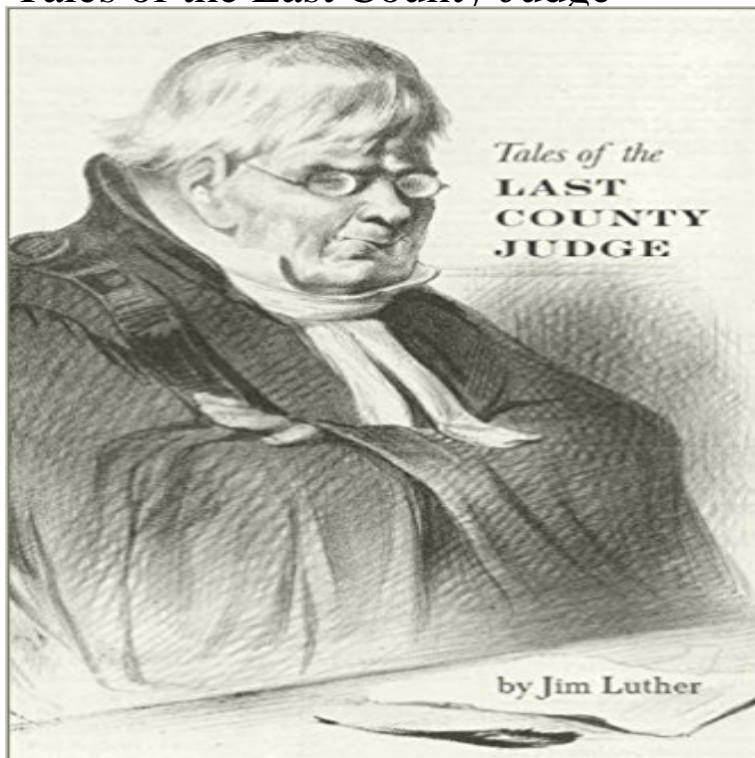


## Tales of the Last County Judge



. . . (A)s the years went by and the judge got older, the courts changed. Even his old court. And judging changed too. Being a judge didnt feel the same as it had before, didnt feel as special. The atmosphere in the different courthouses was more uptight.

The attorneys were much more adversarial. There were a great many more court employees and they didnt seem as happy or friendly as they had before; now they were more guarded and officious. There were new levels of mid-level clerical supervision and step-by-step written procedures for just about every clerical procedural operation. Individual initiative was no longer appreciated or encouraged. Day-to-day staffing and operating decisions that used to be made on the spot by the judge or his courtroom clerk were now made by the court executive officer or by his assistant or a supervisor, often after a meeting. Except in the smallest courts, each courtroom clerk, bailiff, and court reporter was rotated frequently through the different trial departments, rather than permanently assigned to a particular judge as had always been done before. Court operating policy was set by the executive officer or a committee, often with little or no involvement by the judges. Terms such as macro-management and economies of scale were now being used by the court administrators to describe the modern strategies of good trial court management.

At first the judges had welcomed the changes, being glad not to have to deal directly with administrative problems. Now they werent so sure. Court administrators, not the judges, now were running the courts. And growing statewide administrative control by the judicial council in the City over all the courts was becoming more apparent and odious . . .

--From Tales of the Last County Judge

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