

**ADMINISTRATIVE DIRECTIVE NO. 111**

This 1st day of February, 1997,

IT APPEARS THAT:

(1) It is essential that the Administrative Office of the Courts (AOC), its mission and organization be analyzed thoroughly with a view to a new strategic plan and reorganization.

(2) Part of the planning and reorganization process should involve an in-depth review of the functions of the staff personnel serving the AOC, the Judicial Information Center (JIC) and all other courts and units of the Delaware Judicial Branch of government.

(3) In view of the decision of the Director of the AOC to retire effective May 1, 1998, a search process for a new Director should be harmonized with the strategic planning and reorganization process.

(4) A Strategic Planning/Reorganization/Search Committee (the Committee) to perform the foregoing duties should be formed and should proceed at this time under the direction of The Honorable Joseph T. Walsh.

NOW, THEREFORE, IT IS DIRECTED, with the unanimous approval of the members of the Supreme Court, pursuant to Delaware Constitution, art. IV, § 13(1), that:

(A) The Committee shall consist of the following persons and such other persons as the Chief Justice shall determine from time to time:

Justice Joseph T. Walsh, Chair  
Crystal L. Carey, Esquire  
Judge Richard R. Cooch  
James T. McKinstry, Esquire  
Richard E. Poole, Esquire  
Judge Battle R. Robinson  
Harvey Bernard Rubenstein, Esquire  
John F. Schmutz, Esquire  
Judge Alex J. Smalls  
Stephen D. Taylor

(B) The Committee shall recommend goals and objectives for the AOC and the administrative functions of the various courts and other units of the Judicial Branch to the extent that they interact with the functions of the AOC.

(C) The process of the committee shall include an analysis or audit of the various positions in the AOC, including the JIC.

(D) The Committee shall consider the feasibility of the following goals, and perhaps

others:

(1) The AOC should be the most effective, professional, self-starting, streamlined state-of-the-art Administrative Office which is feasible consistent with Delaware's culture and budget realities.

(2) The AOC, under the leadership of the Director, should operate (a) under the direction of the Chief Justice and the Supreme Court, and (b) cooperatively with the trial courts while appropriately balancing trial court autonomy with the optimum central authority of the Chief Justice consistent with Del. Const. art. IV § 13, *ABA Standards Relating to Court Organization*, the *Trial Court Performance Standards*, the recommendations of the Commission on Delaware Courts 2000, and the December 12, 1996 Report of the Administrative Enhancement Committee.

(E) The Committee should consider the feasibility of the criteria for the Office of Director including those set forth in paragraph F.

(F) The Director should lead a reorganized staff of the AOC so that all necessary components of the functions of the AOC are self-started and operated at peak efficiency. These general objectives should include the following criteria for the Office of Director:

(1) Gain and hold the confidence of the Chief Justice, the Supreme Court, presiding judges, trial court administrators, and key members of the Executive and Legislative branches.

(2) Daily, hands-on, close assistance to the Chief Justice in all non-judicial functions of that office.

(3) Strong and professional work ethic, vision, leadership and persuasiveness.

(4) Be knowledgeable, anticipate developments and keep the Chief Justice informed currently and thoroughly.

(5) Excel in interaction with trial court administrators.

(6) Excel in effective interaction with Budget Office, other parts of Executive Branch, and with the Legislative Branch.

(7) Establish a creative and effective method to engage organizations on a volunteer, *pro bono* basis in the work and the courts.

(8) Perform comprehensive budget analysis including critical examination of trial court current staffing/funding in context of requests for additional needs.

(9) Be current and "ahead of the curve" on state-of-the-art administrative trends and ideas applicable to Delaware, including but not limited to technology, case

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management, innovative systems, etc.

(10) Excel in awareness and accomplishment of effective results in connection with Delaware legislative activities, concerns and opportunities.

(11) Assist the Committee of judges appointed by the Chief Justice as legislative liaison for the Judicial Branch.

(12) Assist the Chief Justice and the Justice Center Committee with effective "quarterbacking" of the Justice Center effort.

(13) Arrange for regular meetings with the Chief Justice, trial court administrators, members of the Executive Branch and others.

(14) Assist the Chief Justice in developing strategies and effective written and oral communications within the Judicial Branch, with Executive and Legislative Branches, with the Conference of Chief Justices, and the public.

(15) Develop systems for monitoring development of matters affecting the Judicial Branch, including without limitation, Delaware legislative activity, Delaware Executive Branch activity, Delaware trial court initiatives and opportunities, national trends, etc.

(G) After considering the foregoing and other factors, the Committee should recommend to the Chief Justice the criteria and job description for the position of Director and related issues including the desirability or requirement of the following:

- (1) Appointment of a judge to the position.
- (2) Requirement of a law degree.
- (3) Education/experience requirement.
- (4) Authority of Director vis-a-vis trial court administrators
- (5) Future of Supreme Court Rule 87 or any recommendation thereof.

(H) The recommendations of the Administrative Enhancement Committee (particularly those in Section IV(D) of the December 12, 1996 Report) should be considered with a view to implementing those recommendations which are deemed appropriate.

(I) The reports of the Commission on Delaware Courts 2000 and the Administrative Enhancement Committee should be reviewed. The recommendations in those reports which relate to the AOC and which have not been implemented should be considered by the Committee.

(J) The Committee shall make its Report to the Chief Justice on or before October 1, 1997. The Committee shall recommend a person or persons to be considered for the position of Director in ample time for that person to be selected, accept appointment and be in office ready to function as soon after May 1, 1998, as feasible, but not later than July 1, 1998.

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E. Norman Veasey  
CHIEF JUSTICE

cc: The Honorable Joseph T. Walsh  
The Honorable Randy J. Holland  
The Honorable Maurice A. Hartnett, III  
The Honorable Carolyn Berger  
Members of the Judicial Conference  
Lowell L. Groundland  
Court Administrators  
Clerk of Supreme Court