

Chief Judge John G. Heyburn II
Opening Remarks
Management in the Judiciary: Rules, Tools, and Tips of Good Stewardship
Tuesday, August 20, 2002
Seattle, Washington

I appreciate the opportunity to be here today at the second session of the Stewardship Workshops. I am here in two capacities: one, as Chair of the Budget Committee of the Judicial Conference; and also as the Chief Judge for the Western District of Kentucky, with the good fortune of working with my excellent Clerk of Court, Jeff Apperson.

When I became a judge in 1992 from a private law practice, I didn't know what to expect about the ability or work ethic of the employees of The Third Branch. Well, my 10 years' experience (including 8 on the Budget Committee) has shown me that the American people can and should be proud of our public servants in the judicial branch. Devotion to duty, eagerness for innovation, and attention to fiscal responsibility are all values I have seen lived out over and over again, in our court in Kentucky, the Administrative Office, and among judges and their staffs. We have a cadre of professionals in the judiciary which is second to none. We have a good thing going and we should all be very proud of our part in it.

So you might ask, if things are not "broke", then why try to fix them? What is all this fuss about stewardship and perhaps unnecessary reminders about honesty and accountability? Some of my chief judge colleagues, including those on the Budget Committee, have asked the same question. They were appointed to be judges not administrators. Most of us expected that professional managers, such as yourselves, would shoulder the administrative duties.

But as it turns out, it is a little more complicated than that. Our focus on stewardship is not just a reaction to reports of malfeasance by a handful of rotten apples. It is a natural