

**National Judicial Academy**  
**P-1365: National Seminar on Judicial Skills**  
14<sup>th</sup> – 15<sup>th</sup> October, 2023

**Programme Coordinator** : Mr. Rajesh Suman & Mr. Krishna Sisodia

**No. of Participants** : 43

**No. of forms received** : 43

<b>I. OVERALL</b>				
<b>PROPOSITION</b>	<b>To a great extent (%)</b>	<b>To some extent (%)</b>	<b>Not at all (%)</b>	<b>Remarks</b>
a. The objective of the programme was clear to me	<b>100.00</b>	-	-	16. Yes. 25. A fresh insight always recharges you and inspires you to give and put more effect. 26. Thank the Director NJA for this wonderful session and taking many inputs and will be useful of my work station. 33. Very helpful. 36. Very good. 38. Excellent.
b. The subject matter of the programme is useful and relevant to my work	<b>95.35</b>	<b>4.65</b>	-	16. Yes, useful. 33. It is useful. 36. Very good. 38. Excellent.
c. Overall, I got benefited from attending this programme	<b>97.67</b>	<b>2.33</b>	-	16. I got benefited from attending this course. 33. Certainly. 36. Very good. 38. Excellent.
d. I will use the new learning, skills, ideas and knowledge in my work	<b>95.35</b>	<b>4.65</b>	-	16. I learn much better. 33. Yes.
e. Adequate time and opportunity was provided to participants to share experiences	<b>90.70</b>	<b>9.30</b>	-	33. Yes. Sufficient time was given.
<b>II. KNOWLEDGE</b>				
<b>PROPOSITION</b>	<b>To a great extent (%)</b>	<b>To some extent (%)</b>	<b>Not at all (%)</b>	<b>Remarks</b>
The programme provided knowledge (or provided links / references to knowledge) which is:				
a. Useful to my work	<b>83.72</b>	<b>16.28</b>	-	25. The programme was very well thought. All the Hon'ble Justices shared their experiences and best

				practices. Have learnt so much. 33. Useful and it will help to my work.
b. Comprehensive (relevant case laws, national laws, leading text / articles / comments by jurists)	<b>65.12</b>	<b>34.88</b>	-	33. PPT are very much informative.
c. Up to date	<b>78.57</b>	<b>21.43</b>	-	33. I received up to date information.
d. Related to Constitutional Vision of Justice	<b>79.07</b>	<b>20.93</b>	-	33. Certainly.
e. Related to International Legal Norms	<b>57.50</b>	<b>30.00</b>	<b>12.50</b>	33. Yes.
<b>III. STRUCTURE OF THE PROGRAMME</b>				
<b>PROPOSITION</b>	<b>Good (%)</b>	<b>Satisfactory (%)</b>	<b>Unsatisfactory (%)</b>	<b>Remarks</b>
a. The structure and sequence of the programme was logical	<b>93.02</b>	<b>6.98</b>	-	16. Yes. The programme is logical. 33. It was logical.
b. The programme was an adequate combination of the following methodologies viz.				
(i) Case studies were relevant	<b>76.19</b>	<b>23.81</b>	-	33. Relevant.
(ii) Interactive sessions were fruitful	<b>90.70</b>	<b>6.98</b>	<b>2.32</b>	33. They were fruitful.
(iii) Audio Visual Aids were beneficial	<b>83.72</b>	<b>16.28</b>	-	33. They were beneficial.
<b>IV SESSIONS WISE VETTING</b>				
<b>Parameters</b>				
<b>Session</b>	<b>Discussions in individual sessions were effectively organized</b>		<b>The Session theme was adequately addressed by the Resource Persons</b>	
	Effective and Useful (%)	Satisfactory (%)	Effective and Useful (%)	Satisfactory (%)
1	<b>92.86</b>	<b>7.14</b>	<b>91.18</b>	<b>8.82</b>
2	<b>92.68</b>	<b>7.32</b>	<b>90.91</b>	<b>9.09</b>
3	<b>97.56</b>	<b>2.44</b>	<b>93.94</b>	<b>6.06</b>
4	<b>87.80</b>	<b>12.20</b>	<b>87.88</b>	<b>12.12</b>
5	<b>92.50</b>	<b>7.50</b>	<b>93.55</b>	<b>6.45</b>
<b>V. PROGRAMME MATERIALS</b>				

<b>PROPOSITION</b>	<b>To a great extent (%)</b>	<b>To some extent (%)</b>	<b>Not at all (%)</b>	<b>Remarks</b>
a. The Programme material is useful and relevant	<b>88.37</b>	<b>11.63</b>	-	13. Enriching. 16. Yes. Programme materials is useful and relevant. 25. Crisp and well researched material has been provided. 33. Useful. 40. To function as a judicial offices.
b. The content was updated. It reflected recent case laws/ current thinking/ research/ policy in the discussed area	<b>76.74</b>	<b>23.26</b>	-	33. Content was updated.
c. The content was organized and easy to follow	<b>85.71</b>	<b>14.29</b>	-	33. It was organized.

#### **VIII. GENERAL SUGGESTIONS**

1. Three most important learning achievements of this Programme	<p>1. 1. Getting a picture of how the judicial systems across India are functioning. 2. Clear and concise ideas on the subjects and the means to implement them. 3. Providing of growth mindset environment to deal with problems as they come.</p> <p>2. Providing greater understanding of – 1. Use of IT in judicial process. 2. Various aspects of court management. 3. Procedures adapted for paperless court.</p> <p>3. Strategies to achieve organizational goals. Art, Craft and science of drafting judgements. Future court room technology.</p> <p>4. Knowledge gain; Doubts cleared</p> <p>5. ICT in court management. Compared with district judiciary of the other states of the country.</p> <p>6. Very useful programme. Three most important.</p> <p>7. Learned importance of leadership. Being master of our court. I learnt that I should take initiative for effective control &amp; efficient dispensation of justice.</p> <p>8. Communication skill. Art of hearing. AI.</p> <p>9. Skills of leadership; &amp; Administrative as well as use of ICT in court.</p> <p>10. Leadership skills. Art, craft and science of drafting judgements. Use of information and communication technology in courts.</p> <p>11. Acquiring effective judicial skill. Balancing ethics with law that shall provide ethical justice thus, reading the Constitution goal.</p> <p>12. Importance of being a judge. Importance of getting prepared to use of technology in judicial work. Importance of focusing on integrity &amp; efficiency of a judge.</p> <p>14. Innovative areas of ICT. Learn from experience shared by resource persons. Got to interact with follow judges from other states.</p> <p>15. Loaded with more information on ICT. Getting more knowledge on treating of courts with the use of IT.</p>
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16. We have to know current and New technology. We have to know how to deal the practical problems.

18. This training will be very useful for us. We learnt about how to run our judicial system in our country level. How to learn about eSeva Kendra and various aspects of e-Committee of S.C

19. Effective management of different stakeholders, in the justice delivery system. Art, craft and science of drafting judgments use of information and communication technology in courts.

20. Learning about the leadership skill. Leaving about the judicial behaviour. Using of information and communication technology in courts.

21. Judicial ethics, behaviour. Effective use of technology in the justice delivery system. Art, craft, science, appropriate approach in writing judgement.

22. Leadership skills. Administrative skills. Judging skills. ICT.

14. 1. Judging skills. 2. Elements of judicial behaviour. 3. Use of information and communication technology in courts.

25. 1. Court craft and management. 2. Being more adaptable and the purpose of ICT. 3. Being an effective administration.

26. Interactive sessions were good. Class on technology in ICT in courts in a new concept.

27. All subjects are well chosen & duly addressed by the Hon'ble Speakers.

28. Empower to important ICT tools. Enhanced my knowledge regarding the practical problems encounter in different state judiciary. Helpful to improving my communication skill.

29. 1. Administrative skills. 2. ICT in courts. 3. Leadership skills.

30. 1. ICT in court. 2. Administrative skills. 3. Leadership skills.

31. 1. By enhancing leadership quality of training it shall help overall in justice delivery in my district. 2. Similarly discussion on administrative skills will help not only me rather to entire my district. 3. Judging skills would also help me.

32. Leadership skills, administrative skills and judging skills.

33. 1. Administrative skill discussed by Hon'ble Justice A.M. Mustaque. 2. Practical solutions given by Hon'ble Justice Dr. Anita Sumath. 3. Discussion on ethical standards by Hon'ble Justice Pushendra Singh and Hon'ble Justice C.V. Karthikeyan.

34. 1. Docket management. 2. Judicial behaviour during discharge of dispensation of justice both inside and outside the court. 3. Role of e-court overall perspective.

35. Leadership and administrative skills helped in implementing at the office. Morality and the dilemmas in judgment skills. Use of ICT in court procedures.

36. Leadership skills. HR management. IT skills.

37. Effective management of stakeholders, Art of hearing, use of technology.

38. We are taught about effective management justice delivery system. Academy imparted knowledge on judicial ethics excellently. We learnt lot on the topic of information and communication technology (ICT) in courts.

39. The 3<sup>rd</sup> order 4<sup>th</sup> production were useful and can be applied practically in the field.

40. 1. Programme highlighted on judicial reasoning. 2. Strategies to organizations goals. 3. Importance of use of ICT in courts.

	<p>41. In this programme, I have learn the art of becoming a better judge; better analytical skill and I learnt how to conduct myself in an ethical and professional manner and striking a balance as to when the human element ought to and when not to be in the picture.</p> <p>42. 1. More effort is required to improve accessibility transparency effectiveness and fairness of the justice delivery system. 2. The co-ordination and co-operation among various stakeholders of judiciary. 3. Tapping the strength of all the stakeholders.</p> <p>43. 1. As a district judge in entry level, get a clear knowledge regarding the credibility, transparency &amp; ethics of a judge. 2. Necessity of cooperation between different stakeholders. 3. Importance of IT in judicial system.</p>
<p>2. Which part of the Programme did you find most useful and why</p>	<p>1. The interactive sessions where each question was addressed in adequate detail for practical implementation.</p> <p>2. Recourses which are required to be taken for implementing the idea of paperless court.</p> <p>3. <b>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness.</b></p> <p>4. Leadership skills: It will increase the efficiency and skill of judge more as such as of court.</p> <p>5. ICT in court management.</p> <p>7. Leadership skills. It thought how one individual judge can bring positive reforms &amp; make justice dispensation more efficient.</p> <p>8. <b>Session 5: Use of Information and Communication Technology (ICT) in Courts-</b> Because I came to know that different high courts strategy &amp; performance &amp; how one can improve.</p> <p>9. Use of ICT in courts.</p> <p>10. Leadership skills.</p> <p>11. Lectures delivered by Justice Mustaque and Dr. Anita Sumanth.</p> <p>12. Interactive part. It helps for sharing experiences.</p> <p>13. Interactive sessions.</p> <p>14. ICT sessions.</p> <p>16. Every part of the sessions is very useful.</p> <p>17. <b>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness and Session 2: Administrative Skills.</b></p> <p>18. Each &amp; every part of the programme for improve our capacity and how to improve us judicial skills.</p> <p>19. Use of information and communication technology (ICT) in courts. It is best tools for expeditiously disposed the cases and by use it accused/witness etc. Present the court by virtual mode easily. So time, money, person is same and it proceed the speedy justice to security and passive enlarged the confidence is judicial delivery system. It is the demand and necessity of present time.</p> <p>20. Using of information and communication technology in courts, it is very useful in day to day working of courts.</p> <p>21. Objectivity in decision making since we, as human beings, persistently wrestle with our inherent bias while reaching conclusion in a particular case, to decide a case dispassionately.</p>

	<p>22. <b>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness; Session 2: Administrative Skills and Session 3: Judging Skills-</b> Because of its presentation by the resource persons and importance of the subject.</p> <p>23. <b>Session 3: Judging Skills.</b></p> <p>24. I think overall sessions I got most useful and beneficial for us. I am highly obliged to attending this training programme.</p> <p>25. All sessions were well thought off and very useful. Every day issues and challenges were discussed along with solutions.</p> <p>26. Technology in ICT at courts. Most useful session.</p> <p>27. <b>Session 5: Use of Information and Communication Technology (ICT) in Courts-</b> being relevant due to IT resolution after Covid.</p> <p>28. The last session in particular. It was practical and based on the difficulties we are facing in our day to day court managing.</p> <p>29. The programme is very organized and effective. It is very relevant &amp; fruitful.</p> <p>30. Making courts IT based. Nowadays, courts are being digitalized. So, it is very important topic.</p> <p>31. Leadership skills- I will motive all stakeholder for betterment of justice delivery of my district.</p> <p>32. Leadership and administrative skills many help to win confidence of staff, lawyers and litigants.</p> <p>33. The topic of use of ICT in courts. Learnt new methods, technologies and effective use of IT. In particular Hon'ble Justice Vivek Rusia told us motor accident compensation calculator. It is most useful for us as it will save valuable judicial time and being accuracy in calculation and avoid human error.</p> <p>34. All the part of the programme are useful and enhanced my judicial skills.</p> <p>35. I am very much benefited from leadership and administrative skills to lead the staff being the master of the court and build a congenial atmosphere at court to sender beneficial services to the end was effectively. Use of ICT at court level would reduce the cogeneration of files at different levels of section.</p> <p>36. Session first and second was very useful for our batch because that was very innovative &amp; fruitful in day-by-day working.</p> <p>37. ICT in courts both in administration and judicial proceedings.</p> <p>38. Most useful part of programme is ICT dealt in <i>Sessions 5</i> as more details and recent information with statistics have been given.</p> <p>39. <b>Session 3: Judging Skills and Session 4: Elements of Judicial Behaviour</b> – were very informative and can be implemented it was insightful.</p> <p>40. I find use of ICT in courts is most useful for the reason that is a competitive would usage of modern technology is the need of the law. We, the members of the Judiciary has to travel at with other stakeholders. So, I find this session is most useful.</p> <p>41. <b>Session 3: Judging Skills.</b></p>
<p>3. Does the programme need further modulations or change</p>	<p>4. New topic to be included.</p> <p>5. Duration of training programme should be enhanced.</p> <p>7. More time needs to be given for each session. Interaction is necessary. More interactive sessions should be there.</p> <p>8. AI gets in dispensation of justice system.</p>

	<p>9. It is required further modulation if any mode of changes in ICT in courts.</p> <p>11. The programme was a 2 days programme &amp; 2 days went training. It is better that such training is organized using a digital mode.</p> <p>12. A little longer. It was too short.</p> <p>13. Yes. More time may be allotted to discussion &amp; display of application of ICT in district judiciary.</p> <p>14. The time schedule was only 1.5 days which is required to be increased at least by keeping programme for 5 days.</p> <p>15. The programme shall at least be four days.</p> <p>19. Programme is well designed.</p> <p>23. There should be a minimum 5 or 6 days training programme.</p> <p>25. Best court practices adopted by courts of different states when have been recognized and seen useful can be shared. An informal last sessions for sharing best machines can be organized.</p> <p>26. More number of days. Relevant workshop to be conducted at regular intervals which helps and improve the quality nest of the judge through their session.</p> <p>29. It can be extended to some more days and every officers from state should get a chance to participate.</p> <p>32. NJA research team is effectively during its work. No need to add anything.</p> <p>34. Some practical session should be included on particular topic. Where all can participant individually and shared their practical experience.</p> <p>35. Particularly in sessions involving ICT, I feel that apart from imparting theoretical concepts that are being implemented, showing us practically how to implement each area would benefit us by giving us more time to invite the new technologies.</p> <p>36. Yes, practical classes more needed.</p> <p>37. Appreciation of evidence in serious cases with some examples etc. what are the things/ care to be taken while appreciation of evidence.</p> <p>41. The programme is very informative in such a short time frame. No changes required.</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. Regular programmes that can be accessed through online mode as well, to keep ourselves updated &amp; revisit the concepts discussed.</p> <p>4. NJA has very good hospitality. The course was good. Great presentation given by Speaker's. Opportunities to ask question and doubts were solved. More such programme should be organized as it improve the working, knowledge &amp; skills.</p> <p>5. Feedback received should be analyzed and relevant proposal should be forwarded to the concerned authority. It would be helpful to make Indian judicial system more effective.</p> <p>8. Feedback may be collected online.</p> <p>9. Sufficiently/ effective programmes has been made.</p> <p>11. Arrangement of the programme via e-means on legal issue supplemented with recent case laws.</p> <p>12. Each judicial officer should attend at least one programme is NJA at least once in five years.</p> <p>13. Duration of seminar may be enhanced. PC or Laptop for temporary use may be provided to trainee officers.</p>

14. NJA should request or instruct concerned high courts to give priority to judicial officer who have never visited NJA till now. So that each judicial officer may get a chance to visit NJA. Spouse should be allowed to bring for attending seminars at NJA.

17. Programmes about basic & practical problems, which we have faced.

22. More opportunity to be provided to the judicial officers to participate in such programme.

24. The programme was designed in best manner. I am highly obliged to Hon'ble Speakers and academy also. So, I have no suggestion at all.

25. Such workshop and programmes should be organized more periodically.

26. Number of session to be increased. Workshop on digitalization and technology in courts. More sessions on this topic.

31. Training programme should be for at – least 3 days.

32. Reading material be given to participants at least 15 days in advance so that he or she came prepared for their grievances.

33. I visited the NJA after 19 years of my judicial service for first time. This issue needs to be tackled. We orally informed that this issue will be addressed at appropriate level as there are many more judicial officers who come first time to NJA after long terms their service.

34. The suggestion is that NJA shared study material of virtual importance with the state judicial academy for its wide circulation to judicial officer of their state in order to update the knowledge of the ground level.

35. It would have been better, if the PPT presentations of resource persons also shared with us, which would be of much help to all of us. Looking forward for more of the sessions in future. Thank you sir.

36. You all are very good and innovative. So please keep it up.

37. Doing good see new judges come to NJA.

40. Instead of one and half day training programme at least minimum and 3 days training programme may be arranged.