

16<sup>th</sup> Judicial Circuit, Macomb Probate,  
42 Judicial District Courts

# Strategic Planning Survey Report: Overview and Findings

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Prepared by:



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# 1 OVERVIEW

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## Overview of Surveys

1. Purpose: to gather information from external partners, judicial officers, and court employees to help develop a Strategic Plan – strategic direction and priorities – for the Courts.
2. Two surveys were administered by PRAXIS Consulting, Inc./ Dr. Brenda Wagenknecht-Ivey in November 2023.
  - ✓ Survey 1: to all judicial officers and employees.
  - ✓ Survey 2: to external partners and stakeholders (see list on next page).
3. The State Court Administrative Office, as part of its regular court user satisfaction survey, surveyed court users in the fall of 2023. The comparative results where available are included in this Report.



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## Overview of Surveys (cont.)

4. Survey #2: External partners / Stakeholders: invitees included a sampling of partners who interact with/use the Court regularly such as:

- Private Attorneys: Macomb Bar Association
- Public Attorneys: Prosecuting Attorneys, Public Defenders, Court Appointed Attorneys
- Sheriff’s Department, Jail, MI Department of Corrections
- Law Enforcement
- County Board of Commissioners / Executive Office
- Clerk’s Office
- Private Service Providers
- Public Service Agencies/Providers



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## Overview of Surveys (cont.)

5. Number of Respondents and Response Rates

Surveys	Total Surveyed (N= )	Number Responded (n= )	Response Rates (in %s)
Judges/ Employees	306	194	63%
External Partners <sup>1</sup>	**	164	Not available
Court Users (SCAO) <sup>2</sup>	**	521	Not available

<sup>1</sup> The survey was sent directly to 725 justice system partners and stakeholders. The Macomb County Bar Association distributed the survey to approximately 900 members

<sup>2</sup> The SCAO survey was administered to users at the Courts doing court business in September 2023.

\*\* The total number of people surveyed is not available. A response rate cannot be computed.

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## Overview – Survey Questions

- 1** Most Needed Changes/Improvements  
(1 question with 15 items; rated all on level of priority – 10-point rating scale)
- 2** Court Performance / User Experience  
(1 question with 21 items; rated all on level of agreement – 6-point rating scale)
- 3** Overall Court Performance  
(1 question for each Court – rated on 5point excellence scale)
- 4** Court of the Future: Innovative Ideas/ Goals to Pursue in the Future  
Narrative/Open-Ended Question
- 5** Additional Comments/Suggestions  
Narrative/Open-Ended Question
- 6** Demographic Questions  
(8 questions for partners and for judges/ employees – see next slide)
- 7** Strength of the Workplace / Court Culture & Suggestions for Improvement – Employees Only  
(1 question with 17 items; rated all on level of agreement – 6-point scale)  
(One Narrative/Open-Ended Question)



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## Overview – Survey Questions (cont.)

### **6** Demographic Questions (8 questions)

#### External Partners (n=164)

1. Court work with most / most familiar
2. Relationship to the Court
3. Division/Area most frequent contact
4. How interacted with the Courts
5. Age
6. Education level
7. Race/Ethnicity
8. Gender

#### Judicial Officers/Employees (n=194)

1. Court primarily assigned/work for
2. Position/Role
3. Years of employment
4. Current work arrangement
5. Age
6. Education Level
7. Race/Ethnicity
8. Gender



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## DATA ANALYSIS & INTERPRETATION

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### Data Analysis & Interpretation

1.  $n = \underline{\quad}$ : the number of respondents or responses.
2. The “n” sizes may vary because some respondents did not answer the question or answered Don’t Know/Not Applicable.
3. The survey results are presented in either proportions (i.e., percentages) or mean ratings (i.e., averages).
4. Percentages may not equal 100% due to rounding.
5. 3 ratings scales were used: a 10-point priority scale; 6-point agreement scale, and a 5-point excellence scale (see next slide)

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## Overview – Rating Scales

### 10-POINT LEVEL OF PRIORITY

10 = Highest Priority  
1 = Lowest Priority  
Don't Know/Not Sure

Midpoint: 5.5

### 6-POINT AGREEMENT

6 = Strongly Agree  
5 = Agree  
4 = Agree Somewhat  
3 = Disagree Somewhat  
2 = Disagree  
1 = Strongly Disagree  
Don't Know/Not Sure

Midpoint: 3.5

### 4-POINT OVERALL PERFORMANCE

5 = Excellent  
4 = Good  
3 = Average  
2 = Fair  
1 = Poor  
Don't Know/Not Sure

Midpoint: 3.0

Interpretation: The higher the mean score, the higher the priority or agreement level, or the more favorable the views on overall court performance. The midpoint of the 10-point scale is 5.5. The midpoint of a 6-point scale is 3.5. The midpoint of a 5-point scale is 3.0. Mean ratings above the midpoint are higher priorities, higher levels of agreement, and more favorable views of court performance. Means below the midpoints are lower priorities, lower levels of agreement, and unfavorable views of court performance.

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## Statistical Differences & Interpretation

### Testing for Statistical Differences

6. Two common statistical tests were used to test for significant differences between and among mean ratings:
  - ✓ Tests for differences in means (t tests) – look for differences between 2 groups
  - ✓ Analysis of Variance (ANOVA) – looks for differences among multiple groups
7. Statistically significant differences are reported at the .05 or 95% confidence level (common for social science research)
8. Interpretation:
  - ✓ *A difference in mean score is statistically significant if there is a less than 5% probability that the difference could have occurred by chance alone (significant at the .05 level)*
  - ✓ Statistically significant differences in mean scores are noted with \* (asterisk), pink shading, and a red star symbol: ★

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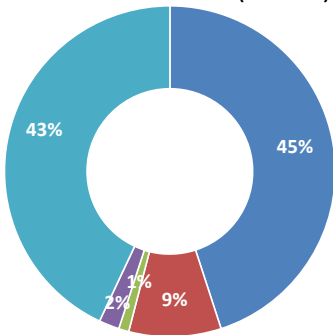


# 3

## CHARACTERISTICS OF SURVEY RESPONDENTS

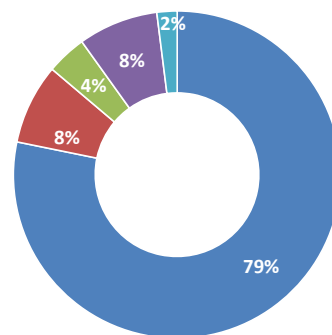
### Survey Respondents by: Court(s) Most Familiar With & Court Judges/Staff Work For (in percentages)

External Partners (n=164)



- 16th Judicial Circuit (n=73)
- Macomb Probate (n=15)
- 42-1 Judicial District - Romeo (n=2)
- 42-2 Judicial District - New Baltimore (n=3)
- All/More than one (n=71)

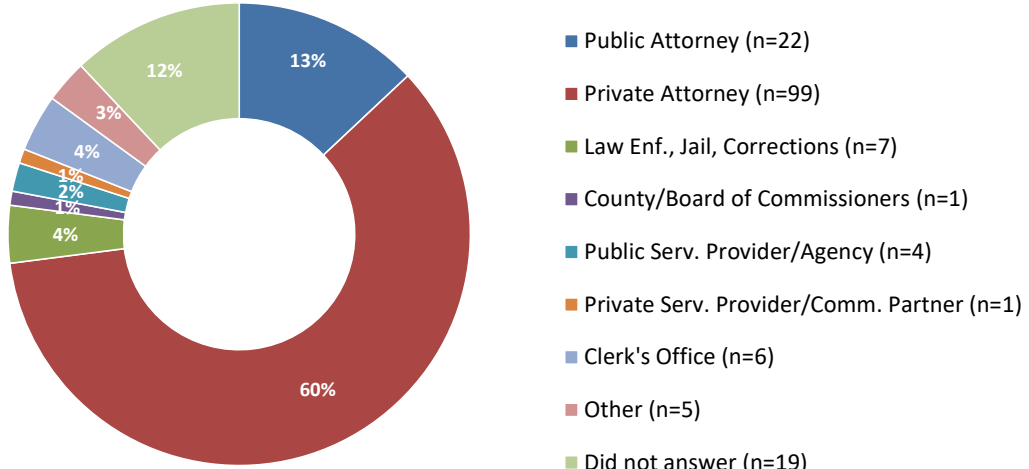
Judges/Employees (n=194)



- 16th Judicial Circuit (n=153)
- Macomb Probate (n=16)
- 42-1 Judicial District - Romeo (n=7)
- 42-2 Judicial District - New Baltimore (n=15)
- All/More than one (n=3)

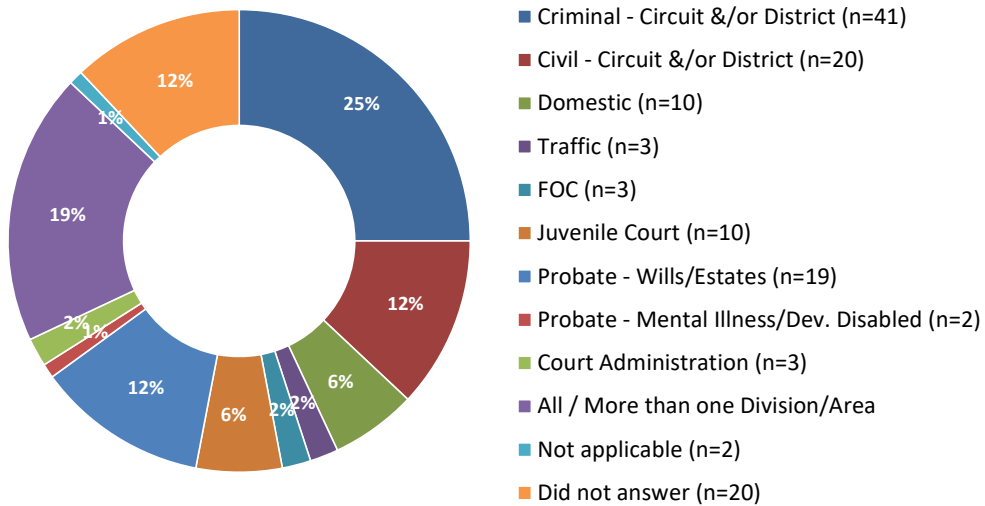
Percentages may not equal 100% due to rounding.

### External Partners: By Relationship to the Court (in percentages; n=164)



Percentages may not equal 100% due to rounding.

### External Partners: By Division / Area of the Court with Most Contact (in percentages; n=164)



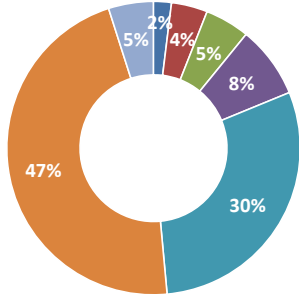
Percentages may not equal 100% due to rounding.



### Judicial Officers / Court Employees: By Role/Position & Years Worked for the Court(s)

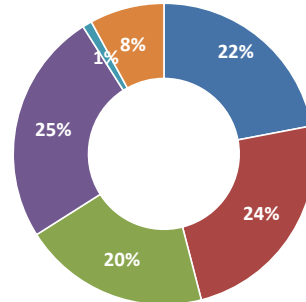
(in percentages; n=194)

By Role/Position



- Judge (n=3)
- Quasi-Judicial Officer (n=7)
- Court Leadership Team (n=9)
- Manager/Supervisor (n=15)
- Prof. Court Employees (n=59)
- Administrative / Clerical Employees (n=92)
- Did not answer (n=9)

By Years Worked for the Court



- < 3 years (n=43)
- 3 but <7 years (n=47)
- 7 but <15 years (n=38)
- 15 + years (n=49)
- Don't Know / Not Sure (n=1)
- Prefer not to/Did not Answer (n=16)

Percentages may not equal 100% due to rounding.

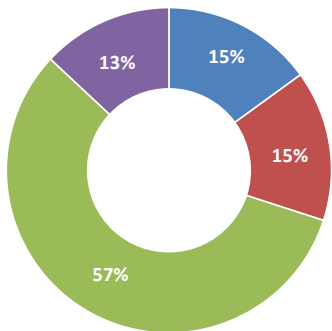
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### Survey Respondents by: Type of Interaction w/the Court(s) & Judge / Staff Work Arrangement

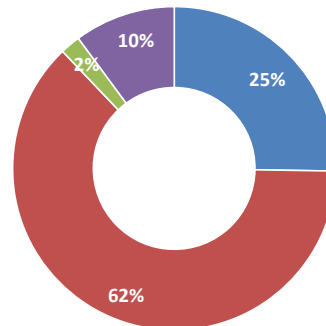
(in percentages)

External Partners (n=164)



- Mostly In-Person (n=25)
- Mostly Virtual/Remote (n=24)
- Both (n=94)
- Did not answer (n=21)

Judges/Employees (n=194)



- In-Person (n=49)
- Hybrid (n=120)
- Alternative Work Schedule (n=4)
- Prefer not to/did not answer (n=20)

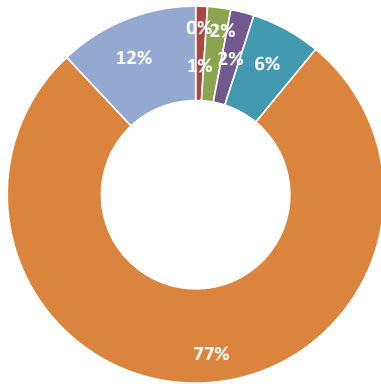
Percentages may not equal 100% due to rounding.

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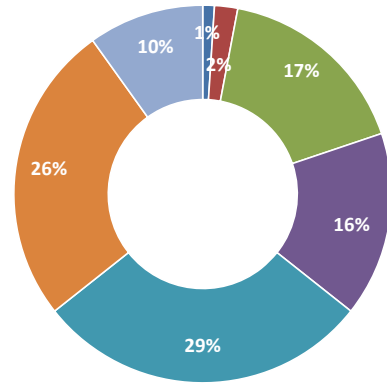
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### Survey Respondents by Education Level (in percentages)

External Partners (n=164)



Judges/Employees (n=194)

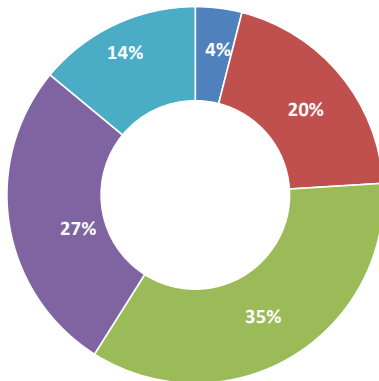


- < High School
- HS Diploma/GED
- Some College - no degree
- Associate's Degree
- Bachelor's Degree
- Graduate Degree
- Prefer not to/did not answer

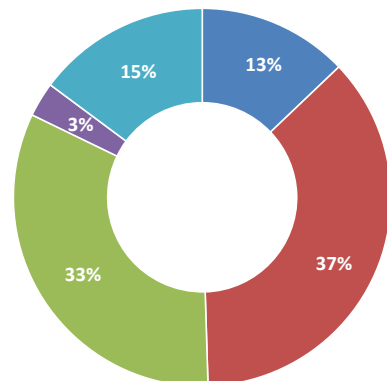
Percentages may not equal 100% due to rounding.

### Survey Respondents by Age (in percentages)

External Partners (n=164)



Judges/Employees (n=194)

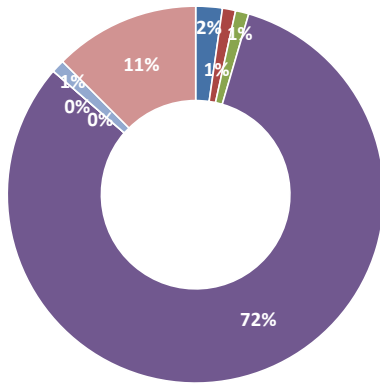


- 18 - 34 years
- 35 - 49 years
- 50 - 64 years
- 65 + years
- Prefer not to/did not answer

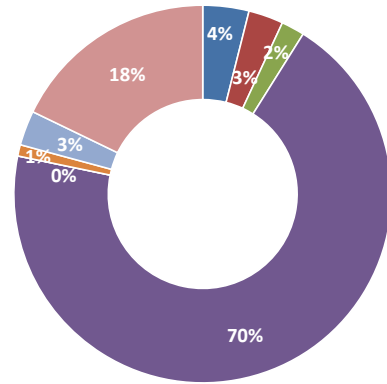
Percentages may not equal 100% due to rounding.

### Survey Respondents by Race/Ethnicity<sup>1</sup> (in percentages)

External Partners (n=164)



Judges/Employees (n=194)



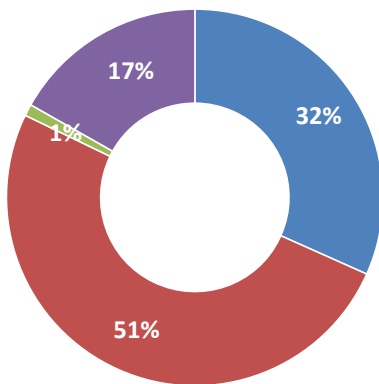
- Black/African American
- Hispanic/Latino
- Middle Eastern/North African (MENA)
- White
- Asian
- American Indian/Alaskan Native
- 2 or more races
- Prefer not to/did not answer

<sup>1</sup> The racial composition in Macomb County according to the US Census Bureau (2022) is: 14% is Black/African American; 3% is Hispanic/Latino (ethnicity); 78% of the population is white; 5% is Asian; 0% is American Indian/Alaskan Native; 3% identify as two or more races; 0% is Other.

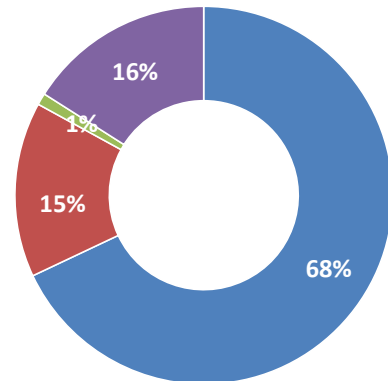
Percentages may not equal 100% due to rounding.

### Survey Respondents by Gender/Gender Identity (in percentages)

External Partners (n=164)



Judges/Employees (n=194)



- Female
- Male
- Other
- Prefer not to/did not answer

Percentages may not equal 100% due to rounding.



# 4 RESULTS AND FINDINGS



Q1:

Highest Priorities:  
Most Needed Changes and  
Improvements

**Q2: What improvements/changes to the Courts are MOST needed – are the highest priority – in the next 3-4 years? (Rate each on a 10-point priority scale)**

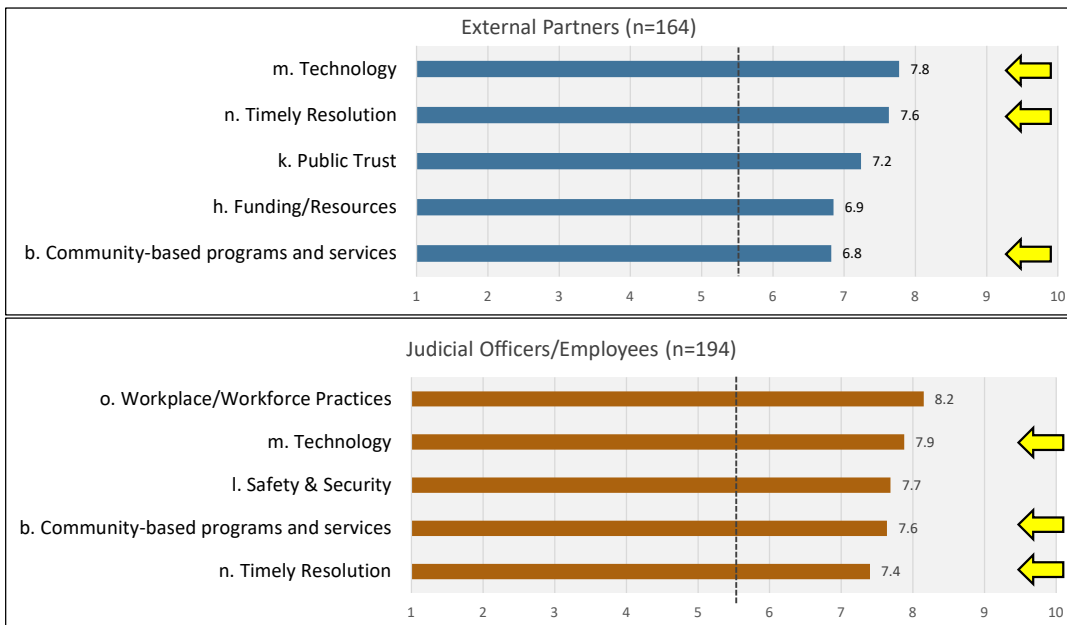
Below are the descriptors included on the survey. Refer to this list with descriptions to understand the results (presented on subsequent slides).

- a. **Access:** improve physical & virtual access to the courts; eliminate barriers ensuring access for all people.
- b. **Community-Based Programs & Services:** coll. with partners to enhance/expand comm. & social service progs. & services (e.g. beh. health/sub. use, housing, education, employment).
- c. **Court Programs/Services:** evaluate, realign, &/or augment court services & programs available to youth, families, other court users.
- d. **Court User Assistance:** enhance/expand personal & virtual assistance provided to court users (e.g., navigational, self-help, language, legal, proc.).
- e. **Equity & Fair Treatment:** ensure all people are treated fairly; eliminate bias & practices that disadvantage any persons or groups.
- f. **External Relations:** strengthen relations with ext. partners/stakeholders (e.g., county & state levels) & form new/strengthen partnerships.
- g. **Facilities/Space:** improve courthouses/court facilities (e.g., public areas, courtrooms, offices, jury rooms); modernize / repurpose space; reduce or expand footprint as needed; improve security, maint./cleaning.
- h. **Funding/Resources:** pursue adequate funding/resources to meet existing & evolving needs of the public & to operate efficiently/effectively; realign/reallocate existing resources.

- i. **Juror Improvements/Participation:** increase the diversity & inclusiveness of juries; increase participation rates; improve the juror experience.
- j. **Public Education:** educate the public about the judicial branch & the courts.
- k. **Public Trust/Confidence:** build trust/confidence of the public in the Court/judicial system.
- l. **Safety/Security:** ensure the personal safety (health, physical) of all who work in/use the courthouses; improve courthouse security.
- m. **Technology:** invest in/use existing & future technologies that will enhance access, services, & court operations; enhance tech/data security; safeguard against cyber threats/attacks
- n. **Timely Resolution:** ensure the timely resolution of all legal matters; reduce backlogs; reduce wait times & unnecessary delay; improve scheduling/case mgt. practices; normalize procedures/ practices for in-person and virtual court proceedings.
- o. **Workplace/Workforce Practices:** modernize human resources & mgt. policies & practices (e.g., recruitment, hiring, retention practices; redefine jobs; prioritize employee wellbeing; refine / expand hybrid work &/or flex. arrangements; provide training, development, career growth/adv. Opps.; provide competitive pay/benefits, implement workplace DEI initiatives; build an inclusive, welcoming, & engaging culture.

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**Q2: Most Needed Improvements/Changes (Highest Priorities) in the Next 3-5 Years  
Top 5 – Comparison of External Partners & Judges/Employees (in mean scores<sup>1</sup>)**

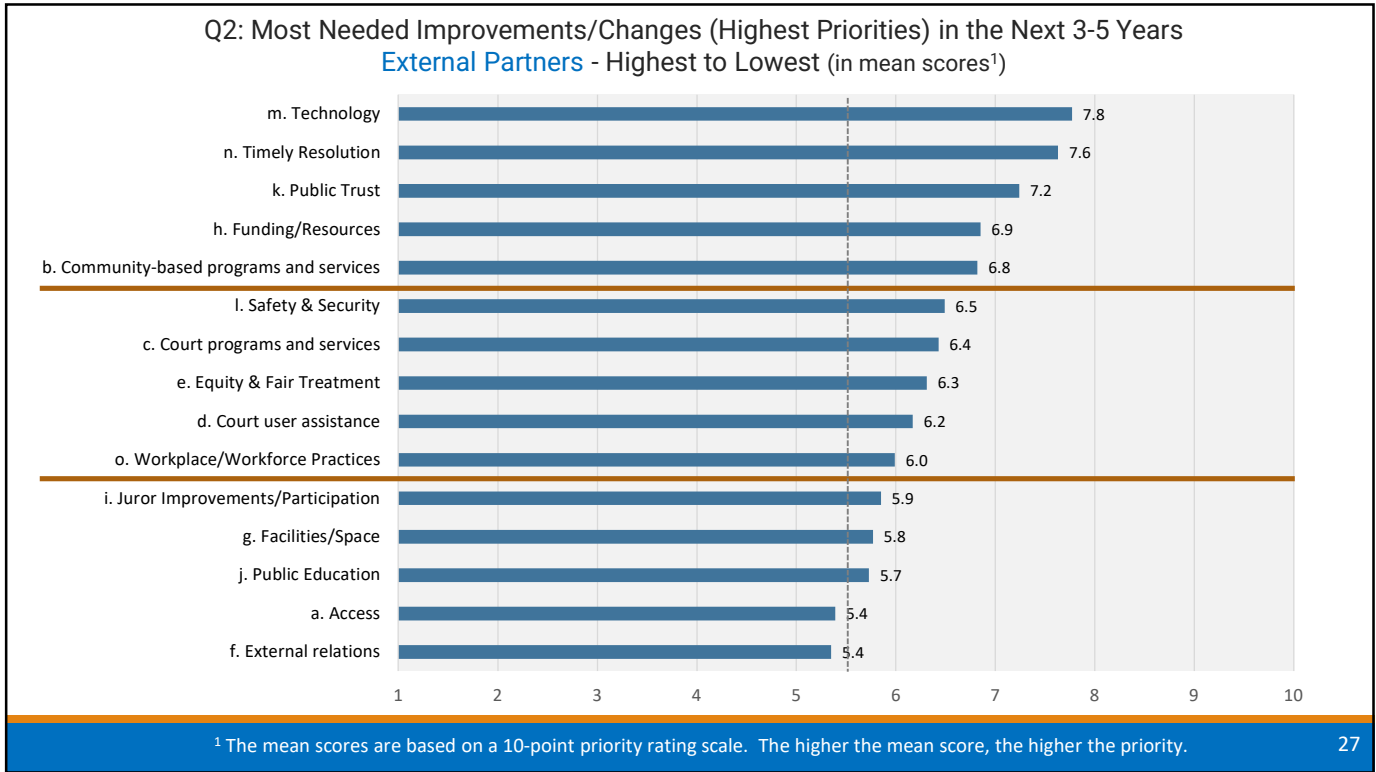


3 of the top 5 are the same for External Partners and Judges/Employees.  
The yellow arrows show the priorities that are the same for the 2 groups.

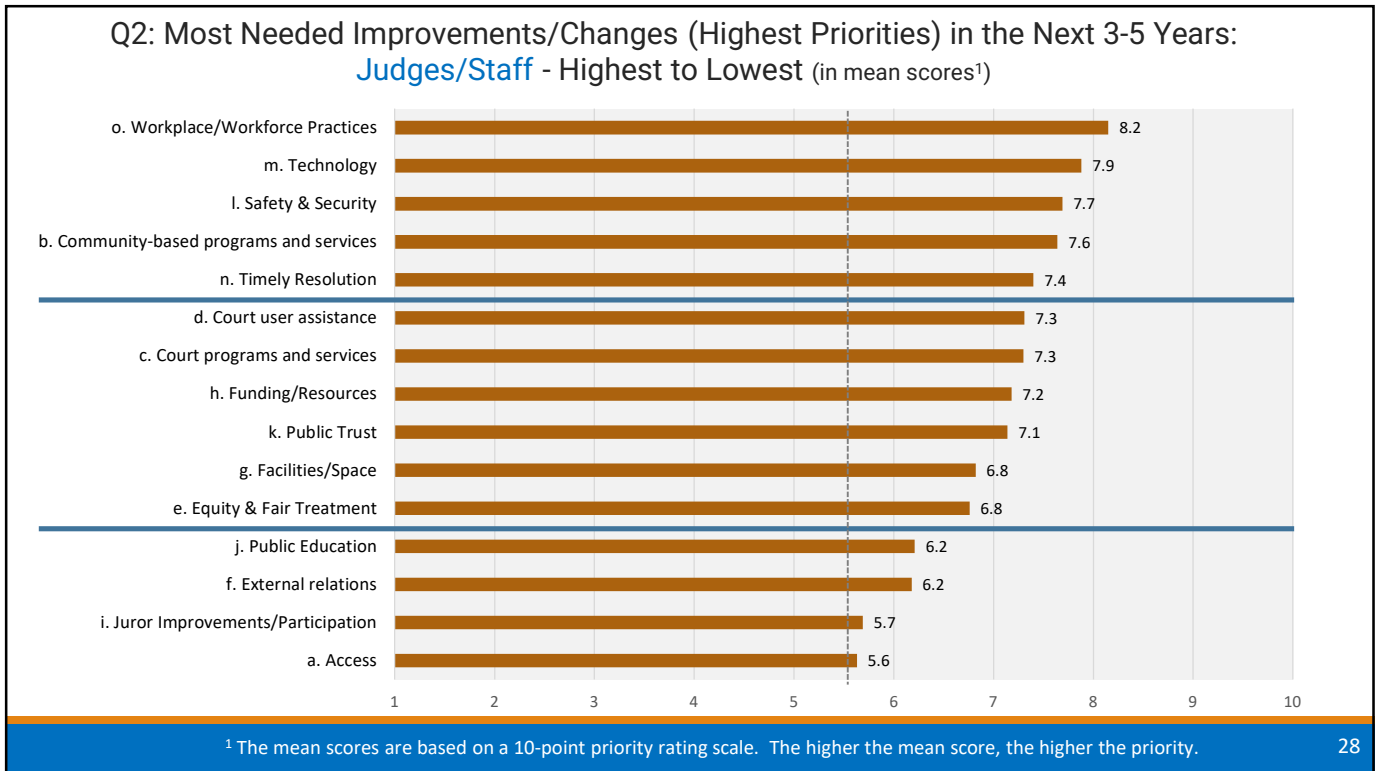
<sup>1</sup> The mean scores are based on a 10-point priority rating scale. The higher the mean score, the higher the level of priority.

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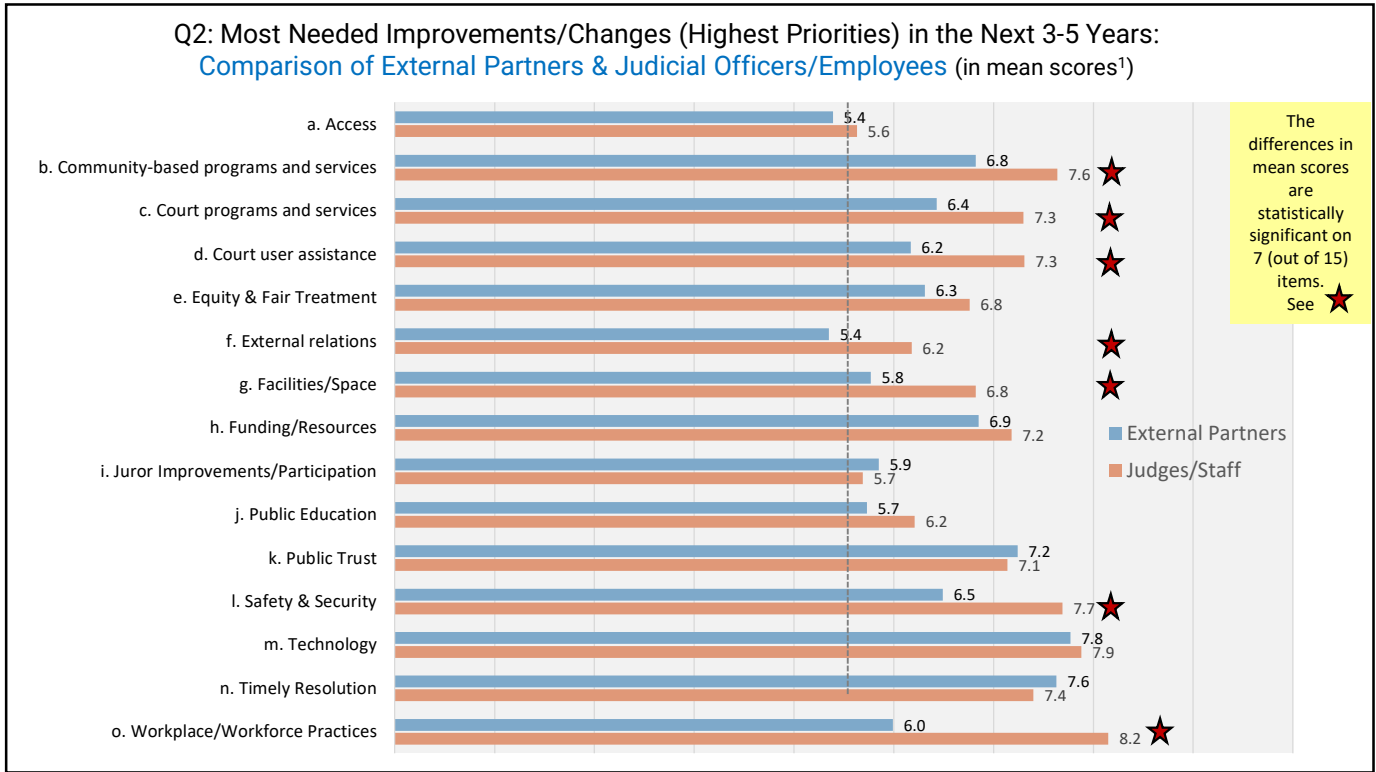
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Q2:

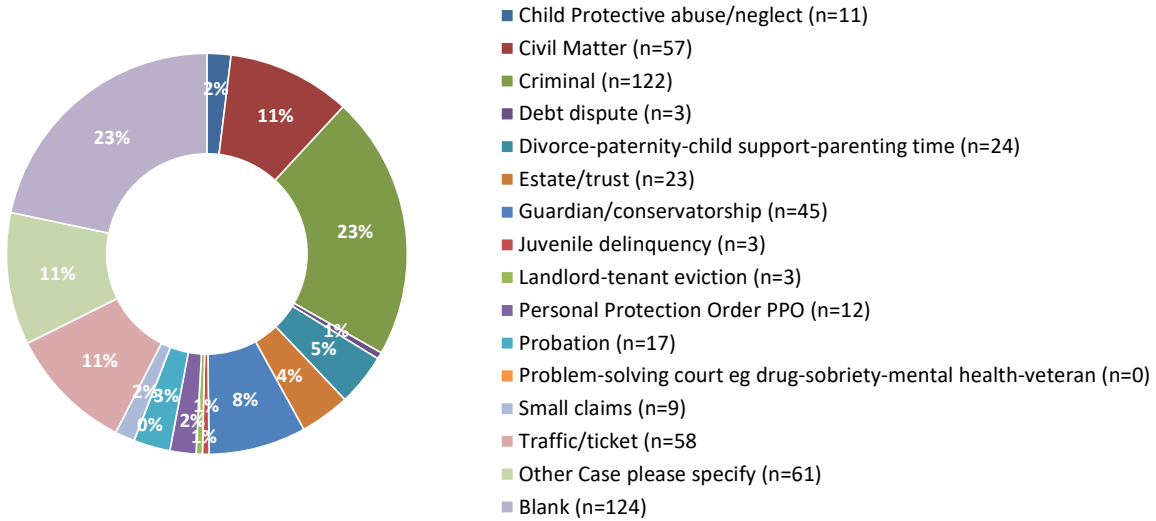
User Experience /  
Court Performance

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**Court Users - SCAO Satisfaction Survey –  
16<sup>th</sup> Circuit, Macomb Probate, & 42<sup>nd</sup> Judicial District Courts (September 2023)**  
(in percentages)

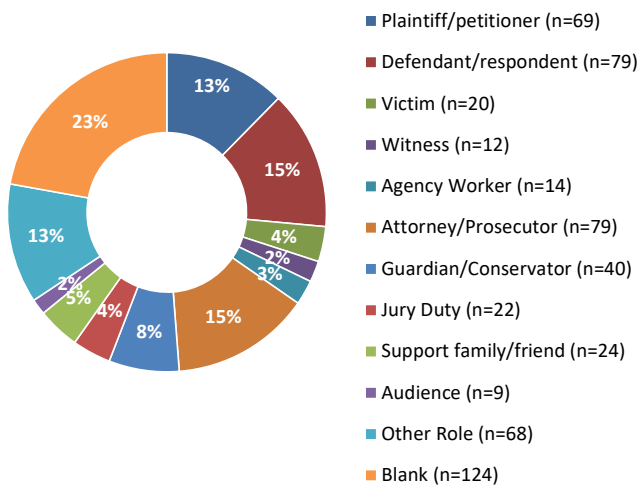
**Case Type/Court Matter (n=572)**



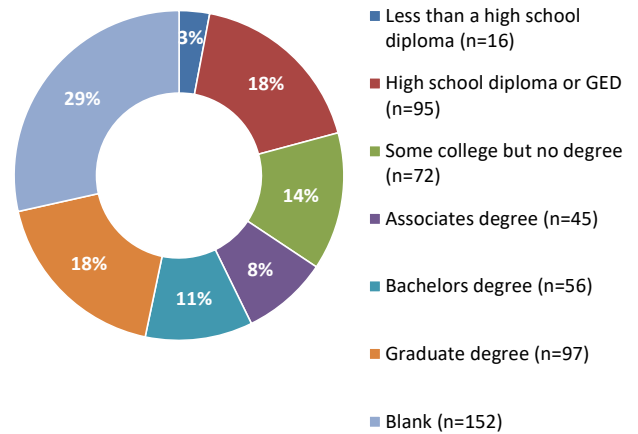
The total percentage may be greater than 100% because respondents could select more than one option.

**Court Users - SCAO Satisfaction Survey –  
16<sup>th</sup> Circuit, Macomb Probate, & 42<sup>nd</sup> Judicial District Courts (September 2023)**  
(in percentages)

**By Role (n=560)**



**Education (n=533)**

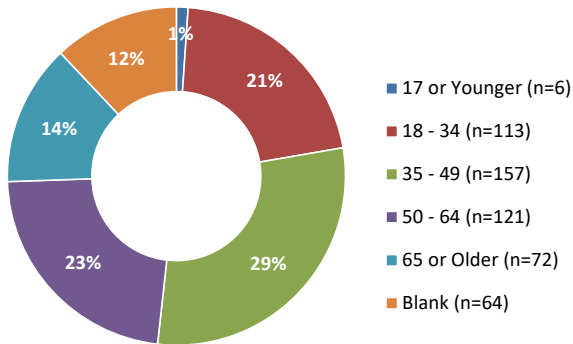


The total percentage may be greater than 100% because respondents could select more than one option.

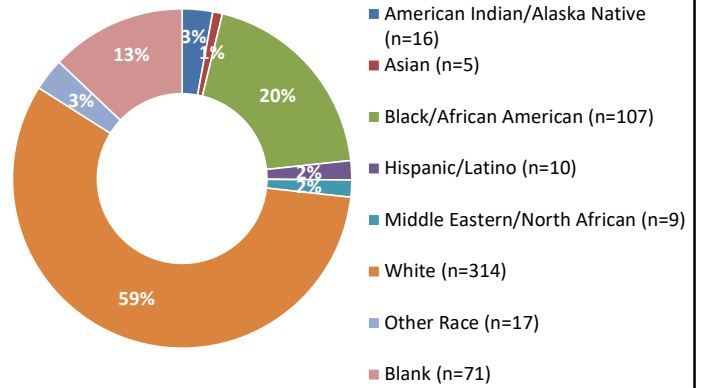


### Court Users - SCAO Satisfaction Survey – 16<sup>th</sup> Circuit, Macomb Probate, & 42<sup>nd</sup> Judicial District Courts (September 2023) (in percentages)

By Age (n=533)



Race/Ethnicity (n=549)

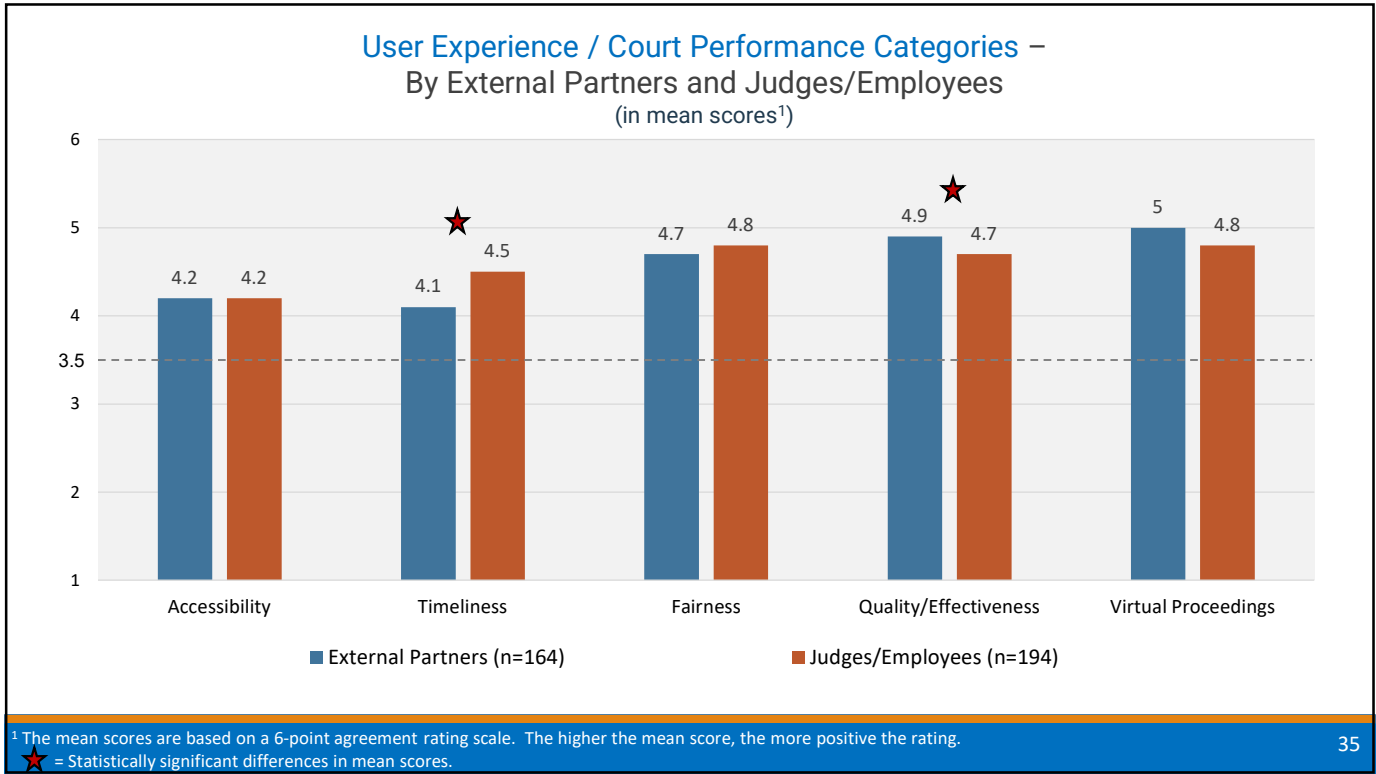


The total percentage may be greater than 100% because respondents could select more than one option.

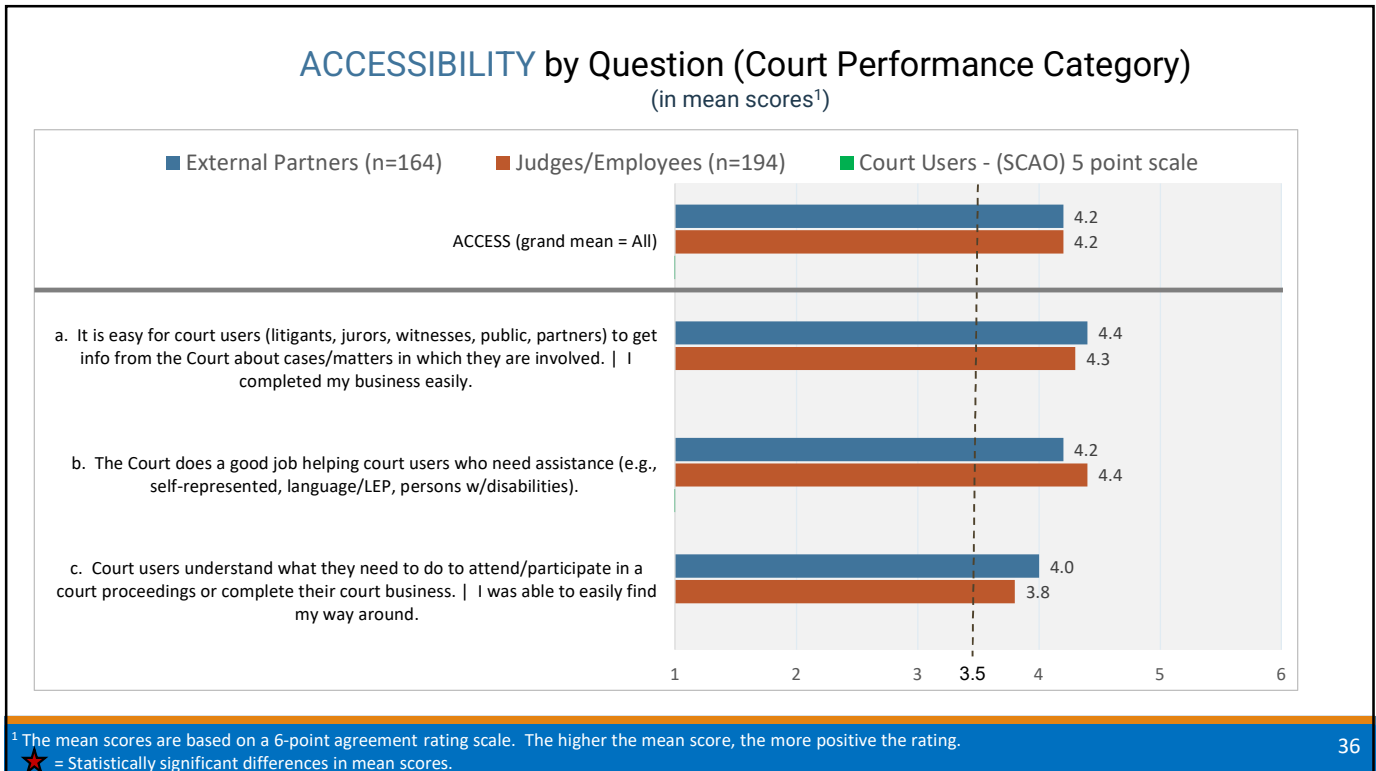
Survey Item	Mean	n	
Q1 I was able to easily find my way around	4.57	521	
Q2 I was helped quickly today	4.57	517	
Q3 I felt safe at the courthouse today	4.70	518	
Q4 The security screening process was organized and efficient	4.70	516	
Q5 I completed my business easily	4.61	515	
Q6 I completed my business in a reasonable amount of time	4.54	515	
Q7 Staff treated me the same as everybody else	4.64	518	
Q8 Staff listened to what I had to say	4.61	515	
Q9 Staff did their best to help me	4.63	515	
Q10 Staff were friendly and respectful	4.67	514	
Q11 Michigan courts do a good job overall	4.22	514	
Q12 I trust Michigan courts to handle my business in the future	4.25	502	
Q13 Michigan courts provide equal justice to all	4.13	505	
Q14 They treated everyone with courtesy and respect	4.55	347	
Q15 They seemed prepared for the hearing	4.54	333	
Q16 They treated me the same as everybody else	4.55	331	
Q17 They listened to what I had to say	4.57	331	
Q18 They clearly explained any decisions to me	4.73	327	
Q19 The way the case was handled was fair	4.44	319	
Q20 The outcome in the case was favorable to me	4.32	313	
Q21 I understand what happened in the case	4.52	312	
Q22 The court scheduling process was clear and simple	4.52	313	
	Yes	No	
Q23 Was the case delayed even if you didn't want it to be	17%	83%	277

### Court User Results - Sept. 2023 (in means – 5-point rating scale<sup>1</sup>)

<sup>1</sup>Means = average ratings based on 5-point rating scale: (5) Strongly Agree; (4) Agree; (3) Neutral; (2) Disagree; (1) Strongly Disagree.

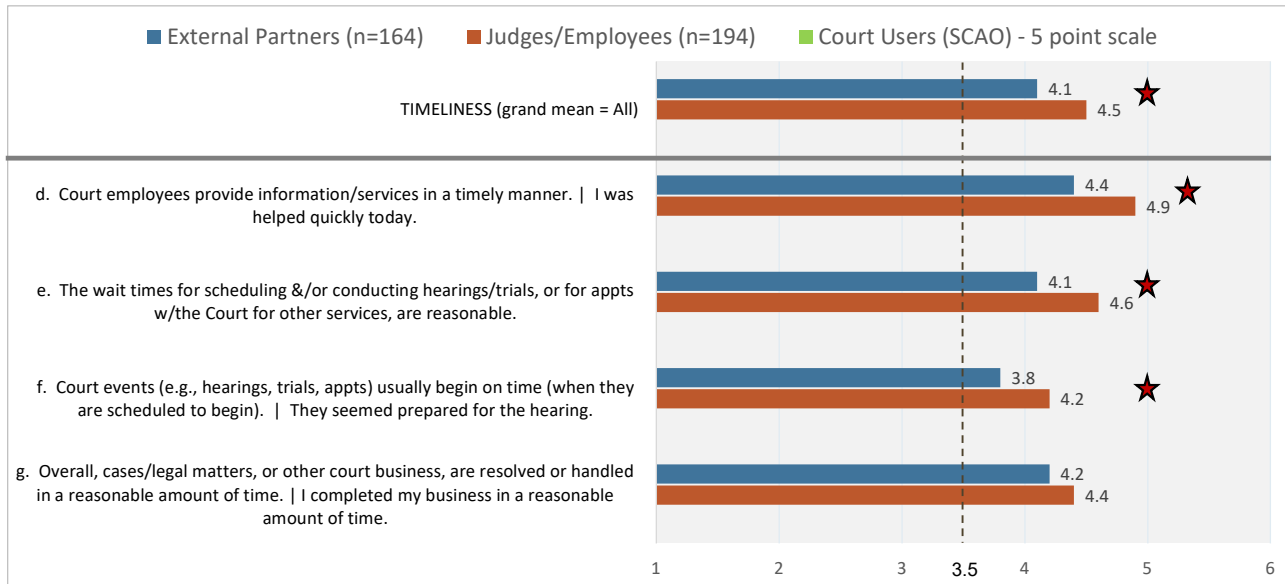


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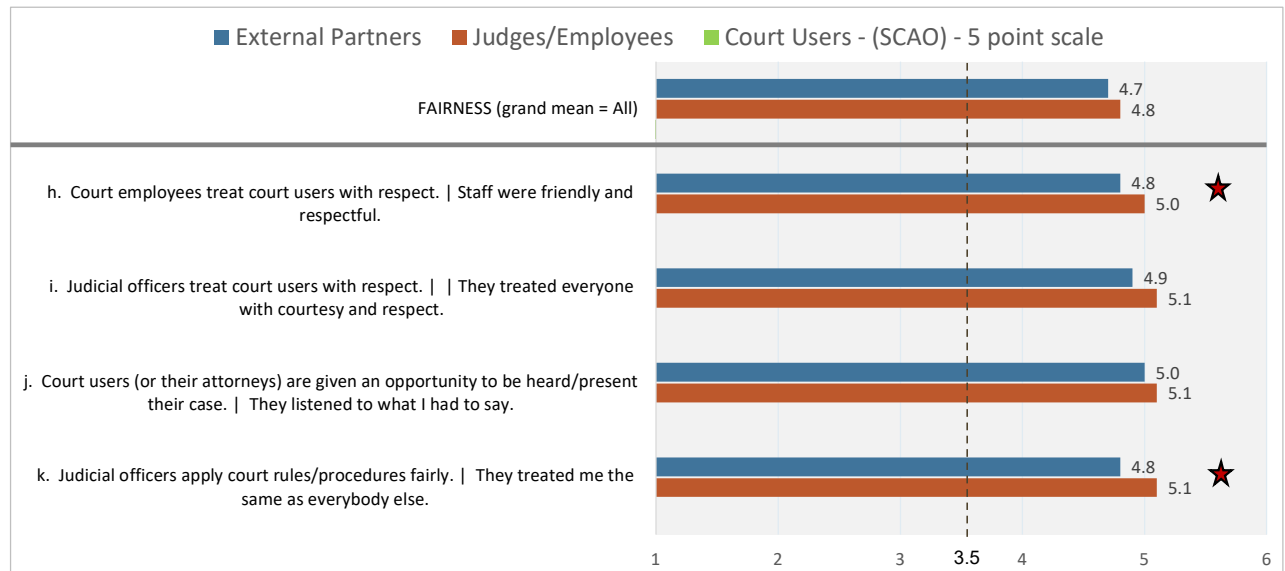
### TIMELINESS by Question (Court Performance Category) (in mean scores<sup>1</sup>)



<sup>1</sup> The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.

★ = Statistically significant differences in mean scores.

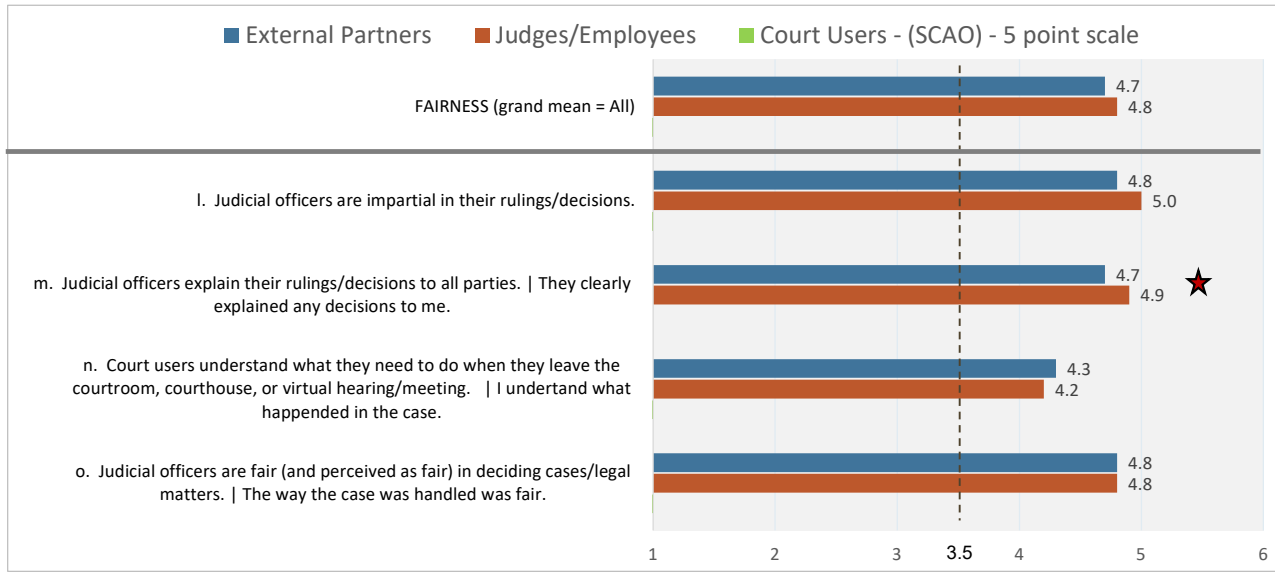
### FAIRNESS by Question – Page 1 (Court Performance Category) (in mean scores<sup>1</sup>)



<sup>1</sup> The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.

★ = Statistically significant differences in mean scores.

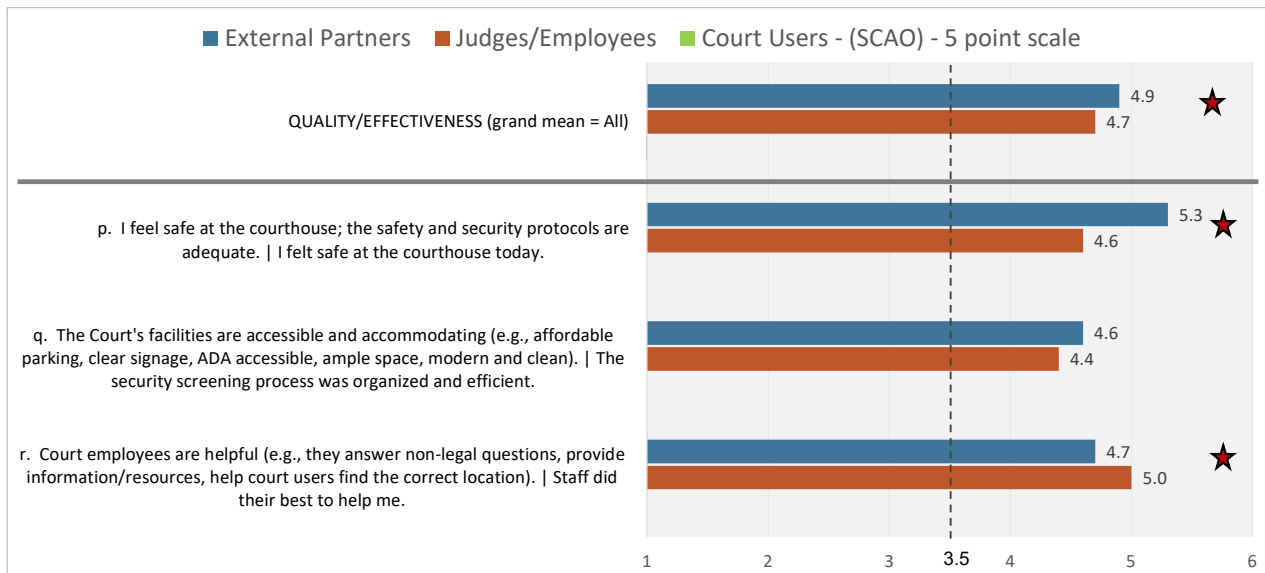
### FAIRNESS by Question – Page 2 (Court Performance Category) (in mean scores<sup>1</sup>)



<sup>1</sup> The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.

★ = Statistically significant differences in mean scores.

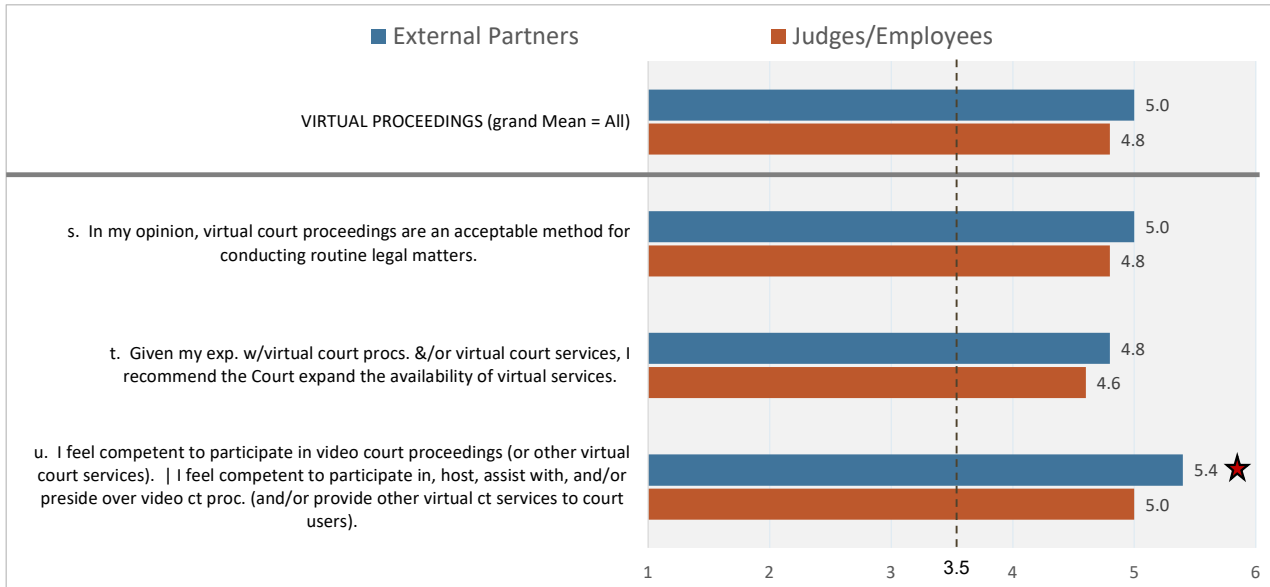
### QUALITY/EFFECTIVENESS by Question (Court Performance Category) (in mean scores<sup>1</sup>)



<sup>1</sup> The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.

★ = Statistically significant differences in mean scores.

### VIRTUAL PROCEEDINGS/SERVICES by Question (Court Performance Category) (in mean scores<sup>1</sup>)

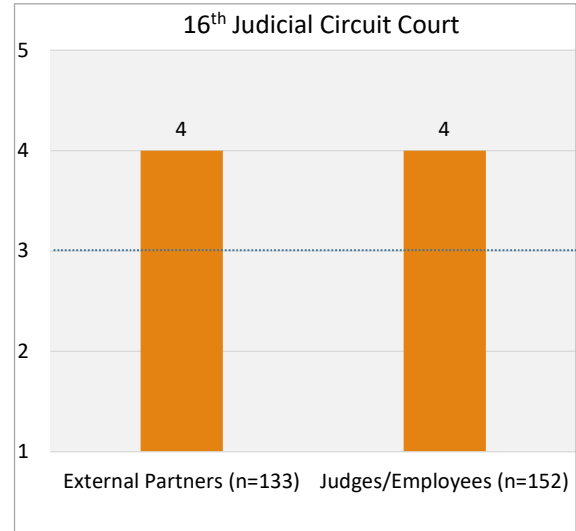
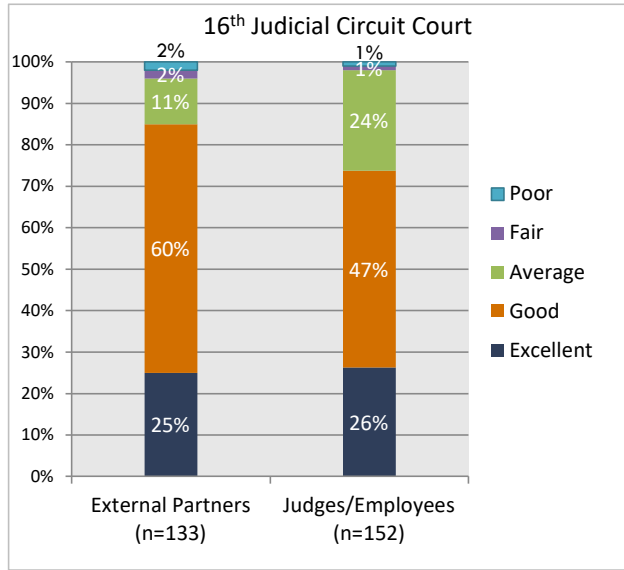


<sup>1</sup> The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.  
★ = Statistically significant differences in mean scores.

Q3:

Overall Court Performance

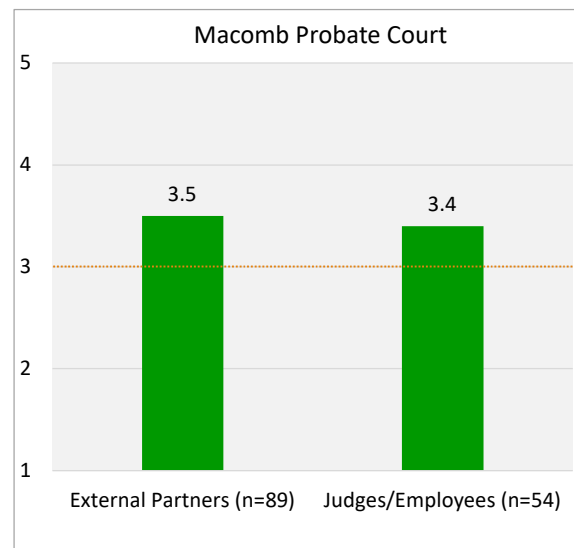
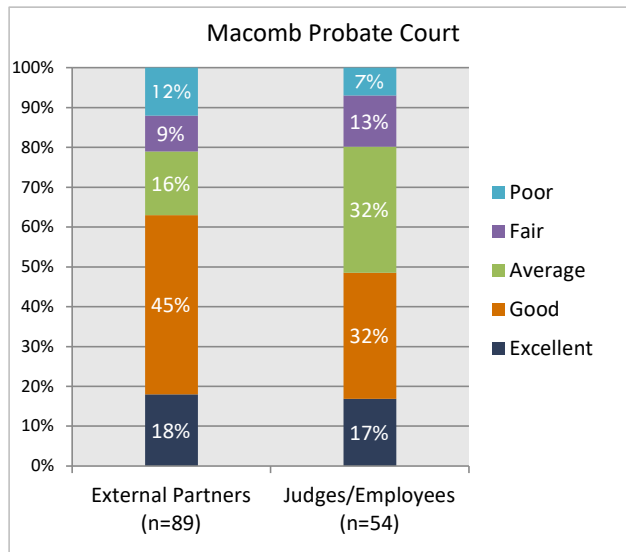
### 16<sup>th</sup> JUDICIAL CIRCUIT COURT: Overall Court Performance – Past 1 – 2 Years Comparison of External Partners and Judges/Employees (in percentages and mean scores<sup>1</sup>)



<sup>1</sup> Percentages may not equal 100% due to rounding. Mean scores are based on a 5-point rating scale: 5 = Excellent, 4 = Good, 3 = Average, 2 = Fair, 1 = Poor. 3.0 is the midpoint of the rating scale. The differences in mean scores are not statistically significant.

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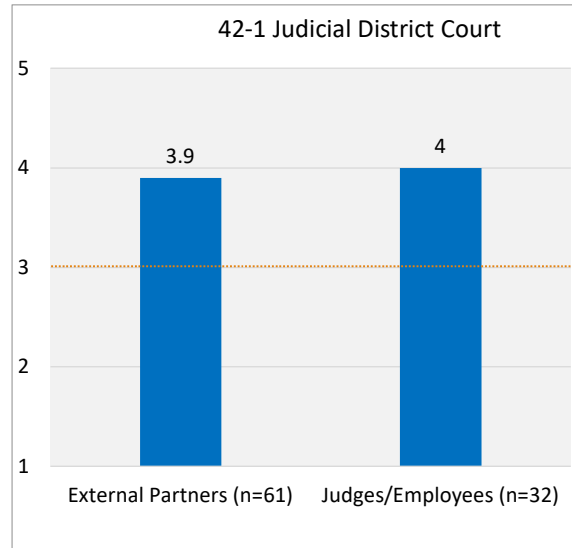
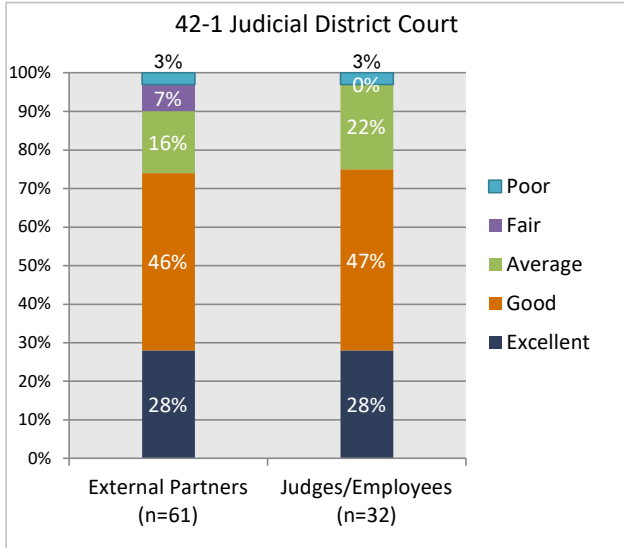
### MACOMB COUNTY PROBATE COURT – Overall Court Performance – Past 1 – 2 Years Comparison of External Partners and Judges/Employees (in percentages and mean scores<sup>1</sup>)



<sup>1</sup> Percentages may not equal 100% due to rounding. Mean scores are based on a 5-point rating scale: 5 = Excellent, 4 = Good, 3 = Average, 2 = Fair, 1 = Poor. 3.0 is the midpoint of the rating scale. The differences in mean scores are not statistically significant.

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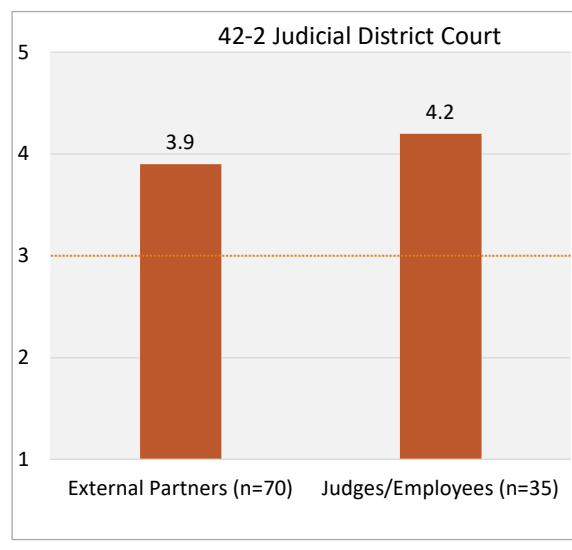
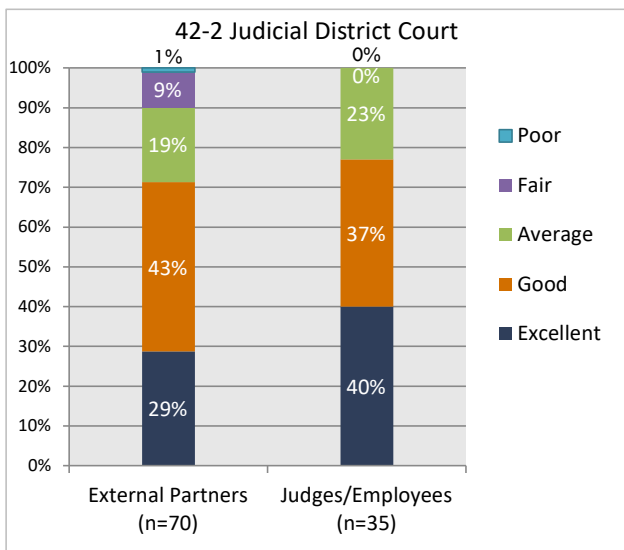
### 42-1 JUDICIAL DISTRICT COURT (Romeo) – Overall Court Performance – Past 1 – 2 Years Comparison of External Partners and Judges/Employees (in percentages and mean scores<sup>1</sup>)



<sup>1</sup> Percentages may not equal 100% due to rounding. Mean scores are based on a 5-point rating scale: 5 = Excellent, 4 = Good, 3 = Average, 2 = Fair, 1 = Poor. 3.0 is the midpoint of the rating scale. The differences in mean scores are not statistically significant.

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### 42-2 JUDICIAL DISTRICT COURT (New Baltimore) – Overall Court Performance – Past 1 – 2 Years | Comparison of External Partners and Judges/Employees (in percentages and mean scores<sup>1</sup>)



<sup>1</sup> Percentages may not equal 100% due to rounding. Mean scores are based on a 5-point rating scale: 5 = Excellent, 4 = Good, 3 = Average, 2 = Fair, 1 = Poor. 3.0 is the midpoint of the rating scale. The differences in mean scores are not statistically significant.

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## Q5:

## Court of the Future / Future Goals

(narrative comments)

47

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### Q: Courts of the Future: Innovative Ideas/Goals the Courts Should Pursue<sup>1</sup> External Partners – Summary of Suggestions (page 1) (not in priority order)

1. Technology – improve use of technology to enhance access and efficient case processing/timely resolution; enhance Courtview with ability to purchase/view documents on demand; online filing for all courts; improve Internet signal; provide web-based status updates of cases, verdicts, schedules, room #, etc.; online access for scheduling court hearings/appearances; improve docket access; add public terminals/kiosks and scanning equipment
2. Virtual Proceedings - continue and expand use of virtual proceedings; make zoom hearings more available; implement consistent / uniform virtual practices and procedures across divisions/the Courts, not just based on judge preference or convenience (e.g., establish procedures / practices by type of hearing – certain proceedings should always be virtual – pre-trial matters, status conferences, discovery motions) and others should be in-person (settlement conferences, dispositive motions, trials, etc.); more virtual hearing rooms – enable in-person and zoom hearings; use Zoom instead of making litigants (w/transportation issues) appear in-person for a short matters; a few people suggested doing away with virtual/Zoom hearings
3. Case Management/Scheduling/Timely Resolution – stop cattle call calendaring (not all cases at 9 a.m. / 1:30 p.m.) – move to specific-time scheduling; be more respectful of time of lawyers, litigants, jurors – they shouldn't have to wait for hours for case to be called; reduce the time it takes to receive signed orders; faster scheduling of trials; process filings in a timely manner; expand – more and earlier – alternative dispute resolution; better docket management; timeliness of judges; start proceedings on time; have evening dockets/hearings; use effective case management techniques – triage – fast track some cases, set firm trial dates, limit continuances, use ADR; consistency / uniformity of judges in procedures and practices; handle all matters without bias; reduce backlog; expedite resolution – from opening to closing/disposing of cases

<sup>1</sup> This was an open-ended question. Slides include a summary of comments grouped into themes/categories.

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## Q: Courts of the Future: Innovative Ideas/Goals the Courts Should Pursue<sup>1</sup> External Partners – Summary of Suggestions (page 2) (not in priority order)

4. Access and Services – improve assistance to self-help/pro pers; improve access for persons with disabilities; improve customer service (e.g., more respectful and helpful court employees); public education - inform/educate public about the courts – video showing parking, building entry, expected court conduct, etc.; electronic access to non-confidential documents (filed in Probate); update website; establish Zoom rooms for litigants to participate in virtual proceedings; add an attorney line at all counters
5. Court & Community Programs – expand use of / access to treatment / mental health courts; need more mental health services (evaluations, counseling); more diversion programs for criminal cases; more programs/services for juveniles; expand community bases solutions and programs
6. Facilities/Space/Parking – enhance parking; improve signage; new / modernized courtrooms; repurpose space for meetings rooms for clients / attorneys; enhance courtroom security; larger jury rooms; more meeting space
7. Miscellaneous – make all remote hearings streamed for public access, not just limited to Zoom participants; improve training programs for staff and judges; need a judge in Probate; add more staff to handle workload; engage with community – court tours, mock trials for HS students, etc.; improve the court appointment process for attorneys; bond reform for simple felonies and misdemeanors

<sup>1</sup> This was an open-ended question. Slides include a summary of comments grouped into themes/categories.

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## Q: Courts of the Future: Innovative Ideas/Goals the Courts Should Pursue<sup>1</sup> Judicial Officers/Employees – Summary of Suggestions (not in priority order)

1. Access / Services /Assistance – improve physical, online, & virtual access & services; improve website – update content, improve functionality, make interactive – live chat/chat bot; more online resources for court users; enhance self-help & language assistance/services; better online options for translation services; provide procedural assistance; relocate info desk / office to 1<sup>st</sup> floor; expand virtual services to reduce foot traffic & phone calls; stop voice mail-a disservice because not monitored / not returned; better notification to/information and education for the public
2. Technology – move to paperless/electronic files; update equipment; add kiosks / computers at entrances; text reminders/use email more; e-filing in all courts; integrate systems; better phone system in the FOC
3. Case Management/Timely Resolution – streamline / simplify procedures; increase use of alternative dispute resolution (ADR); implement consistent / streamlined zoom practices; continue / expand virtual proceedings
4. Employee Wellbeing and Satisfaction – provide competitive pay/benefits; improve/expand hybrid /flexible/alternative work arrangements; promote work/life balance; show employees you care – value/appreciate staff; focus on wellness; team/relationship building – gatherings; provide more training and development opportunities; provide career advancement opportunities; secure adequate staffing levels; improve communication among leadership, managers, and employees
5. Facilities /Space/Security – more courtrooms for new / visiting judges; improve/strengthen security; modernize facilities
6. Programming – improve/expand programming including behavioral health (mental health, substance use/abuse) – diversion & treatment for non-violent offenders; life skills programming, programming at JJC; mentoring program; connect to community resources; staff for parenting program; etc.
7. Miscellaneous – hold defendants/juveniles accountable for probation violations; better legal services from Legal Aid; more public education & outreach; improve referrals to / connect litigants/families/youth to community resources; strengthen relationships with partners / stakeholders.

<sup>1</sup> This was an open-ended question. Slides include a summary of comments grouped into themes/categories.

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## Q4(a):

### Strength of the Workplace

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#### Q: Strength of the Workplace (employees only):

Indicate how strongly you agree/disagree with each statement.

*Rate each question on a 6-point agreement scale\**

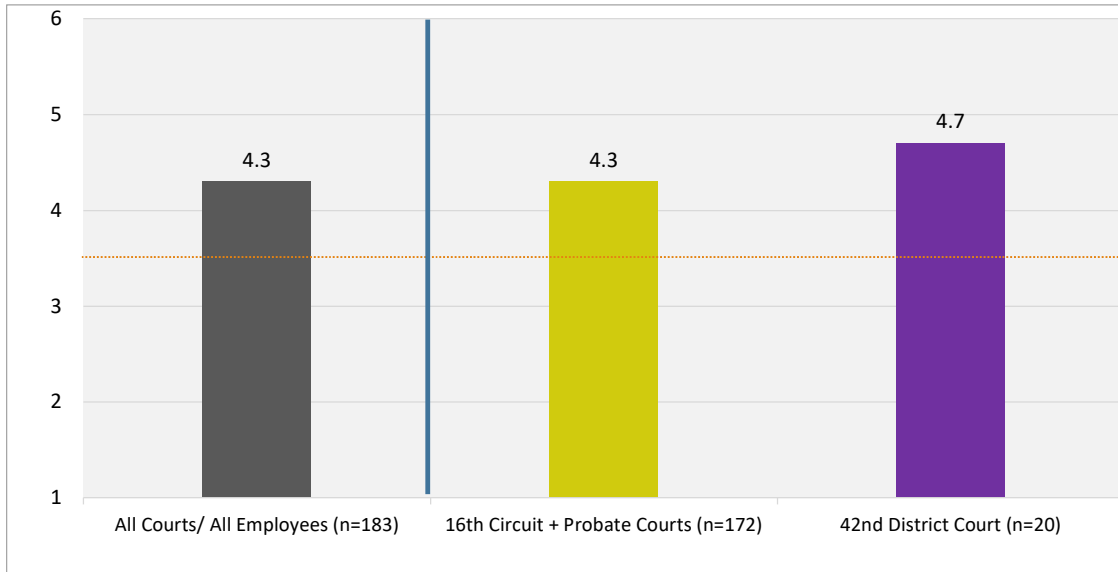
1. The employee survey included questions in 3 areas: (a) Strength of the Workplace; (b) Communication, Connection, & Culture, and (c) Job Satisfaction.
2. Strength of the Workplace questions: these 10 questions measure key elements of employee engagement (i.e., what is needed to attract, focus, and retain the most talented employees).
  - According to longitudinal research conducted by the Gallup Organization, the strength of the workplace questions are positively correlated to *customer satisfaction, employee retention, and productivity*.
3. Communication, Connection, Culture: these 6 questions measure elements of communication, connection, diversity, belonging, well-being, and pride.
4. Job Satisfaction: this 1 question measures overall job satisfaction.
5. Organizations should strive for high mean scores (i.e., 5.0 or above) on these questions.

\* 6-Point agreement rating scale = 6 = Strongly Agree; 5 = Agree; 4 = Agree Somewhat; 3 = Disagree Somewhat; 2 = Disagree; 1 = Strongly Disagree; and 0 = Don't Know/Not Sure.

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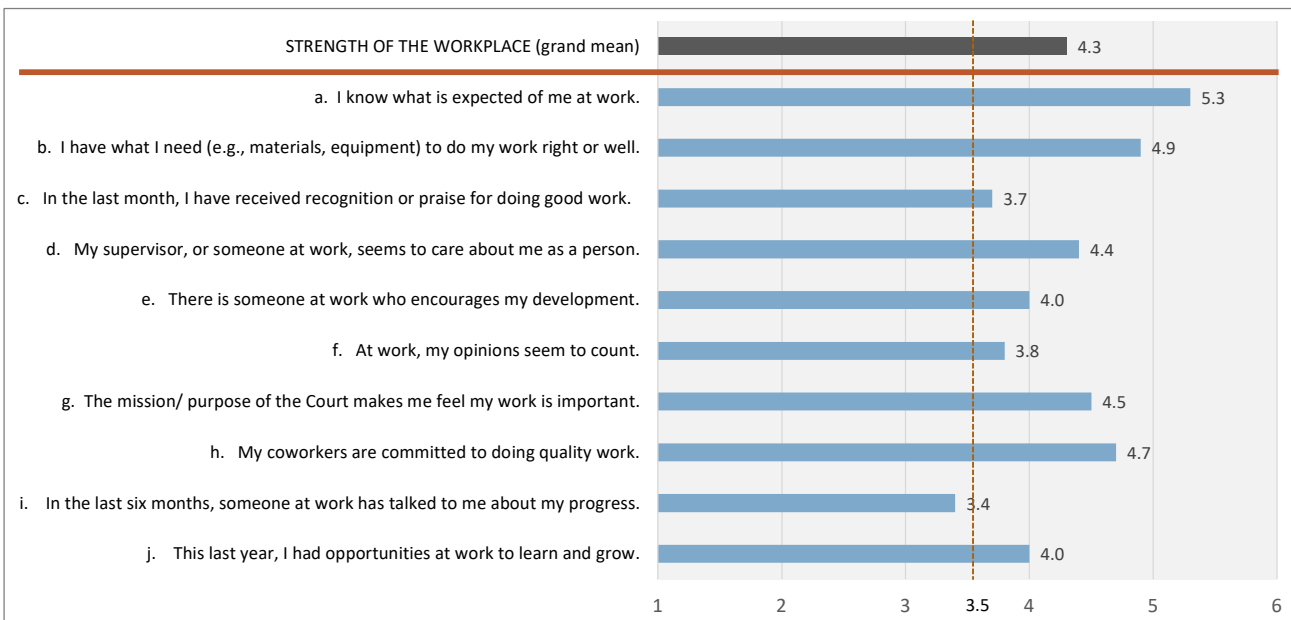
### Strength of Workplace – Grand Means By Court (n=183; in mean scores<sup>1</sup>)



<sup>1</sup> Means are based on a 6-point agreement rating scale: 6 = Strongly Agree; 5 = Agree; 4 = Agree Somewhat; 3 = Disagree Somewhat; 2 = Disagree; 1 = Strongly Disagree; and 0 = Don't Know/Not Sure. 3.5 is the midpoint of the rating scale.

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### Strength of the Workplace: All Employees (All Combined) (n=183; in mean scores<sup>1</sup>)

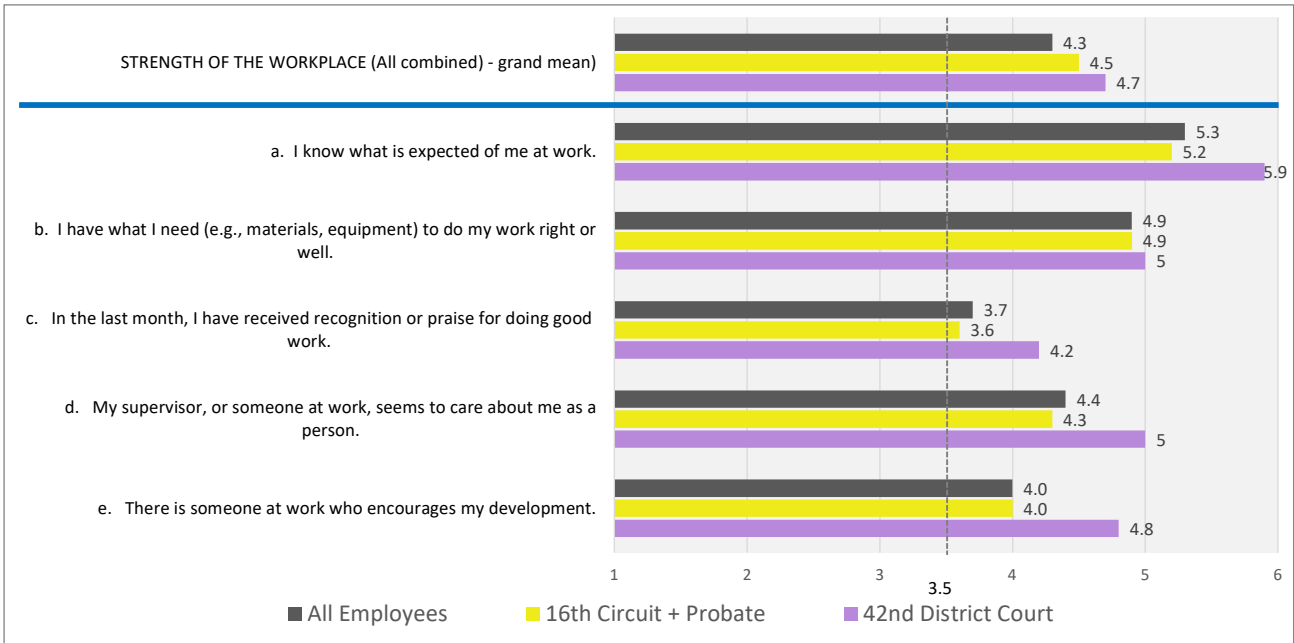


<sup>1</sup> Means are based on a 6-point agreement rating scale: 6 = Strongly Agree; 5 = Agree; 4 = Agree Somewhat; 3 = Disagree Somewhat; 2 = Disagree; 1 = Strongly Disagree; and 0 = Don't Know/Not Sure. 3.5 is the midpoint of the rating scale.

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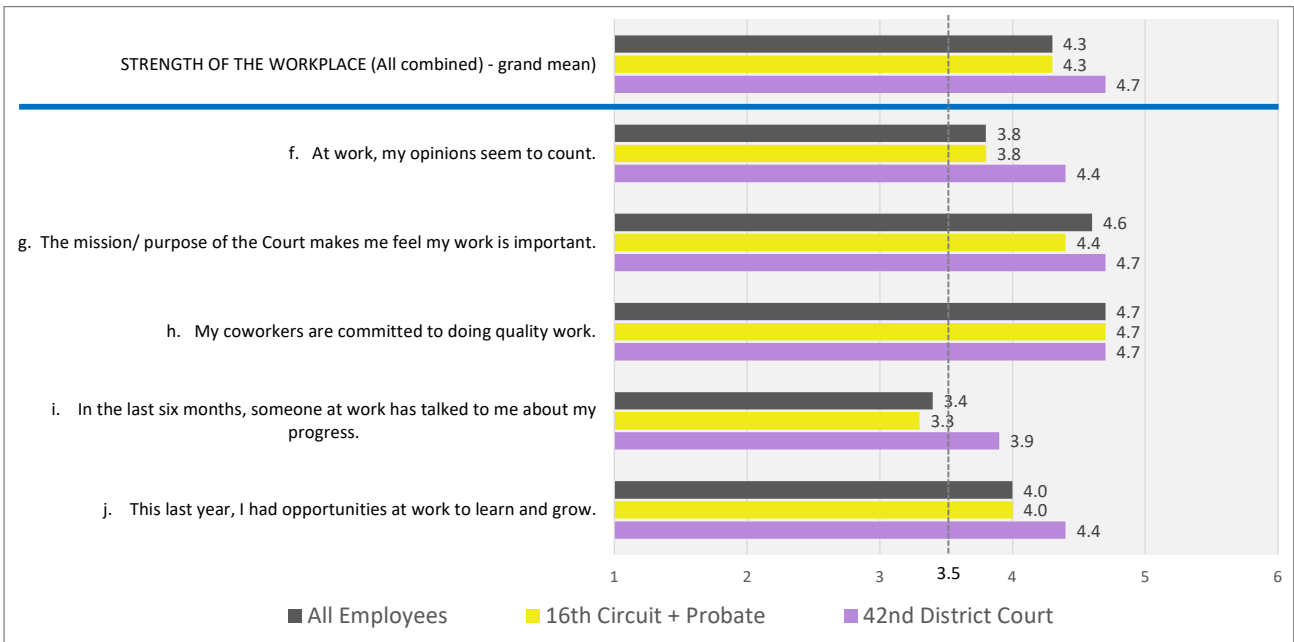
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### Strength of the Workplace (page 1): Comparisons by Court (n=183); in mean scores<sup>1</sup>)



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### Strength of the Workplace (page 2): Comparisons by Court (n=183); in mean scores<sup>1</sup>)

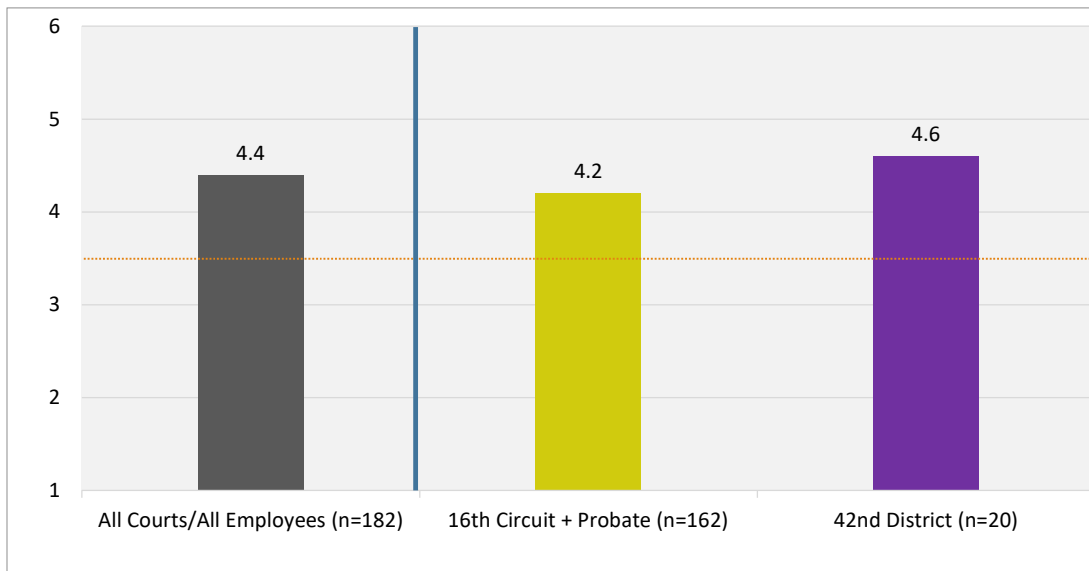


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# Q4(b):

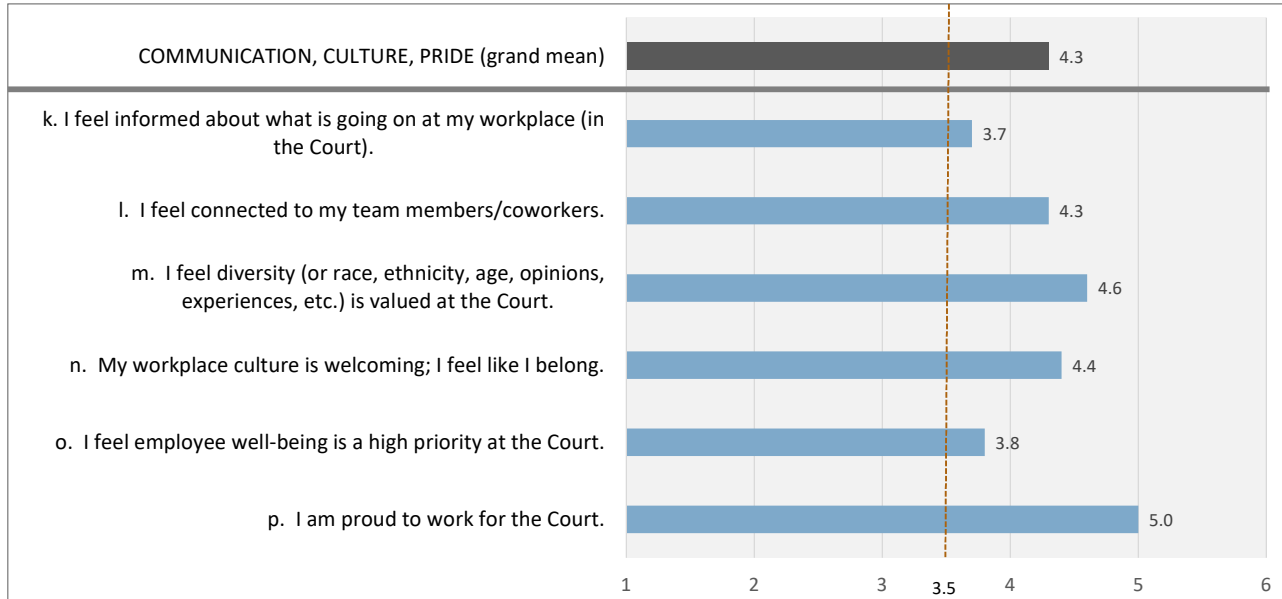
Communication,  
Connection, Culture,  
Pride

Communication, Connection, Culture, Pride – Grand Means By Court  
(n= 182; in mean scores<sup>1</sup>)



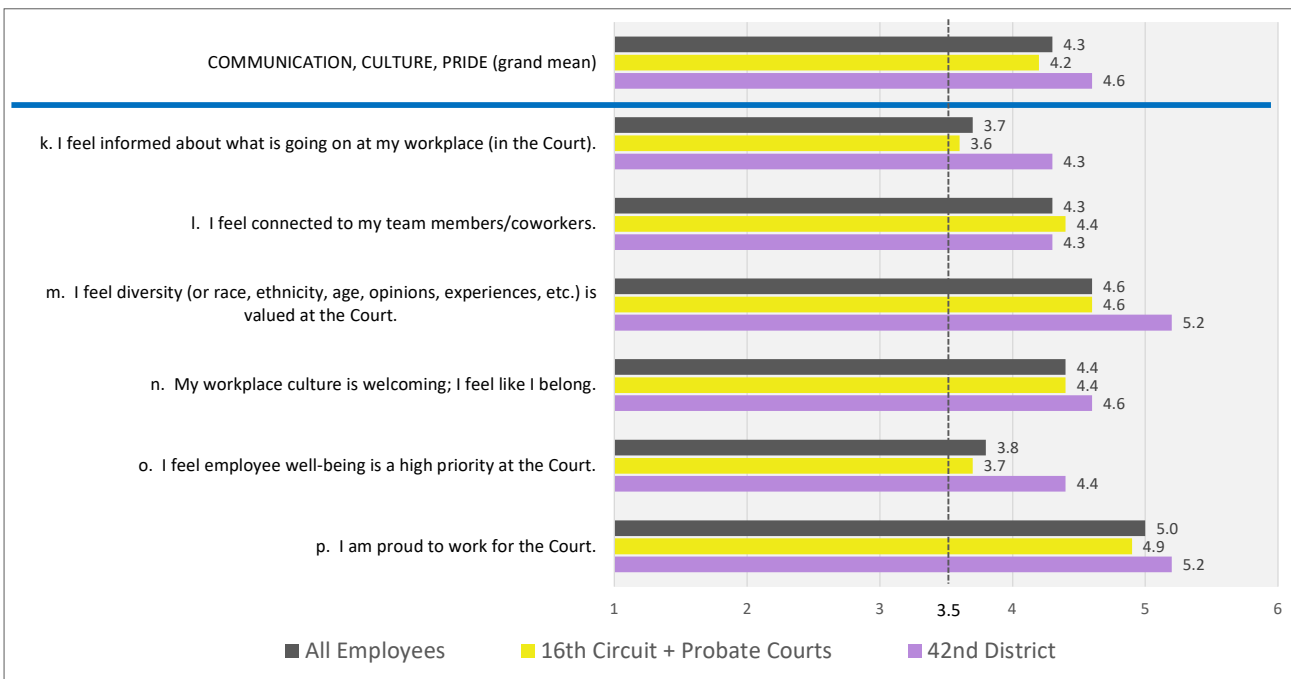
<sup>1</sup> Mean scores are based on a 6-point agreement rating scale where 6 = strongly agree; 5 = Agree; 4 = agree somewhat; 3 = disagree somewhat; 2 = disagree; and 1 = strongly disagree; 0 = don't know/not sure. 3.5 is the midpoint of the scale.

Communication, Connection, Culture, Pride – All Employees (All Courts) (n=182; in mean scores<sup>1</sup>)



<sup>1</sup> Mean scores are based on a 6-point rating scale: 6=Strongly Agree; 5 = Agree; 4 = Agree Somewhat; 3 = Disagree Somewhat; 2 = Disagree; 1 = Strongly Disagree; 0 = Don't Know/Not Sure. 3.5 is the midpoint of the rating scale.

Communication, Connection, Culture, Pride – Comparisons by Court (n=182; in mean scores<sup>1</sup>)

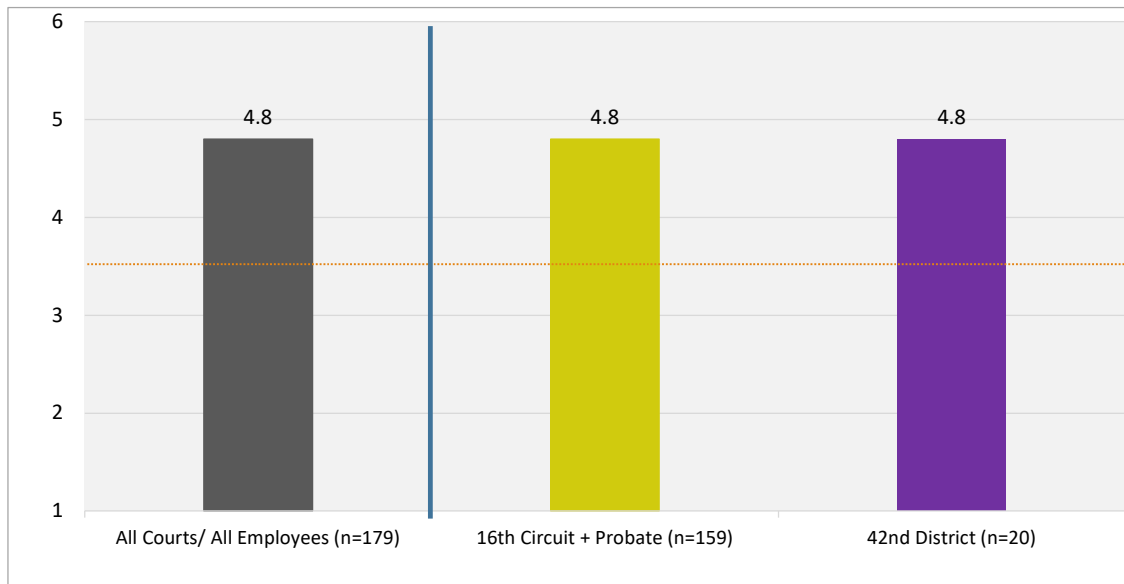


# Q4(c): Job Satisfaction

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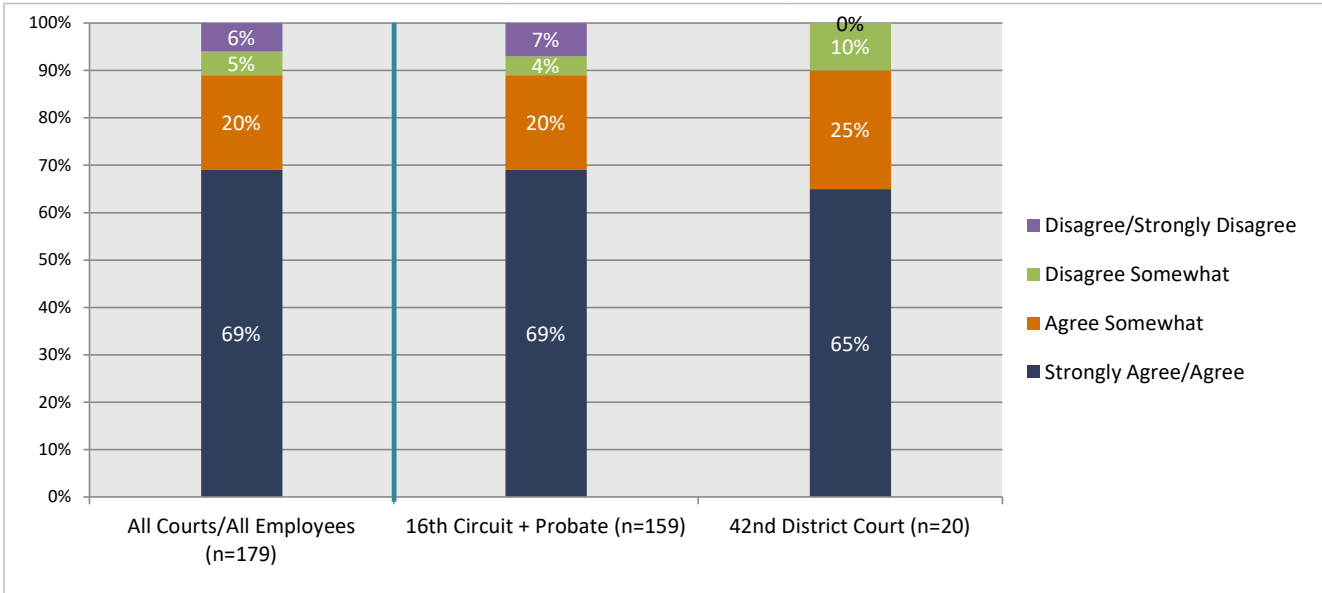
Q: Overall, I am satisfied with my job. (By All Employees and Court)  
(n=179; in mean scores<sup>1</sup>)



<sup>1</sup> Mean scores are based on a 6-point agreement rating scale where 6 = strongly agree; 5 = Agree; 4 = agree somewhat; 3 = disagree somewhat; 2 = disagree; and 1 = strongly disagree; 0 = don't know/not sure. 3.5 is the midpoint of the scale.

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### Q: Overall, I am satisfied with my job. – By All Employees and Court (n=179; by percentages<sup>1</sup>)



<sup>1</sup> Percentages may not equal 100% due to rounding.

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## Q4(d):

Making the Courts a Better Place to Work  
(narrative comments)

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## Q4(d): Suggestions for Making the Courts a Better Place to Work<sup>1</sup> Court Employees Only - Summary of Suggestions – Page 1 (not in priority order)

1. Recruitment / Hiring – cast a wider recruitment net; do targeted recruitment for the Court; look for a good fit with Court mission and values; increase diversity of employees hired; improve onboarding; be welcoming to all new hires
2. Appreciation / Recognition – peer to peer recognition program; show appreciation for staff (e.g., awards, recognize staff); value staff/show staff you care; give awards for going above and beyond
3. Morale/ Team / Relationship Building – boost office morale; build strong teams; increase connections / camaraderie / among staff; host informal gatherings/luncheons
4. Training – increase training & development opportunities / more seminars (e.g., inclusivity, diversity, unconscious bias, management, leadership, ethics, customer service); more hands-on job-specific training to increase accuracy/quality of work
5. Advancement Opportunities – promote from within a dept.; more opportunities to learn, grow, and advance
6. Hybrid / Flexible Work – provide more hybrid/flexible work opportunities; increase flexibility in work from home hours
7. Pay / Benefits / Incentives – provide competitive pay based on responsibilities; ensure pay equity; provide incentives

<sup>1</sup> This was an open-ended question. Slides include a summary of comments grouped into themes/categories.

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## Q4(d): Suggestions for Making the Courts a Better Place to Work<sup>1</sup> Court Employees Only - Summary of Suggestions – Page 2 (not in priority order)

8. Management Practices - better communication/more information sharing (e.g., what's going on/what's changing; workplace policies; answers to departmental questions); greater visibility of leadership / acknowledge your staff; less micromanagement; listen to ideas and concerns/give employees a voice (don't dismiss); treat employees fairly/equally/equitably (e.g., pay, opportunities; address favoritism; same job expectations for people in similar positions; enforcement of rules); provide staff with performance feedback/coaching; provide more feedback on progress; ensure supervisors are welcoming and positive; hold supervisors & managers accountable (for being fair, no favoritism, etc.); open dialogue without fear of repercussions; managers/supervisors need to be consistent – on the same page
9. Facilities, Space, Security – maintain/clean offices and public areas (e.g., paint, carpets, stairwells, bathrooms); ensure buildings are ADA compliant / wheelchair accessible year-round
10. Miscellaneous – willingness to change long-standing/outdated procedures to better serve the public and increase staff / operational efficiency; opportunities to be involved with local charities/community outreach; support work-life balance; make employee well-being a priority; consistent procedures and practices within divisions and across courts; use service animals in all areas of the Courts; reasonable / balance workloads; allow for internships with local colleges / universities

<sup>1</sup> This was an open-ended question. Slides include a summary of comments grouped into themes/categories.

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