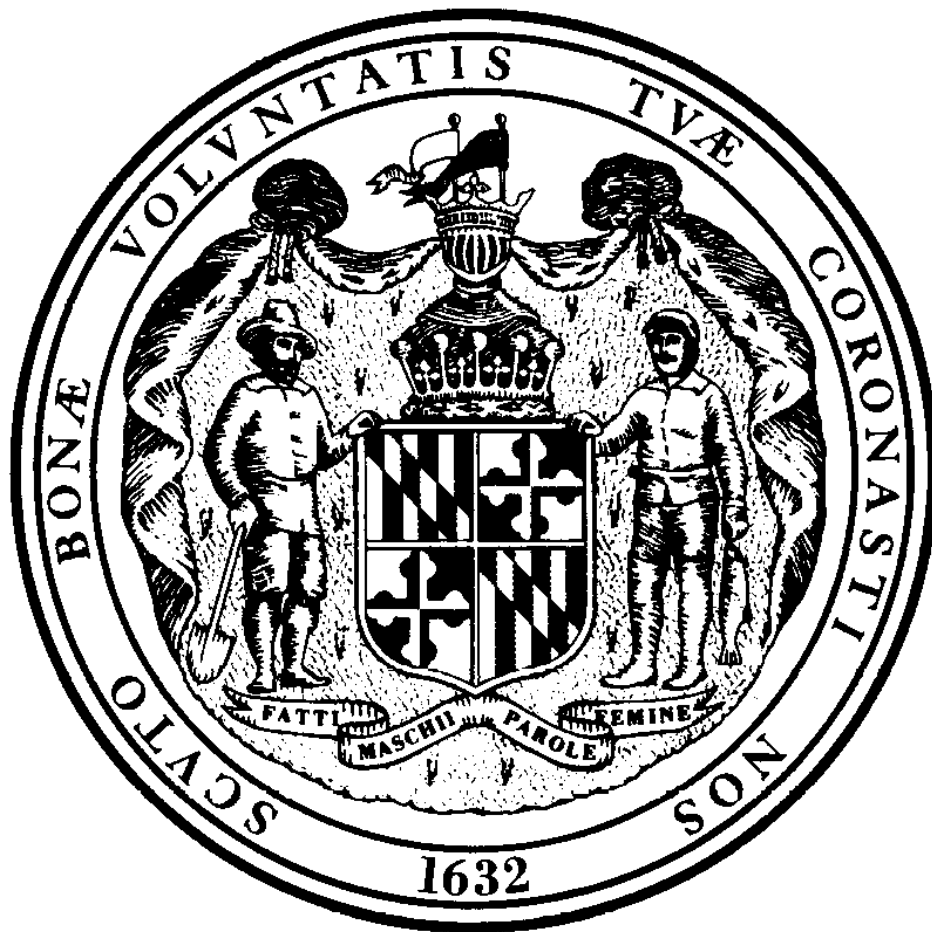


The Maryland

Certificate Programs



The Judiciary's award-winning certificate programs are specifically designed to enhance employee quality, promote employee work performance, contribute to increased court productivity, and assure the highest organizational and individual morale.

THE MARYLAND JUDICIARY CERTIFICATE PROGRAMS

I. OVERVIEW

The Maryland Judiciary, in its mission to promote professional development for its regular judicial employees, is offering two unique certificate study programs. Such programs display the belief to employees that the pursuit of knowledge is important to a well functioning court system and therefore a worthy Judiciary goal.

Specifically, the overall purpose of these certificate programs is to assure Judiciary employees career enhancement and personal growth and development opportunities, and thereby foster a more competent court system in delivering justice to citizens.

Further, the benefits of establishing these Judiciary certificate programs are many. Both are designed to achieve a statewide judicial culture of organizational excellence, vital in responding to Maryland's court needs in the new millennium. The investment in these certificate programs will contribute to better access to the justice system, improve the efficiency and effectiveness of court services, assure a positive work environment, and build public trust and confidence in Maryland courts.

These programs are practical in their curricula, specifically aimed at enhancing employee quality, promoting employee work performance, contributing to increased court productivity, and assuring the highest organizational and individual morale.

The two certificate programs are entitled the *COURT PROFESSIONAL CERTIFICATE* program and *COURT SUPERVISOR/MANAGER CERTIFICATE* program.

The *Court Professional Certificate (CPC)* program is a "basics" Judiciary study curriculum offered for qualified, regular Judiciary employees seeking expanded job knowledge. (See CPC eligibility requirements pages 3-4.) Candidates here will receive a Court Professional Certificate upon completion of this program's 12 courses.

The *Court Supervisor/Manager Certificate (CS/MC)* program is a Judiciary management program. This certificate is offered to attract supervisors and managers from the ranks. Those with supervisory or management positions would be eligible for this certificate program. (See CS/MC program eligibility requirements pages 7-8.) Twelve subject courses comprise this program's curriculum.

No such programs are currently offered in the State, at the community colleges, or other academic institutions. These Judiciary certificate programs, to be administered under the auspices of Professional Development in the Judicial College of Maryland, will tap, as course instructors, judicial practitioners and experts from among the State's Judiciary as well as other experts in the legal and court management field.

II. COURT PROFESSIONAL CERTIFICATE (CPC) PROGRAM

A. CPC PROGRAM GOALS AND BENEFITS

The CPC program is the basic certificate program. It allows regular Judiciary employees an attractive educational opportunity to become better equipped with an array of Judiciary knowledge, skills, and tools. The program will enable participants to perform their jobs better and carry out their responsibilities with the highest proficiency.

Upon completion of the CPC program, attendees will enjoy a sound knowledge base on the role and functions of the Maryland court system and where and how they fit in. Through the CPC curriculum they will also learn job practices to better serve court customers and the needs of the bench. Participants will become acquainted with basic caseload docket practices as well as how to respond to the daily demands of the business of justice. (See CPC curriculum below.) The CPC program will take three years for participants to complete.

Certificate recipients here will be recognized as a cadre of professionally distinguished clerks and judicial employees spread throughout the Maryland Judiciary.

B. ELIGIBILITY CRITERIA AND APPLICANT SELECTION

The CPC certificate program will accommodate up to 30 new certificate candidates. This certificate program is available exclusively to regular Judiciary employees throughout the Maryland court system regardless of academic background although certificate candidates must have a high school degree or its equivalency. Applicants will be selected to represent different geographical sections and courts of the state.

Prospective certificate candidates shall apply on their own initiative as the major eligibility criteria. Electronic applications will be routed to Professional Development. Professional Development will conduct an initial screening of candidates for the following minimum qualifications:

In order to be considered for the CPC certificate, candidates must:

1. Receive at least an overall "meets standards" rating in their last job performance review.
2. Serve successfully for no less than one year as of the application deadline date, as a regular, full-time employee of the Maryland Judiciary.
3. Agree to a commitment to stay with the court for at least one year after they complete the CPC certificate program.
4. Attach a recommendation letter from the administrative head where the applicant is employed.
5. Prepare an application including a brief essay of no more than 300 words as to why he or she wishes to be considered for the CPC study program.
6. Finally, participants must maintain an overall rating of "meets standards" or higher on their performance review throughout the program. Should a participant fall below this overall rating, he/she will be removed from the program. He/She may reapply for the program if the overall performance rating of "meets standards" is again earned. If a disciplinary action (see the Policy on Progressive Discipline) is received by a participant, the Professional Development Subcommittee will decide whether or not that person may continue in the program based on policy-related criteria. It is the administrative head's responsibility to bring a poor performance rating or a disciplinary action to the attention of Professional Development.

NOTE: The CPC web page has the most updated eligibility criteria.

A six-member Applicant Review Panel will review the applications and select qualified participants to the CPC program. The selection of candidates is not grievable.

C. CPC PROGRAM CURRICULUM

The CPC program offers a practical curriculum track that will: enhance court knowledge, skills, and abilities; promote employee performance and work productivity; foster a professional workplace; build organizational and individual morale; and develop high caliber court professionals who are well rounded in court operations and work activities. These skills will be reinforced by their daily activities.

To accomplish this, twelve courses will be given on a range of Judiciary and work-skill subjects, plus a wrap-up course. These courses will be one or two days in class length. If all courses are attended as originally scheduled, the CPC certificate will take three years to complete.

CPC candidates are required to take twelve courses. If a candidate has successfully completed a course outside the CPC program that is comparable to a CPC course, then, with approval from Professional Development, that course can be credited to the employee's certificate course of study.

COURSE 1: THE MARYLAND JUDICIARY – AN OVERVIEW. The CPC curriculum opens with a flagship course on the organization, mission, and vision of the Maryland Judiciary. This is a foundation course and will provide participants with the “big picture” perspective of their place within the court system. It will sharpen CPC participants' court awareness and understanding of Maryland's legal environment.

Specifically, in exploring the roles and purposes of the statewide court system, participants will gain a deeper appreciation of the internal and external workings of the court. The appellate levels of the Maryland Court will be covered in this two-day course.

COURSE 2: THE NUTS-AND-BOLTS OF THE CIRCUIT AND DISTRICT COURTS. This course spells out the different general and limited jurisdiction functions of the Circuit and District Courts. Participants will learn about items like recording a deed, what a District Court Commissioner does, or where adoptions are processed. The array of related state and local court agencies that interact with the Courts (the state's attorney's office, parole and probation, the sheriff's office, and the departments of juvenile justice, and domestic relations, etc.) will be covered. This course is two days.

These first two courses are foundation courses and are basic in becoming a court professional. They give participants an organizational baseline and comprehensive framework of the judicial system, thereby enabling a clear understanding of where and how their jobs fit into the court system.

COURSE 3: ETHICAL PRACTICE IN THE COURT WORKPLACE. A professional ethics course is included regarding proper ethical behavior and rules of work conduct in the Judiciary. The object of this course is to identify what judiciary employees can and cannot legally do in their jobs. Topics include how to avoid giving legal advice in the filing of cases, the importance of remaining impartial, and standards for acceptable on-the-job work conduct. This is a one-day course.

An outcome of this course will be informed employees who realize that integrity in performing their jobs is the lifeblood of the court system and essential to building public trust and confidence in the courts.

COURSE 4: JUDICIARY PERSONNEL POLICIES AND RULES. CPC program participants will study the Judiciary's administrative personnel policies and procedures that govern each employee. Topics include: types of permitted leave, appropriate com-

puter usage, standards of acceptable job performance, proper dress codes, progressive disciplinary policies, procedures for grievances and disciplinary appeals, and workers compensation. This is a one-day course.

Through this course, participants will have a fuller appreciation of the “who, what, where, and why” of the Judiciary’s uniform personnel practices and the responsibility of employees for meeting them as a part of the job.

COURSE 5: HANDLING THE CASELOAD THICKET. This two-day course is the “meat and potatoes” of court docket work. It covers landlord tenant, traffic, civil, domestic, juvenile, and criminal cases. It will cover the critical case flow steps from time-stamping a complaint and discovery to a case’s final court disposition and how cases are scheduled through major hearing events. All types of court litigation (traffic court cases, landlord-tenant disputes, and civil, family, juvenile and criminal cases) will be explored as well as their panoply of court forms and terms (such as complaints, pleadings and motions, depositions, summons, subpoenas and other writs, and court orders and judgments). Participants will explore servicing of papers and the processing of warrants and subpoenas, as well as the rules and procedures governing a clerk’s duties and responsibilities.

Through this course, CPC participants will build a thorough and comprehensive understanding in all aspects of case filing, scheduling, and processing.

COURSE 6: FAMILY LAW MATTERS. This two-day course focuses on the various casework processes and procedures in handling the court’s domestic cases. About two-thirds of court litigation deals with family and domestic relation disputes. A court professional needs to be fully aware of the context of this heavy caseload docket in the court system.

Topics include divorce, separation, and annulment; child custody and visitation; peace orders, alimony, child support, disposition of property, and legal rights of children; and domestic violence disputes.

COURSE 7: CASHIERING AND COLLECTING COURT FINES, FEES, AND COSTS. In this course, CPC participants will examine the basics of court finance that will cover cash handling and cashiering procedures in collecting court fines, fees, and costs. Some focus will also be given to the legislative audit of this function at the courthouse and the importance of sound fiscal oversight and protection of the public’s purse. An overview of how court revenues impact upon Judiciary budget revenues will be incorporated in the course material. This is a one-day course.

Completion of this course will provide CPC participants financial insight not just in cashiering operations but how this function impacts upon the judicial system.

COURSE 8: SERVING COURT CUSTOMERS. This one-day course provides practical knowledge for Judiciary employees to deliver excellent customer service in conducting the business of the court in different situations and enable participants to meet the Judiciary’s goal of fair and equitable access to justice and confidence in the court system. It will help employees understand: the components of superior customer service, effective customer service skills at the counter and on the telephone, what court information can be provided and what information is considered giving legal advice. It also gives techniques for dealing with complaints and emotional customers at the counter, and how to maintain a positive work attitude in satisfying customer needs.

COURSE 9: FUNDAMENTALS IN EFFECTIVE COURT COMMUNICATION. This is another foundation course relating to all other CPC courses. Positive communication enhances productivity, smooth and professional work relationships, trust on the job,

customer service, high office morale, and teamwork. It also enhances the professionalism of court employees. This course will orient participants to key legal language and terminology critical to the business of the courts. The course's focus is on developing and strengthening basic skills in oral and written communication of course participants. Fundamental techniques that facilitate effective communication will be explored.

Other topics include: the process and elements of good communication and its stumbling blocks, how to construct clear and concise messages, effective listening techniques, telephone protocol, non-verbal signals and behavioral factors of positive communication, and feedback techniques in communicating with court peers, supervisors, and customers. This is a two-day course.

COURSE 10: COMPUTER APPLICATIONS IN THE COURTS. This two-day course prepares court employees for the age of the electronic court. It recognizes that court professionals must be knowledgeable in computer operations in the court work environment.

Topics in this course include orienting participants to the next wave of computer tools and technology coming into the courts. This includes e-filing of civil cases, the computer connections between different court agencies, the electronic courtroom, and the future role of a World Wide Web and Internet environment in providing efficient and effective court services. The course will expose participants to computer hardware and software terminology. Attendees will become familiar with the existing mix of computers now installed in courthouses as well as their practical application to aid in specific court work.

COURSE 11: THE PROFESSIONAL ADVANTAGE. This course encourages court personnel to examine how their behavior, speech, attitude, and appearance can influence how they are perceived by the public and the people they work with. In today's business world, the "rules" often change quickly and there are few written guidelines. Participants will discover techniques to help them take their professionalism to a higher level. Included will also be "new business etiquette" advice and how to project a positive, polished image.

The second day of Course Eleven will be journal sharing and local tours.

ELECTIVE COURSES. Participants will choose one elective from the Department of Professional Development's Course Catalog. CPC participants will be provided yearly with a list of approved electives they may take. It is the responsibility of the participant to register for and write a journal entry for an approved elective.

Elective course topics will cover personal workplace communication tools such as effective speaking and writing courses. Also work behavior skills will be included such as: building a positive work attitude, being a team player, respecting others, and coping with job stress and conflict. In addition, ways to sharpen personal organizational habits will be available such as time management techniques in tackling assignments and setting realistic work priorities.

D. AWARDING OF THE CPC CERTIFICATE

Upon completion of the twelve CPC courses, a review session will be required for all certificate candidates. It will serve as a refresher course for the entire CPC program. The graduation will be held the next day.

An approved journal entry for each course in the curriculum will be required by the conclusion of the program in order to receive a CPC certificate. The purpose of the journal is to assess the knowledge and skills gained by CPC participants and

their success in grasping the program's material. It also gives weight and meaning to the certificate. Further, many colleges accept journals or prior learning portfolios and award college credit for them. Pursuing college credit for the CPC program would be the responsibility of the employee.

III. COURT SUPERVISOR/MANAGER CERTIFICATE (CS/MC) PROGRAM

A. CS/MC PROGRAM GOAL AND BENEFITS

The CS/MC program will aid aspiring Judiciary employees to grow into and compete for supervisory and management positions that arise throughout the court system. This program will enable participants to gain a thorough knowledge of management skills and tools necessary to prepare to become effective supervisors of court personnel and operations.

Upon completion of the CS/MC program, attendees will become familiar with modern leadership and management styles as they apply to the courts. They will be able to delegate effectively, develop and train personnel, apply interpersonal team-building techniques, understand productive organizational practices, learn time management concepts, and set work priorities, assignments, and tasks. Also they will become aware of human resources management practices including: interviewing and hiring, coaching and counseling, managing and appraising employee performance, and effective communication tools. (See CS/MC curriculum below.)

B. ELIGIBILITY CRITERIA AND APPLICANT SELECTION

The CS/MC certificate program will be available to all qualified clerks and other Judiciary employees and can accommodate 30 candidates. Selection of CS/MC candidates will be based on the following criteria.

Applicants must:

1. Be employed in the Maryland Judiciary for at least two years.
2. Complete the CPC program with a certificate or have a current status as a supervisor or manager.
3. Receive an overall rating of "meets standards" or higher on the most recent performance evaluation.
4. Agree to commit one year of employment with the Judiciary upon completion of the CS/MC program.
5. Obtain a recommendation from the administrative official where the applicant is employed.
6. Complete an application including an essay of 300 words or less as to why they wish to be considered for the CS/MC study program.
7. Finally, applicants must maintain an overall rating of "meets standards" or higher on their performance review throughout the program. Should a participant fall below this overall rating, he/she will be removed from the program. He/She may reapply for the program if the overall performance rating of "meets standards" is again earned. If a disciplinary action (see the Policy on Progressive Discipline) is received by a participant, the Professional Development Subcommittee will decide whether or not that person may continue in the program based on policy-related criteria. It is the administrative head's responsibility to bring a poor performance rating or a disciplinary action to the attention of Professional Development.

NOTE: The CS/MC web page has the most updated eligibility criteria.

Like the CPC program, a six-member Applicant Selection Panel will review the CS/MC applications and select the final participants. The selection of candidates is not grievable.

C. CS/MC PROGRAM CURRICULUM

The CS/MC curriculum offers twelve managerially-oriented courses for current employees pursuing their careers within the judicial branch of government. Its goal is developing and enhancing their knowledge, skills, and abilities toward becoming effective and efficient court supervisors and managers. The curriculum taps a growing body of knowledge dealing with supervisory leadership concepts and techniques tied to the progressive management of court operations and personnel.

The CS/MC curriculum specifically provides a unique opportunity for current court employees to be trained and prepared to fill future court supervisor and manager positions. It is geared toward the next court managerial generation and a smooth, efficient organizational and operational transition in the changing court environment.

CS/MC candidates are required to take the first ten courses listed on pages 8-10 and at least two electives to complete the program and be awarded a CS/MC certificate. Please see pages 10-11 for more details on electives.

COURSE 1: THE MARYLAND JUDICIARY - AN OVERVIEW. The CS/MC curriculum opens with a flagship course on the organization, mission, and vision of the Maryland Judiciary. This is a foundation course and will provide participants with the "big picture" perspective of their place within the court system. It will sharpen CS/MC participants' court awareness and understanding of Maryland's legal environment.

Specifically, in exploring the roles and purposes of the statewide court system participants will gain a deeper appreciation of the internal and external workings of the court. The appellate level of the Maryland Court will be covered in this two-day course.

COURSE 2: BECOMING A NEW SUPERVISOR AND BASIC MANAGEMENT SKILLS FOR NEW SUPERVISORS. This two-day course, also a foundation management course, presents the first level of management tools without which supervision or an efficient court environment is impossible. It is designed to assist court managers and supervisors with some of their most difficult tasks and duties, including the shift from "super employee" to the difficult challenges of a court supervisor. In addition, it will explore the many hats that a court supervisor/manager must wear, such as: interviewer, coach, trainer, motivator, disciplinarian, recruiter, etc.

Targeted "how-to" topics here are: planning work, setting work priorities, decision-making, scheduling and assigning tasks, conducting effective meetings, effectively delegating authority and work. Some coverage of human resources management will be introduced. This will be an interactive workshop.

COURSE 3: LEADERSHIP AND MANAGEMENT STYLES. This CS/MC course completes the foundation trilogy of basic management. It highlights various leadership and management styles as well as basic organization models.

Specific focus will be placed on effective leadership and management styles. The "do's and don't's" of good management will be explored from case examples. This

one-day session will distinguish the differences between leadership and management and emphasize a participatory management style for an achieving Judiciary and thereby a successful supervisor.

COURSE 4: PERSONNEL POLICY AND LEGAL ISSUES CONFRONTING SUPERVISORS. The purpose of this two-day course is to present the thorny legal issues a supervisor must confront in effectively managing Judiciary personnel. The Judiciary's personnel policy manuals and procedures will be plumbed in this class.

Topics include: Family and Medical Leave Act (FMLA) requirements; assuring a safe and secure workplace; addressing the "reasonable accommodation" disability requirements of the Americans with Disabilities Act (ADA); counseling, disciplining and terminating difficult, insubordinate or poor performing employees; and dealing with employee complaints and grievances.

COURSE 5: HUMAN RESOURCES MANAGEMENT. This is a two-day course covering the basics of personnel management. It provides an introduction to human resources management activities.

Major topics include human resource planning and recruitment, selection, development, compensation, and appraisal of employees. Critical issues in employee hiring and promotion practices will be addressed. A special focus of this course will include a workshop on interviewing job applicants and a discussion of the causes and impact of performance problems. Methods for measuring individual employee performance will also be included.

COURSE 6: MOTIVATING A PRODUCTIVE WORKFORCE. This two-day course builds on the Human Resources Management course and focuses on the most important of all management resources: people. This course enables prospective Judiciary supervisors to deal more effectively with agency workloads and tight budgets by maximizing the contribution, effort, and productivity of employees.

It will emphasize positive steps toward proactive leadership, coaching employees to success, building a winning team to get the job done, developing win-win strategies, eliminating negativism, developing a reward system, and gaining employee respect through a participatory management style and effective two-way communication and employee feedback.

COURSE 7: THE BUDGET PROCESS AND THE JUDICIARY. This course provides CS/MC participants a clear understanding of how a budget is developed throughout the Judiciary. Such knowledge is important to supervisors/managers since they are the first and last, respectively, in the budget-making and budget-spending processes. It also enables them to understand the fiscal constraints in managing their court operations in delivering the business of justice.

The course begins by asking and answering what is a public budget. An appreciation and knowledge of the historical and legal basis of the Judiciary's budget process is gained here. The course covers the development of a public budget with its time lines and the budget execution phase in which procurement occurs and is reported. Terms like appropriations and expenditures are discussed as well as how the Judiciary offices complete the budget cycle with justified expenditure requests and spending reports. This two-day course makes it clear that the budget ties the whole Maryland court system together. This is a two-day course.

COURSE 8: EFFECTIVE COMMUNICATION FOR SUPERVISORS. The mark of a good supervisor/manager is one with clear and effective organizational communication skills in verbal, non-verbal, and written forms. Good communications enhances productivity, work relationships, customer service, office morale, and team build-

ing efforts. And it can reduce legal costs, time consuming investigations, high turnover rates, absenteeism, and employee distrust, anger, and powerlessness.

In this interactive session CS/MC participants will engage in exercises to construct clear, concise messages to which employees can positively respond. Effective speaking, presentation methods to influence others will be covered, as well as appropriate modes of communication.

Other topics are: basic elements of successful supervisory communication, avoiding communication pitfalls, skills and techniques in speaking before employees, and how to present a clear two-way communication between the supervisor and employee. The course will also include giving and receiving communication feedback as a tool to improve work performance and communication techniques in organizing and conducting effective staff meetings. This is a two-day course.

COURSE 9: LEGAL RESEARCH. This two-day course provides CS/MC candidates an orientation of the legal publications and documents used in the court system and how to use Maryland's Annotated Codes and Rules. It is important for supervisors and managers to become familiar with such court documents and publications since these are the written instruments that give them the legal authority, direction, and tools in performing their jobs.

This course will be conducted in the MD Law Library where participants will gain an understanding of the book-based and online sources that go into legal research. A legal research exercise will be included to illustrate how legal research is performed.

COURSE 10: MANAGING RESPECT IN THE WORKPLACE. This session consists of two segments: management steps in preventing sexual harassment and the importance of diversity awareness in the workforce. It will include the role of gender and race within the Judiciary's organizational culture. This is a two-day course.

COURSE 11: STRESS MANAGEMENT IN THE WORKPLACE. This one-day CS/MC course explores the changing nature of work and stress in the Judiciary workplace with its demands on productivity as well as personal and family demands. Focus is on the causes of stress and methods of managing stress among the workforce.

Topics include: work interactions and interpersonal work conflicts, anxiety relating to job performance, low morale, and other factors contributing to a stressful work environment. Practical approaches to reducing on the job stress and reducing conflict will be covered in this workshop.

COURSE 12: TOOLS AND STRATEGIES FOR AN EFFECTIVE COURT MANAGER. A series of management tips will be offered in a workshop aimed at building a how-to-do-it manager's toolbox. This is a one-day course.

Topics will include: the basics of conducting effective meetings, ways to use employee feedback to improve performance, dealing with difficult employees, practical employee feedback methods, progressive discipline practices, effective procedures for assigning tasks, and tools on how to delegate effectively.

ELECTIVE COURSES. CS/MC participants are required to take two electives. The options are as follows:

1. Complete both CS/MC 11 AND CS/MC 12.
2. Take CS/MC 11 OR CS/MC 12 AND a Court Professional Certificate (CPC) course, if the participant is not a CPC graduate.
3. Take CS/MC 11 OR CS/MC 12 AND an approved elective from the Professional Development's course catalog. (A list of approved electives will be provided at the start of each year from which to choose.) It is the responsibility of

the participant to register for and write a journal entry for an approved elective.

D. AWARDING OF THE CS/MC CERTIFICATE

Upon completion of the twelve CS/MC courses, a wrap-up session will be required for all certificate candidates. It will serve as a refresher course of the entire CS/MC program.

A journal and certificates of completion for each course in the curriculum will be required by the conclusion of the program in order to receive a CS/MC certificate. The purpose of the journal is to assess the knowledge and skills gained by CS/MC participants and their success in grasping the program's material. It also gives weight and meaning to the certificate. Further, many colleges accept journals or prior learning portfolios and award college credit for them. Pursuing college credit for the CS/MC program would be the responsibility of the employee.

IV. PROGRAM OVERSIGHT AND EVALUATION

The CPC and CS/MC programs will be overseen by the Professional Development Subcommittee.

The six-member Applicant Review Panel will be responsible for selecting participants from the program applicants. It will be responsible for establishing criteria, pending approval by the Professional Development Subcommittee, by which to weigh qualified applicants to determine participants. The panel will include a representative from AOC Professional Development, a Clerk of the Circuit Court, an Administrative Clerk of the District Court, a Court Administrator from the Circuit Court, an Administrative Commissioner, and a representative from either the Appellate Courts or a Court-Related Agency of the Judiciary.

Members on the panel may be nominated by either a member of the Professional Development Subcommittee or a current member of the Conference of Circuit Court Clerks or the Conference of Administrative District Court Clerks. The Professional Development Subcommittee shall approve members of the panel.

The Professional Development Subcommittee will maintain oversight and evaluation of the program by approving the criteria to weigh applicants, nominating members of the Applicant Selection Panel, obtaining feedback from participants, obtaining feedback from supervisors of participants as to performance following the program, tracking subsequent promotions of participants, and by sitting in on program classes. Changes to the program will be made by approval of the Professional Development Subcommittee.

V. COURT CERTIFICATE PROGRAM COSTS

The fiscal impact of the Court Professional Certificate and the Court Supervisor/Manager Certificate will be minimal. The benefits of the program to the Judiciary as a whole far outweigh the costs. Participants who complete the certificate programs can act as mentors and coaches for future participants as well as other employees throughout the Judiciary. The certificate programs will yield a better equipped, well rounded, more professional work force. This will instill public trust and confidence in the court system and raise the morale of court employees across the state.

IV. FOR MORE INFORMATION

If you have questions or want to learn more about the Court Certificate Programs, please contact Professional Development at 410-260-3604.