

## APPENDIX E:

# AMERICAN BAR ASSOCIATION / NATIONAL CONFERENCE OF STATE TRIAL JUDGES, GUIDELINES AND RECOMMENDATIONS RELATING TO COMPUTER SUPPORT FOR JUDGES

Judge Richard B. Klein, Reporter

*June, 1998 The views expressed herein have not been approved by the House of Delegates or the Board of Governors of the American Bar Association and, accordingly, should not be construed as representing the policy of the American Bar Association.*

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### **Introduction**

*Automation for trial judges has come a long way since the National Conference of State Trial Judges of the ABA's Judicial Division issued its first guidelines in 1989. Many things have changed, but some things have stayed the same. Access to computers has risen drastically among the judiciary, particularly as new judges ascend to the bench having used technology in their law firms. At the same time, many courts are slow to enter the computer age using the excuse of budget constraints. Universally, too little is budgeted for training and for upgrading and maintenance of the computers.*

*Volume in the trial courts has remained overwhelming. The problems that first burdened the urban courts are spreading to suburban and rural jurisdictions. In civil, criminal and family law areas, courts are struggling to manage increasing caseloads. Just as in 1989, funding authorities are too often reluctant to provide money for the court services needed to respond to caseload demands. While some courts have automated, many must struggle with either outdated technology or no technology. While court systems may automate to more efficiently distribute cases to judges for disposition, far fewer judges and their staffs have appropriate automation to deal with this increasing flow of cases.*

*Computer technology for judges is vital to the administration of justice. This support, used effectively -- with good equipment and training -- is cost effective and will improve judicial and system productivity.*

*In today's world, it is absurd to ask judges to function without the tools found in every law office. It is equally absurd to deliver computers to judicial offices without making arrangements for adequate training for judges and staff, and without encouraging the judges to take advantage of automation by demonstrating how it can help them do their work. Judges have different ways of doing business, both within jurisdictions and within the same type of courts. Some have permanent offices and courtrooms and several permanent staff members, others "ride circuit" and deal with different personnel. Therefore, the technology needs of the judge will vary with the way that a judge conducts his or her business. Some functions will vary and therefore some computer needs will vary. There are certain standard functions of the trial judge that are particularly well suited for automation. Written opinions and findings are often drafted and redrafted a number of times, a task greatly simplified by word processing. Likewise, it is ideal for those judges who frequently prepare routine orders and cover similar issues in different opinions. Jury charges or instructions are also organized easily through word processing. This application also greatly facilitates court correspondence, notice issuance and other document production.*

*Judges today deal with a high volume of cases, and computers are particularly designed to deal with case management and tracking. Both spreadsheets and data base management systems can assist in various aspects of analyzing, organizing and retrieving information about cases.*

*Legal research can be a very time consuming, laborious process. Lawyers generally have easy access to data base research such as Lexis and Westlaw, but many judges do not have access to automated legal research from their chambers. Judges within a courthouse and throughout a county can be linked together by Local Area Networks (LANs) or Wide Area Networks (WANs). More and more information is available through the World Wide Web, and internationally judges are communicating through Listserv's on the Internet. The future will see most jurisdictions with their own internal data bases of opinions, regulations and other items. Cases in some jurisdictions are now being provided on CD-ROM (Compact Disk-Read Only Memory) documents, and we are starting to store information on Write Once Read Many (WORM) disk drives.*

*Technology has solved many problems for clerks, technical staff, administrators and probation officers. Many judges have not yet benefited. While there will be problems with learning the applications, the costs of a minimum system are nominal when compared to the overall costs of maintaining a single judge with support personnel and facilities.*

Reasonable computer support for the judiciary is imperative to allow judges to meet the increased demands placed upon them. Routine tasks must be facilitated to allow judges to devote their time to the business of decision-making. A relatively small expense can advance the efficiency of the process while maintaining and enhancing its fairness and effectiveness.

Because of the far greater information available about automation in the ten years since these Guidelines were first promulgated, it is no longer necessary to be as specific in making recommendations. There is always the problem of the recommendations becoming outdated before they are published, because technology changes so quickly. Therefore, for this version of our recommendations, we are no longer making specific recommendations as to computer space, hard drive space, RAM, etc. in the guidelines themselves. We are putting recommendations in the Commentary. However, it should be recognized that it is difficult to tailor a general set of recommendations since the usage and needs of various judges are so dramatically different. Likewise, it is hard to reach a consensus among computer users on the issues of how much to spend and how up-to-date a computer should be. We intend to place these Guidelines and Recommendations on Web sites with the American Bar Association Judicial Division; at the National Center for State Courts; and either posted or linked at other legal sites. Therefore, we will also be able to update specific recommendations as to the technical aspects of computer purchases on a more timely basis without waiting for a full revision of the Guidelines and Recommendations. As always, it is necessary to strike a balance between acquiring computers that will handle the applications that will come out in the near future and pricing the purchase so high that the funding source will not approve it. While judges do not need the absolute latest and fastest computers, they do need machines that will run the current software and will not become obsolete too quickly. These guidelines and recommendations are designed to highlight the major considerations when initially acquiring or upgrading computers for judges. This report addresses:

- (a) general guidelines for computer support for judges;
- (b) recommendations for acquisition of hardware, software and training support for judges; and
- (c) commentaries to specific recommendations.

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### **General Guidelines**

Individual judges and appropriate staff should have computers in chambers to assist in the performance of judicial duties. While formerly only staff needed computers for administrative work, today more and more it is necessary for the judge as well as staff to have a computer on his or her desk. Judges should have full-featured word processing, a communication package, access to computer legal research, access to the Court's mainframe (or other) computer system, access to the World Wide Web, a calendaring program, a data base program, a spreadsheet program, appropriate utility programs for backup and other functions, and other programs appropriate for their specific needs. Judges and their staff must have adequate training to enable them to utilize the capabilities of the computer. Otherwise, the money spent on hardware and software will be wasted and not result in the potential increases in productivity.

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### **Recommendation**

#### **Recommended Hardware for a Trial Judge**

A trial judge should have access in his or her chambers to:

- (a) a personal computer, with sufficient speed and power to run the operating system and programs anticipated to be used for at least three years into the future.*
- (b) sufficient storage space on the hard drive to handle demands for at least the next three years.*
- (c) enough RAM to handle the programs anticipated for three years into the future, and the capability to add RAM in the future.*
- (d) a 3.5" floppy disk drive;*
- (e) a CD-ROM drive;*
- (f) a color monitor;*
- (g) a modem that if not the fastest available, no more than one generation behind the latest, FAX capability if there is not a FAX machine readily available;*
- (h) access to the court system's central computer;*
- (i) a laser printer, and a color ink jet if needed. The printer may be shared if the judge is in the same office suite as another judge.*
- (j) a computer for the judge and, if appropriate, computers for the judge's use at home, on the bench, and a notebook computer for travel; and computers for the judge's staff so that each member of the staff who needs automation will have access to the computer.*
- (k) if equipping an entire court system, a local area network (LAN), and if not, networking for the judge and his or her staff.*

### ***Recommended Software for a Trial Judge***

*A trial judge at a minimum should be supplied with:*

- (a) a current version of a high end, comprehensive word processing package such as WordPerfect or Word;*
- (b) a data base manager program;*
- (c) a spreadsheet program;*
- (d) legal research capability, either through CD-ROM towers or on-line access to Lexis and/or Westlaw;*
- (e) communications software;*
- (f) note-taking and personal calendar software;*
- (g) utilities software to conduct computer file management, to back up data, to restore lost data, to compress files, to protect against computer viruses, etc.;*
- (h) jury instructions for the jurisdiction on a data/information base; and*
- (i) access to the Internet and World Wide Web.*

*In addition to the minimum software listed above, certain judges may be able to make use of additional programs if they have a particularized need and if financial resources are available.*



*These programs could include:*

- (j) a graphics program;*
- (k) desktop publishing;*
- (l) statistical software; and*
- (m) speech recognition software.*

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### ***Recommended Training for Judges and Judicial Personnel***

*It cannot be stated too strongly that the training time required to learn how to use the computer programs is as significant an investment as purchasing the hardware and software. Training programs must be established that deal separately with the needs of judicial staff and the needs of the judge. Training programs must have enough flexibility to provide the basic education for judges and judicial staff while enabling those with more of an interest to further explore the sophisticated uses of the computer.*

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## **RECOMMENDATIONS WITH COMMENTARY**

### ***Recommended Hardware for a Trial Judge***

*A trial judge should have access in his or her chambers to:*

- (a) a personal computer, with sufficient speed and power to run the operating system and programs anticipated to be used for at least three years into the future.*
- (b) sufficient storage space on the hard drive to handle demands for at least the next three years.*
- (c) enough RAM to handle the programs anticipated for three years into the future, and the capability to add RAM in the future.*
- (d) a 3.5" floppy disk drive;*
- (e) a CD-ROM drive;*
- (f) a color monitor;*
- (g) a modem that if not the fastest available, no more than one generation behind the latest. FAX capability if there is not a FAX machine readily available;*
- (h) access to the court system's central computer;*
- (i) a laser printer, and a color ink jet if needed. The printer may be shared if the judge is in the same office suite as another judge.*
- (j) a computer for the judge and, if appropriate, computers for the judge's use at home, on the bench, and a notebook computer for travel; and computers for the judge's staff so that*

*each member of the staff who needs automation will have access to the computer.*

*(k) if equipping an entire court system, a local area network (LAN), and if not, networking for the judge and his or her staff.*

### *Commentary*

*There is inevitably a trade-off between recommending the "latest and best" at a cost that will make it impossible to finance the purchase, and skimping too much so that today's purchase will not be powerful enough to run tomorrow's application. Judges in general do not need all the bells and whistles of the very latest technology. The jump to any personal computer from merely a typewriter is far more significant than moving up the line to the most expensive hardware. The word processing, legal research, data base managers, and spread sheets of ten years ago did most of the work that judges need done. Therefore, depending on the budgetary constraints, it may be better to get computers that do not do everything if the choice is no computers.*

*At the same time, new software programs keep coming out that require relatively up-to-date hardware, many of them specific to a court's work employed on a system-wide basis. As a rule of thumb, we have been suggesting that a three-year life span be contemplated when acquiring technology.*

*From the early days of computers, it was said that software needs should drive hardware acquisitions. That is still true. Really, the first question that must be asked is what will be done with the computers? The needs of the judges or the judicial system will determine what software is necessary which will determine the hardware needs. Whether fortunate or not, more and more programs are coming out that consume large amounts of memory and require very fast computers. Therefore, any computer purchase should be of a relatively up-to-date machine. Otherwise, the individual computer may not be fast enough to mesh with a fully networked court system. Whether or not a judge needs a notebook computer may be determined by whether the judge needs an "office away from home" when going out to various rural locations.*

*One consideration may be whether or not the judge types. If the judge is keyboard-phobic, it may be important to be ready to move to voice recognition programs such as Dragon Dictate's "Naturally Speaking" or IBM's "Via Voice." These programs allow the judges to dictate and have their words automatically appear on the screen. This may not be important to a skilled typist, but may be the "killer application" that gives computers great importance for other judges. Since voice recognition software takes a lot of memory and needs a high speed computer, this may be a consideration to move toward the high end of computer purchase.*

*The price breaks for "latest and best" technology occur so quickly that it probably is usually safe to buy what was first introduced to the market six months to a year and a half before the purchase time. The new generation will have come out so prices will have dropped, but at the same time there would be a reasonable life for the computer.*

*One guideline is that one never has enough RAM, and a hard drive that one thinks will last forever will fill up much sooner than one thinks.*

*The key is finding someone who is knowledgeable to help in the hardware and software acquisition. There are more and more such consultants entering the legal field. A person should exercise the same care in selecting such a consultant as he or she would exercise in selecting an attorney or a physician. One should look at credentials and get references.*

*Personal computers are available from a variety of manufacturers that have been highly recommended by analysts in the field. Some are made by smaller, less well known manufacturers, but others are from well-established companies. Many mail order vendors*

have distinguished themselves by the quality and price of their machines and their excellent customer support. Some are no longer "little" companies and have many court systems among their satisfied customers. The support of the particular vendor for a particular machine (set-up, technical assistance, repair) varies from location to location. Before purchasing any system, it is imperative to have knowledgeable persons or consultants assist in developing requirements for hardware and software and to assist in vendor selection. It is important to insure that the purchasing agent is not being "penny wise and pound foolish." Compared to many other expenses required to maintain a judge, the cost-benefit ratio of any computer makes automation a real bargain. Generally, judges should not go to other than the major brands recommended by all the computer magazines. Unless someone has absolute confidence in a computer maker and his or her chances to remain in business for a long period of time, the "ready made" computers carry a great risk. A judge does not want to be on the "bleeding edge" by being the first to try a new brand of machine.

In larger networked installations, it is a good idea to go with a single vendor, even if this is initially more expensive. Then when there is a problem the users can make one telephone call and say "fix it." Nothing is more frustrating than having the hardware vendor blame the problem on the software vendor who blames it on the cabling company who blames it on the hardware vendor. The particular operating system to be selected depends on several factors. Once again, while no one wants to pick a system that is already almost obsolete, at the same time it is not necessary to use the very latest system. Inevitably, using the latest operating system will require the most expensive computer that is the fastest, has the most RAM, biggest hard drive, etc.

Another consideration when attempting to select hardware for the judge's automation needs is the notebook computer. Although previous entries into this market were neither "portable" nor true "laptops," today's notebook computers offer surprising features and flexibility. Although reduced in size and weight, they still provide the user with "heavy duty" capabilities. The notebook computer may be the only device a jurist needs to begin to automate or truly enhance the court's current automation. There is some compromise in the keyboard and the monitor. An option is to purchase a notebook designed to plug in to "docking stations" to use full keyboards and large monitors and to access a Local Area Network. A less expensive alternative is to merely purchase an additional full size keyboard and a standard color monitor and plug them in to the notebook at the "base" work station. Although more expensive than many of the available PC's on the market today, with the added flexibility and the elimination of the need for separate PC's on the bench, and in the chambers, and at home, etc., the notebook computer may prove to be cheaper in the long run.

Judges should have a laser printer, which can be shared if the common areas of several chambers are together and the printer is easily accessed by each judge and his or her staff. An ink jet printer, available for less than \$200, should supplement a laser printer if a shared laser printer is in a different room from the judge's computer. Ink jets have laser quality although less speed.

A modem offers the opportunity to communicate with other users and access the World Wide Web through telephone lines. A modem is needed to access legal research systems such as Lexis and Westlaw. A modem also permits almost instantaneous transmission of documents and other files to and from other users. Many inexpensive modems allow the user to send computer-generated documents to FAX machines and to receive FAXes on his or her computer's printer for the cost of the telephone time. As with other parts of a judicial technology purchase, the very fastest modem on the market at the moment is not necessary but at the same time, the modem that is slower than the others and at a bargain price is no bargain.

It seems almost laughable that the initial recommendations were only for 2 megabytes of RAM and 4 meg was recommended only a few years ago. RAM (Random Access Memory) is not storage memory but the amount of memory active when the computer is running that



*enables the computer to run today's sophisticated software programs. While the need for much more RAM has escalated, fortunately, the price for RAM has dropped. The domination of Microsoft's Windows has required everyone to upgrade their RAM. Whatever is recommended today will be insufficient tomorrow. While it is possible to upgrade the RAM later, this is sometimes not as simple as it seems, since often there are compatibility problems and it may require a computer professional to make the installation. Therefore, it is better to buy "too much" RAM initially, since shortly it will be barely enough.*

*The situation is the same with hard drive memory capacity. This is the part of the computer that stores the data when you turn your computer off, such as opinions, orders, letters, spreadsheets, data in data bases etc. The hard drive is also the place where your programs are stored, such as word processing programs, communication programs, data bases, calendars, etc. Because these programs are becoming larger and larger, and the cost of hard drive capacity keeps dropping, once again this is not an area where one should skimp in the purchasing budget. What seems like such a large storage area that it will last forever will quickly fill to capacity.*

*If a judge is on a network, the network administrator will back up all the computers on the network frequently. Otherwise, it is important to have a means of backing up what is on the computer frequently. There are a variety of new storage mechanisms to back up a computer quickly. Hard drives crash, viruses infect computers, and sometimes, like anything else, computers are stolen or just break. It is bad enough to have hardware stolen or break, but a disaster if the information is not available someplace else. Another important lesson that one does not want to learn the hard way is to keep the backup stored at a location away from the computer. If there is a theft or fire, it is of no help if the back-up is sitting next to the computer. If the judge has responsibility for maintaining official data for a jurisdiction, it is particularly important to have an adequate backup system.*

*In all but the smallest jurisdictions, judges will find it convenient to have access to the main court computer. One of the advantages of a network is that it makes it easier to access the main computer. Otherwise, the system should be geared to give the judge as much access as possible through a modem.*

*Networks are being used more and more, linking all of the computers in a system. In jurisdictions where there is a commitment to automation, networking is the way to go.*

*Networks do carry costs. There is the extra cost of cabling and purchasing separate computers to be used as "servers." More significantly, someone must be trained and available to administer and service the network. There are, however, economies as well. There are savings in the purchase of software for the system. Each judge does not need a separate word processing package; the system only needs the number that will be in use at one time. Servicing the system is made easier, since the Management Information System (M.I.S.) staff can fix problems from a central location rather than physically going to each judge's chambers to show him or her how to solve a problem. It becomes much easier to update the software when a new version comes out. Likewise, a network makes access to the main court computer cheaper and easier. Moreover, a network opens up the whole world of electronic mail (E-mail)*

*It is vital that judges have access to computers as soon as possible. If the budget is not large enough to immediately support the costs of a network, then it will be necessary to go with individual computers rather than waiting. However, if a system is contemplating a major acquisition of hardware or a major update, then networking should be considered essential. Even if there are only enough funds at the moment for individual machines, these machines should be purchased with an eye to ultimately tying them together on a network.*

*As noted above, it is exceedingly difficult to make specific recommendations for specifications for a computer purchase. First, it is difficult for even those experienced with technology to come to consensus. Second, technology changes so quickly it is impossible to*



write a recommendation that will not shortly be out of date. Third, different judges have different needs.

*With those caveats, your reporter has attempted to glean a consensus from the experts throughout the nation on court technology. We all agree that judges do not need the latest and fastest computers to do complicated graphics or play sophisticated computer games. We also are unanimous that it is false economy to get a computer that already borders on obsolete.*

*Therefore, as of June 1, 1998, we proffer the following suggestions when purchasing a computer:*

- (a) Purchase at least a 200 MHz Pentium.*
- (b) Get at least 2 gigabytes of hard drive storage capacity.*
- (c) Get at least 32 Mb of RAM, better 48 Mb, best 64 Mb.*
- (d) Get a 15" color monitor, with .28 dp or better.*
- (f) Get a 28.8 modem as a minimum.*

*These recommendations are only for the date they are made. We plan to update them every six months and post them to a Web site at the Judicial Division of the American Bar Association and at the National Center for State Courts.*

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### ***Recommended Software for a Trial Judge***

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- (c) a spreadsheet program;*
- (d) legal research capability, either through CD-ROM towers or on-line access to Lexis and/or Westlaw;*
- (e) communications software;*
- (f) note-taking and personal calendar software;*
- (g) utilities software to conduct computer file management, to back up data, to restore lost data, to compress files, to protect against computer viruses, etc.;*
- (h) jury instructions for the jurisdiction on a data/information base; and*
- (i) access to the Internet and World Wide Web.*

*In addition to the minimum software listed above, certain judges may be able to make use of additional programs if they have a particularized need and if financial resources are available. These programs could include:*

- (j) a graphics program;*
- (k) desktop publishing;*
- (l) statistical software; and*
- (m) speech recognition software.*

### **Commentary**

*A judge does not need to be a "beta" tester, one who is the first to use a particular version of hardware or software. Let someone else work out the problems of a new product. Particularly with a large system that is networked, it is important that there is a standardization of software throughout the system. There may be some judges who have become expert in an older product that has since become outdated who does not want to give up his or her expertise, and therefore some exceptions may be necessary. But overall, for reasons of training, solving problems, and communicating, the system should have a standard.*

*When recommending particular software, one of the first considerations should be if there are both professionals and "amateur" consultants available to problem-solve in that particular program. If everyone else in the system is using WordPerfect, it is probably not a good idea to start out learning Word. The judge and his staff should not be alone on software without anyone to help.*

*Word processing will initially be the primary use in a judge's office. Judges will quickly want the power of a sophisticated word processing program, and the assistance available from a system widely used by many others. Our recommendation is therefore for a full function word processor geared for legal work, such as the present leading word processors, WordPerfect, the word processor traditionally used in the legal field, or Microsoft Word, the business world's leading word processor increasingly used by law firms to be compatible with their clients' software.*

*Both Word and WordPerfect are marketed as part of "suites," collections of programs that nicely fit together. Microsoft markets its collections of programs as "Microsoft Office," and Wordperfect is bundled with the Corel WordPerfect Suite. These collections include word processing, calendaring programs, spread sheets, communications software, presentation programs, and more. When starting from scratch, a suite purchase is often a good idea.*

*A simple data base should be adequate for the normal filing and retrieval work done by judges. If the judge has responsibility for managing all the case flow for a jurisdiction, it may be necessary to move to a more sophisticated relational data base.*

*Spreadsheet programs will be helpful in analyzing case statistical records of dispositions, analyzing sentencing patterns, and performing other tasks. There are a number of systems on the market, and all are adequate for most judicial uses. The key to selection should be the price of the system and the availability of others who know the software to help train and solve problems.*

*One of the great conveniences of a computer in a judge's chambers is access to legal research. Normally, commercial legal data bases such as Lexis and Westlaw will make software available at nominal cost. This will enable the judge and his or her staff to use the legal research systems from the convenience of the chambers rather than a communal terminal. It also allows the transfer of research cases to disk to facilitate integration of longer quotations without having them retyped.*

*In an increasing number of jurisdictions, state-wide research materials are available on CD-ROM and, for networks, on CD-ROM towers. When making the decision regarding*

legal research software, the on-line and CD-ROM options should be compared.

There are a number of utilities that help manage the files on a hard drive. Many of them are included with the basic Windows programs. Some users prefer programs from other vendors that they believe work better. It is important to have a program that will check new files to protect against those programs infected by "computer viruses" placed by some irresponsible "hackers" that can destroy all data on a hard drive.

One of the programs that should be of help to all judges is an automated jury instruction program. Standard instructions of a jurisdiction should be provided on disk to the judges who may then make their own modifications. While standard jury instructions can simply be typed or scanned onto a word processing system, it may also be helpful to have the instructions and commentary accessible on a data base manager program for quick access.

Administrative responsibilities vary among jurisdictions and judges. For those judges who report court activity, case filings, and dispositions, etc., there are software programs such as graphics programs, desktop publishing and statistical programs which are useful. The complexity (and expense) of these programs vary, and should be assessed in conjunction with a computer expert.

Judges should have access to the Internet and the World Wide Web. The "Net" gives access to a wide variety of information and also enables judges to communicate with others with similar interests and needs across the country and the world. Access is becoming more and more affordable either through dedicated programs or commercial programs such as America On Line, Compuserve, Prodigy and others. The number of judges on the Internet is expanding geometrically and today is the time to start travelling the Information Superhighway.

As noted in the Commentary on Hardware above, non-typing judges may be helped into the computer age by using voice recognition programs such as Dragon Dictate's "Naturally Speaking" or IBM's "Via Voice." It has only been with the increase in speed and power of personal computers that the ability to dictate and see the words on the screen has become a cost-effective reality. The breakthrough has been that after a few hours programming the software, the speaker can dictate in a natural voice rather than pausing after each syllable. These programs still have room for improvement, but they have arrived and will only get better in the future. Not only may this application help some judges cross the bridge into the world of technology, but it may create a significant new way of doing business in the courts. For example, instead of court reporters, readers in court can redictate what is being testified to using voice recognition software which simultaneously creates transcripts. No existing software can create a transcript merely by miking those in the courtroom, since presently there is a need for a period of training to recognize an individual's speech pattern. However, that day may soon come.

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### ***Recommended Training for Judges and Judicial Personnel***

*It cannot be stated too strongly that the training time required to learn how to use the computer programs is as significant an investment as purchasing the hardware and software. Training programs must be established that deal separately with the needs of judicial staff and the needs of the judge. Training programs must have enough flexibility to provide the basic education for judges and judicial staff while enabling those with more of an interest to further explore the sophisticated uses of the computer.*

*Commentary*

*The need for training cannot be overstated. Each version of the Guidelines and Recommendations stresses training more. Unfortunately, we have not reached the point where enough emphasis is placed on training. Too many systems have used up their budget on hardware and software and skimp when it comes to training. When this happens, the capability of the technology is barely utilized. Productivity increases are minimal, and it becomes difficult to justify the expenditures. Almost everyone who has managed a major technology installation will report that not enough was allocated for training upon installation, and even less was allocated to allow users to learn how to use the newer technology as it comes out.*

*In the business world, experts advise that when assessing cost, training should be considered to be from 1/4 to 1/3 of the total cost of technology. Judges as well as the secretary or some other person in the judge's chambers must be computer literate. Judges must be made aware of the capabilities of the computer and be encouraged to try the various functions. There should be organized training programs both for judges and for their staff to enable them to learn the basics of using a computer. Otherwise, the equipment may remain grossly under-utilized or even unused.*

*The first step is to overcome the psychological barriers. Then the judge or member of the judge's staff will have to learn about additional applications. Age is not a factor. Judges in their seventies have become computer enthusiasts after proper training. Many trainers suggest judges should be exclusively taught with other judges because it removes the anxiety caused by their unfamiliarity with today's new technology. Proper training provided within a comfortable atmosphere amongst a group of their peers eliminates embarrassment and increases receptivity to instruction.*

*It may be appropriate to use new programs available on CD-ROM or videotape to enable a judge and/or his or her staff to learn at their own pace.*

*Learning new systems can be very time consuming, and the cost-benefit ratio should be considered. However, in word processing and many other tasks, computers can free the judges and their staff from mechanical and repetitive chores to concentrate on the business of judging.*

*Automation, by and large, has done things to judges not for them. For example, computerized dockets quickly funnel cases to the courts. However, that is where technology stops, and the judges are overwhelmed because they can only deal with the cases manually.*

*Personal computers, with proper training, are valuable tools. Their use will increase judicial capabilities, efficiency, and productivity; reduce drudgery; and thus, improve the speed and quality of justice.*

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