p>19. The audio-visual display followed by synchronized explanation of the relevancy of the case laws and propositions (ratio decidendi) laid down in criminal as well as in civil cases.</p> |

| | |
|---|---|
| | <p>20. The last session where the use of A.I. & electronic means were emphasized and it would be of great help.</p> <p>21. All are relevant and useful.</p> <p>22. Discussion on judgement writing skills.</p> <p>23. Use of information & technology especially of Hon'ble Justice R.C. Chavan as it dealt with day to day practical aspects of court functioning.</p> <p>24. Information & Communication Technology because it will assist enough to arrange it as well as speedy disposal of cases.</p> <p>25. All programme.</p> <p>26. ICT, practical & useful.</p> <p>27. Effective management of different stakeholders in the justice delivery system.</p> <p>28. Use of CIS.</p> <p>29. All were wonderful, effective as they relate to the judicial functioning.</p> <p>30. Leadership skills of a judge – because it is he who gets maximum out of your potential.</p> <p>31. Session by Justice Roshan S. Dalvi.</p> <p>32. <i>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness; Session 2: Administrative Skills and Session 4: Sentencing and Doctrine of Proportionality.</i></p> <p>33. Use of technology for purpose of early and fast disposal of cases.</p> <p>34. Justice Roshan S. Dalvi on <i>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness; Session 2: Administrative Skills</i>– as she was precise, succinct and humorous too, conveying the material to us.</p> <p>35. Use of ICT in courts; As it is useful for the following reasons – (i) Speedy disposal; (ii) Attendance of witnesses through virtual mode.</p> <p>36. I found all the sessions interesting and very useful.</p> <p>37. Writing Judgements.</p> <p>38. How to manage the court; How to use technology.</p> <p>39. All.</p> <p>40. None.</p> <p>41. All parts of programmes I found were most useful.</p> <p>42. None.</p> <p>43. All the sessions are good and useful.</p> <p>44. Use of information and communication technology (ICT) in courts.</p> <p>45. I have enjoyed and learnt lot more things in each and every sessions.</p> |
| <p>3. Does the programme need further modulations or change</p> | <p>1. None.</p> <p>2. No.</p> <p>3. “Staff Management” because it is difficult to learn it outside the field.</p> <p>4. All parts of the programme are useful.</p> <p>5. None.</p> |

| | |
|--|---|
| | <p>6. Administrative skills. It directs as inspection officer.</p> <p>7. None.</p> <p>8. None.</p> <p>9. No.</p> <p>10. Speech of Justice Ananya Bandyopadhyay- Wherein she had asked to attend court at 10:30am.</p> <p>11. All parts of the programme are useful.</p> <p>12. None.</p> <p>13. None.</p> <p>14. None.</p> <p>15. None.</p> <p>16. Sentencing and doctrine proportionality very fruitful from various case laws. It explained clearly for sentencing.</p> <p>17. Nil.</p> <p>18. Every topic was discussed is useful.</p> <p>19. Whole programme as such was useful, enriching and very useful.</p> <p>20. Not any.</p> <p>21. None.</p> <p>22. Nothing.</p> <p>23. None.</p> <p>24. Nil.</p> <p>25. Nil.</p> <p>26. None.</p> <p>27. Not anyone.</p> <p>28. None.</p> <p>29. None.</p> <p>30. None.</p> <p>31. None.</p> <p>32. Nil.</p> <p>33. Nil.</p> <p>34. None.</p> <p>35. Not applicable.</p> <p>36. Nil.</p> <p>37. None.</p> <p>38. Nil.</p> <p>39. None.</p> <p>40. None.</p> <p>41. None.</p> |
|--|---|

| | |
|---|---|
| | <p>42. None.</p> <p>43. None.</p> <p>44. All were useful.</p> <p>45. I have enjoyed and learnt lot more things in each and every sessions.</p> |
| <p>4. Kindly make any suggestions you may have on how NJA may serve you better and make its programmes more effective</p> | <p>1. More reading materials.</p> <p>2. Hon'ble Sir, if possible period of training may be extended.</p> <p>3. More sessions are required to understand each topic more comprehensively.</p> <p>4. Please, if possible time period of programme be extended.</p> <p>5. Two days programme may be increased to three days.</p> <p>6. 1. At least 3 days programmes; 2. Periodical invitations; 3. Give chance to all judges. There are officers without undergoing any course for more than 20 years' service in NJA.</p> <p>7. Exclusive training for use of computer. Training in dealing with victim compensation cases.</p> <p>8. In so far as session no.1: please provide training to all the Hon'ble PDJ's with regard to topic- District Judge as a friend, philosopher and guide of judicial officers.</p> <p>9. None.</p> <p>10. None. Brilliant programme arrangement.</p> <p>11. Please, if possible time period of programme be extended.</p> <p>12. Instead of two days, programme should have three days duration and the study material should be made/available in booklet form as was the practice earlier.</p> <p>13. Instead of 2 days programme it may be extended to 3 days.</p> <p>14. None.</p> <p>15. Training programme was enjoyable & informative.</p> <p>16. None.</p> <p>17. Duration of some of the topics in each session may be a little bit longer.</p> <p>18. Everything was well planned & well delivered.</p> <p>19. The sessions could became even more useful if the interactive part is given a little more emphasis.</p> <p>20. The display screens here should be bigger so that everybody will be able to see the contents clearly.</p> <p>21. None.</p> <p>22. May talk with civil aviation Ministry of Government of India for direct flight service from most of state capitals.</p> <p>23. None.</p> <p>24. At least three days programme.</p> <p>25. It was a wonderful experience. I will send details observation.</p> <p>26. None.</p> <p>27. None.</p> |

| | |
|--|--|
| | <p>28. Please revert to old system, visit to nearby places, Pool side dinner, Gym, Sauna bath, allow judicial officer to bring their spouses.</p> <p>29. No suggestions, all programme were so well framed that they all cater to our needs.</p> <p>30. Problems with practical solutions.</p> <p>31. The duration of the session may be extended for 02 days to 4/5 days.</p> <p>32. The duration of the programme is less.</p> <p>33. I would like to thank the Academy for allowing to be a part of this wonderful programme.</p> <p>34. We can have swimming session or indoor games like TT etc.</p> <p>35. At least three days. Training programme will make it more effective.</p> <p>36. More days.</p> <p>37. None.</p> <p>38. To organize more and more such programme at regular intervals. Wish to be nominated again to NJA for the good.</p> <p>39. None.</p> <p>40. None.</p> <p>41. Programme was very successful and I am looking forward to visit again.</p> <p>42. None.</p> <p>43. The NJA in all fronts good.</p> <p>44. Transportation facility can be improved.</p> <p>45. I extend my hearty congratulations to the Hon'ble Director and all the other officers and staff of National Judicial Academy, Bhopal for their hospitality and full support and co-operation in respect of fooding, lodging and transportation facilities which have been provided to us during this seminar. I am really thankful to all of them.</p> |
|--|--|