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October 7, 2010

Dear FJAA members:

On behalf of the people of the "City of Trees," I'm pleased to welcome the Federal Judicial Assistants Association to Boise for your 2010 Educational Conference.

If this is your first visit, prepare to be amazed. Natives and long-time residents know what makes our city unique: the picture-postcard-perfect Foothills; the Boise River, one of the most beautiful urban streams in the nation, and the 25-mile-long Greenbelt that runs alongside; our diverse and attractive neighborhoods; and a thriving arts and cultural community.

Add a top-ranked public school system, the academic excellence (and top-ranked football program) of Boise State University, and a welcoming business climate, and it's no wonder Boise makes headlines in such national publications as *Forbes* ("The best place for business? Boise, Idaho, of course"), *Inc.* magazine ("A top choice for footloose techies"), and *Money* magazine ("One of the 10 best places to live"). Most recently, *Outside* magazine named ours the No. 1 town in America, not just for our varied outdoor recreation opportunities but for our overall quality of life.

We also have the most important asset of all: creative, caring people working together to make Boise one of the most livable cities in the country.

We're thrilled to host the Federal Judicial Assistants Association. Here's to a great visit and a productive conference.

Sincerely,

David H. Bieter
Mayor



C.L. "BUTCH" OTTER
GOVERNOR

October 7, 2010

Dear Friends,

Welcome, and thank you for attending the 2010 Federal Judicial Assistants Association Training Conference.

Since 1972, the FJAA has worked to encourage high ethical standards of conduct, support continuing education and professional development, and promote general welfare for all its members. I know it is the work of each participant here that ensures the efficiency and effectiveness of the federal judicial system.

During your stay please enjoy our welcoming cities, outdoor opportunities and majestic scenery. Most of all, enjoy the warmth and hospitality of our people. I encourage you to take time to capture the true Idaho experience, and I hope you find Idaho's unique beauty as captivating as we do.

Wherever your visit takes you, I know you will discover reasons to come back again and again. Thanks for visiting, enjoy your conference, and we hope to see you soon.

As Always – Idaho, "Esto Perpetua"

A handwritten signature in black ink that reads "C.L. Butch Otter".

C.L. "Butch" Otter
Governor of Idaho

CLO/aw

Federal Judicial Assistants Association Agenda

Thursday, October 7, 2010

- 3:00 - 5:00 p.m. Executive Board Meeting - Ivy Room
- 3:00 - 5:00 p.m. Registration
- 5:30 - 8:00 p.m. Opening Reception, Cedar/Aspen Room, 2nd Floor
featuring Oinkari Basque Dancers

Friday, October 8, 2010

- 7:30 a.m. Continental Breakfast, Cedar/Aspen Room, 2nd Floor
- 7:30 - 8:30 a.m. ✓ Registration
- 8:30 - 8:45 a.m. ✓ Welcoming Remarks from the Conference Committee
and FJAA President, Cindi Hubbard
- 8:45 - 9:00 a.m. ✓ Welcome to Boise, Idaho - Chief Judge B. Lynn Winmill
and Trudy Hanson Fouser, Gjording & Fouser, Lawyer Representative
- 9:00 - 10:00 a.m. ✓ Dave Metcalf, Esq., Career Law Clerk, District of Idaho
Ethics for Chambers Staff
- 10:00 - 10:15 a.m. ✓ Break
- 10:15 - 11:30 a.m. ✓ The Honorable Valerie P. Cooke, U.S. Magistrate Judge, District of
Nevada, Chair - Ninth Circuit Alternative Dispute Resolution Committee
*Alternative Dispute Resolution in Federal Court - Past, Present &
Future; and Drug/Re-entry Court Efforts*
- 11:30 - 1:00 p.m. ✓ Lunch
- 1:00 - 2:00 p.m. ✓ The Honorable Ronald E. Bush, U.S. Magistrate Judge, District of Idaho
*Prisoner Mediation, including the inter-connectivity of the Court's ADR
Program*
- 2:00 - 3:00 p.m. ✓ The Honorable B. Lynn Winmill, Chief Judge, District of Idaho
Case Management and IT in Chambers

Excellent
speaker

Friday, October 8, 2010 cont'd.

- 3:00 - 3:15 p.m. ✓ Break
- 3:15 - 4:00 p.m. ✓ Hon. Susan Y. Illston, U.S. District Judge, Northern District of California
New Media in the Courtroom: How Blogs, Twitter and Social Media are Changing Legal Reporting
- 5:00 - 9:00 p.m. ✓ Optional Event - Coolwater Creek Outfitters and Ranch
BC libby 4:45 pm

Saturday, October 9, 2010

- 8:00 a.m. ✓ Continental Breakfast
- 9:00 - 10:15 a.m. ✓ George Reynolds, Supervising Attorney Advisor, Administrative Office
Financial Disclosure Reports
- 10:15 - 10:30 a.m. ✓ Break
- 10:30 - 11:30 a.m. ✓ John Leonard, Training Branch Chief
and Kelly Chadwick, IT Specialist, San Antonio, Texas Training Center
Lotus Collaboration Tools
- 11:30 - 1:00 p.m. ✓ Lunch
- 1:00 - 3:00 p.m. ✓ Ann Vanderslice, Federal Retirement Planning Specialist
Federal Benefits Training Network
Winning the Lottery is Not a Retirement Plan
- 3:00 - 3:15 p.m. ✓ Break
- 3:15 - 4:30 p.m. ✓ Elizabeth "Libby" Smith, Clerk of Court, District of Idaho
Control Your Chaos – Project Management in Chambers
- 6:00 - 9:00 p.m. Banquet

Sunday, October 10, 2010

- 8:30 - 9:00 a.m. Continental Breakfast
- 9:00 - 11:00 a.m. FJAA General Business Meeting (All Members are encouraged to attend)
- 11:00 a.m. Conclusion of 2010 Annual Conference
- 2:00 p.m. Tour of Idaho State Capitol

WELCOME TO BOISE, IDAHO

CHIEF UNITED STATES DISTRICT JUDGE B. LYNN WINMILL **United District Court, District of Idaho**

The Honorable B. Lynn Winmill was appointed a United States District Judge for the District of Idaho by President William J. Clinton on August 14, 1995. He graduated from Idaho State University in 1974, and from Harvard Law School in 1977. He practiced law in Denver, Colorado, from 1977 to 1979, and in Pocatello, Idaho, from 1979 to 1987. Judge Winmill was appointed a district judge for the Sixth Judicial District of the State of Idaho in 1987, and served as Administrative District Judge for the Sixth Judicial District from 1992 to 1995.

He served as adjunct professor at Idaho State University from 1991 to 1995, teaching courses in criminal procedure and legal history. Additionally, he will teach criminal procedure and evidence at the University of Idaho College of Law in Boise in 2011.

In addition to his regular Chief Judge duties within the District of Idaho, Judge Winmill previously served on the Information Technology Committee for the Judicial Conference of the United States. He currently serves as Chair of the Ninth Circuit Information Technology Committee, which provides general policy recommendations, planning, and oversight for the Ninth Circuit's information technology program.

TRUDY HANSON FOUSER
Gjording & Fouser, Lawyer Representative

Trudy Hanson Fouser is a partner in the law firm of Gjording & Fouser, PLLC where she has practiced law for the last ten years. Prior to joining her husband Jack in establishing Gjording & Fouser, she was a partner in the Boise law firm of Elam & Burke for 17 years. Ms. Fouser began her career as a law clerk to the late Hon. Charles Donaldson of the Idaho Supreme Court. She graduated *magna cum laude* from Georgia State University and, being an Idaho native, returned to the University of Idaho to attend law school.

Ms. Fouser is a past President of the Idaho Chapter of the Federal Bar Association, and was recently appointed as a lawyer representative by the Board of Judges in Idaho. Her practice consists of defending hospitals, businesses and individuals in civil litigation. She is a Fellow in the American College of Trial Attorneys and a Fellow of the International Society of Barristers.

In 2009, Ms. Fouser was named one of Idaho's Women of the Year by the *Idaho Business Review*, and she is a recipient of the Idaho State Bar's *Professionalism Award*, and the *Exemplary Service Award* from the Idaho Chapter of the Federal Bar Association.

ETHICS FOR CHAMBERS STAFF

Determine when to apply the Canon of Ethics for a judge's personal or chambers staff. Understand the circumstances under which a courtroom deputy, court reporter, or other court staff may be considered a member of the judge's personal staff for ethical purposes. Learn more about ethics and find out where to obtain additional information when questions of ethics arise.

DAVID L. METCALF, SENIOR STAFF ATTORNEY **United States District Court, District of Idaho**

David L. Metcalf, "Dave," has been the Senior Staff Attorney for Chief Federal District Court Judge B. Lynn Winmill since 1995. Before that, he was the Senior Staff Attorney for Federal District Court Judge Marion J. Callister for 14 years; an associate attorney in the Boise, Idaho, firm of Langroise, Sullivan & Smylie (now Holland & Hart); and a law clerk for Idaho Supreme Court Justice Allan G. Shepherd.

Mr. Metcalf received his B.A. degree in economics, with honors, from the University of California at Davis, and his J.D. degree from the University of California at Los Angeles. He is a member of the Idaho State Bar, and its Litigation Section, as well as the California State Bar.

Mr. Metcalf is a past President of the American Inn of Court in Boise, and has been an active member since 1996, serving five terms as Program Chairperson. He has also served as an Arbitrator for the Idaho State Bar resolving disputes between attorneys and clients over fees; an Adjunct Faculty member at the University of Idaho College of Law, teaching Trial Advocacy; and an Instructor in the Idaho State Bar's Trial Skills Academy. He has lectured on various topics including legal writing, environmental law, judicial misconduct, trial advocacy, federal criminal sentencing, and the death penalty.

In 2005, he received the *Outstanding Service Award* from the Idaho State Bar. In 2007, he received the *Federal Court Mission Award* for "exceptional service to the court, bar, and public." In 2008, he was nominated by his peers for the *Exemplary Service Award* from the Idaho Chapter of the Federal Bar Association, which honors attorneys who have "improved the quality of practice in Idaho's federal courts." He and his wife Faye have six children, two adopted from India.

ALTERNATIVE DISPUTE RESOLUTION IN FEDERAL COURT - PAST, PRESENT & FUTURE, AND DRUG/RE-ENTRY COURT EFFORTS

An overview of the changing efforts in federal courts to accommodate the increased need for alternative dispute resolution for all types of cases. A look at new and innovative methods of early mediation and case management focusing on ADR. Also, a glimpse into the future of drug and re-entry courts in the federal system.

UNITED STATES MAGISTRATE JUDGE VALERIE P. COOKE **United States District Court, District of Nevada**

The Honorable Valerie P. Cooke has served as a United States Magistrate Judge since 1999. Prior to her appointment she was a partner in the law firm of McDonald Carano Wilson LLP where she devoted her practice to creditors' rights in bankruptcy and commercial litigation. Judge Cooke graduated *cum laude* from the University of Nevada, Reno, with a bachelor of arts degree in English. A third generation Nevada lawyer, she received her J.D. degree from Northwestern School of Law of Lewis and Clark College in Portland, Oregon, where she served on the law review and was a member of the Cornelius Honor Society.

Judge Cooke currently chairs the Ninth Circuit's Alternative Dispute Resolution (ADR) Committee, and has served as a member since 2001. She has also been committed to conducting education programs on court-sponsored alternative dispute resolution both locally and abroad in Chile, Spain, Argentina, Malaysia, and the Marshall Islands. In addition, Judge Cooke developed the District of Nevada's inmate litigation early mediation program and serves on the Ninth Circuit Magistrate Judges Executive Committee.

Judge Cooke served as the 2008-2009 president of the Bruce R. Thompson Chapter of the American Inn of Court and continues to be active as an emeritus master. Judge Cooke was honored as the 2001 recipient of the *Outstanding Woman Lawyer of the Year Award* from the Northern Nevada Women Lawyers Association, and she was President of the Association in 1990. Prior to her tenure on the bench, Judge Cooke served on the Nevada Tax Commission and the Nevada Judicial Discipline Commission.

Community involvement remains a high priority for Judge Cooke who serves as a Big Sister and was named the 2009 *School-Based Big Sister of*

the Year by Big Brothers Big Sisters of Northern Nevada. Judge Cooke conducts presentations annually to elementary through high school students on the work of a federal judge and volunteers her time each year to serve as a high school mock trial judge. She also continues her long-standing commitment to PackPAWS, the University of Nevada Women's Athletic Booster Group to promote gender equity and compliance with Title IX for student athletes.

PRISONER MEDIATION, INCLUDING THE INTER-CONNECTIVITY OF THE COURT'S ADR PROGRAM

The mediation of prisoner cases and other types of cases in federal court. Although many forms of dispute resolution have been used by the courts since the 1980s, the Alternative Dispute Resolution (ADR) Act was actually passed in 1998. Learn what effect the ADR Act has on mediation in federal courts.

UNITED STATES MAGISTRATE JUDGE RONALD E. BUSH **United States District Court, District of Idaho**

The Honorable Ronald E. Bush was appointed a United States Magistrate Judge for the District of Idaho on October 1, 2008. Previously, he served as a state trial judge for five years and prior to that he practiced law for 20 years in both the Pocatello and Boise offices of the law firm of Hawley Troxell Ennis & Hawley, LLP.

Judge Bush received his B.A. in 1979 from the University of Idaho, and his J.D. in 1983 from The George Washington University College of Law. Judge Bush is a fifth-generation redheaded, fly-fishing baritone, Idahoan who is a former chairman of the board of trustees for the Idaho State Historical Society, co-founder and a past President of the Idaho Legal History Society and a former Ninth Circuit Lawyer Representative. At his investiture, his siblings presented him with a trophy recognizing him as the *Best Hockey Player* from Idaho Falls Ever to Become a Federal Judge. His chambers are located in Boise.

CASE MANAGEMENT AND INFORMATION TECHNOLOGY IN CHAMBERS

Learn about case management in chambers, and what is being done in the Ninth Circuit to assist judges and their staff to develop effective case management tools utilizing some of the reports available on CM/ECF. Also, learn about the Judges Information Technology (JIT) training initiative, which is a joint effort of the Administrative Office of the U.S. Courts (AO), and the Federal Judicial Center (FJC). This initiative provides guidance, and effective technology training for judges and their staff, which is closely related to case management because the most effective case management practices depend heavily on the effective use of technology. Hear specifically about the shift from application-centric to function-centric training; the change in emphasis from national to local training through the development of a cadre of local trainers at every court; the Chambers Online Automation Training (COAT) program that allows new law clerks, externs, and Judicial Assistants to obtain basic familiarity with unique applications like WordPerfect and CM/ECF; the web-based tutorials that have been developed for training judges, law clerks and Judicial Assistants; and the Automation Trainers Community of Practice group, which has been developed and supported by the AO and the FJC.

CHIEF UNITED STATES DISTRICT JUDGE B. LYNN WINMILL **United District Court, District of Idaho**

The Honorable B. Lynn Winmill was appointed a United States District Judge for the District of Idaho by President William J. Clinton on August 14, 1995. He graduated from Idaho State University in 1974, and from Harvard Law School in 1977. He practiced law in Denver, Colorado, from 1977 to 1979, and in Pocatello, Idaho, from 1979 to 1987. Judge Winmill was appointed a district judge for the Sixth Judicial District of the State of Idaho in 1987, and served as Administrative District Judge for the Sixth Judicial District from 1992 to 1995.

Judge Winmill was an adjunct professor at Idaho State University from 1991-1995, teaching courses in criminal procedure and legal history.

In addition to his regular Chief Judge duties within the District of Idaho, Judge Winmill has previously served on the Information Technology Committee for the Judicial Conference of the United States. He currently serves as Chair of the Ninth Circuit Information Technology Committee. This committee provides general policy recommendations, planning, and oversight for the Ninth Circuit's information technology program.

NEW MEDIA IN THE COURTROOM: HOW BLOGS, TWITTER AND SOCIAL MEDIA ARE CHANGING LEGAL REPORTING

With “old media” imploding and the “new media” exploding, just who is reporting on the courts these days and how are they doing it? Who qualifies as a journalist and does it really matter anymore? Are bloggers the new court reporters? How have courts responded to the challenge of instant reporting via wireless communications devices? What should courts expect from the new media? Judge Illston will discuss how court coverage is changing and what that means to the courts.

UNITED STATES DISTRICT JUDGE SUSAN ILLSTON **United States District Court, Northern District of California**

The Honorable Susan Illston was appointed to the United States District Court for the Northern District of California in May 1995, and her chambers are located in San Francisco, CA. Before joining the bench, she was a partner in the law firm of Cotchett, Illston & Pitre, in Burlingame, California, specializing in civil litigation practice with an emphasis on commercial litigation. Judge Illston is a member of various professional organizations, including the American College of Trial Lawyers and the American Board of Trial Advocates. She received her B.A. at Duke University in 1970 and her J.D. at Stanford in 1973. She has lectured and authored numerous articles.

FINANCIAL DISCLOSURE REPORTS

A review of the financial disclosure reporting process. Obtain useful information for successfully navigating financial disclosure reporting. Ask questions and discuss the most common mistakes made in completing the report. Preview the newly developed electronic filing system for financial disclosure reporting.

GEORGE D. REYNOLDS

Staff Counsel, Judicial Conference of the United States Committee on Financial Disclosure

George Reynolds, a graduate of Dickinson College and Vanderbilt University Law School, joined the Administrative Office of the United States Courts in 1992. Having served as Chief of the Office of the Committee on Financial Disclosure from 1993 through 1998, he now serves as staff counsel to the Committee on Financial Disclosure. Prior to joining the Administrative Office of the U.S. Courts, Mr. Reynolds served with the Judge Advocate Generals Corps of the United States Army.

LOTUS COLLABORATION TOOLS

Using Lotus Collaboration Tools more effectively in chambers. Discover how on-line communities and social networking tools may be used to stay in touch and share information. View a demonstration on setting up an on-line community using the Lotus Connections product.

JOHN L. LEONARD

Training Branch Chief, San Antonio, TX Training Center

John L. Leonard graduated from Southwest Texas State University in 1972 with a Bachelor of Business Administration degree. His concentration was in accounting and computer science. With more than 30 years experience in training and automation, he started in the center in 1988 as an instructor. Prior to joining the Training Center, Mr. Leonard was a partner in a San Antonio public accounting firm and was responsible for consulting with the firm's clientele regarding their automation needs. He has owned two computer sales, support and training companies, worked for an international software vendor in their support and training center and has been a college instructor. Mr. Leonard is the Training Branch Chief, overseeing a training staff which is responsible for a variety of AO supported software applications including FAST, CJA, CM/ECF, PACTS/ECM, Lotus Notes and Judges Office Automation. This training is delivered using a combination of training methods including instructor led, satellite, CBT and video.

KELLY W. CHADWICK

IT Specialist, San Antonio, TX Training Center

Kelly Chadwick graduated from Boise State University with a Bachelors of Applied Sciences and Masters of Science in Instructional and Performance Technology. Before coming to the AO-SDSD, Mr. Chadwick worked in private industry as a project manager and computer application instructor. Mr. Chadwick has been employed as an instructional designer, training media consultant, and distance learning/media researcher. Currently, he is developing training strategies and creating materials for the IBM Lotus software family that include Notes, Sametime, Quickr, Connections, and Traveler.

WINNING THE LOTTERY IS NOT A RETIREMENT PLAN

CSRS and FERS are the federal employee retirement systems created to provide public servants with retirement benefits based on their age and years of service. You'll see the difference in retirement benefits between the CSRS and FERS system and learn how to effectively optimize them to your advantage. You won't want to miss this valuable program. Topics covered will include: retiring on an immediate, unreduced annuity, the "best" day to retire, using military time as creditable service, maximizing your federal retirement, Thrift Savings Plan, managing your TSP allocations, TSP v. the Roth IRA. After attending this program, you'll enjoy the occasional lottery ticket as a luxury -- not your retirement plan!

ANN VANDERSLICE

Ann Vanderslice has expertise in retirement planning strategies, as well as income planning, IRA distributions and federal employee benefits. She holds the Chartered Retirement Planning Counselor designation from The American College, the Registered Financial Consultant designation from the International Association of Registered Financial Consultants, and brings a wealth of retirement knowledge to her clients. Ms. Vanderslice was named one of Denver's 2009 *FIVE STAR Best in Client Satisfaction Wealth Managers* by 5280 and *Colorado Biz* magazines.

CONTROL YOUR CHAOS - PROJECT MANAGEMENT IN CHAMBERS

Sharpen your management skills and become more organized within your chambers. Receive and share information about effectively multi-tasking. Examine ways to maintain control while in the midst of chaos with these helpful tips.

ELIZABETH A. "LIBBY" SMITH

**Clerk of Court, United States District and Bankruptcy Court
United States District Court, District of Idaho**

Elizabeth A. "Libby" Smith has served as the Clerk of Court for the United States District and Bankruptcy Court for the District of Idaho since December 2009. Ms. Smith is responsible for leading and directing all of the administrative and operational areas for the District and Bankruptcy Court, through offices in Boise, Pocatello, Coeur d'Alene, and Moscow. As the primary court executive and chief administrator, Ms. Smith advises the Judges of the Court, and is responsible for areas such as financial management, space and facilities, jury services, human resource administration, information technology services, policy and procedural implementation, strategic planning, statistical analysis, interaction with the Bar, and public relations.

Ms. Smith previously served as the Deputy Court Administrator for the United States District Court for the Eastern District of Michigan. Prior to her work in the federal courts, Ms. Smith served as the Deputy Court Administrator for the Sixth Judicial Circuit Court in Oakland County, Michigan, which is Michigan's second largest state trial court. She received a Masters of Science in Business Information Technology and a Bachelor of Business Administration from Walsh College in Troy, Michigan. In 2008, she was appointed to a two-year term on the federal judiciary's Information Technology Advisory Council and graduated in March, 2010 from the Federal Court Leadership Program in Washington, D.C. Ms. Smith resides in Boise with her husband Ron.

Report of the Case Management Committee

As Modified and Adopted by the
Conference of Chief District Judges

9th Cir.

January 29, 2010

Committee Members

Hon. Neil V. Wake, Chair
District Judge
District of Arizona

Hon. B. Lynn Winmill
Chief District Judge
District of Idaho

Hon. Donald W. Molloy
District Judge
District of Montana

Hon. Robert A. McQuaid
Magistrate Judge
District of Nevada

Ms. Victoria C. Minor
Clerk of the Court
Eastern District of California

Dr. Robert E. Rucker
Assistant Circuit Executive
Office of the Circuit Executive

Mr. Harvey I. Saferstein
Advisory Board Representative
Los Angeles, California

PURPOSE AND WORK OF THE COMMITTEE

The Committee was formed in the fall of 2007 by the Conference of Chief District Judges of the Ninth Circuit to study and make recommendations concerning case management. Under the Civil Justice Reform Act (CJRA), district and magistrate judges report in March and September of each year the number of their cases pending more than three years, and motions, social security appeals, and bankruptcy appeals pending more than six months. Those reports are published nationally. The Conference regularly reviews the CJRA reports of district and magistrate judges in the Ninth Circuit. At times, the number of cases and motions on the CJRA report has been high.

To provide some perspective, there were 54,604 cases filed in the Ninth Circuit's district courts during Fiscal Year 2008. Over the past few years the circuit has had as many as 2,041 civil cases pending more than three years, and no fewer than 1,843. Thus, the cases on the CJRA report are almost four percent of the number of cases filed each year. In terms of motions, the circuit has had as many as 916 pending more than six months and no fewer than 587.

Some courts rely on CJRA statistics in developing and tracking case management practices. The CJRA reporting standards were not intended to be tools of effective case management. The Conference of Chief District Judges

suggested that the Ninth Circuit should adopt its own goals and reporting standards that would identify effective case management and tools. The Committee was charged with studying the case management practices of district and magistrate judges in the Ninth Circuit and making recommendations for the consideration of the Conference.

Dr. Robert E. Rucker, Assistant Circuit Executive, conducted two surveys on behalf of the Committee in the summer and fall of 2008 to gather information on the actual case management practices and views of judges in the Ninth Circuit. The results of those surveys form the basis of the Committee's recommendations. The surveys show both the diversity of case management practices in the circuit and the significance of some practices over others.

The Committee also makes limited recommendations of preferred practices. Almost all of these recommendations follow what the survey shows to be the predominant practices of judges in the circuit.

The Committee also recommends that each district adopt certain aspirational goals for major events in processing of general civil cases, prisoner civil rights cases, and habeas corpus cases. It is expected the goals selected by each district

will be unique to that district based upon its caseload¹ and the expectations of its bench and bar.

It is also important to remember that these are aspirational goals. Failure to meet these goals is not intended as a mark of failure. Rather, the degree to which the goals are met is a measure of excellence.

The Committee also recommends that each district adopt internal case management reporting criteria that track the aspirational goals adopted by that district. The reporting is intended for the internal use of all district and magistrate judges in each district, to assist them in monitoring their own case management efforts.

OBJECTIVES OF CASE MANAGEMENT

As a preface to the specific recommendations that follow, it is important to consider the underlying values and objectives of case management. In summary, they are as follows.

¹The Committee recognizes that approximately half of the districts in the Ninth Circuit have crushing caseloads that justify multiple additional judgeships. In some cases, districts' filings can justify more than twice as many judgeships as currently authorized. Improving case management practices will assist the impacted districts in coping with overwhelming caseloads. But, the ultimate resolution of this problem lies in fulfilling its responsibility to create additional judgeships where needed and promptly fill vacancies in existing judgeships.

1. **The overriding purpose of litigation is prompt, economical, and accurate resolution of disputes in accordance with substantive law.** That purpose can be served by adjudicated decision or by compromise in light of informed assessment of the likely outcome of adjudication.

2. **Disputes are prepared for trial or for informed settlement only if the litigants and lawyers attend to the case without unnecessary delay.** The cost of litigation is reduced if the case is processed without unnecessary delay. Lawyers and litigants alike come to grips with the dispute if they must. The ability to settle a dispute requires that participants attend to the case at roughly the same time.

3. **Judicial management is required in all cases.** This is the fundamental premise of modern case management. In many cases litigants or lawyers are not motivated to address the dispute. Left to their own, litigants who want their disputes decided or settled based on the merits may be defeated by other participants' delay, either by design or by disorganization. Fair and informed judicial management of litigation is therefore essential to prompt, economical, and accurate resolution of disputes.

4. **Judges must organize, plan, and complete their own work to prevent delay that increases the cost and impairs the just settlement of**

litigation. Substantial delays in judicial work also increase the cost of litigation and obstruct just settlement in light of the likely outcome of adjudication on the merits.

RELIANCE UPON THE SURVEY TO INFORM JUDGES

An important part of the Committee's work is the 2008 survey of district and magistrate judges' practices and views on case management. The survey reflects the differences in history, legal culture, and settled routines in different courts and in different communities. The work methods of individual judges vary as well. Therefore, the survey is frequently a narrative of alternative paths to effective case management. This diversity of practices and combinations of practices will allow judges to determine best practices for themselves. Judges concerned with improving their case management may learn from the techniques used by other judges. Judges may find that their practices result in timeliness and compare well with similar or different practices of other judges. The data will validate the effectiveness of existing practices of many judges, and some judges may be encouraged to try alternatives that others find effective.

The survey of practices should be considered in connection with individual judges' success in timely dispatch of judicial work. The district's aspirational goals and the reporting recommendations discussed below may help some judges

conclude that their case management practices warrant reexamination in light of other possible practices.

LIMITED RECOMMENDATIONS
FOR EFFECTIVE CASE MANAGEMENT

Each judge should adopt his or her own case management practices. The committee recommends the following case management practices.

1. **Differentiated procedural tracks.** The schedules for trial preparation should be differentiated to the needs of different cases, either by case category or by individual case analysis, typically after a Rule 16 case planning report and/or conference. Sixty percent of judges use different procedural tracks based on case complexity.
2. **Intensive management for more complex cases.** Individualized case management is appropriate for more complex cases, with such techniques as status reports, sequencing of issues and discovery, and further case management conferences.
3. **Firm deadline for completion of case preparation.** Litigants and lawyers' belief that case preparation deadlines will be enforced is essential to timely completion of preparation. Without it, there is too much pressure from competing work, distaste for the dispute,

procrastination, and strategic delay. A common method to communicate the firmness of deadlines is to set an absolute trial date early in the case. However, other methods, such as a firm deadline for dispositive motions or a proposed joint final pretrial statement, are just as effective if adequately communicated and enforced.

4. **Misuse of the CJRA report as a case management standard.**

Eighty percent of judges do not consider the CJRA reporting standards as measures of effective case management. The reporting times of the Civil Justice Reform Act are too lengthy to serve as effective case management standards. All but the smallest fraction of civil cases can be concluded in far less than the three-year reporting period of the CJRA, resulting in much less cost to the litigants. Most judges decide motions within 30 to 60 days, many within a few days or weeks. Delaying rulings for six to twelve months will prejudice litigants.

5. **Overuse and misuse of Magistrate Judge Reports and**

Recommendations. Care should be taken in referring matters in district judge cases to magistrate judges for reports and recommendations. Referrals can result in substantial delay in cases

and can cause duplicative judicial work.

6. **CM/ECF.** All districts should have ripe motions reports configured in CM/ECF. Judges and their staff should receive enhanced training in the use of ECF for case management. Training for judges and their staff will be provided by the Committee, the circuit, and the Federal Judicial Center. Training for clerks' office staff will be provided by volunteers from clerks' offices within the Ninth Circuit.
7. **Continuances.** Continuances should be avoided. Some flexibility for the exigencies of lawyers and litigants is necessary and fair. However, repetitive and extended continuances communicate that deadlines are not real. Limiting continuances is the key to avoiding delay.
8. **Telephone and video arguments.** These should be considered in light of the issues and the economy to parties, especially when travel would be costly in time or expense.
9. **Rulings from the bench.** These should be considered in appropriate cases where adequate direction can be given and delay avoided.
10. **Alternative Dispute Resolution.** An effective ADR program is essential to good case management. However, in light of diverse

practices, resources, and local cultures, the Committee does not recommend specific circuit-wide ADR requirements. The Ninth Circuit ADR Committee may better address specifics.

11. **Discovery motions.** Prompt presentation and ruling on discovery motions is necessary to avoid delay and to reduce expense to litigants. Judges use a variety of methods without formal motions and briefing schedules. Some cases may require different procedures, such as planning conferences, regular status reports, and discovery masters.
12. **Prisoner cases.** In these cases it is especially important that deadlines be firm. Routine and general motions for continuances should be denied after fair warning. Early mediation and settlement conferences should be considered in selected cases of substance. Telephone conferences should be encouraged.
13. **Pro se attorneys.** Effective techniques, management, and measurement of work efficiency should be developed with the Pro Se Committee in light of the circumstances, needs, and practices of different districts. Pro se staff attorneys' productivity should be measured and reported to supervisors where pro se staff attorneys are centrally managed, or reported to other appropriate court managers

where pro se staff attorneys work directly for one or a few judges. Development and implementation of measurement and reporting standards for pro se staff attorneys should be done principally by the Pro Se Committee, consistent with the courts' aspirational goals and reporting standards.

Chambers Staffing and Oral Arguments

Though they are very important to case management and timeliness of work, the Committee does not make specific recommendations of effective practices in the following areas. Judges who complete their work more slowly than their colleagues may want to reexamine their own practices in these areas.

1. **Chambers staffing and work allocation.** How judges staff their chambers, allocate work among their staff, and manage their work are among the most important contributors to effective case management and timely completion of judicial work. The survey shows wide diversity of practices among judges. Because of the complexity of the questions, the Committee does not recommend any specific systems of chambers staffing, work allocation, and management of staff.
2. **Oral argument on motions.** The survey shows similar wide

diversity in practices on granting oral argument on motions. The Committee does not recommend any practice over others.

ASPIRATIONAL GOALS FOR CASE PROCESSING

The Committee recommends that each district adopt aspirational goals for certain significant steps in civil case processing. The goals selected should be consistent with the unique circumstances of that district, but should also encourage the efficient and prompt handling of pending cases. As previously stated, the Committee concludes that the CJRA reporting standards cannot be relied upon as measures of effective case management and therefore shorter time goals should be adopted. Aspirational goals are ones that often will be met but sometimes cannot. The extent to which they are approached is a measure of success, but some shortfall will be expected and should not be taken as a measure of failure. If the goals are always met, as the CJRA standards usually are for most judges, they are not good case management tools.

Each district may select additional aspirational goals, but the Committee recommends that each district adopt goals² in the following areas:

²The Committee has also developed a set of specific recommended aspirational goals. They are based largely upon the self-selected goals and actual measures of performance reported by the greatest number of judges in the survey conducted by the

1. **Ruling on substantive motions.** This is a measurement of the time taken to resolve a motion after the motion is at issue.³
2. **Ruling on Reports and Recommendations from Magistrate Judges:** This is a measurement of the time taken to resolve objections to a Report and Recommendation after the objections are at issue.
3. **Habeas corpus cases:** This is a measurement of the time taken by a district judge to rule or a magistrate judge to issue a Report and Recommendation after the matter is at issue.
4. **Prisoner civil rights review for *in forma pauperis* and screening under 28 U.S.C. § 1915:** This is a measurement of the time taken to complete Initial Review Orders following the filing of the original or amended complaint.
5. **Civil case completion:** This is a standard which usually focuses on the amount of time necessary to resolve a case – from filing to final

Committee. Those recommended goals may provide a district with an appropriate starting point as it fashions aspirational goals suitable to its situation. The Committee's recommended goals will be provided upon request.

³ The term "at issue" means simply that the matter is ready to be decided. For motions, it is typically the date of oral argument or the date the final brief is submitted on motions decided without oral argument. For trials or evidentiary hearings it is the date the evidence is closed and all post-hearing briefs have been filed.

judgment – expressed most commonly as the percentage of cases resolved within a given time frame. For example, a district might determine that it wishes to have 95% of its civil cases resolved within X months and 98% of its civil cases resolved within Y months and 99% of its cases resolved within Z months.

ENHANCED REPORTING OF CASE DATA

All districts regularly prepare case data reports for internal use only. The Committee recommends adoption of standards for data to be included in the regular internal reports of each district, again subject to acceptance and variation in each district. These internal reports should be circulated to all judges in the district. This recommendation is based on modern management theory that general performance reporting within organizations shows individuals their own performance compared to their peers, and reveals how each individual can improve, even without stated requirements.

Where possible, the data should be graduated or aged. The data measures should include the following.

1. All of the district's aspirational goals and CJRA reporting times, with aging to show approaching goals and the extent to which matters exceed the goals.

2. Total prior cases pending, cases terminated, cases added, current pending cases, for each reporting period and year to date.
3. Aged cases pending.
4. Aged civil motions, social security appeals, and bankruptcy appeals pending.
5. Separate data for capital habeas corpus cases due to uniqueness of their processing and time lines.

Clerks' offices should not be burdened with substantial new data collection requirements. To minimize such burdens, transition with new versions of ECF may be considered. Some clerks' offices in the circuit are already making these reports available to their judges, and these offices have volunteered to assist the clerks' offices in those courts whose judges decide to participate in this program. Again, some districts may choose to create their own aspirational goals or select not to participate in the reporting process at this time.

PARTICIPATION AND ACCEPTANCE FROM THE BAR

The Committee has had participation from two representatives of the Advisory Board, which has expressed strong interest in supporting the work of the Case Management Committee. The focus of the Committee and of this Report is primarily upon the working and practices of judges, for the purpose of improving

judges' service to litigants and the community. The Committee believes that the assessment and validation of the Bar are essential to the success of the case management recommendations in this Report.

TRAINING ON REPORTING AND EFFECTIVE PRACTICES

The Committee recommends that training be developed for new judges and for experienced judges wishing to improve their own case management techniques. Training should also be provided for chambers staff and others who will actually administer effective case management practices. This could include:

1. A case management session in the Ninth Circuit annual new judges orientation. This is currently being planned for May 2010.
2. Presentations at circuit conferences.
3. Add-ons at biennial judges' workshops.
4. Presentations at district conferences.
5. Eventually, case management audits and recommendations at the request of individual judges or chief judges should be considered.

This would require additional resources and expertise and might need to be organized on a national rather than circuit level.

**CLERK'S OFFICE EMPLOYEE
SOCIAL MEDIA AND SOCIAL NETWORKING POLICY**
April 1, 2010

1. AUTHORITY

This social media and social networking policy applies to all Clerk's Office employees of the United States District Court, Central District of California, including those employees under its supervision or administration, such as capital habeas staff attorneys, pro se staff attorneys, and court reporters (collectively referred to as the employees). This policy should be read in conjunction with the Code of Conduct for Judicial Employees, the Court's Employee Manual, the Clerk's Office Employee Internet Access Agreement, and the Court's Job Behavior and Conduct Expectations policy (Chapter 3, § 3.07 of the Employee Manual).

This policy is approved and administered by the Clerk of Court. The absence of, or lack of, explicit reference to a specific site does not limit the extent of the application of this policy. Where no policy or guideline exist, employees should use good judgment and take the most prudent action possible. Employees should consult with their manager or supervisor if uncertain.

2. USE OF SOCIAL MEDIA

Social media, professional networking sites, rapid-fire communications, blog sites, and personal web sites are all widespread, relatively new, communication technologies. The rules for use of this social media with respect to Court employment, however, are identical to the rules for use of other communication methods (such as writing or publishing, telephoning, or even conversation).

Many users of social media identify their employer or occupation. An employee clearly identifies association with the Court by using the employee's court email address to engage in social media or professional social

networking activity. As stated in Section 6, the use of the employee's court email address to engage in social media or professional social networking activity is prohibited.

Employees must use good judgement and careful discretion about the material or information posted online.

3. PRINCIPLES

The Court's reputation for impartiality and objectivity is crucial. The public must be able to trust the integrity of the Court. The public needs to be confident that the outside activities of our employees do not undermine the Court's impartiality or reputation and that the manner in which the Court's business is conducted is not influenced by any commercial, political, or personal interests.

Do not identify yourself as a Court employee. By identifying oneself as an employee of the United States District Court, a social networker becomes, to some extent, a representative of the Court, and everything he/she posts has the potential to reflect upon the Court and its image. It is acknowledged that without identifying oneself as a Court employee, an employee may intentionally or unintentionally reveal information that will allow the inference of Court employment. If this occurs, the employee assumes the responsibility for representing the Court in a professional manner.

4. RESPONSIBILITY

Any material, including photographs, presented online on a Court employee website, social media, or email or blog, that pertains to the Court by any poster is the responsibility of the Court employee, even if Court employment can only be indirectly inferred or deduced. Personal blogs should not identify Court employment even indirectly; if possible, use your first name only. Do not reference or cite other Court employees without their express consent, and even then, do not identify them as Court employees.

5. RELEVANT TECHNOLOGIES

This policy includes (but is not limited to) the following specific technologies:

- Classmates
- Digg
- Facebook
- Flickr
- LinkedIn
- LiveJournal
- MySpace
- Personal Blogs
- Personal Websites
- Twitter
- Yahoo! Groups
- YouTube

6. RULES

- Use of the court email address for social networking (for example, blogs, Facebook, Twitter) is not permitted. Use of an employee's court email address is subject to the same appropriate use policies pertaining to the use of the telephone, namely, limited personal use not interfering with the performance of work responsibilities. Email addresses should not be used for "chain" correspondence, solicitation of donations, transmittal of large audio, video or other large files, or any business enterprise.
- The Court policy is not to identify yourself as a court employee at all in social media. While you can control what you post, you cannot predict nor control what others, even family members or friends, might post on your page or in a blog. Their actions, while

harmless in intent, could end up embarrassing you, the Court, or worse yet, put you in some danger.

- Maintain professionalism, honesty, and respect. Consider your online dialogue as subject to the same bounds of civility required at work. Employees must comply with laws covering libel and defamation of character. Even non-Court specific behavior could have ramifications on your employment status (e.g. photographs in compromising or illegal situations).
- Do not discuss your job responsibilities for the Court on the Internet. Be careful to avoid leaking confidential information. Avoid negative commentary regarding the Court. Any commentary you post that could reveal an association with the Court must contain an explicit disclaimer that states: "These are my personal views and not those of my employer." Again, remember that even harmless remarks could be misconstrued by litigants unfamiliar with court processes (such as pro se litigants).
- Observe security protocol. Employees must take care to avoid doing things that would compromise the security of the courthouse and personnel. To maintain security do not post pictures of the courthouse, inside or outside; do not post pictures of court events; and do not post pictures of the Court's judicial officers.
- Regularly screen the social media or websites that you participate in to ensure nothing is posted which is contrary to the best interests of the Court. Should such items appear, it is your responsibility to contact your supervisor and then immediately delete the communication or information, even closing down your Facebook page, etc., as necessary.

- Further, if any employee becomes aware of social networking activity of other staff that would be deemed distasteful or fail the good judgment test, please contact your supervisor.

7. PRODUCTIVITY IMPACT

The use of Court assets (computers, Internet access, email, etc.) is intended for purposes relevant to the responsibilities assigned to each employee. Social networking sites are not deemed a requirement for any position, and certain job titles are not permitted to access these services at work. For employees that are allowed to access these services, social media activities should not interfere with work commitments, and must comply with the signed Internet Access Agreement. Unless otherwise authorized by the Judge, employees who work in the courtroom are prohibited from using computers, handheld wireless devices, blue-tooth enabled earpieces and headsets, and other hands-free wireless devices, for non-work related reasons when court is in session or the courtroom is otherwise occupied.

8. COPYRIGHT

Employees must comply with all copyright laws, and reference or cite sources appropriately. Plagiarism applies online as well.

9. TERMS OF SERVICE

Most social networking sites require that users, when they sign up, agree to abide by a Terms of Service document. Court employees are responsible for reading, knowing, and complying with the terms of service of the sites they use. It is not the policy of the Court to require employees to use pseudonyms when signing up for social networking sites; however, for some employees in sensitive positions, this might be wise. Employees should check with the Information Technology Department regarding any

questions about Terms of Service agreements when accessing the Internet at work.

10. OFF LIMITS MATERIAL

This policy sets forth the following items which are deemed off-limits for social networking whether used at Court or after work on personal computers, irrespective of whether Court employment is identified:

Seal and Logos

The United States District Court seal and logos may not be used in any manner.

Politically Sensitive Areas

Employees may not be seen to support any political party or cause. Employees should never indicate a political allegiance on social networking sites, either through profile information or through joining political groups. Employees should not express views for or against any policy which is a matter of current party political debate. Employees should not advocate any particular position on an issue of current public controversy or debate. If an employee is in doubt, they should refer immediately to their supervisor or manager.

The Hatch Act, 5 U.S.C. § 7324 et seq., regulates the participation of government employees, as defined in 5 U.S.C. § 7322(1), in certain types of partisan political activities. Although the Hatch Act is not applicable to the Judicial Branch, the Judicial Conference has adopted similar restrictions. Canon 5 of the Code of Conduct for Judicial Employees prohibits all active engagement in partisan political activities, including, but not limited to, public endorsement of a candidate or contribution to a political campaign. The Code of Conduct should be consulted for a thorough understanding of the specific prohibitions on political activity contained in Canon 5. In

addition, Advisory Opinion No. 92 provides guidelines for political activities.

Confidential Information

One of the most important obligations of employees is to ensure that non-public information learned in the course of employment is kept confidential. Confidential information is strictly forbidden from any discourse outside of the appropriate employees of the Court. Information published on blog(s) must comply with the Court's confidentiality policies. This also applies to comments posted on other blogs, forums, and social networking sites. Confidential information is not to be discussed or referred to on such sites, even in private messages between site members who have authorized access to the information. Court employees should also refrain from discussing any of the Court's internal processes and procedures, whether they are of a non-confidential or confidential nature.

Online Recommendations

Some sites, such as LinkedIn, allow members to "recommend" current or former co-workers. If an employee does this as a representative of the Court, it may give the appearance that the Court endorses the individual being recommended. This could create a liability situation if another entity hires the recommended person on the basis of the recommendation. Accordingly, the Court forbids employees to participate in employee recommendations for reasons of liability. All communication of this type should be referred to Human Resources for verification.

11. MONITORING EMPLOYEES' USE OF SOCIAL MEDIA

The Court reserves the right to monitor its employees' use of Social Media by monitoring its employees' Internet activities as set forth in the Clerk's Office Employee

Internet Access Agreement. The Court further reserves the right to visit and monitor Social Media sites to ensure that employees are not violating our Court's Social Media Policy via Court or any other computers, including employees' own personal computers.

12. DISCIPLINARY ACTION

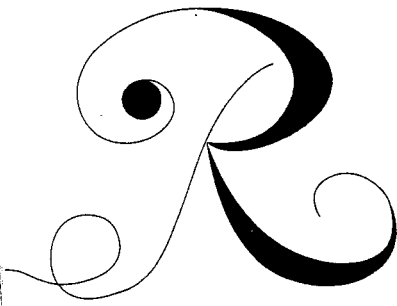
Employees who participate in online communication deemed not to be in the best interest of the Court may be subject to disciplinary action. Inappropriate communication can include, but is not limited to:

- Confidential Court information or data leakage.
- Inaccurate, distasteful, or defamatory commentary about the Court.
- Behavior or communication encouraging behavior that is illegal, grossly unprofessional or in bad taste.

Disciplinary action can include termination or other intervention deemed appropriate by Human Resources. Please refer to the Employee Manual for information on the appeal procedures for disciplinary actions.

13. COURT REPORTER EXCEPTION

Official court reporters have an authorized business reason to establish and maintain websites that identify the Court as their place of employment.



Rose Mary Woods loved to dance. In the old days, when they were just a small group in the vice president's office, she and the gang would head out to a Washington hotel, perhaps the Mayflower, which had a dance floor and a small band. In high-heeled shoes with ankle straps, sometimes with one of the Nixon advance men as a partner, Woods was a joyful sight, cutting loose after a 12-hour grind at the vice president's side. "She was a redhead, and fun," recalled Herb Klein, an early Nixon supporter who later became White House communications director.

A blazing typist and master of shorthand, Woods left her Irish Catholic home in hardscrabble northeastern Ohio to work at the Office of Censorship during the war. She was later hired as staff secretary for the Select House Committee on Foreign Aid, where she and a young California congressman laid the cornerstone of a professional relationship that would dominate her life and steady his.

After Richard Nixon won a Senate seat in 1950, he hired Woods as his personal secretary. Single and, at 32, no longer quite young, she was grateful that Nixon didn't inquire about her religion, an uncommon omission in a capital where power was Protestant. But then, having come straight from a campaign in which he had painted his opponent a vivid red, he didn't bother asking her political affiliation either.

Later, when Nixon began his awkward tenure as Eisenhower's begrudged, and begrudging, vice president, Woods became his de facto chief of staff. She knew who was friendly and who wasn't and scheduled or stonewalled Nixon's appointments accordingly. More than "office wife," she combined solid political judgment with an ability to read the boss's moods and deliver news he didn't wish to hear. Rose Mary Woods ran the shop. She was also a sore loser. On an eastbound train during Nixon's 1960 presidential run, she poured a drink over

the head of a reporter whose articles she didn't fancy. After the election, when the triumphant John Kennedy met with Nixon at Key Biscayne, Fla., her colleagues had to peel her back from another reporter whose galling presence baited her temper.

Woods was at the dinner table the night Nixon staged a mock debate with his family about the pros and cons of running one more time, as if the issue were in doubt. A trusted confidante to Mrs. Nixon, "Aunt Rose" to Tricia and Julie, Woods was affectionately called "the fifth Nixon." But she was levelheaded enough to recognize the compliment as reward, in part, for knowing her place; during family photographs, she stood aside.

The 1968 election, an unmitigated triumph for the boss, was more complicated for Woods. Herb Klein and Bob Finch, both old Nixon hands, wondered aloud if the president-elect might appoint Woods as White House chief of staff. Instead, Nixon chose H. R. Haldeman, whose primary tasks included keeping others from the president.

Woods chafed at her banishment from Nixon's innermost circle. At one point, she told a Secret Service guard outside the Oval Office that he would have to shoot her to prevent her crossing the threshold to see the boss. Her stubborn passion won the battle. But Haldeman, executing Nixon's demand for solitude, won the war.

Though her access and influence were curtailed, Woods's intimate knowledge of the boss remained a valued currency. She typed the final drafts of his speeches, breaking up words and phrases into syncopated measures of text that anticipated Nixon's peculiar rhythms. "She would take it and perform a typographical miracle," William Safire, a Nixon speechwriter, told me. "It was like looking at an E. E. Cummings page."

Adversity seemed only to intensify Woods's loyalty. While others scrambled off the listing deck of Watergate, Woods moved to the center to lend ballast, claiming an office adjacent to the president's after Haldeman quit the scene. What she gave of herself, she also demanded of others. When a peevisish Henry Kissinger threatened to resign, Woods set up a roadblock on the national security adviser's march to the Oval Office. According to Jonathan Aitken's "Nixon: A Life," Kissinger was detoured to Woods, where she reminded him that he had been an obscure academic before Nixon elevated him to international statesman. "For once in your life, Henry," she said, "just behave like a man." Kissinger stayed.

Woods's outsize allegiance burst the confines of the Oval Office when, after a career spent discreetly in the background, she achieved precisely 18½ minutes of hideous, disfiguring fame. For a woman with a reputation for probity, Woods's implausible explanation of the erasure of a portion of a key Watergate tape was like a public self-immolation — more akin to Thelma and Louise's defiant drive off the cliff than to yet another inside job by the gang that couldn't shoot straight. Woods made the cover of *Time* in December 1973 not as a supremely competent woman behind the throne, let alone the first female chief of staff, but as the hapless executive secretary of a pathetic and criminal cover-up.

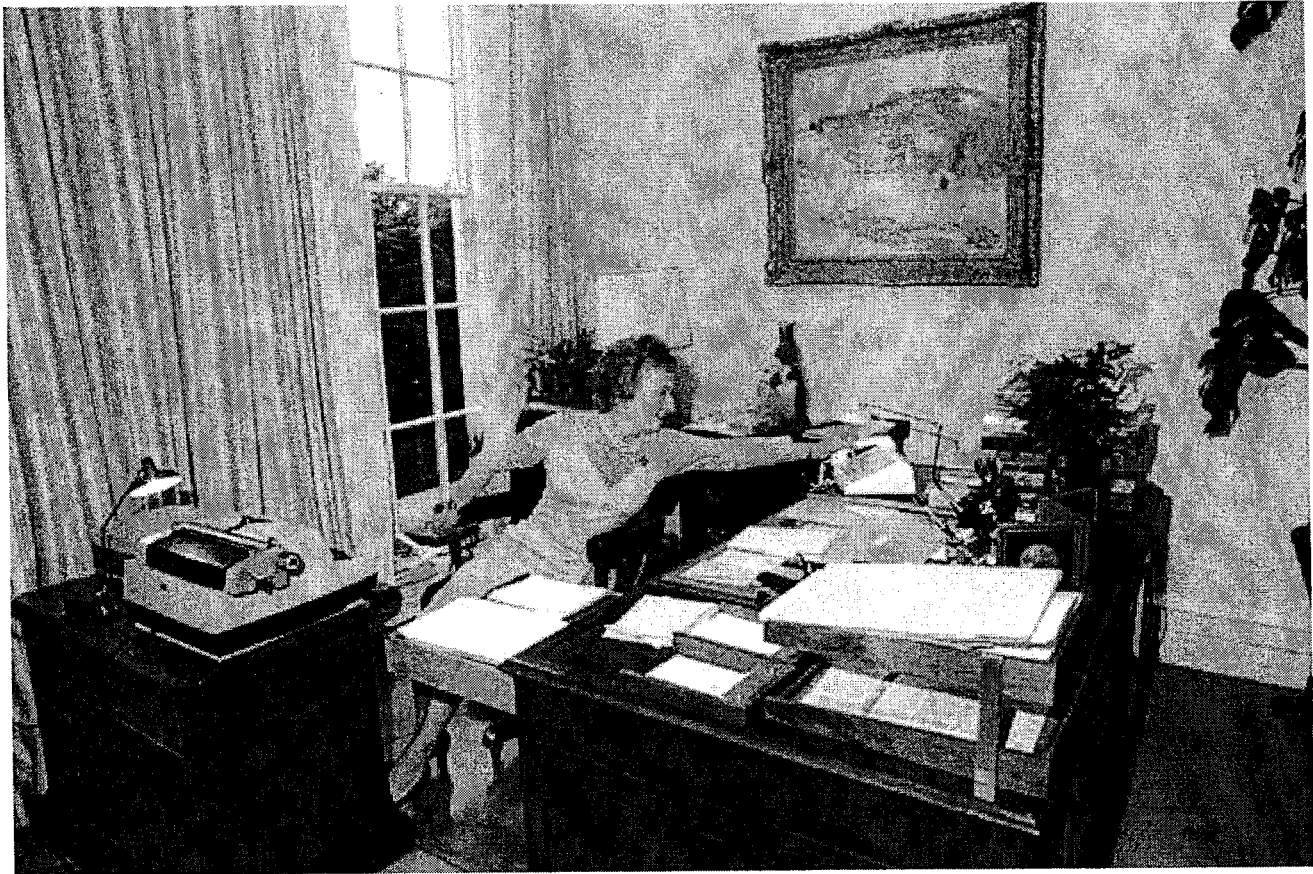
The infamous photograph, taken by the White House's own photographer, showed her re-enacting the erasure before the disbelieving eyes of Watergate prosecutors and the world. Though seated in an office chair, she appeared locked in a swoon, dipping to the final desperate measures of a music only she could hear. Her leg was extended across the floor to the tape recorder beneath her desk, her back supplely arched, her arm stretching behind her to grasp the distant telephone. She must have realized by then that Watergate was to be the last tango. Rose Mary Woods resolved to exit dancing. ■

Rose Mary Woods b. 1917

Nixon's Real Enforcer

Before she went down in history as the hapless secretary, she was a powerful force in the White House.

By Francis Wilkinson





FEBTN

Federal Benefits Training Network

FedTelligence

Winning the Lottery Is NOT A Retirement Plan

Magic Numbers

Ages

35 = Free FEGLI begins to reduce from double benefit

45 = Free FEGLI double benefit ends

55 = Earliest age to retire on unreduced annuity

FEGLI premiums for Options A and B increase significantly

Access to TSP without 10% excise penalty if you separate or retire

59½ = Access to TSP funds for one-time withdrawal if still working

Penalty-free access to IRA's, 401(k)'s, etc.

62 = Earliest eligibility for Social Security benefits (reduced)

65 = Eligible for Medicare

70 = Latest eligibility for Social Security benefits

70½ = Must begin taking at least minimum withdrawals from tax-qualified accounts (TSP, IRA's)

Years of Service

41 years and 11 months – maximum years of service CSRS annuity can be calculated on

30 years – needed to qualify for unreduced annuity if younger than age 60

5 years – least amount of years of federal service to qualify for an annuity

Resources

www.opm.gov

www.tsp.gov

www.govexec.com

www.feddaily.com

www.myfederalretirement.com

www.fedsmith.com

www.fedweek.com

www.narfe.org



Brown Bag Lunch Training Programs



Civil Service Retirement System "CSRS"

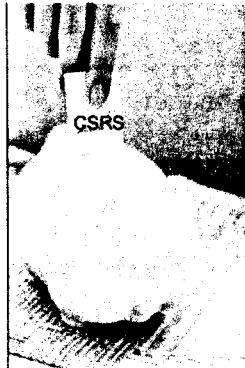
General Retirement Guidelines

Age	Years of Service
55	30
60	20
62	5

Best Dates to Retire – 2010

December 31, 2010

February 2 or 3
March 2 or 3
April 1, 2 or 3
May 1
June 1, 2 or 3
July 1, 2 or 3
September 1, 2 or 3
October 1 or 2
November 2 or 3
December 1, 2 or 3



The last day of the month or the first three days of a month are always good.

Important Documents:

Last Paycheck/Annual Leave – SF 1152
Thrift Savings Plan – TSP 3
FEGLI – SF 2823
Annuity – SF 2808

TSP Contribution Limits – 2010

\$16,500 under age 50
+\$5,500 catch-up contribution over age 50

No government/agency matching

VCP Contribution Limits

Up to 10% of total federal earnings
2010 Interest Rate – 3.125%

Buying Back Military Time for
Creditable Service Toward Annuity

Employee Under CSRS Before 10/1/1982

Deposit Made = Credit for eligibility
and annuity computation

Deposit Not Made & not eligible
for Social Security = Credit for
eligibility and annuity computation

Deposit Not Made & Eligible for
Social Security at age 62 = Credit
for eligibility, no credit for annuity
computation after age 62

Employee Under CSRS On/After 10/1/1982

Deposit Required = No deposit/No
credit

Part-time Service

Prior to 4/7/1986 – counts 100% toward
eligibility and annuity calculation + total sick
leave hours at retirement

After 4/7/1986 – counts 100% toward
eligibility and annuity calculation is prorated
+ any leftover sick leave days from pre-4/7/1986



Federal Employees Retirement System "FERS"

General Retirement Guidelines

Age	Years of Service
MRA	30
60	20
62	5

Retirement before 1/1/2014 = ½ of sick leave counts toward annuity calculation – not eligibility

Retirement after 1/1/2014 – 100% of sick leave counts toward annuity calculation – not eligibility

Minimum Retirement Age

If you were born	Your MRA is
before 1948	55
in 1948	55 and 2 mos
in 1949	55 and 4 mos
in 1950	55 and 6 mos
in 1951	55 and 8 mos
in 1952	55 and 10 mos
1953-1964	56
in 1965	56 and 2 mos
in 1966	56 and 4 mos
in 1967	56 and 6 mos
in 1968	56 and 8 mos
in 1969	56 and 10 mos
in 1970 or after	57

Important Documents

Last Paycheck/Annual Leave – SF 1152
 Thrift Savings Plan – TSP 3
 FEGLI – SF 2823
 Annuity - SF 3102

TSP Contribution Limits – 2010

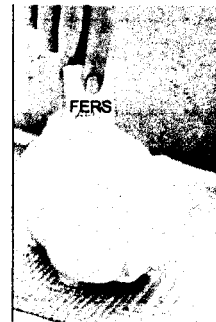
\$16,500 under age 50
 +\$5,500 catch-up contribution over age 50
 5% government/agency match

Buying Back Military Time for Creditable Service Toward Annuity

Employee Must Waive Active Military Retirement Pay

Deposit Made = Credit for eligibility and annuity computation

Deposit Not Made = No credit for eligibility or annuity computation



Best Dates to Retire – 2010

December 31, 2010

January 31
 February 28
 March 31
 April 30
 May 31
 June 30
 July 31
 August 31
 September 30
 October 31
 November 30

The last day of the month is always good.



Brown Bag Lunch Training Programs



FedTelligence

Winning the Lottery Is NOT A Retirement Plan

Notes



ABOUT YOUR TRAINER

Ann Vanderslice has been working with federal employees to help them achieve retirement success since 2002. Considered one of the foremost authorities on federal benefits in the country, she is a nationally recognized author and speaker on topics of interest to federal employees. Her tremendous knowledge and entertaining style take the complex subject of federal benefits and turn it into easy-to-understand, easy-to-implement strategies.