

# Committee on Leadership and Workforce Excellence

COLAWE



## Committee on Leadership and Workforce Excellence (COLAWE)

Friday, August 22, 2025  
10:00am -12:00pm

### **HYBRID MEETING**

Microsoft Teams Link:

[Join the meeting now](#)

Meeting ID: 269 895 437 468 3

Passcode: EP3tY7D6

In-Person: 3003 N. Central Ave., 5th Floor,  
Phoenix, AZ 85012

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### AGENDA

Time		Topic Leader
10:00am	<b>CALL TO ORDER &amp; ADMINISTRATIVE BUSINESS</b> <ul style="list-style-type: none"> <li>Welcome Members</li> <li>Review and Approve Minutes from May 23, 2025, Meeting</li> </ul>	Alexis Allen Sharon Yates
	<b>CHAIR AND VICE CHAIR UPDATES</b>	Alexis Allen Sharon Yates
	<b>UPDATES</b> <ul style="list-style-type: none"> <li>Court Security</li> <li>Court Services Division</li> <li>Education Services Division</li> <li>Leadership Programs/AZ Plus Project</li> <li>ITD Programs</li> <li>Training Coordinators</li> <li>Excellence In Education Awards</li> <li>Member Updates</li> </ul>	Mike Dzezinski Jen Albright Joannie Collins Diane Herst Jared Nishimoto Jared Arthur Jared Arthur All members
	<b>2025 AzPEP UPDATE</b> <b>2025 COURT LEADERSHIP CONFERENCE</b>	Renu Sapra
	<b>COLAWE PROJECTS</b> <ul style="list-style-type: none"> <li>Court Workforce Development Program</li> </ul>	Sharon Yates/Jeff Fine/Jared Arthur
	<b>2025 MEETING DATES</b> <ul style="list-style-type: none"> <li>November 21, 2025</li> </ul>	Alexis Allen
	<b>NEW BUSINESS AND CALL TO PUBLIC</b>	
	<b>REVIEW OF ACTION ITEMS</b>	Alexis Allen

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## Committee on Leadership and Workforce Excellence

May 23, 2025, Meeting Minutes

Approved on \_\_\_\_\_

### Roll Call

**Present:** Alexis Allen, Sharon Yates, MaryJane (MJ) Abril, Hon. John Burkholder, Luke Emerson, Jennifer Fish, Hon. Juan Pablo Guzman, Jared Nishimoto, Hon. Michelle Lue Sang, Tracy Randall, Ronnie Walker, Hon. Valerie Wyant, Jennifer Castro, Hon. Jay Polk, Jennifer Torchia, Johnny Tse, Hon. Rick Williams,

**Absent:** Crystal Whelan, Don Jacobson, Bobby Coronado

**Staff:** Diane Herst, Renu Sapra, Joannie Collins, Jared Arthur, Abigail Gayosso

**Nonmembers:** Jennifer Ilten, Mark McCall

#### I. Welcome by Alexis Allen

- a. Alexis Allen called the meeting to order at 10:00 AM and welcomed members.

#### II. Approval of Minutes and Other Administrative Business

- a. Sharon Yates called for a **motion** to approve the January 10, 2025 minutes;
- b. Motion to approve the January minutes by Judge Burkholder and Jennifer Fish **Seconded** the motion; Motion passed unanimously.

#### III. Chair & Vice Chair Updates

- a. No updates

#### IV. Court Services Division (CSD) updates presented by Jen Albright

- a. Standard training on eCourts, consolidated collections, and automation services continue as usual.
- b. New training introduced on artificial intelligence (AI); AOC website now outlines approved AI tools and submission processes for court-led pilot projects.
- c. Notable increase in statewide AI use, with courts testing tools like translation services and integrations with Zoom and Teams. IT is supporting pilots and coordinating with vendors.
- d. Positive feedback from ACA and Ed Services; invited to present on AI at the Training Coordinator Conference and plan additional local sessions.
- e. Future AI training content to be released as a statewide series.
- f. Planning continues for the New Court Administrator Training; Jen Albright to follow up.

#### V. Education Services Division update presented by Joannie Collins

- a. Ed services are fully staffed; new positions will be posted soon to begin interviewing.
- b. Working on judicial conference
- c. Wendall redesign, met with ITD to discuss functionalities; will be moving away from SharePoint to a new website platform based on Wendall survey feedback.
- d. Working on the strategic agenda initiative, there are currently 5 initiatives that are in progress.
- e. A congratulatory video by Dave Byers for graduates that will be sent to inbox.

#### VI. Leadership Programs update presented by Diane Herst

- a. Diane Herst reported updates from the January COLAWE meeting

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- i. There have been 6 Arizona Court Supervisor (ACS) classes, 2 ethics webinars, 2 transition webinars, (1) virtual human resources class, and (1) Arizona Court Supervisory (ACS) Supervisor's Role in Effective Caseflow Management.
- ii. Emphasizing the importance of dedicated space for virtual classes, participants must attend as if in person (e.g., avoid public cubicles that limit participation).
- iii. 3 ACM classes- Caseflow and Workflow management, ADR/Specialty Courts, Accountability and Court Performance, 4 participants completed for their CCM certification.
- iv. 2 Arizona Court Executive (ACE) – Vision and strategic Planning and AZ Plus Capstone, which had 44 participants in total; 42 attended; 19 who graduated.
- v. AZ plus workgroup meeting once more to discuss the curriculum and create the ACE Operational Excellence moving forward.
- vi. It has been noted that there has been a decline in virtual class registration; trends will continue to be monitored.

## VII. ITD Update presented by Jared Nishimoto

- a. Jared Nishimoto provided an update on the use of flash drives and the ongoing phishing campaign
  - i. The goal is to extend this ban to all counties by the fall, with special exceptions for certain cases.
- b. The state is doing well overall, but they are monitoring repeat offenders. Employees are encouraged to use the fish notify button in Outlook to report phishing attempts.
  - i. Jared mentioned that the consequences for repeat offenders of phishing scams are still being decided. Options include mandatory training on cybersecurity and potential disciplinary actions.
  - ii. Flash drive availability with IT for one time use may be the procedure if needed for conferences. Each county should have an IT person designated with a certain number of flash drives that are allowed.
  - iii. OneDrive as an alternative option, uploading documents for more accessibility not requiring a flash drive.

## VIII. Training Coordinator update presented by Jared Arthur

- a. On April 29<sup>th</sup> the Annual Training Coordinator Conference was held.
  - i. 75 participants, Overall Evaluation of 4.7. 2 faculty: Jen Albright discussed on AI, and Aaron Burdick, a development manager from Illinois Supreme Court who talked about judicial education and diplomacy.
  - ii. June 25-27<sup>th</sup> There will be two summer COJET conferences in Pinal and Pima Counties. Emails have been sent to Training Coordinators who may want to register and attend.
  - iii. April 29<sup>th</sup> – June 1<sup>st</sup> Ed Services held Maricopa County's justice Staff Courts Conference.
- b. Jared Arthur gave updates on Training coordinator website
  - i. Training coordinator directory, training archive with over 10 COJET accredited CBTS more to come, a quarterly training newsletter sent 05/14/25, and a highlighted training for the month.

## IX. Member Updates

- a. Sharon Yates shared that the staff training conference will take place during the judicial conference, most receive COJET hours during this time.

## X. 2025 Court Leadership Conference update presented by Renu Sapra

- a. October 21<sup>st</sup> – October 22<sup>nd</sup> in Flagstaff.
- b. Joannie Collins is taking the lead with Dave Byers and directors in the development of agenda and planning phase. As more information and confirmations occur it will be shared with the workgroup.

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## XI. COLAWE Future Projects update

### a. **Court Workforce Development Program**

- i. Introduction of Jeff Fine and his role within the Workforce Development Program. Jeff Fine emphasized the importance of the workforce development certification program.
- ii. After a meeting with Alexis Allen and Sharon Yates the workgroup is ready to hand off to Ed Services.
- iii. Next steps to include the recruitment of SMEs, develop course descriptions and objectives, then move into outlines and scripts.
- iv. Joannie Collins reported on additional updates.
  1. There is a model set and the workgroup is ready to start developing CBTs.
  2. Focus on tier 1: allows for the certification process that relates to strategic agenda initiative. To meet Chief Justice Timmer's strategic agenda initiative Tier 1 will be the focus. Once Tier 1 is developed, the workgroup will focus on Tier 2 and Tier 3.

### b. **AZ Plus Workgroup - Presented by Diane Herst**

- i. Nearly wrapped up all tasks, looking at all programs, ACS, ACM, ACE, focusing on the capstone for each. Last workgroup meeting took place in February and the workgroup wrapped up ACM portion. For consistency, the title of "Capstone" for each of the Programs (ACS, ACM, ACE) will be renamed to "Operational Excellence".
- ii. The May 15<sup>th</sup> ACE Capstone had no changes as it was in the works – However, the ACM Operational excellence scheduled for September: 2 sessions will be removed due to changes in faculty, but portions will be combined into other sessions.
- iii. Introducing a new session during the ACM Operational Excellence in September with Tedd Iasso; testing will happen within Ed Services, will be a 90-minute opening session.
- iv. Civil case Management session removed; Time will be reduced for Court Management Functions - Performance Improvement to one 50-min session; Probation trends will be replaced by Re-Entry Simulation.
- v. Workgroup decided that reviewing all 3 programs every 2-3 years to keep classes relevant will be beneficial. Workgroup will be formed and review all courses to ensure it is up to date.
- vi. Next meeting will be scheduled within 1-2 months to review the ACE capstone.

## XII. 2025 Meeting Dates

- a. August 22, 2025
- b. November 21, 2025

## XIII. New Business

- a. Jared Arthur announced that nominations for Education in Excellence Awards have been open for 2024 and close on June 2<sup>nd</sup>. Winners will be recognized at the Court Leadership Conference.
- b. Sharon Yates, Luke Emerson, and Judge Lue Sang volunteered to assist in the review nominations and select winners.
- c. Sharon Yates suggested including awardees in brochure; Renu Sapra will follow up with Joannie Collins and Julee Bruno.

## XIV. Call to the public by Alexis Allen

- a. None

## XV. Review of Action Items

- a. Follow up on Education in Excellence awards, include in written documentation at conference.

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## XVI. Adjourn

- a. Alexis Allen called for a motion to adjourn; Judge Juan Pablo moved to adjourn, and Jennifer Castro seconded the motion; Meeting adjourned at 10:55 a.m.

## COLAWE Court Security Training Update

### Court Security Programs

- CSO Academy / CSO Firearm Academy
  - High enrollment numbers
  - No current waitlists.
  
- Court Security Guard Academy
  - Low enrollment (lack of eligibility/compliance + courts deploying in-house CSO's)
  - High attrition rate (30%+)

### Court Security Officer Continuing Education

- 2025 Use of Force Update
- 2025 Post-Critical Incident Considerations
- X-Ray Image Recognition Refresher-Q4 Release

### Court Staff Continuing Education

- First Amendment Auditor Encounters- Best Practices
  - Tracorp (on demand): 140+ completions since Oct. 2023 release

### Judicial Officer Continuing Education

- Judicial Security- A Personal Perspective
  - 2025 Judicial Conference

### Court Leadership Conference – October, 2025

- First Amendment Auditor Encounters – Best Practices

### Total Program Numbers

CSO Academy	590
CSO Firearm Academy	350
Guard Academy	149
Firearm Train-The-Trainer	75
D.T. Train-The-Trainer	26

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## Court Services Division Update

Below are updates on training conducted by Court Services Divisions since the last update to this Committee as well as any expected or planned upcoming training.

### eCourts

Month	Training Hours	Participants
April	39	144
May	45.5	99
June	43	144
<b>Totals</b>	<b>127.5 hours</b>	<b>387</b>

Nothing noteworthy on the horizon.

### Automation Services

Month	Classes Held	Participants
April	11	91
May	31	1,117
June	18	384
<b>Totals</b>	<b>60</b>	<b>1,592</b>

### ***Future training offerings include:***

- AJACS User Training Aug 11 - 15
- AJACS Release Demo Sept 2 – 5

### **Consolidated Collections**

#### **May:**

- FARE: MCJC Conference/ Mesa Muni Court: FARE Overview, FARE/CAP, San Luis FARE in AJACS training (tentative)
- DSO: bi-monthly DSO & NPRS Training
- IRC: MCJC Conference/ Monthly IRC/SCC tours, Coconino LJ Workshop, PCCJC New Judge Training

#### **June:**

- FARE: Mohave Conference, Pinal Summer COJET Conference
- DSO: bi-monthly DSO & NPRS Training
- IRC: Monthly IRC/SCC tours, Pinal Summer COJET Conference

#### **July:**

- FARE: No Training
- DSO: bi-monthly DSO & NPRS Training, ACH/EFT
- IRC: Monthly IRC/SCC tours

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## August (scheduled):

- FARE: No Training scheduled
- DSO: bi-monthly DSO & NPRS Training
- IRC: No tours in August, TENTATIVE: training on IRC Portal

## Court Operations

Month	Training Hours	Participants
April	11	153
May	9.5	309
June	7	91
<b>Totals</b>	27.5 hours	553

## **Future Trainings Include:**

LJJAC (September) (3)

- Court Records and Confidentiality
- All About the MAS!
- DUI Time Standards

## **Court Programs Unit**

**Family Law:** Coordinated/Facilitated 2 trainings:

- On the most recent changes/updates to the Spousal Maintenance Guidelines.
- Covering A.R.S. 25-403.03 and cases that involve allegations of domestic violence.

**\*NOTE: These offerings are recorded and housed on Wendell.**

## **Judicial Conference Sessions involving CPU staff:**

- Probate session (1): *Transforming Probate Case Monitoring with Societal's Innovative System.*
- Interpreter session (1): *Court Interpreter Best Practices* (Note: This may be duplicate as David Svoboda was on the panel).
- Domestic Violence (3): *Enforcing Firearms Orders in Criminal & Protective Order Cases; Strangulation: More Than Meets the Eye' Protective Orders: A Deep Dive into the Rules, Case Law, and Best Practices for Ex Parte and Contested Hearings*

## **GJNJO/LJNJO**

- (2) Protective Order processing sessions at each.

## **National:**

- NCSC webinar: *Implementation Basics: Learn key steps for successful portal adoption.*

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## Center for Forensics and Artificial Intelligence

- **June-August:**
  - AI: (AI Basics and Ethical Use)
    - COJET – 2 sessions
    - Coconino County In Service
    - Mohave In Service (2 sessions)
    - Surprise City Court

### Forensic Science:

- Coordinated 2 sessions at Judicia Conference

### Rule 123:

- Court Training Coordinators
- Coconino In Service Training

### Mental Health:

- Competency and Restoration 1 day Summit

## **Upcoming:**

- Rule 123:
  - ACM Capstone
  - Statewide Court Staff Training Program (Jeff Fine Project)

### Forensic Science:

- First of a series of Primers for delivery

### AI:

- LJJAC
- Pinal In Service
- NCSC Court Technology Conference
- Court Interpreter Conference

## LEADERSHIP PROGRAMS UPDATE

### Leadership Institute Program Successes

#### **Court Leadership Programs completed since the May 2025 COLAWE meeting:**

- Arizona Court Executive (ACE) “AZ Plus Capstone” (1 day)
  - May 15, 2025, Faculty: Don Jacobson, AOC, Kip Anderson, Superior Court in Mohave County, Mike Dzezinski, AOC, Special Guest, Marcus Reinkensmeyer, ICM Fellows Program – Dean, 45 participants (18 of them graduates), 4.53 overall score
- Arizona Court Supervisor (ACS) Supervisor’s Role in Effective Caseload Management (Zoom – 2 days/4 hours each)
  - May 21 & 22, 2025, Faculty: Mike Malone, AOC; Sharon Yates, Superior Court in Coconino County, 50 participants registered, 4.84 overall score
- Rule 123 Training (Statewide webinar – Zoom 1hr)
  - June 10, 2025, Faculty: Jen Albright, AOC, 106 participants, 4.72 overall score
- Arizona Court Supervisor (ACS) Supervisory Ethics (Zoom – 1.5 hrs.)
  - July 9, 2025, Faculty: Renu Sapra, AOC, 43 participants, 4.90 overall score
- Arizona Court Manager (ACM) Workforce Management (2.5 days)
  - July 16-18, 2025, Faculty: Dennis Carpenter and Jennifer Fish, Superior Court in Maricopa County, 39 participants, 4.84 overall score
  - Faculty Candidate: Nichole Fleshman, Superior Court in Maricopa County
- Arizona Court Manager (ACM) AZ Plus Managing Diversity (3 hours)
  - July 18, 2025, Faculty: Gabe Goltz, AOC; Professor Ann Ching, ASU, 38 participants, 4.47 overall score
- Arizona Court Supervisor (ACS) Transition to Role of Supervisor (Zoom – 1.5 hrs.)
  - July 22, 2025, Faculty: Jared Arthur, AOC, 26 participants, 4.78 overall score
- Enhancing Court Interactions Through Procedural Justice (Statewide webinar - Zoom 1.5 hours)
  - July 22, 2025, Faculty: Amy Steemke, AOC, 115 participants, 4.64 overall score
- Arizona Post-Executive Program (AZPEP) (1 day workshop)
  - August 5, 2025, Faculty: Ileen Gerstenberger and Hon. Sandra Engel (ret.), Multiple Intelligence Coaches, 32 attendees, 4.62 overall score
- Arizona Court Supervisor (ACS) Human Resources Management (1 Day)
  - August 14, 2025, Faculty: Chris Phelps, Scottsdale City Court; Crystal Whelan, Goodyear Municipal Court, Participants: 34 registered, overall score TBD

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- Arizona Court Supervisor (ACS) Supervisor’s Role in Effective Caseflow (1 Day)
  - August 15, 2025, Faculty: Mike Malone, AOC; Alexis Allen, Tempe Municipal Court, Participants: 30 registered, overall score TBD

## Upcoming Court Leadership Programs:

- Arizona Court Manager (ACM) Operational Excellence (1 day) September 18, 2025
- Arizona Court Supervisor (ACS) Transition to Role of Supervisor (Zoom – 1.5 hrs.) September 23, 2025
- Arizona Court Executive (ACE) Operations Management (2.5 days) October 15-17, 2025
- Court Leadership Conference (2 days) Flagstaff, AZ October 21-22, 2025
- Arizona Court Supervisor (ACS) Supervisory Ethics (Zoom - 1.5 hrs.) November 5, 2025
- Arizona Court Supervisor (ACS) Transition to Role of Supervisor (Zoom – 1.5 hrs.) November 13, 2025
- Arizona Court Executive (ACE) Leadership (2.5 days) December 10-12, 2025

## Court Leadership Program Census: Number of Active Participants in each LI Program over the past year

	<i>As of August 1st 2024</i>	<i>As of August 1st 2025</i>	<i>Change (%)</i>
<b>Arizona Court Supervisor (ACS)</b>	386	*352	-8.8%
<b>Arizona Court Manager (ACM)</b>	145	180	+24.1%
<b>Arizona Court Executive (ACE)</b>	73	*57	-22%

\*Due to an audit done in June 2025 where there were 45 participants removed due to either inactivity or invalid emails (no longer with the courts)

\*Due to graduating ACE participants; we expect the enrollment number to increase following the ACM Operational Excellence Program in September