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PROCESS TEAM ORGANIZATION IN A LIMITED JURISDICTION COURT

Institute for Court Management  
Court Executive Development Program  
Phase III Project  
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## **INTRODUCTION: GOALS AND OUTLINE**

The goal of this project was to improve the performance and the perception of involvement of the staff at the court. The measurements of these goals was done through a survey process that covers employee satisfaction and perception of the operations at the court.

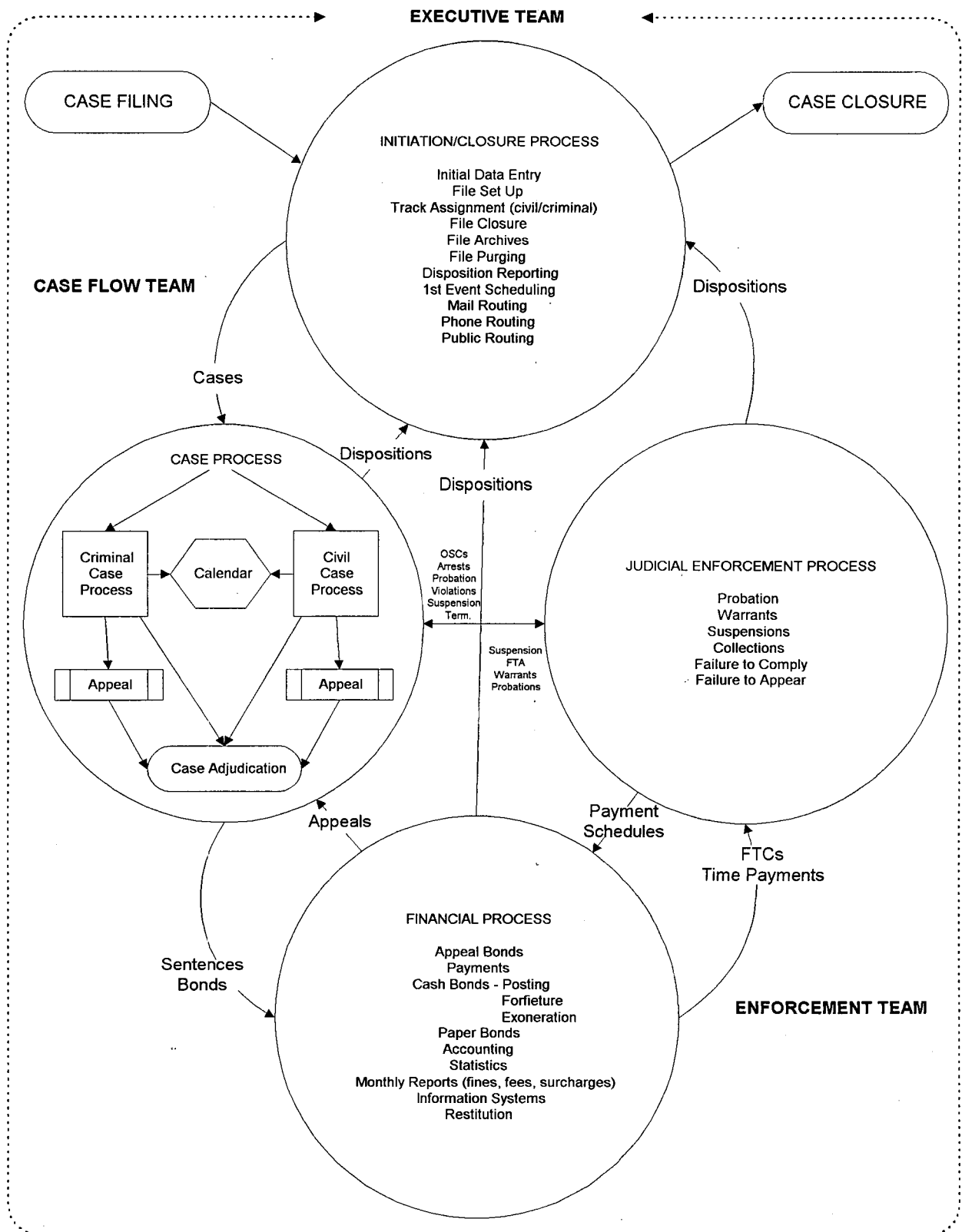
The organizational structure of the Flagstaff Municipal Court was much like that of other courts, we worked with a procedure oriented approach to handling cases. This means that each court event is designed around a series of procedures accomplished by a clerk who is trained to do that particular procedure. Once the clerk accomplished a task the case was passed on to the next clerk who then completed the next task and so on down the line. Because each clerk was a specialist, a case would pass through dozens of procedures during its lifetime and be handled by many clerks in the court.

This project sought to reorganize the court around broad court processes instead of specific court procedures. The intent was to move clerical staff from the state of being specialists who new and performed only a limited number of tasks, to generalists who work in teams, understand a broader picture and are able to handle a wider range of jobs. Staff was trained to look at cases from an overall rather than limited perspective. Staff was to gain ownership of the case rather than seeing their job as complete after completing a task and passing it on to the next person. We wanted clerks to see that their job continues and is complete only after the case is closed and all

parties are satisfied. Fostering a sense of teamwork so that all staff see themselves as responsible for all aspects of the case from beginning to end was a critical aspect of success for this project. Clerks were to gain ownership and responsibility for a case no matter what its status in the system.

The ideal would be to have a single individual handle all aspects of a particular case from beginning to end, handling file setup, in court proceedings, taking of payments and following through on probation. Every customer of the court sees their case as a single entity, so a single process and individual handling the case would be ideal. This, however, turned out to be impractical due to physical and training limitations (i.e. the impracticality of training all clerk to act as probation officers, or having a clerk serving in the courtroom come out to the counter to take a payment). Teams were developed to provide the specialization necessary while still giving the greatest amount of responsibility to the individual clerk.

The teams were organized around four major processes used in the court. These were labeled "initiation/closure", "case process", "financial process" and "judicial enforcement." Three teams were developed among court staff for handling these processes: the executive team, case flow team, and enforcement team. Figure 1: Overview of Team Process shows how the processes and teams work together.





A survey was given before the implementation of these changes and another given at the end. Between the two three steps were taken to involve staff in the process. The first step was sharing the vision of what the court could become, getting feedback on values and operational efficiencies. The second step was to get participation from the staff through meetings and involvement in the process. The third step was to implement the plan while training the staff to assume new responsibilities.

The third step is an ongoing process that will take months before implementation is complete. Due to the necessity of time the second survey was taken to measure staff reactions to the process as it is ongoing. The survey used was first tested in the utilities department of the City of Flagstaff with positive results, it was then modified and used in this study. A copy of the Survey can be found in Appendix A. The results of the before and after attitudes are tabulated in Appendix B. An outline of a case flow training class is provided in appendix C.

## REVIEW OF RELEVANT LITERATURE

*Beyond Reengineering: How the Process-Centered Organization is Changing Our Work and Our Live*, Michael Hammer, Harper Business, 1996.

A follow up to the earlier *Reengineering the Corporation* seeks to provide guidance in how to sustain performance gains that may be realized through the reengineering process. How to get workers to buy in to the process and move managers toward being process owners.

*Business Process Redesign: A View from the Inside*, Edited by Ashley Braganza and Andrew Myers, Jossey-Bass Publishers, San Francisco, 1997.

Surveys Business Process Design (BPD) and how it was implemented in various organizations as reported by individuals from within each organization.

*Creating Strategic Change: Designing the Flexible, High Performing Organization*, William A. Pasmore, John Wiley & Sons, New York, 1994.

Sees flexibility as the main factor in developing organizations that can meet the future needs and demands of business.

*Leading Corporate Transformation: A Blueprint for Business Renewal*, Robert H Miles,

Jossey-Bass Publishers, San Francisco, 1997.

Outlines the major elements of the general framework for leading corporate transformation. Giving specific examples of the development of strategic visions the author generalizes a framework for leading corporate transformation.

*Making Reengineering Happen*, Eddie Oberg and Stuart Crainer, Pitman Publishing, London, 1994.

The authors examine the problems organizations are facing and the failure of modern managers and organizations to come to terms with the radical changes around us. They then analyze what organizations and their managers need to do to make reengineering happen, listing steps and questions for managers to use.

*Open Organizations: A Model for Effectiveness, Renewal, and Intelligent Change*, Oscar G. Mink, Barbara P. Mink, Elizabeth A. Downes, and Keith Q. Owen, Jossey-Bass Publishers, San Francisco, 1994.

The authors seek to develop a theory of the healthy organization - a systematic operational description that accounts for the complexities of people and organizations. They set forth a standard for evaluating the current status of any organization, and pinpoint areas of growth that a given organization can work in to move toward greater health.

*Organizational Change and Redesign: Ideas and Insights for Improving Performance,*

Edited by George P. Huber and William H. Glick, New York, Oxford University Press, 1993.

Outlines the role of the manager in change. Each chapter sets for a new insight, a case study, an interview or a tutorial submitted by various authors.

*Performance by Design: Sociotechnical Systems in North America,* James C. Taylor and

David F. Felton, Prentice Hall, Englewood Cliffs, New Jersey, 1993.

Takes a systems approach to organizational change, defining Sociotechnical Systems (STS). The authors contend that success in and organizations depends on each organization being designed as an appropriate STS. The book seeks to help the reader understand their organization and develop and appropriate STS for it.

*Process Mapping: How to Reengineer Your Business Process,* V. Daniel Hunt, John

Wiley & Sons, Inc., New York, 1996.

Outlines how to understand the processes of your organization and develops tools for putting the processes into graphical form.

*Reengineering the Corporation: A Manifesto for Business Revolution,* Michael Hammer

and James Champy, Harper Business, New York, 1993.

Lays out the basic concepts of reengineering and how it can be used to make your business more effective and efficient. The authors try to get you to re-think your process with an eye toward what you are trying to produce rather than how you get there. Full of examples and insights into the benefits of reengineering.

*Self-Designing Organizations: Learning How to Create High Performance*, Susan Albers Mohrman and Thomas G. Cummings, Addison-Wesley Publishing Company, New York, 1989.

The authors look to the organization to develop its own designing process, calling it "self-design." Through the process of gaining knowledge, determining values and diagnosing the organization the authors see a process developing that allows an organization to "self-design" from the ground up.

## **METHODOLOGY**

The methodology used in this study was very simple and straightforward. The processes of the court were redesigned around the needs of the case, seeing the case as a unit as a customer of the court would see it. The attitudes of the staff were surveyed before the implementation began and again afterwards. The survey was designed to gauge employees attitudes in six areas. Three major areas: job satisfaction, management performance and supervisor performance. Three minor areas: satisfaction with employment, coworker relations and training and support. The overall responses were measured by composite score by question, dividing up the positive and negative questions and comparing the responses to the medians, composite score by respondent, which shows how each individual rates the court in relation to the median response, and a scaled score which gives a respondents score on a scale of 0 to 100 individually and as a group average. Details of the numbers and methods of this approach are found in Appendix B.

Once the initial survey was completed the changes outlined in the introduction to this paper were implemented in three steps. The first step was discussions on values and purpose of the court with staff as a group and bring them to a united understanding of what we hope to accomplish.

The second step was to outline the process approach for the staff. Going through each step in the processes and how they would change their jobs to accomplish the new responsibilities given them.

The third step was to train the staff to assume new responsibilities. This was done through group training for all employees and be having the staff meet in teams to work out procedures within the process they were taking responsibility for.

The final step was to have staff repeat the survey process and then measure any changes in attitudes due to the implementation of the program.

Due to the nature of this program complete implementation of new procedures was not accomplished before the end of the period required. Currently the staff is still working through the third step. The survey was completed, however, to gage the current response of staff to the changes.

## **PROCESS DESIGN**

### **Reason for Reorganization**

The organizational structure of Flagstaff Municipal Court was much like that of other courts; we worked around a procedure oriented approach. This meant that each court event was designed around a series of procedures accomplished by a clerk who was trained to do that particular procedure. Once the clerk accomplished the task the case was passed on to the next clerk who then completed the task assigned and so on. Because each clerk was a specialist, a case passed through dozens of procedures during its lifetime and was handled by each clerk in the court at least once and often numerous times.

This approach to handling cases got the job done, but we asked if this was the most efficient way to accomplish case processing. The more times a case passed from person to person, the more a possibility for inadvertent error existed, if only because some aspect of the case may not be fully communicated to the next person down the line. Even if each clerk did his/her job perfectly, there is delay created by having to hand the case from one clerk to the next where it sits to wait its turn for processing. There was no "ownership" of the case because all a clerk is concerned about is getting his/her assigned task done, and this was in fact what administration encourages them to do. If mistakes happened and a clerk did what they were supposed to do on the case then it must have been someone else who made the error, thus perpetuating a "that's not



my job" attitude. Errors of a very simple nature can be passed on and accentuated as they go through the system; a paper accidentally misplaced, a file not put back correctly, a calendar entry not made, or a delay in quashing a warrant could all have a dramatic affect on how efficiently and correctly a case is handled. This state of affairs had staff looking inward toward their department (asking is the other person doing what they should?) and upward toward their boss (asking am I doing what I should?) and not outward to the customers of the court (asking what do they need done?). The focus became one of doing the assigned task and not of servicing what needs to be done on a particular case.

A solution to these types of problems was to reorganize the court around broad court processes instead of specific court procedures. This reorganization required moving clerical staff from the current state of being specialists who know and perform a limited number of tasks, to generalists who work together in teams understanding the broader picture and able to handle a wider range of jobs. Staff had to begin to look at cases from an overall rather than a limited perspective. The staff gained ownership of the case, rather than seeing that their job as done when they passed it on to the next person. After they performed a particular procedure, they see that their job is done only when the case has been completed. We needed to foster a sense of teamwork that made all staff responsible for all aspects of a case, from beginning to end, and instill ownership and responsibility for the case no matter what its status in the system.

This required a new approach on the part of the court, new perspectives for both

administration and staff, and retraining on the part of everyone in the system from judges to file clerks. Each member of the court team needed to learn to look beyond the bounds of the procedure to see the process a case must go through in its life at the court. New positions and changes in job duties and descriptions were a natural outworking of this process.

### **Process Perspective**

The process of handling a case in the court can be approached from various perspectives. It could be viewed from the judge's perspective, a file handling perspective, a calendaring perspective, etc. Yet what we are trying to accomplish in this reorganization is not to make any individual's job easier, but to provide better service for those individuals who use the services of the court. Thus it behooves us to look at court operations from a customer perspective. It should be pointed out that better service here is not defined as an increase in the number of convictions or acquittals (depending on the desired result one goes to court for), but rather a faster, more efficient and readily accessible court, one in which a case, no matter the type or status gets the preparation and attention that the customer feels it deserves.

Who are the customers of the court? While no single homogenous group of people use court services, each group desires something different from the court. Police officers want to see their cases handled fairly, and with quick resolution. They need to know when and where they must appear. Prosecuting attorneys desire access to the court files, judges, and calendars. They

too want a fair and speedy resolution of the case. Defense attorneys want clear procedures to follow, efficient and timely responses to motions and a fair resolution of the case. The defendants themselves need clear and understandable procedures, access to the court, efficient handling of their case, and a quick and fair resolution. Then there are many others who interact with the court such as jurors, justice, superior and other municipal courts, the Administrative Office of the Courts, other city departments, and other agencies such as Adult Probation, Pretrial Services, interpreters, counseling agencies, drug and alcohol screening agencies, defensive driving schools, the jail, Sheriff's department, Victim Witness, etc. Each person or agency that comes in contact with the court has a different reason for doing so and different expectations as to what should happen in the course of that interaction, but even with this diversity we can see the common areas of the court process that customers of the court go through.

In Michael Hammer's and James Champy's book Reengineering the Corporation (page 36) they give the example of IBM Credit Corp. which had a credit approval process with five major steps and numerous individuals to get the job done. Each step in the process represented a required task and it took one to two weeks for final approval of a loan application by this method. One day two IBM managers took a financing request and walked it themselves through all five steps, asking personnel in each office to put aside whatever they were doing and to process this request as they normally would, only without the delay of having it sit in a pile on someone's desk. They learned that the actual work took in total ninety minutes, the rest of the time, more than

seven days on average, was consumed by the handing off from one person to the next and the waiting that this entailed. IBM reorganized their process and gave a single individual the ability to move the credit application through all five steps rather than dividing the procedures up among the numerous departments. The result of moving their people from specialists to generalists was that the process that once took days to weeks now took only hours.

In applying this same idea to the courts it would be ideal to have an individual handle all aspects of any particular case from beginning to end, handling file setup, in court proceedings, taking payments and following through on probation. Every customer of the court sees a case as a single entity so it would be nice to be able to handle it with a single process. This, however, is impractical because of physical and training limitations. A couple of examples will show why this monolithic approach will not work. If a case was assigned to a single clerk who was to follow it through from beginning to end there would be problems for that clerk needing to be in more than one place at a time. If a defendant came to make a payment, and the clerk assigned to that case was in court helping to conduct a jury trial on another case, the trial would need to be interrupted for that clerk to come out and take a payment. This is an impractical consideration. Or let us assume that a defendant is placed on probation. If all clerks were required to act as probation officers then we would need to train them and certify them as such. Or if a warrant was issued for an individual it would be impractical to send clerical staff out into the field, in a possibly dangerous situation, to arrest that individual. It becomes clear that some specialization is going to

be necessary although what we are seeking is expansion of the process as far as possible to give the greatest amount of responsibility to the individual.

### **The Court Process**

In analyzing the court we have identified four major processes that customers of the court see and interact with. The initiation/closure process, case process, financial process, and judicial enforcement process combine to handle all aspects of what the court does. The level of interaction that a customer has with each depends on the individual or agency, type of case and the options they choose in relation to court actions.

**Initiation/closure process.** If an individual is written a citation and told to appear in court on a particular day at a specific time, they expect to walk in at that time, quickly determine where they need to go, and have the case ready to be heard; a police officer expects the citation, when filed, to have the case set for arraignment and have all relevant information in the file; the judge expects a complete list and accurate files ready at arraignment; an individual who walks in to pay for a parking ticket expects the court to be able to locate that ticket and have accurate information on it; an adult probation officer who calls the court requesting defendant information expects a prompt, accurate response; a prosecuting attorney expects the court to receive complaints and see that they are set for appearance. All these customers expect the court to receive cases, set them promptly and accurately, and keep complete records, these are the goals

of the initiation/closure process.

This process is almost transparent to the customer, meaning that it is done without their interaction or participation. A citation is filed and it is expected that files and records will be set up appropriately so when the first court event comes along all is ready to go. When a defendant, police officer or anyone else requests information from the court they expect a prompt and accurate answer.

Case closure is similar in that once a case is completed one would anticipate the final dispositions would be reported and that storage and eventual destruction of the file would be carried out correctly, again without the parties having to participate in the process. The initiation/closure process involves the following:

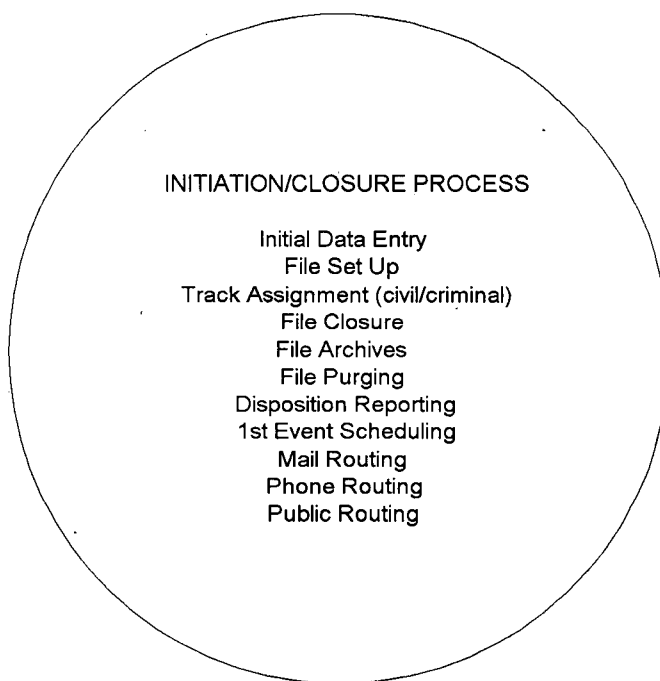


Figure 2: Initiation/Closure Process

**Case process.** This is the largest and most complex of all the processes that go on in the court. A defendant who has a case going through the court sees that case as a whole, not the many separate parts that we tend to break it into. They come into an arraignment, plea not guilty and are given a date for a pretrial conference and a trial. For the defendant, or attorney, they view the next court date as a continuation of what has already taken place. They may need to prepare, file motions, or make decisions during that time, but it is still a part of the whole. The court moves on and in the weeks between case events handles hundreds of other cases and events, eventually returns and picks that case up again, goes through the next procedure and then puts it down to wait for the next event. There is definitely a different view of the case from the party perspective versus the way a court usually handles a case.

This process seeks to deal with each case as a whole rather than a series of parts. A single process will deal with a case from initial appearance to appeal and sentencing. This process will be divided into two parts, criminal and civil with staff dedicated for each case type. Each section of the process will work together to develop a unified court calendar. Because of the complexity of this process greater detail is provided in section four of this plan where I provide a case-flow diagram which outlines the process for different types of cases that the court handles. The goal is to see the entire case procedure as a single process with staff seeing themselves as responsible for the entire life of the case, the process can be viewed as:

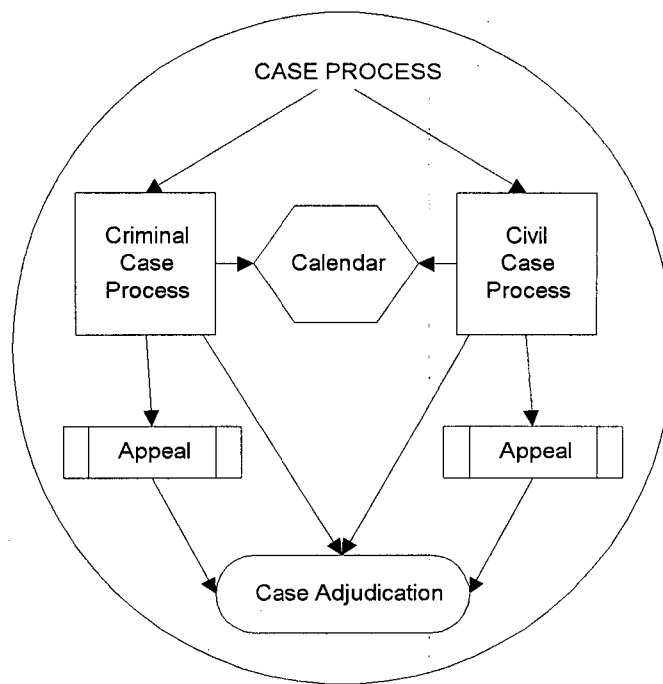


Figure 3: Case Process

**Financial process.** When an individual walks into the court to pay a parking ticket for \$14 or a restitution payment of \$2000, they expect that the court will receive the money, apply it to the correct case, and produce an accurate receipt. Once money has been collected it needs to be accurately accounted, promptly deposited and correctly allocated.

Much of what goes on here happens behind the scene although there are some crucial customer service issues involved. The defendant who comes in to make a payment doesn't see, nor really care about, the machinations of handling finances; they just want it done right. The finance department wants to see accurate records, an audit trail, and timely and complete reports.

A single process that covers this aspect of court operations makes sense in overseeing the responsibility for all the interrelation of the finances with case process and judicial enforcement



(we'll get to that process in a minute). This process sees that all finances are handled accurately, no matter what type of money is being dealt with, whether bonds, restitution, surcharges, fees, or fine payments. It covers all that goes on from the imposition of the fine to deposit and credit on the case and will include the following responsibilities:

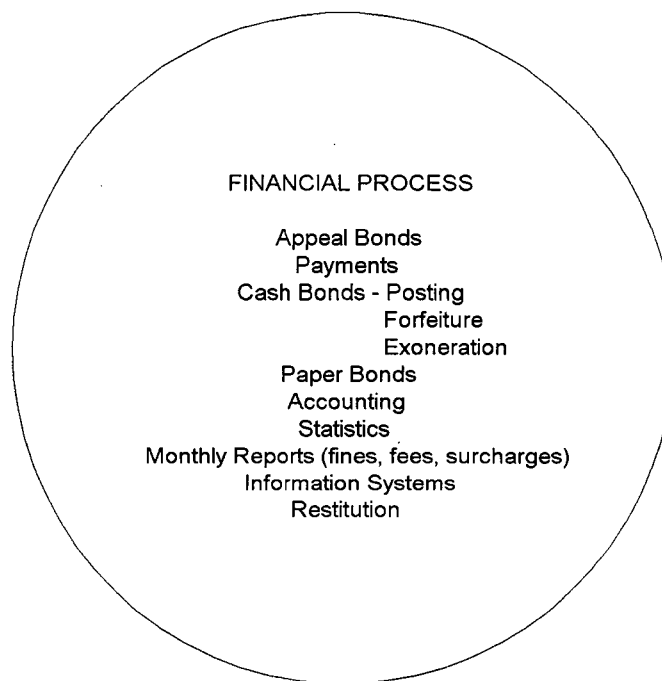


Figure 4: Financial Process

**Judicial enforcement process.** The fourth and final court process centers around the enforcement of judicial orders. Once a case has had a judgment entered and any appeal has been dealt with then the defendant must fulfill the sentence handed down. If they are to be incarcerated then they must know when and where to serve the time as well as how long and what type of incarceration it will be. There are also issues of community service, summary probation, supervised probation, court ordered counseling, alcohol screening, time payment plans and

restitution that need follow up and enforcement. If a defendant fails to fulfill the terms of the sentence then the court must take actions to enforce those terms such as suspensions, OSC's collections, probation revocations, and FTC and FTA warrants.

Like the case process area this process has a substantial amount of interaction with the defendants and other court users such as police, counseling services, collections and other courts and probation departments. Unifying this under a single process means that the various aspects of an individual's sentences can be coordinated and confusion and duplication are reduced. One process will coordinate all aspects of an individual's sentence and work with the other processes to see that wherever a defendant fails to obey the court we have an enforcement tool in place to help bring about compliance.

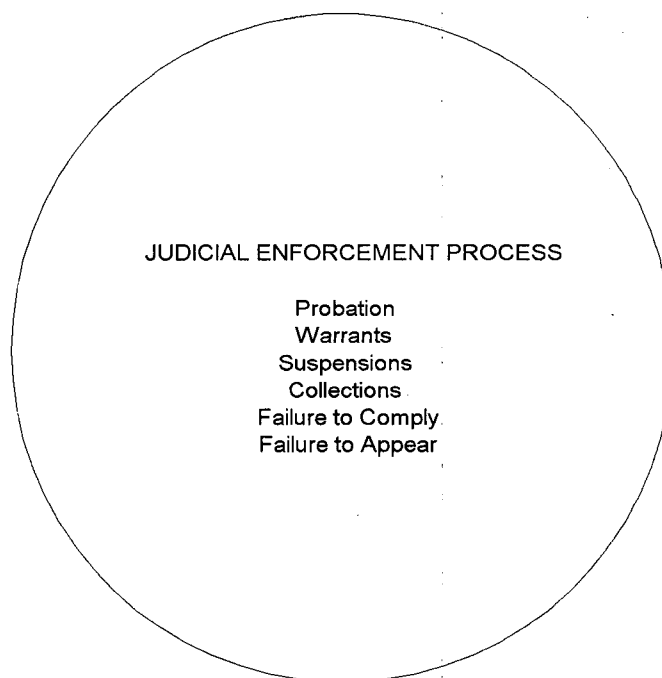


Figure 5: Judicial Enforcement Process

## **PROCESS RELATIONS**

### **The Big Picture**

What I have attempted to do is discover the natural processes within the court. Areas have been identified that are fundamental to the court process and these areas have been expanded to the greatest extent practicable so that all that happens in the court falls within them. It is imperative that court staff see their work in terms of these processes as opposed to just fulfilling a procedure; they must move from task-based to process-based thinking.

When they change their thinking, the changes in the court will not be marginal but dramatic. Under the notion of breaking work into simple tasks and assigning each of these to a specialist, we focused on the individual task - entering a citation or setting an event on the calendar - and tend to lose sight of the larger objective, which is to administer justice. The individual tasks with each process are important, but none of them matter to the customers of the court if the overall process doesn't work, if there is a lack of perception of justice. It is imperative that not only does the court provide justice, but also "appears" to provide justice.

### **Tying Them Together**

The four processes that have been outlined can be used to accomplish all of the court's business, but now the question becomes how do they all fit together? None of the processes

happen in a vacuum or in isolation from the other operations of the court, but they all interact one with the others in definable ways. We must define what the interconnections are and how they each of the four processes relate or there will be confusion over what each team does and how they should relate to the other teams.

The initiation/closure process is where cases are initiated and archived after closure. Since closure can happen at numerous places in the court process must take disposition information from any of the other processes. The initiation of a case is a predetermined process and will be consistent in that after initiation all cases move to the case process area either as a civil case or a criminal case. This process sees a high volume, quick turnover and has a need for accuracy.

The case process is made up of two sections, a section for criminal cases and a section for civil cases. Criminal cases will cover all petty crime, misdemeanor, and criminal traffic cases filed in the court (case category CR and some TR). The civil cases will deal with parking, non-criminal local ordinance violations, injunctions against harassment, orders of protection and civil traffic cases (case category PK, NC, CV, and TR). Both sections deal with all aspects of the case, up to and including appeals, until such time that a final sentence is imposed. These sections must coordinate to develop a unified court calendar. Each section receives the initiated case from the initiation/closure process, process any appeals filed with the financial process team, and handles all motions or filings on a case including motions from judicial enforcement such as probation revocations, FTC warrants, and suspensions. The process produces and passes on not only a

court calendar, but any arrest warrants, suspensions and probation orders to the judicial enforcement process, dispositions to the initiation/closure process, and sentences and bond orders to the financial process. This process is the largest and has a proportionate amount of responsibility.

The financial process oversees all financial transactions within and out of the court. They receive sentencing information and bond amounts from the case process and payment schedules from the judicial enforcement process. This process receipts payments from the public either in person or through the mail and receipts bonds posted at both the court or through the police department. This process takes payments on any appeal filed within the case process, dispositions to the initiation/closure process, and any FTCs to the judicial enforcement process. Individuals working with this process are responsible for relations to the city finance department and the regular reports and deposits that are needed.

The judicial enforcement process handles the enforcement of all judgments and orders handed down by the court. They receive sentences, suspensions FTA warrants and probation orders from case processing and FTCs and payment information from the financial process. They pass on payment schedules to the financial process, OSCs, probation revocations, suspensions and arrest information to the case process, and dispositions to the initiation/closure process.

All these processes work together as a single unit in order to handle each case properly, and each member of the court must see their responsibility to follow through on each case,

understanding how these four processes relate, so they can accomplish whatever needs to be done. The interaction of all these processes that the court is responsible for can be seen graphically in Figure 6 on the following page.



## **TEAMS**

### **Making It Work**

The purpose of redesigning the court's process is to move court personnel away from being specialists who only focus on narrowly defined procedures, to generalists who take responsibility over a broader range of case responsibilities. While the first step was to examine the court's case management processes to determine how those responsibilities might be grouped, the second step was to delineate the relations between those processes. The third, and final step, was to examine how the court staff takes responsibility for these processes and the relationship and place of the supervisor in oversight of both staff and process. This added responsibility is a radical departure from what many of the staff are used to; they must expand their knowledge of the court as their responsibilities expand. As they become familiar with the overall purpose of the court, they learn the steps of case processing from beginning to end. Their new challenge is to view themselves as participants in the system instead of cogs in the wheel of justice.

As jobs evolve from being narrow task-oriented assignments to multidimensional processes, people need to change with them. Those who were used to only following instructions begin to make decisions and choices on their own, and supervisors must be willing to invest trust in their people and allow them to take on this responsibility. Some of the anticipated changes are:

- A move toward process teams away from departmentalization.
- Jobs change from simple tasks to multidimensional work.



- People feeling less controlled and more empowered in their jobs.
- Moving from "training" which teaches the how of a job, to "education" which teaches the why of a job.
- Performance measures shift from measuring activity to measuring results.
- The criteria for advancement will move from performance at a particular skill to ability.
- Organizational structure will flatten.
- Administration will shift from scorekeepers to coaches.

While not the original goals or intent of the reorganization I anticipate that these changes will be the results of the changes that staff will appreciate the most.

### **Traditional Duties and Structure**

Traditional duties were based upon a hierarchical system where there was a single direction of authority from top to bottom. The difficulty with this system was that it did not allow for responsibility to be shared across groups, but rather encouraged the "that's not by job" syndrome which perpetuated errors. In the past couple of years the court has made attempts to move more towards a team approach in the development of responsibility areas, yet this by itself has been unable to make the changes necessary and a systemic approach is called for. A view of how the court was organized can be seen in Figure 7.

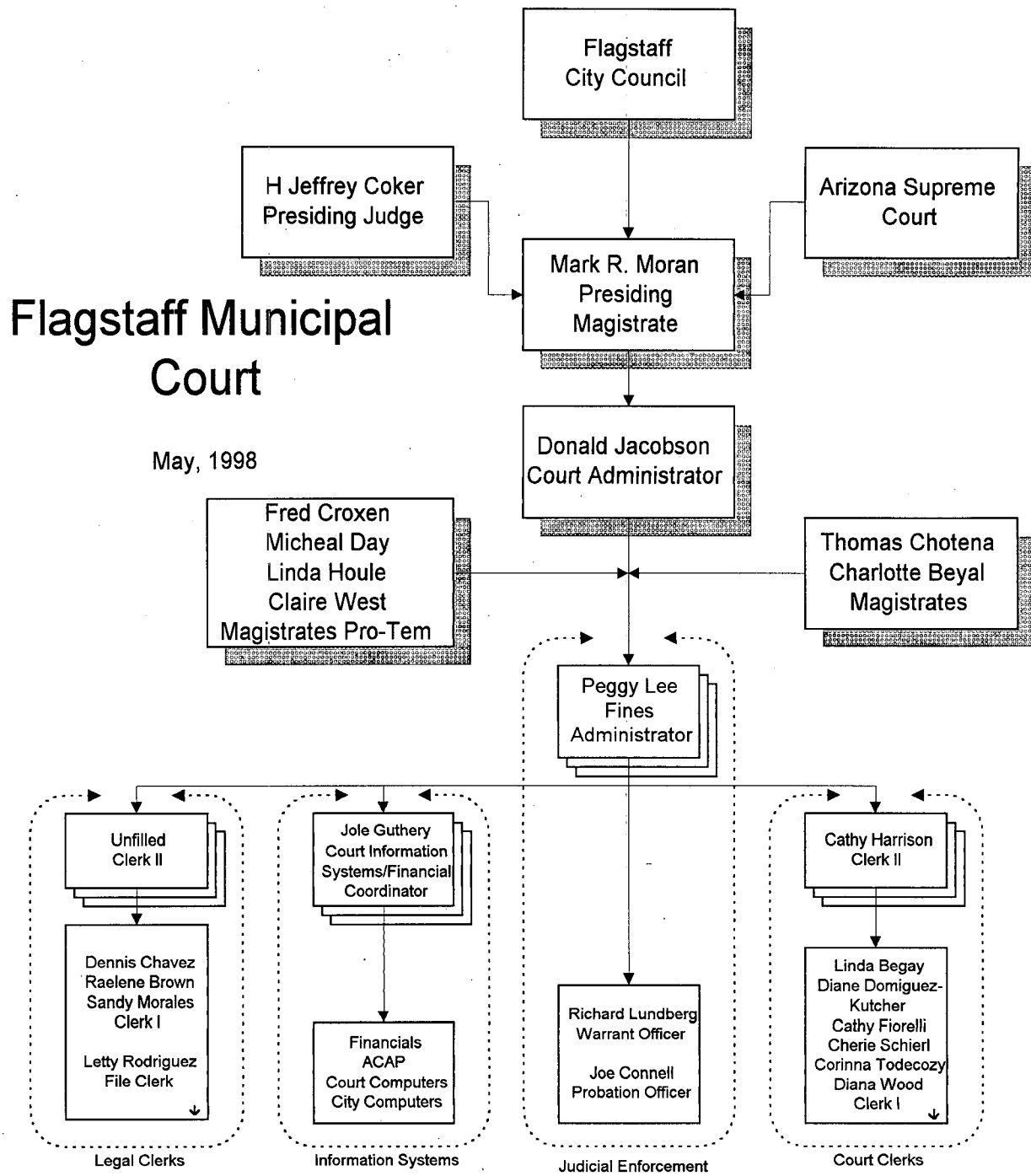


Figure 7: Old Organizational Chart

## Staffing Requirements

A new approach was called for, one that sought to reflect the desire to flatten the organizational structure and transfer responsibility across a broader spectrum of court staff. Instead of a hierarchical structure with multiple levels of supervisors, a team structure is implemented. There is a total of three teams, a Case Flow Team, an Enforcement Team, and an Executive Team. The Case Flow Team has two team leaders and oversee the initiation/closure process and the case flow process (both civil and criminal), the Enforcement Team oversees the enforcement process and the financial process, and the Executive Team is responsible for the overall court operations and administrative duties. Each teams responsibilities are delineated here:

1. Case Flow Team: This team is responsible for the flow of all cases through the court system. The team is responsible for:

- Initial data entry.
- Case file set up.
- First event scheduling.
- Files archives.
- File closures.
- File purging.
- Disposition reporting.
- Criminal case process.
- Civil case process.
- Criminal case data entry.
- Civil case data entry.
- Appeals
- Motions.
- Dispositions.

- Track assignment.
- Calendaring of all court events.
- Publication of unified court calendar.
- Defensive Driving Schools.
- Other duties that fall into this area.
- Court events (hearings, trials, and appearances)
- Jury scheduling and notification.
- Generation of warrant orders.
- MVD.

2. Enforcement Team: This team is responsible for the enforcement of judicial orders including the financial aspects. The team is responsible for:

- Probation.
- FTA warrants.
- FTC warrants.
- Suspensions.
- Collections
- Time payment plans.
- Restitution.
- Information systems.
- Posting of bonds.
- Forfeiture of bonds.
- Exoneration of bonds.
- Paper bonds.
- Accounting and deposits.
- Statistics.
- Monthly reports (fines, fees, surcharges).
- Other duties that fall into this area.

These teams will work directly under the court administrator and the presiding judge who make up the executive team for the court.

3. Executive Team: This team is responsible for the overall operations of the court. The team is responsible for:

- Oversight of operations.
- Facilities.
- Policy.
- Personnel.
- Statistical Reports.
- Jury pools.
- Records retention.
- Compliance w/ Administrative Orders.
- Compliance w/ State Statutes.
- Compliance w/ Rules of Court.
- Other duties that fall into this area.
- Budget.
- Training.
- Procedures.
- Accounting Standards.
- Strategic Planning.
- Court automation.
- Relations to AOC.
- Relations to other city departments & council.
- Relations to other courts.
- Relations to Superior Court.

These teams, while having distinct responsibilities, must coordinate their efforts in order to cover all aspects of court operations. Each member of the team is responsible for all aspects of the processes that the team oversees, so all team members must become familiar with the court process and understand their interrelations. Likewise they must also bear responsibility when problems arise in any process and collaborate with other team members in solving those problems.

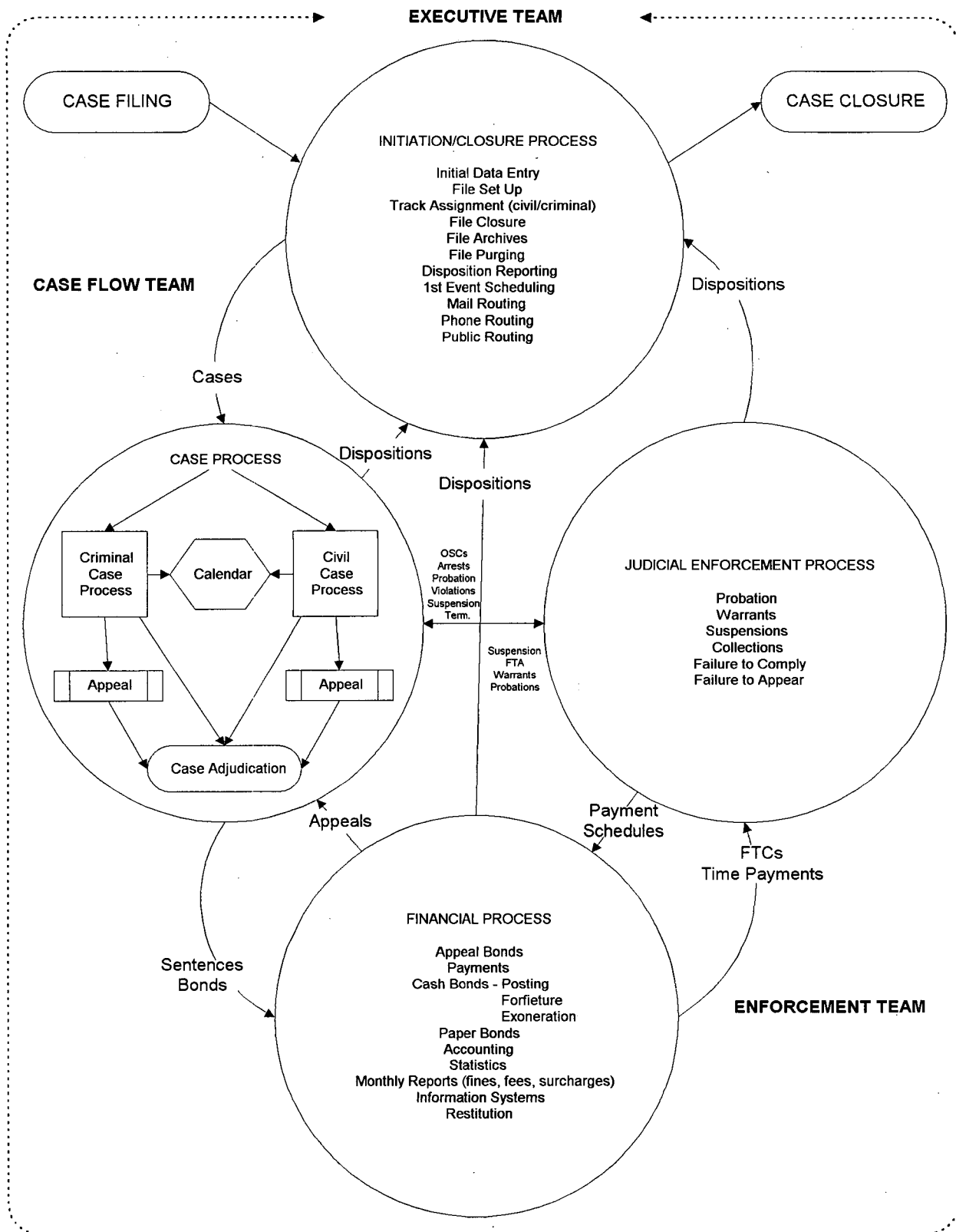


Figure 8: Organizational Teams

When we come to the individual make up of each team there are a few critical elements that must be considered. Some judges will be working with all the teams and some judges will be working more with one team more than another. I have assigned judges to teams so that there will be an understanding of the general relations and which team they might be involved with for planning processes. Team leaders are a critical element to the success of the teams. Team leaders act as facilitators for the team to decide how the details of the process will be worked out that they have been charged with. While some aspects of how a process takes place is determined by the Rules of Court or demands of the automated system, there is much that needs to be worked out by the team. As written procedures take place they must be seen a fluid document and open to change by collaboration of the team which they affect.

The teams and the individuals appointed to each are listed here:

**Enforcement Team**

<u>Warrants</u>	Unfilled
<u>Clerk I</u>	Dennis Chavez
	Linda Begay
	Sandy Morales
<u>Court Officers</u>	Joe Connell
	Richard Lundberg
<u>Collections/Team Leader</u>	Peggy Lee

**Case Flow Team****Criminal****Civil**Temporary/Intern

Barbara Zoellner

File Clerk

Leticia Rodriguez

Unfilled

Clerk I

Raelene Brown

Jole Guthery

Cathy Fiorelli

Diana Wood

Cherie Schierl

Corinna Todecozy

Clerk II / Team Leaders

Cathy Harrison

Unfilled

Judges

Thomas L. Chotena

Charlotte Beyal

Fred Croxen

Michael Day

Linda Houle

Mark R. Moran

Claire West

**Executive Team**Court Administrator

Donald Jacobson

Presiding Magistrate / Team Leader

Mark R. Moran

Each team must understand fully the area of responsibility that they cover, and how they relate to the other teams. Teams cannot be islands unto themselves and crossover responsibilities of the judges will help in this process. A graphic presentation of teams is in Figure 9.



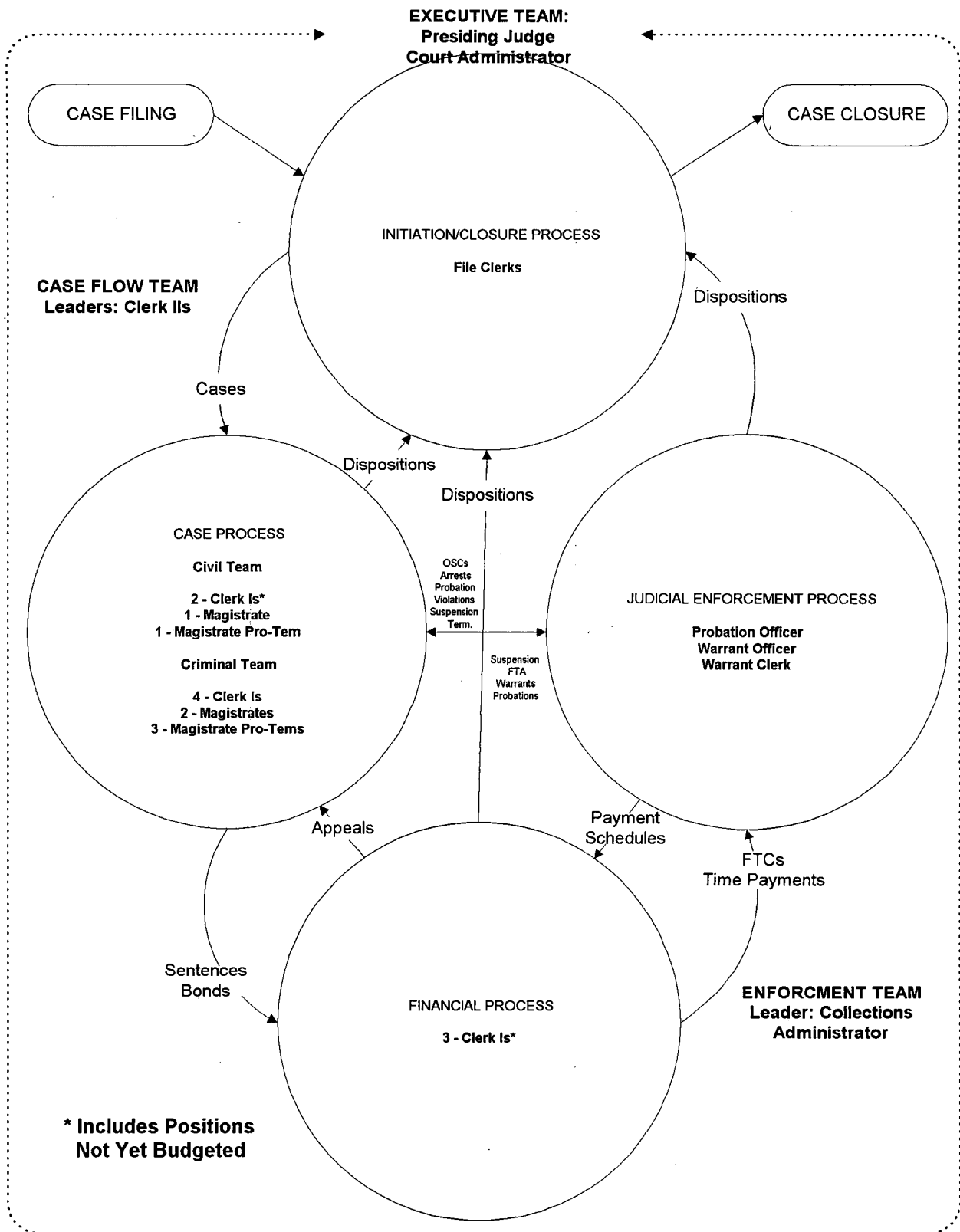


Figure 9: Team Make-up

If in the course of processing a case an error occurs then the entire team is involved in correcting that error, becomes aware of it and watches for it the next time a similar situation takes place. Rather than asking who blew it and seeking to place blame on any one individual, problems become the responsibility of the team, and the team becomes responsible to correct the error and find ways to avoid it in the future. Regular team meetings, ongoing education on the functions and purpose of the court, and open channels of communication must become hallmarks of the way teams operate if this approach is to work. These things then become the responsibility of the team leader to see that they take place. Team leaders must see their role shifting from that of a supervisor directing what people do to a facilitator or coach who helps develop game plans, but involves the team in the process.

The types of changes that we are proposing here will take some time for the staff to get used to and will require some significant education for all of those involved. They are far reaching, not just to the extent that they change the nature of the job that people do, but also the change the perceptions that people have of their jobs and what is expected of them. Yet in the end we believe that not only will we be providing better service to the individual customer of the court, but those who work in the court environment will benefit from the changes in their jobs as well.

## **CASE FLOW DIAGRAMS**

### **What is a 'Case-Flow Diagram'?**

The Case-Flow Diagram is a graphic representation of how information is processed in the Flagstaff Municipal Court.

The level of detail increases with each subsequent level number. For example, the top level is generally a simple chart with incoming information and one large "bubble" in the middle. This is called a "level-0" diagram.

As each bubble in a chart is expanded, the level numbers increase. For example, the bubble labeled "1.0 Processes All Cases In" consists of three sub processes: 1.1, 1.2, and 1.3. If the 1.3 bubble can be explained deeper, another level of bubbles would begin with 1.3.1, 1.3.2, 1.3.3... etc.

LEVEL - 0 : COURT CASE MANAGEMENT

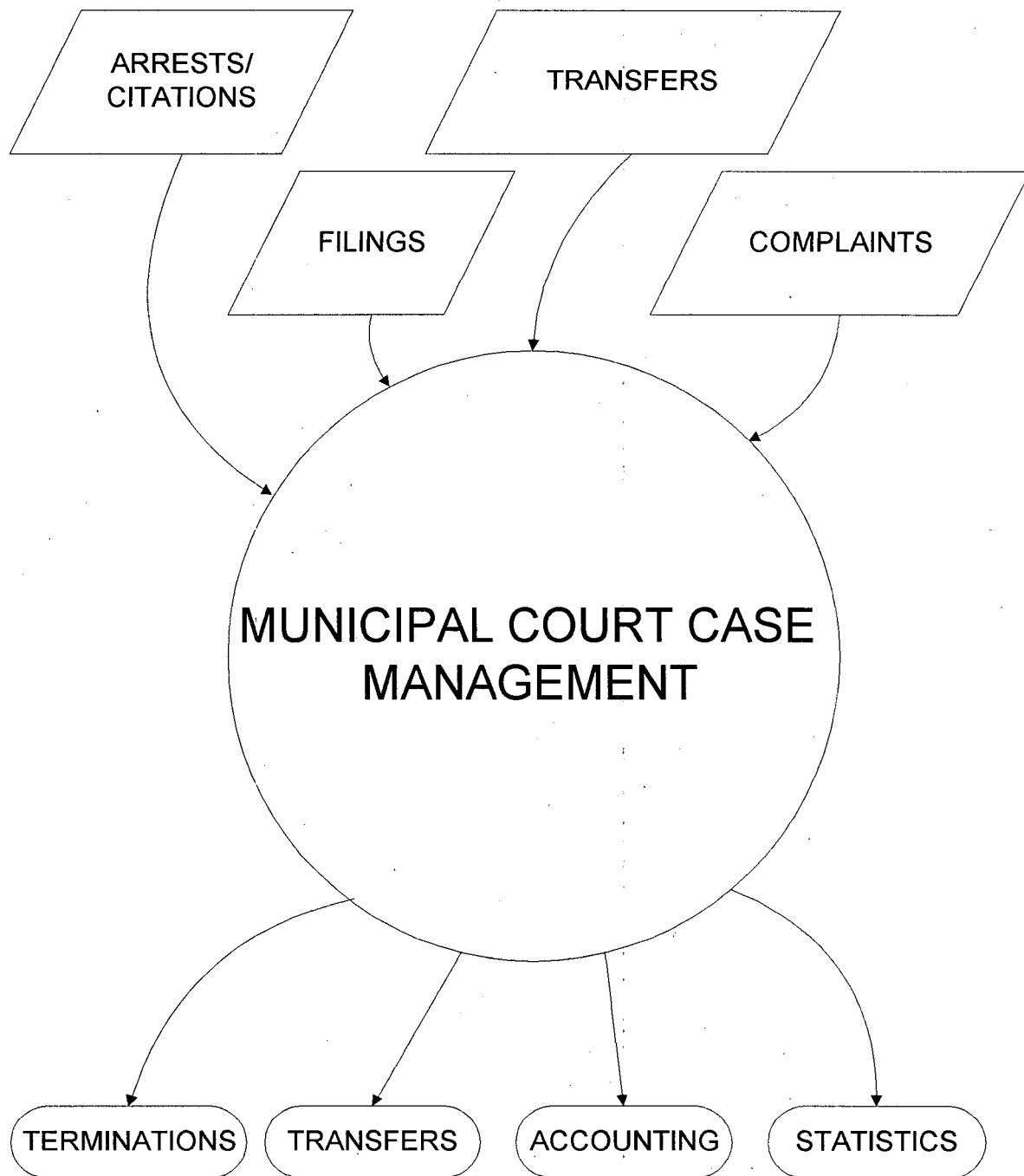


Figure 10: Court Case Management

LEVELS:	1.0	PROCESS ALL CASES IN
	2.0	Process Civil Traffic
	3.0	Process Criminal Traffic
	4.0	Process Criminal Misdemeanor
	5.0	Process Orders of Protection and Injunctions Prohibiting Harassment
	6.0	Process Parking Tickets
	7.0	Process Local Code Violations

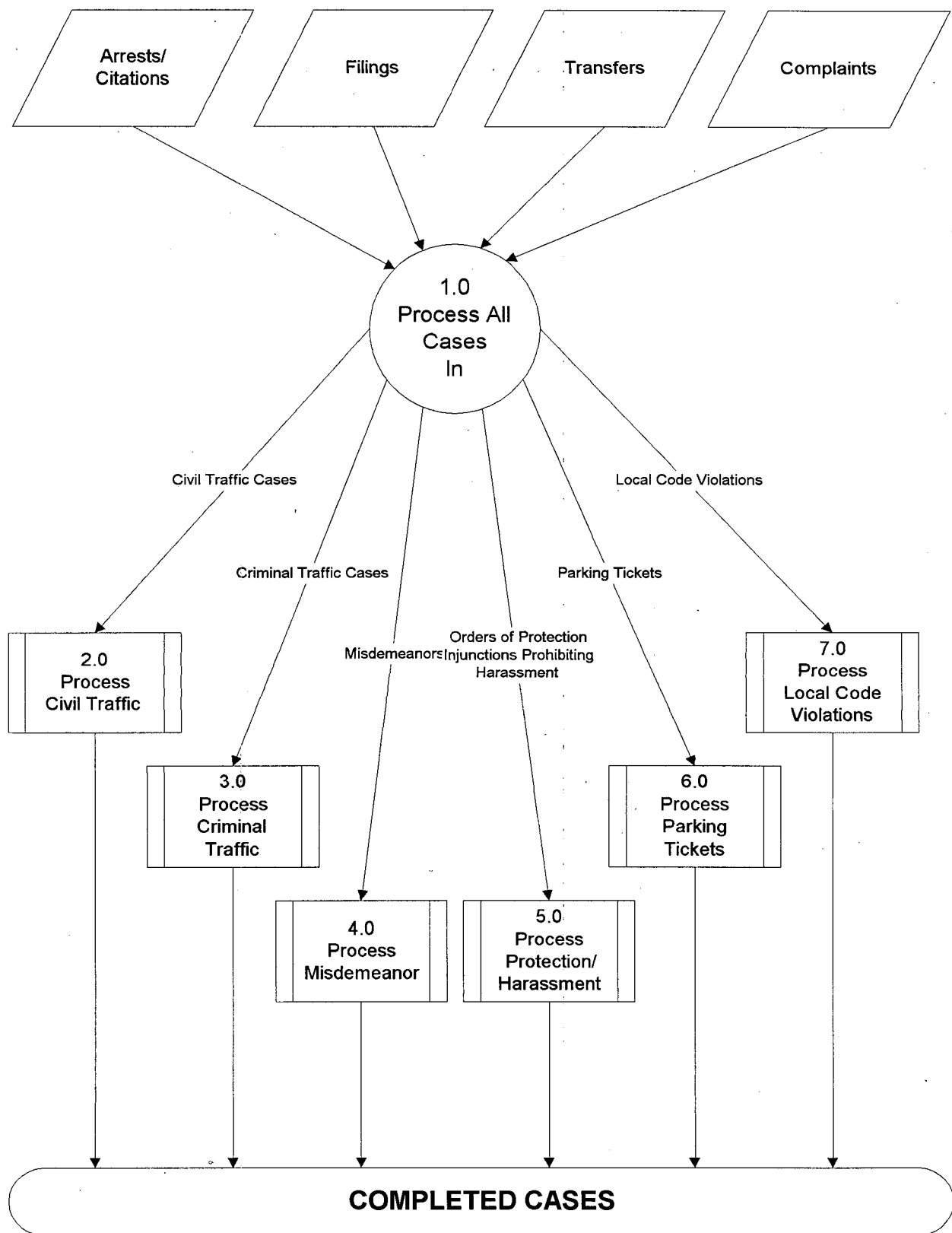


Figure 11: Case Process

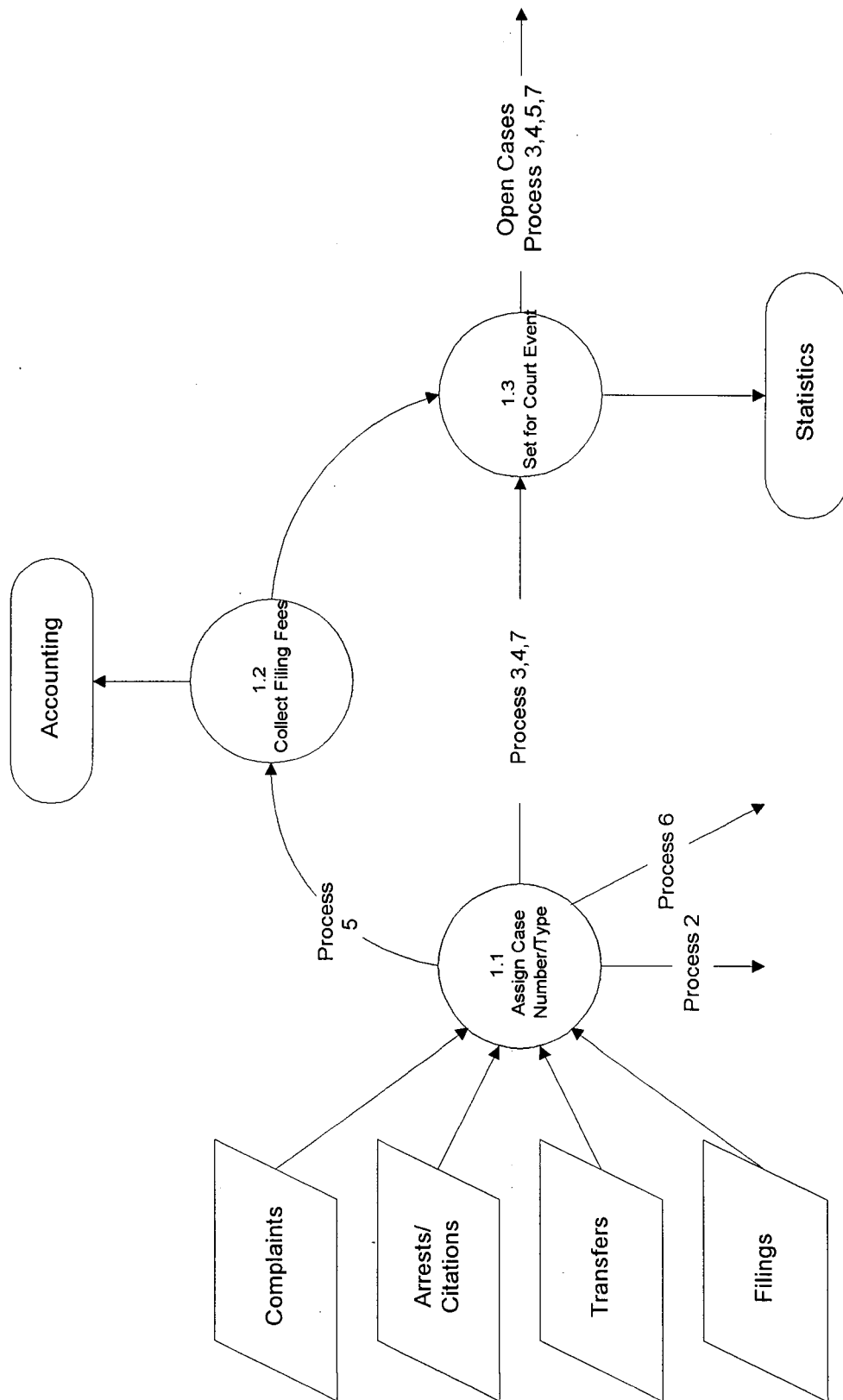


Figure 12: Process All Cases In



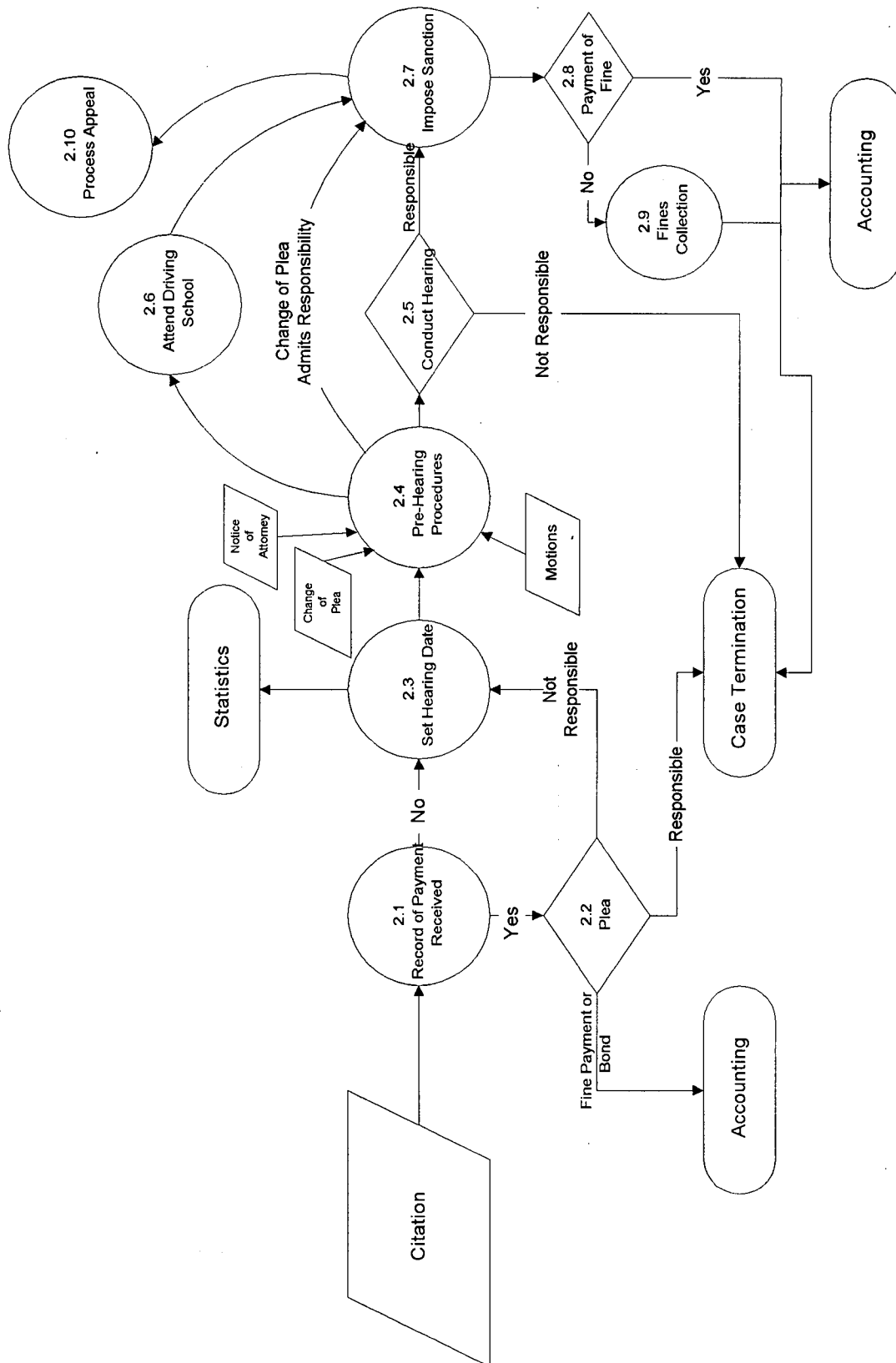


Figure 13: Process Civil Traffic Cases

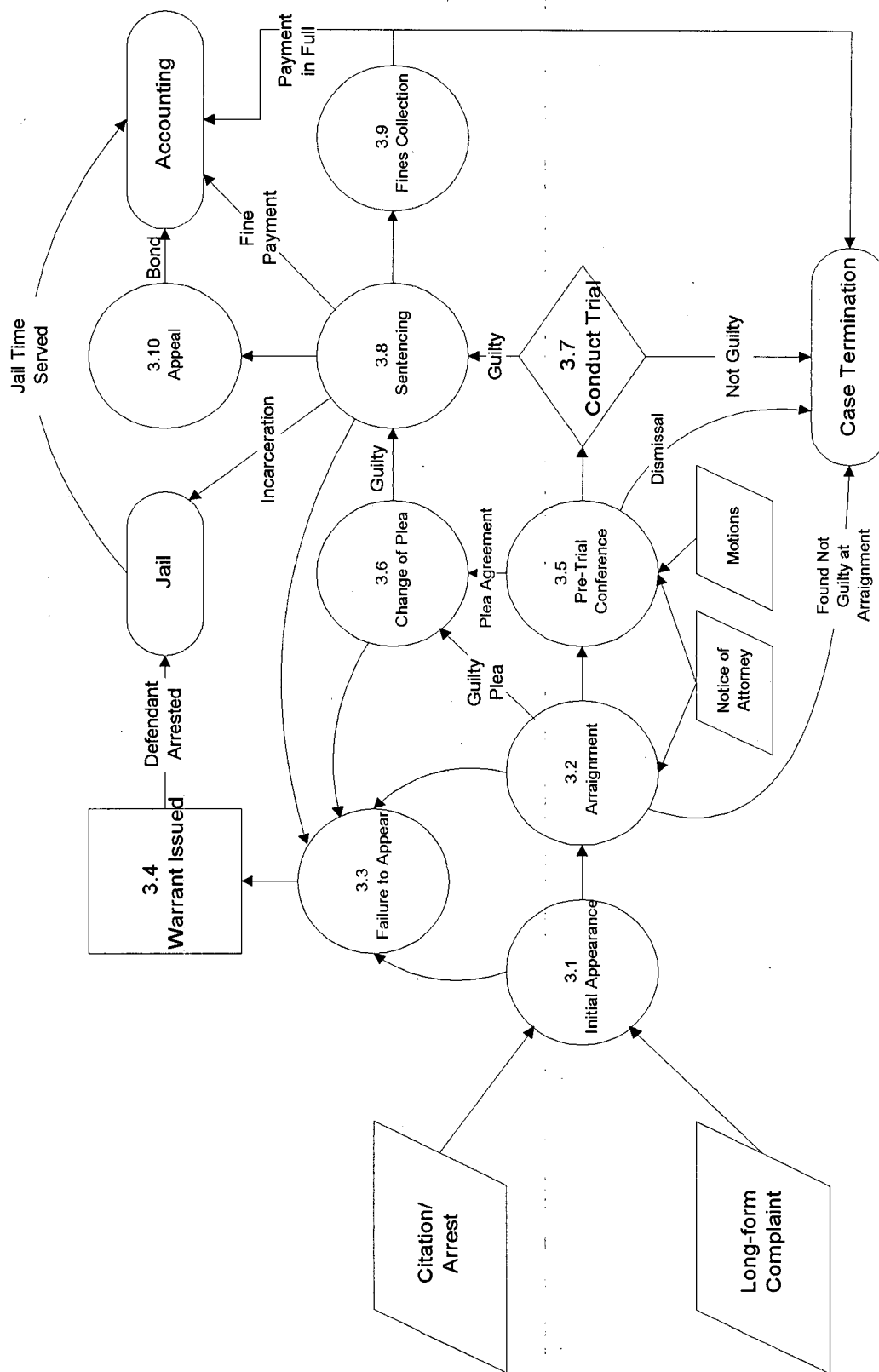


Figure 14: Process Criminal Traffic Cases



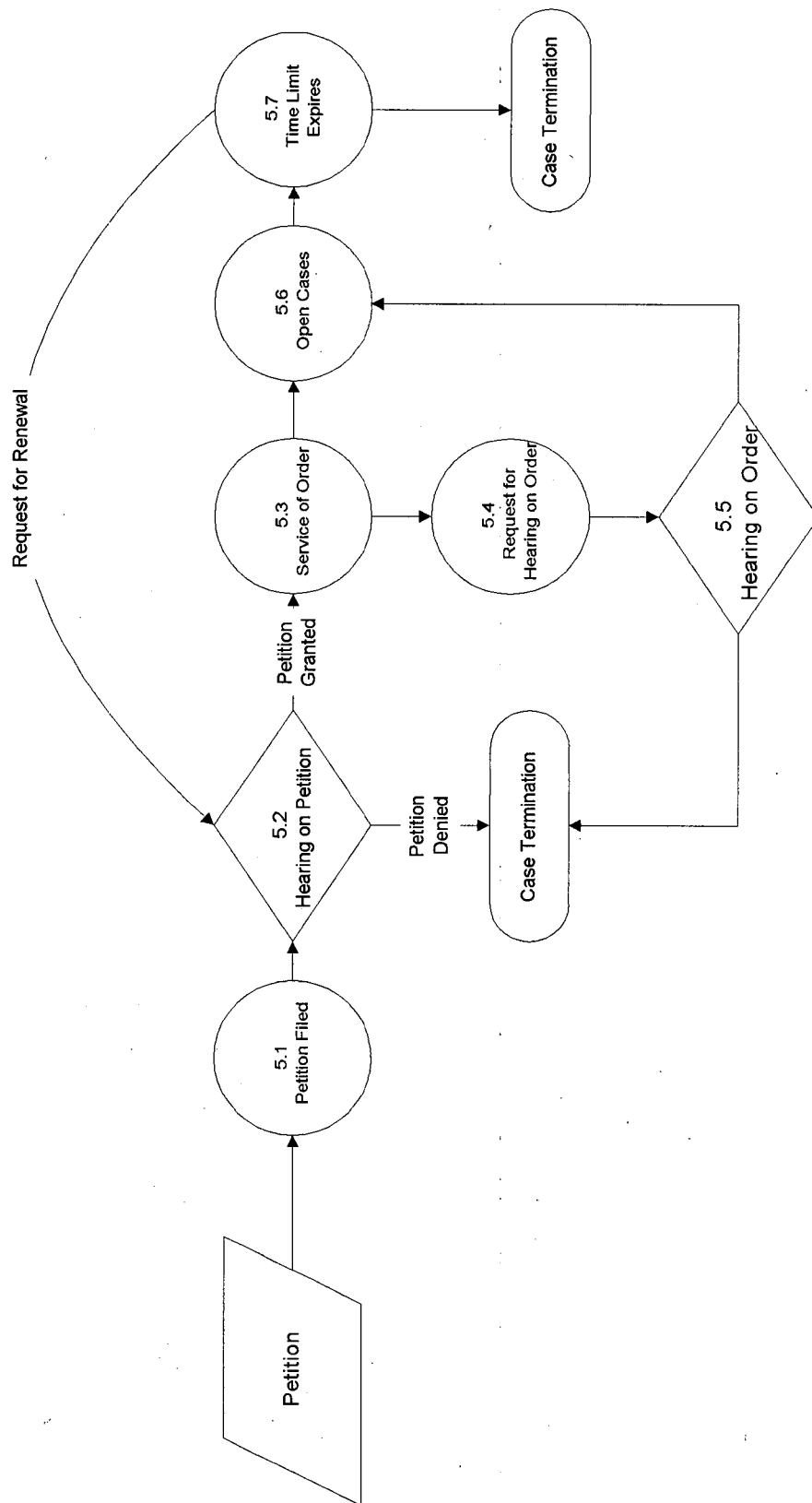


Figure 16: Process Orders of Protection/Injunctions Prohibiting Harassment

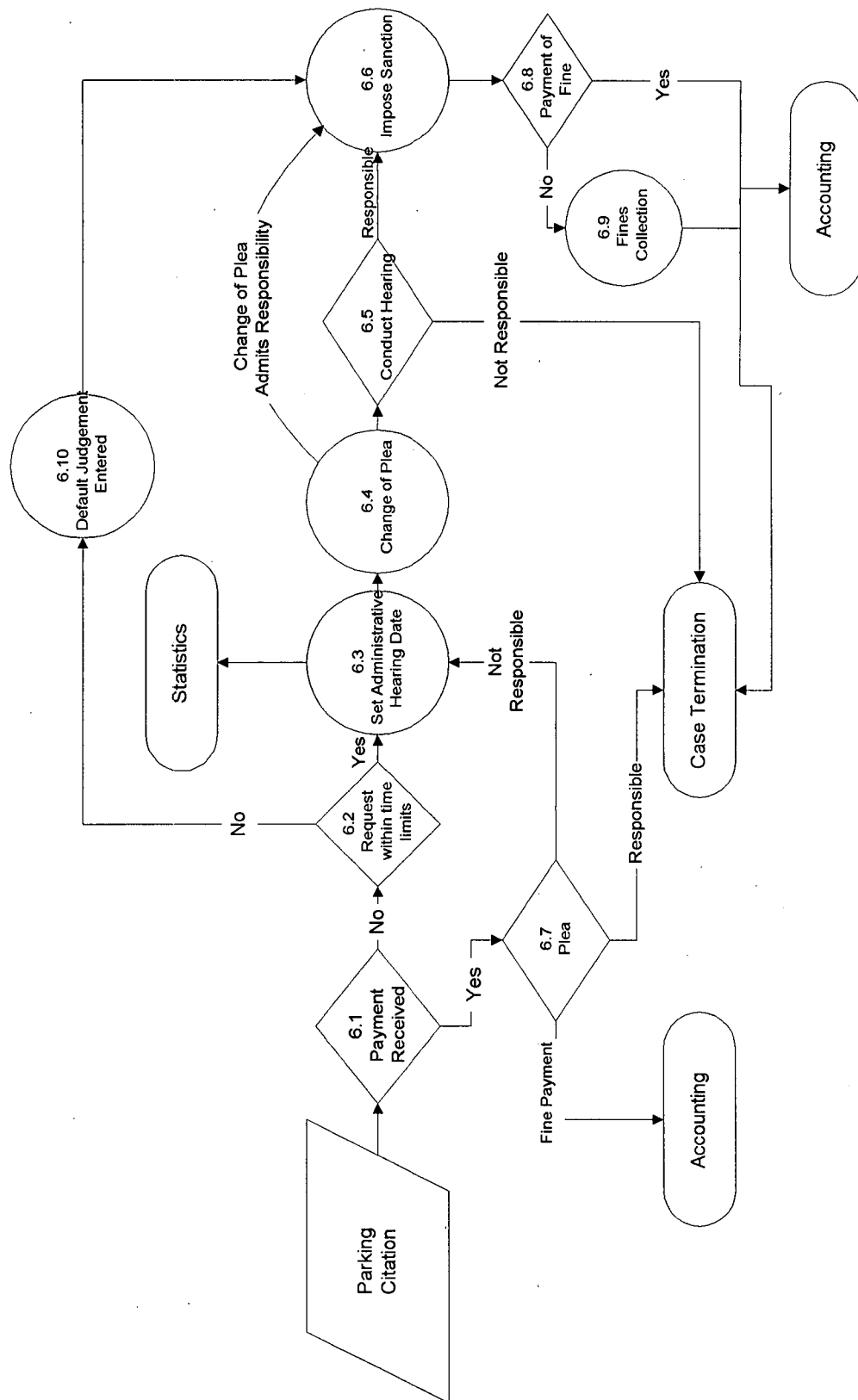


Figure 17: Process Parking Tickets



## FINDINGS

The findings are based on the attitudes of staff as the program of moving toward process oriented teams unfolds. Due to time constraints it is anticipated that this program will continue over the next year and full implementation will not take place until that time. What we have here to report is attitudes of staff after the first two phases of implementation.

The first survey of staff was given during the week of November 23, 1998 and had 16 staff members responding. Results discussed here are scaled responses that reflect a possible response from 0 to 100. A negative attitude will result in a score nearer to 0, while a positive attitude will result in a score nearer to 100. A score of 50 would reflect an equal amount of positive and negative attitude.

The questions on the survey were categorized into six areas. Job satisfaction had questions relating to the ability to perform the job and how it is affected by hours worked, understanding and relating to other jobs, provision of tools and supplies, and work flow. Management performance questions related to how employees view the Executive Team of the court and their responsiveness to employee needs. Supervisor performance took questions related to the job performance of the supervisor directly over the employee. Satisfaction with employment dealt with questions regarding the larger employment picture such as benefits and pay. Co-worker relations sought to emphasize questions relating to how employees work and get along with each other. The final area, training and support, was a series of questions relating to how well

employees feel they are trained and provided needed tools to accomplish their job.

The first survey had the following results:

Overall attitude toward the court:	65.1
Job satisfaction:	65.4
Management performance:	64.1
Supervisor performance:	64.7
Satisfaction with employment:	54.8
Co-worker relations:	65.0
Training and support:	64.8

This shows a general satisfaction with court operations and leadership at this point in time. No area was rated below 50 by the staff overall. The lowest scoring area was satisfaction with employment, the two poorest scoring questions were in this area and both had to do with pay rates at the court. The highest scoring area was in job satisfaction.

A second survey was taken during the week of March 22, 1999. This survey was identical to the first and had 15 staff members responding. The results are as follows:

Overall attitude toward the court:	60.7
Job satisfaction:	59.5
Management performance:	58.9
Supervisor performance:	59.2



Satisfaction with employment: 52.8

Co-worker relations: 63.9

Training and support: 58.0

All areas show a general decrease in satisfaction if compared directly to each other. When comparing the scores relative to the areas within each survey we find the following:

Area	Survey 1		Survey 2	
	Score	Rank	Score	Rank
Job satisfaction:	65.4	1	59.5	2
Management performance:	64.1	5	58.9	4
Supervisor performance:	64.7	4	59.2	3
Satisfaction with employment:	54.8	6	52.8	6
Co-worker relations:	65.0	2	63.9	1
Training and support:	64.8	3	58.0	5

What this comparison shows is that while over the last 4 months while job satisfaction, management performance, and training and support went down in ranking, supervisor performance and co-worker relations went up in rank. Satisfaction with employment remained last, again being brought down by questions regarding pay.

While an overall decrease in satisfaction with the court could be interpreted out of this data, there could be numerous issues that can affect general attitudes (such as vacant positions,

increased work load or the adjustment to change). This author believes that comparing the rank and how the perceptions of court employees towards different areas change gives a better understanding of employee reactions to change..

## CONCLUSIONS

Through a comparison of survey results we can see what kind of impact the implementation of process teams had on the court in the first four months of their application. These conclusions are based on the survey comparison and observation of the author about court staff.

Job satisfaction was decreased slightly. This may be due to the implementation of new procedures, and the need of staff to come to terms with handling new areas of responsibility. It would be anticipated that as staff continues to become familiar with these areas job satisfaction would level off and increase.

Management performance satisfaction decreased slightly. Management will be given the blame and responsibility for any changes as far reaching as that implemented here. Any struggles with a new system of doing things will be blamed on management for forcing a change. An encouraging sign is that employees view of supervisor performance has increased.

Supervisor performance has increase slightly. This is an encouraging sign that supervisors are seen as more a part of team, that they are becoming more involved with employees work, and that they are being seen as problem solvers rather than just assignment givers.

Satisfaction with employment remains last and unchanged. I believe this is due to employees perception of their pay in relation to others in government employ and in the private sector. The implementation of this program can have no affect on this area and was not expected to.

Co-worker relations increased slightly. This is also an encouraging sign, if employees are to working together on teams it is expected that they will feel a greater tie with other employees, and find greater encouragement from them. The increase to the area of greatest satisfaction in the second survey is an encouragement that teams are being formed and employees are working better together.

Training and support decreased significantly. This is a disappointment and an area of concern. Although significant time was spent in preparation and training of staff it was apparently not enough. More work needs to go into this area so that staff understands and are able to perform the new tasks asked of them.

The overall decrease in the numbers showing less satisfaction with the court are a concern, but may be attributable to increased workload, the implementation of a new automation system during the same time as many other changes are taking place and job vacancies that are currently increasing the workload on all employees. It is anticipated that general satisfaction will increase over time, all other factors being the same.

The implementation of process teams in the Flagstaff Municipal Court appears to be having the affects hoped for and anticipated. There is a definite need to continue training in the processes over the next several months and to not let staff fall back into old and comfortable patterns. Once implementation is complete and all staff are comfortable with a new way of doing things increases in efficiency will become evident.

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## **APPENDICES**

## **APPENDIX A**



## Attitude Survey - Flagstaff Municipal Court

This survey is designed to help you give us your opinions quickly and easily. There are no "right" or "wrong" answers . . . it is your own, honest opinion that we want. Please do not sign your name.

### Directions:

**Check one (1) box for the statement that most corresponds with your opinion.**

0=strongly disagree 1=disagree 2=agree 3=strongly agree ?=I don't know

	0	1	2	3	?		0	1	2	3	?
1. The hours of work here are OK						47. They expect too much work from us around here					
2. I understand how my job relates to other jobs at the court						48. The City should provide more opportunities for employees to know one another					
3. Working conditions at the court are better than comparable jobs in my field						49. For my kind of job, working conditions are OK					
4. In my opinion, the pay here is lower than comparable jobs in Flagstaff						50. I'm paid fairly compared with other City employees					
5. I understand what benefits I receive at the City						51. Compared with other places, City benefits are good					
6. The people I work with help each other when they need help						52. A few people I work with think they run the place					
7. My supervisor is too interested in his or her own success to care about employee needs						53. The people I work with get along well together					
8. My supervisor is always breathing down my neck						54. My supervisor has always been fair in his/her dealings with me					
9. My supervisor gives us credit and praise for work well done						55. My supervisor gets employees to work together as a team					
10. If I have a complaint to make, I feel free to talk to someone up the line						56. I have confidence in the fairness and honesty of Department Management					
11. My supervisor sees that we are properly trained to do our jobs						57. Department Management is interested in the welfare of employees					
12. My supervisor sees that we have the tools we need to do our jobs						58. Most of the higher ups are friendly					

	0	1	2	3	?		0	1	2	3	?
13. Court Administration is trying to build the organization and make it successful						59. I work in a friendly environment					
14. There is cooperation between my department and other departments						60. My supervisor lets us know what is expected of us					
15. I usually read the Flagstaffer						61. We don't receive enough information from Department Management					
16. We are encouraged to make suggestions and improvements						62. I know how my job fits with other work in the court					
17. I am often bothered by sudden speed-ups or slack periods in work						63. You can get fired around here without much cause					
18. Qualified people are usually overlooked when filling job openings						64. I can be sure of my job as long as I contribute and do good work					
19. Compared with others in the court we get little attention from management						65. I have plenty of freedom on the job to use my own judgment					
20. Sometimes I feel my job counts for little in the department						66. My supervisor allows me reasonable leeway in making mistakes					
21. I have a great deal of interest in the City and its future						67. I really feel part of this organization					
22. I have little opportunity to use my abilities in this Department						68. The people who get promotions usually deserve them					
23. There are plenty of good jobs in the City for those who want to get ahead						69. I can learn a great deal on my present job					
24. I often feel worn out and tired in my job						70. My job is often dull and monotonous					
25. I am required to spend too much time on the job						71. I'm really doing something worthwhile in my job					
26. I have the right equipment to do my work						72. I'm proud to work at the Municipal Court					
27. My pay is enough to live on comfortably						73. Many employees I know believe we need better representation to management					
28. I'm satisfied with the way employee benefits are handled						74. I received fair treatment in my last employment review					
29. I wish I had more opportunity to socialize with my associates						75. During the last six months I have seriously considered getting a job elsewhere					
30. The people I work with are very friendly						76. The existing grievance procedure is adequate for handling complaints					

	0	1	2	3	?		0	1	2	3	?
31. My supervisor welcomes our ideas, even if they differ from his or hers						77. I would recommend employment in the court to my friends					
32. My supervisor ought to be friendlier toward us						78. My supervisor did a good job discussing my last performance review with me					
33. My supervisor lives up to his/her promises						79. My pay is the most important source of satisfaction from my job					
34. We have all the information we desire concerning department projects						80. Favoritism is a problem in my area					
35. Court Administration ignores our suggestions and complaints						81. I am satisfied with our lunch facilities					
36. My supervisor is not qualified for his/her job						82. Most people I know in this community have a good opinion of the Court					
37. My supervisor has the work well organized						83. I can get hold of my supervisor when I need help					
38. I have ample opportunity to see the end results of my work						84. Employees are placed in jobs which make good use of their abilities					
39. My supervisor has enough authority and backing to perform his/her job well						85. I receive adequate training for my needs					
40. I do not get enough instruction on how to do a job						86. I've gone as far as I can in the court					
41. You can say what you think around here						87. My job seems to be leading to the kind of future I want					
42. I know where I stand with my supervisor						88. There is too much personal friction between my co-workers					
43. When terminations are necessary, they are handled fairly						89. The amount of effort one puts into his/her job is appreciated					
44. There is too much pressure on my job						90. I think some good will come from filling out a survey like this one					
45. The longer I work here, the more I feel like I belong						91. I think this survey is too long!					
46. I am underpaid for the work I do						92. Filling in this survey is a good way to let management know what people in the court think					

Please write any comments or suggestions you care to make in the space below or on the back. When you complete the survey please put it in the attached envelope and place it in Don Jacobson's box. The results of the survey will be shared with you. Thanks for your participation.

## **APPENDIX B**

# **FIRST SURVEY RESULTS** **NOVEMBER 23, 1998**

Questions positive in nature are scored as a +  
Questions negative in nature, denoted by ( ) are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	A
1	2	2	2	3	3	2	3	2	3	3	2	3	3	2	3	2	40
2	3	2	3	3	3	3	3	2	3	3	2	3	3	2	3	3	44
3	2	2	2	3	2	1.5	3	1	2	3	1.5	2	1	2	2	2	32
(4)	-1	-3	-3	-3	-1.5	-2	-1.5	-3	-1	-1.5	-2	-3	-2	-1	-2	-1	-31.5
5	2	1	2	2	2	3	1	2	2	2	2	2	2	2	2	2	31
6	2	2	2	2	2	2	3	3	3	2	2	2	2	2	3	3	37
(7)	0	-3	-1	0	-1	0	-1	-1	0	-2	0	-1	-1	-1	0	0	-12
(8)	0	-2	0	0	-1	-1	0	-1	0	-1.5	0	0	0	0	0	0	-6.5
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39	2	2	2	1	2	2	2	2	3	2	2	3	3	2	1.5	2	33.5
(40)	0	-1	-3	0	-1	-1	-1	-1	-2	0	-1	-1	-2	-1.5	-1	-1	-17.5
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45	2	2	2	2	2	2	2	2	3	1.5	3	2	2	2	1.5	3	-32
(46)	-1	-3	-2	-3	-1	-2	-1	-3	-2	-1	-2	-3	-2	-1.5	-2	-1	-30.5
(47)	-1	-3	-1	-1	-2	-1	-1	-1	-1	-2	-1	-1	-1	-1	-1	-1	-20
(48)	-1	-3	-2	-1	-1	0	-1	-2	-3	-1.5	-1	-2	-2	-2	-2	-1	-25.5
49	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	32
50	1	1	2	0	1.5	1	2	0	1.5	1.5	1	0	1	1.5	2	2	19
51	2	1	0	3	2	2	2	2	3	2	2	2	3	1.5	2	2	31.5
(52)	0	-3	-1.5	-1	-2	-1	0	-2	-1	0	-1	-1	-1	-2	-1	0	-17.5
53	2	2	1	3	2	2	2	3	2	3	2	2	2	2	2	2	34
54	2	2	1	3	2	2	3	1	3	0	2	3	3	2	2	3	34
55	2	1	1	3	2	2	2	2	1	1	2	3	3	2	2	2	31
56	3	1	0	3	2	2	2	2	1.5	2	2	2	3	2	2	3	32.5
57	3	1	1	3	2	2	2	2	1.5	2	2	2	3	2	2	2	32.5
58	2	1	1	2	2	2	2	2	3	2	2	1	2	2	2	3	31
59	2	2	3	2	2	2	2	2	2	3	2	3	2	2	2	3	36
60	3	2	3	3	3	2	2	2	2	2	2	2	2	2	2	2	36
(61)	-1	-2	-3	-1	-1	-1	-1	-1	-2	-1	-1	-1	-2	-1	-1	-1	-21
62	3	2	1.5	3	2	2	3	2	2	2	2	2	2	2	2	3	35.5

(63)	0	-1	-3	0	-1	0	-1	-1	0	0	0	-1	-1	-1	-1.5	-1	-12.5
64	2	2	3	3	2	2	3	2	3	2	2	2	3	2	1.5	2	36.5
65	3	2	2	3	1	2	3	2	1	2	2	2	2	2	1.5	3	33.5
66	3	1	2	3	2	2	3	2	3	2	2	2	2	2	1.5	1.5	35
67	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	34
68	3	2	2	1	2	2	2	2	1.5	1.5	2	2	3	2	1.5	2	31.5
69	3	2	2	2	2	2	3	2	2	2	2	2	2	2	2	3	35
(70)	0	-1	-1	-1	0	0	0	-1	-2	0	0	0	-3	-1	-1	-1	-12
71	2	2	2	2	3	2	2	2	1	3	3	2	2	2	2	3	35
72	2	3	3	3	3	3	2	2	2	2	3	2	3	2	2	3	40
(73)	0	-2	-1	0	-2	-1	-1	-1	-1.5	-1.5	-1	-1	-1	-1.5	-1	-1	-17.5
74	3	2	2	2	2	2	1.5	2	3	3	2	3	3	1.5	2	3	37
(75)	-1	-1	-1	-3	-2	-2	0	-1	-1	-2	-1.5	-2	0	-1	-1	-1	-20.5
76	2	1	1	2	2	2	2	1.5	2	1.5	2	2	2	2	1.5	2	28.5
77	2	2	2	3	1	0	2	2	2	2	2	2	2	2	2	3	31
78	3	0	2	2	2	2	1.5	2	2	3	3	2	2	2	1.5	3	33
(79)	-1	-1	-1	-2	0	-2	-1	-1	-2	-1	-1	-2	-2	-2	-2	-1	-22
(80)	0	-1	-2	-2	0	-1	-1	-1	-1.5	-2	-1.5	-2	-1	-1.5	-1	-1	-19.5
81	2	1	1	2	1	2	2	0	1	1	2	0	2	2	1.5	0	20.5
82	2	1	0	2	0	1.5	1	2	1.5	1.5	1.5	1	1	2	1.5	1.5	21
83	3	2	2	2	2	2	2	3	3	1	2	1.5	2	2	2	2	33.5
84	2	2	2	1	2	2	2	2	1	1.5	2	2	2	2	2	2	29.5
85	2	2	0	2	2	2	1	2	2	2	2	2	1.5	2	2	2	28.5
(86)	-1	-3	0	-3	-1	-2	-1	0	-1	-1.5	-1	-1	0	-1	-1.5	-1	-19
87	2	1	1	1	2	2	2	2	1	1.5	2	1	2	2	2	2	26.5
(88)	-1	-1	-2	0	-2	-1	-1	0	-1	0	-1	-1	-1	-1	-1	-1	-15
89	2	1	1	3	2	2	2	2	2	2	2	2	1	2	2	2	30
90	2	2	2	2	3	2	2	1.5	2	1.5	2	1.5	2	2	1.5	2	31
91	2	0	0	0	0	1	1	1	1	1.5	1	1	2	1	1	1	14.5
92	2	2	3	2	3	2	2	3	2	1.5	3	2	0	2	2	2	33.5
B	127	31	67.5	105	92.5	94	106	86	98.5	87	98.5	88	98.5	89.5	85	126	
C	77.5	43.7	56	69.6	65	65.6	69.9	62.7	67.2	63	67.2	63.4	67.2	63.9	62.3	77.2	

A - Composite score by question.

**Highest possible composite score for a positive question = 48, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -48.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 24, for a negative question = -24.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

B - Composite score by respondent

**Highest possible composite score by respondent = 189.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -87.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 51.** A score above this point indicates a more positive response by the respondent, below this point indicates a more negative response by the respondent.

C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 276 for each respondent (response from -87 to 189) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score}/2.76 + 31.5 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 65.1**



## **Evaluation by Area**

Questions asked can be categorized into 3 major areas of court operations:

- Job Satisfaction - 31 questions
- Management Performance - 25 questions
- Supervisor Performance - 23 questions

and 3 minor areas:

- Satisfaction with Employment - 11 questions
- Co-worker Relations - 9 questions
- Training and Support - 6 questions

some questions apply to more than one area.

## Job Satisfaction

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	A
1	2	2	2	3	3	2	3	2	3	3	2	3	3	2	3	2	40
2	3	2	3	3	3	3	3	2	3	3	2	3	3	2	3	3	44
3	2	2	2	3	2	1.5	3	1	2	3	1.5	2	1	2	2	2	32
(17)	-1	-2	-1	-2	-2	-2	-1	-1	-1	-1	-3	0	-1	-1	-1	-1	-21
(18)	0	-3	-1.5	0	-1.5	-1	-1	-1.5	-1.5	-1.5	-1	-1	-1.5	-1	-1.5	0	-18.5
(20)	0	-3	0	0	-1	-1	-1	-1	0	0	0	0	-2	-1	-1	0	-11
21	2	3	2	3	3	3	2	3	2	3	3	2	3	2	1.5	2	39.5
(22)	0	-2	-1	0	-1	-1	-1	0	-2	-1	0	-1	0	-1	-1.5	0	-12.5
(24)	-1	-3	-1	-3	-3	-3	-3	-2	-1	-2	-3	-2	-2	-1	-1	-1	-32
(25)	0	-2	-1	-3	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-18
27	2	1	1	0	1	1	1	1	2	1	1	0	1	2	2	2	19
38	2	1	2	3	2	2	2	2	3	1.5	2	2	2	2	2	2	32.5
41	3	2	0	2	2	2	2	2	2	1.5	1.5	1	2	2	1.5	2	28.5
(44)	-1	-2	-1	-1	-3	-2	-1	-1	-1	-1	-2	-1	-1	-1.5	-1	-1	-21.5
45	2	2	2	2	2	2	2	2	3	1.5	3	2	2	2	1.5	3	-32
(47)	-1	-3	-1	-1	-2	-1	-1	-1	-1	-2	-1	-1	-1	-1	-1	-1	-20
49	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	32
62	3	2	1.5	3	2	2	3	2	2	2	2	2	2	2	2	3	35.5
65	3	2	2	3	1	2	3	2	1	2	2	2	2	2	1.5	3	33.5
67	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	34
68	3	2	2	1	2	2	2	2	1.5	1.5	2	2	3	2	1.5	2	31.5
69	3	2	2	2	2	2	3	2	2	2	2	2	2	2	2	3	35
(70)	0	-1	-1	-1	0	0	0	-1	-2	0	0	0	-3	-1	-1	-1	-12
71	2	2	2	2	3	2	2	2	1	3	3	2	2	2	2	3	35
72	2	3	3	3	3	3	2	2	2	2	3	2	3	2	2	3	40
(75)	-1	-1	-1	-3	-2	-2	0	-1	-1	-2	-1.5	-2	0	-1	-1	-1	-20.5
77	2	2	2	3	1	0	2	2	2	2	2	2	2	2	2	3	31

(9)	-1	-1	-1	-2	0	-2	-1	-1	-2	-1	-1	-2	-2	-2	-2	-1	-22
82	2	1	0	2	0	1.5	1	2	1.5	1.5	1.5	1	1	2	1.5	1.5	21
(86)	-1	-3	0	-3	-1	-2	-1	0	-1	-1.5	-1	-1	0	-1	-1.5	-1	-19
87	2	1	1	1	2	2	2	2	1	1.5	2	1	2	2	2	2	26.5
B	38	10	25	24	20.5	19	30	25.5	23.5	24.5	25	23	25.5	24.5	22.5	37.5	
C	79.6	49.5	65.6	64.5	60.7	59.1	70.9	66.1	63.9	65	65.6	63.4	66.1	65	62.9	79.3	

#### A - Composite score by question.

**Highest possible composite score for a positive question = 48, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -48.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 24, for a negative question = -24.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

#### B - Composite score by respondent

**Highest possible composite score by respondent = 57.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -36.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 10.5** A score above this point indicates a more positive response in this area by the respondent, below this point indicates a more negative response in this area by the respondent.

#### C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 93 for each respondent (response from -36 to 57) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response

possible (formula:  $\text{score}/.93 = 38.7 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 65.4**

## Management Performance

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	A
10	3	0	1	3	2	3	2	1	2	0	1	2	2	2	2	3	29
13	2	1	1	3	2	3	2	2	2	3	3	3	3	2	2	2	36
14	2	1	2	2	2	2	3	2	1.5	1	2	2	3	2	1.5	2	32
16	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	3	32
(19)	-1	-3	-2	-2	-1	-1	-1	-1	0	-1.5	-1	-1	-2	-1	-1.5	-1	-21
34	2	1	2	2	1	1	2	1	1.5	3	2	2	2	2	1.5	2	28
(35)	0	-2	-1	-1	-1	-1	-1	-1	0	-1	0	-1	-1	-1	-1	-1	-14
41	3	2	0	2	2	2	2	2	2	1.5	1.5	1	2	2	1.5	2	28.5
43	2	1	0	3	3	2	1.5	1.5	1.5	1.5	1.5	2	1.5	1.5	1.5	2	27
46	3	1	0	3	2	2	2	2	1.5	2	2	2	3	2	2	3	32.5
57	3	1	1	3	2	2	2	2	1.5	2	2	2	3	2	2	2	32.5
58	2	1	1	2	2	2	2	2	3	2	2	1	2	2	2	3	31
(61)	-1	-2	-3	-1	-1	-1	-1	-1	-2	-1	-1	-1	-2	-1	-1	-1	-21
(63)	0	-1	-3	0	-1	0	-1	-1	0	0	0	-1	-1	-1	-1.5	-1	-12.5
64	2	2	3	3	2	2	3	2	3	2	2	2	3	2	1.5	2	36.5
65	3	2	2	3	1	2	3	2	1	2	2	2	2	2	1.5	3	33.5
68	3	2	2	1	2	2	2	2	1.5	1.5	2	2	3	2	1.5	2	31.5
(73)	0	-2	-1	0	-2	-1	-1	-1	-1.5	-1.5	-1	-1	-1	-1.5	-1	-1	-17.5
76	2	1	1	2	2	2	2	1.5	2	1.5	2	2	2	2	1.5	2	28.5
(80)	0	-1	-2	-2	0	-1	-1	-1	-1.5	-2	-1.5	-2	-1	-1.5	-1	-1	-19.5
83	3	2	2	2	2	2	2	3	3	1	2	1.5	2	2	2	2	33.5
84	2	2	2	1	2	2	2	2	1	1.5	2	2	2	2	2	2	29.5
89	2	1	1	3	2	2	2	2	2	2	2	2	1	2	2	2	30
90	2	2	2	2	3	2	2	1.5	2	1.5	2	1.5	2	2	1.5	2	31
92	2	2	3	2	3	2	2	3	2	1.5	3	2	0	2	2	2	33.5
B	43	15	16	38	33	34	34.5	30.5	31	25.5	33.5	29	32.5	30.5	26.5	37	

	82.9	44	45.3	61.3	68	69.3	70	64.7	65.3	68	68.7	62.7	67.3	64.7	59.3	73.3	
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#### A - Composite score by question.

**Highest possible composite score for a positive question = 48, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -48.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 24, for a negative question = -24.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

#### B - Composite score by respondent

**Highest possible composite score by respondent = 57.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -18.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 19.5.** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

#### C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 75 for each respondent (response from -18 to 57) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score}/.75 + 24 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 64.1**

## Supervisor Performance

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	A
(7)	0	-3	-1	0	-1	0	-1	-1	0	-2	0	-1	-1	-1	0	0	-12
(8)	0	-2	0	0	-1	-1	0	-1	0	-1.5	0	0	0	0	0	0	-6.5
9	2	0	1	1	0	0	0	0	3	0	1	3	1	2	2	3	27
10	3	0	1	3	2	3	2	1	2	0	1	2	2	2	2	3	29
16	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	3	32
31	2	1	2	3	2	2	3	2	2	2	3	2	2	2	2	3	35
(32)	-1	-2	-2	-1	-1	-1	-1	-1	-1	-1.5	0	-1	-1	-1.5	-1	0	-17
33	2	1	1	2	3	2	2	2	3	2	3	2	2	2	1.5	2	32.5
(36)	0	-1	-1	-1	-1	0	-1	-1	0	0	0	-1	0	-1.5	-1	0	-9.5
39	2	2	2	1	2	2	2	2	3	2	2	3	3	2	1.5	2	33.5
42	3	2	2	3	3	2	2	2	2	2	2	2	2	2	2	3	36
54	2	2	1	3	2	2	3	1	3	0	2	3	3	2	2	3	34
55	2	1	1	3	2	2	2	2	1	1	2	3	3	2	2	2	31
58	2	1	1	2	2	2	2	2	3	2	2	1	2	2	2	3	31
60	3	2	3	3	3	2	2	2	2	2	2	2	2	2	2	2	36
66	3	1	2	3	2	2	3	2	3	2	2	2	2	1.5	1.5	3	35
74	3	2	2	2	2	2	1.5	2	3	3	2	3	3	1.5	2	3	37
76	2	1	1	2	2	2	2	1.5	2	1.5	2	2	2	2	1.5	2	28.5
78	3	0	2	2	2	2	1.5	2	2	3	3	2	2	2	1.5	3	33
(80)	0	-1	-2	-2	0	-1	-1	-1	-1.5	-2	-1.5	-2	-1	-1.5	-1	-1	-19.5
83	3	2	2	2	2	2	2	3	3	1	2	1.5	2	2	2	2	33.5
89	2	1	1	3	2	2	2	2	2	2	2	2	1	2	2	2	30
B	40	11	21	36	31	30	30	25.5	38.5	20.5	33.5	32.5	33	27.5	28.5	43	
C	69.7	37.6	52.1	73.9	66.6	65.2	65.2	58.7	77.5	51.4	70.3	68.8	69.5	61.6	63	84	

A - Composite score by question.

**Highest possible composite score for a positive question = 48, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -48.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 24, for a negative question = -24.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

B - Composite score by respondent

**Highest possible composite score by respondent = 54.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -15.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 19.5** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 69 for each respondent (response from -15 to 54) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score}/.69 + 21.7 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 64.7**



## Satisfaction With Employment

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	A
(4)	-1	-3	-3	-3	-1.5	-2	-1.5	-3	-1	-1.5	-2	-3	-2	-1	-2	-1	-31.5
5	2	1	2	2	2	3	1	2	2	2	2	2	2	2	2	2	31
21	2	3	2	3	3	3	2	3	2	3	3	2	3	2	1.5	2	39.5
23	2	0	1	2	3	2	2	2	1.5	1	2	0	2	2	2	1.5	26
28	2	2	1	2	2	2	2	2	1.5	2	2	2	3	2	1.5	2	31
(46)	-1	-3	-2	-3	-1	-2	-1	-3	-2	-1	-2	-3	-2	-1.5	-2	-1	-30.5
50	1	1	2	0	1.5	1	2	0	1.5	1.5	1	0	1	1.5	2	2	19
51	2	1	0	3	2	2	2	2	3	2	2	2	3	1.5	2	2	31.5
77	2	2	2	3	1	0	2	2	2	2	2	2	2	2	2	3	31
(79)	-1	-1	-1	-2	0	-2	-1	-1	-2	-1	-1	-2	-2	-2	-2	-1	-22
1	2	1	1	2	1	2	2	0	1	1	2	0	2	2	1.5	0	20.5
B	12	4	5	9	13	9	11.5	6	9.5	11	11	2	12	10.5	8.5	11.5	
C	63.7	39.4	42.5	54.5	66.7	54.5	62.1	45.5	56.1	60.6	60.6	33.4	63.7	59.1	63.1	62.1	

A - Composite score by question.

**Highest possible composite score for a positive question = 48, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -48.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 24, for a negative question = -24.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

## B - Composite score by respondent

**Highest possible composite score by respondent = 24.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -9.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 7.5.** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

## C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 33 for each respondent (response from -9 to 24) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score} / .33 + 27.3 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 54.8**

## Co-worker Relations

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	A
6	2	2	2	2	2	2	3	3	3	2	2	2	2	2	3	3	37
15	2	3	2	1	3	2	3	1.5	3	2	2	2	3	2	2	2	35.5
(29)	-1	-2	-2	-2	-1	-1	-1	-1	-1	-1.5	-1.5	-1	-1	-1	-1.5	-1	-20.5
30	2	3	3	3	1	2	2	1.5	3	3	2	2	2	2	2	3	36.5
(48)	-1	-3	-2	-1	-1	0	-1	-2	-3	-1.5	-1	-2	-2	-2	-2	-1	-25.5
(52)	0	-3	-1.5	-1	-2	-1	0	-2	-1	0	-1	-1	-1	-2	-1	0	-17.5
53	2	2	1	3	2	2	2	3	2	3	2	2	2	2	2	2	34
59	2	2	3	2	2	2	2	2	2	3	2	3	2	2	2	3	36
(88)	-1	-1	-2	0	-2	-1	-1	0	-1	0	-1	-1	-1	-1	-1	-1	-15
B	7	3	3.5	7	4	7	9	2	7	10	5.5	6	6	4	5.5	10	
C	70.3	55.5	57.4	70.3	59.2	70.3	77.7	51.8	70.3	81.4	64.8	53	53	59.2	64.8	81.4	

A - Composite score by question.

**Highest possible composite score for a positive question = 48, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -48.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 24, for a negative question = -24.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

B - Composite score by respondent

**Highest possible composite score by respondent = 15.** If all positively worded

questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -12.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 1.5.** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

#### C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 27 for each respondent (response from -12 to 15) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score}/.27 + 44.4 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 65.0**

## Training and Support

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	A
11	2	0	3	3	2	3	1	2	1	1	2	2	2	2	2	2	30
12	2	1	1	2	2	2	2	3	2	0	1	2	2	2	2	2	28
26	3	1	2	3	2	2	2	2	2	2	2	3	2	2	2	2	34
(40)	0	-1	-3	0	-1	-1	-1	-1	-2	0	-1	-1	-2	-1.5	-1	-1	-17.5
62	3	2	1.5	3	2	2	3	2	2	2	2	2	2	2	2	3	35.5
85	2	2	0	2	2	2	1	2	2	2	2	2	1.5	2	2	2	28.5
B	12	5	4.5	13	9	10	8	10	7	7	8	10	7.5	8.5	9	10	
C	83.4	44.5	41.7	88.9	66.7	72.3	61.1	72.3	55.6	55.6	61.1	82.3	58.4	63.9	66.7	72.3	

A - Composite score by question.

**Highest possible composite score for a positive question = 48, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -48.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 24, for a negative question = -24.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

B - Composite score by respondent

**Highest possible composite score by respondent = 15.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -3.** If all negatively worded

questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 6.** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 18 for each respondent (response from -3 to 15) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score}/.18 + 16.7 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 64.8**

## SECOND SURVEY RESULTS MARCH 22, 1999

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ) are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	A
1	3	3	2	2	2	3	3	3	3	3	3	3	2	2	2	39
2	3	3	3	2	2	3	2	3	3	2	3	3	2	2	3	39
3	1.5	2	1	0	1.5	1	2	2	1.5	1.5	2	1	1	2	1	21
(4)	-1	-1	-1	-1.5	-1.5	-1	-3	-1	-1.5	-2	-3	-2	-3	-2	-3	-27.5
5	3	1	2	2	2	2	2	2	2	2	2	3	2	3	2	32
6	2	2	2	1	2	1	2	3	1.5	2	1	3	2	2	2	28.5
(7)	-1	-1	0	-2	-1	-1	-1	0	0	0	-1	-1	-1	-1	-1	-12
(8)	0	0	0	-3	0	-1	-1	0	0	0	0	0	-1	0	-1	-7
9	2	2	2	0	1.5	2	2	2	3	3	0	2	2	0	1	24.5
10	3	2	2	0	2	2	2	3	3	2	1	3	2	0	2	29
11	1	1	2	1	2	2	2	2	2	2	3	2	2	0	1	25
12	1	1	2	1	2	2	2	3	2	2	2	2	2	2	2	28
13	3	2	2	2	2	2	2	3	1	2	3	2	2	2	2	32
14	3	2	2	2	2	2	2	2	2	2	3	2	1.5	2	2	31.5
15	1	2	2	3	2	2	2	2	2	2	1	2	1	2	2	28
16	2	2	3	2	2	2	2	3	2	2	1	2	1	0	1	27
(17)	-1	-1	-1	-1	-1	-1	-1	-1	-1	-3	-3	-1	-2	-1	-2	-21
(18)	-1.5	-1	0	-1	-1	-1	-2	-1	-1.5	-1	0	-1	-1.5	-1	-2	-16.5
(19)	-1.5	-1	0	-1	-1	-1	-1	-1	0	-1	-1	-1	-1	-1	-1.5	-14
(20)	-1	-1	0	-3	-1	-1	-1	-1	0	-1	-3	-1	-1	0	-1.5	-16.5
21	3	2	2	3	2	2	2	2	2	3	1	3	2	2	2	33
(22)	0	-1	0	-2	-1	-1	-1	-1	0	-1	-2	0	-2	-1	-1	-14
23	2	1	2	2	2	2	1	2	1.5	3	1	2	1.5	1	0	24
(24)	-1	-2	-1	-2	-2	-1	-2	-1	-2	-2	-3	-2	-2	-3	-1.5	-27.5
(25)	-1	-1	-1	-1	-1	-1	-2	-1	0	-1.5	-3	-1	-1	0	-2	-17.5
26	2	1	2	1	2	1	2	2	1	2	0	2	2	2	0	22
27	2	1	2	2	1	1	1	1	1	1.5	0	1	0	0	0	14.5

28	2	2	2	3	2	2	1	2	2	2	2	2	1.5	2	0	27.5
(29)	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1.5	0	-1	-1.5	-1	-1.5	-15.5
30	2	2	2	1	2	2	2	3	3	2	2	2	2	2	3	32
31	2	2	2	1.5	2	2	2	2	3	2	2	3	2	1	1	29.5
(32)	-1	-1	-1	-3	-1.5	-1	-1	-1	-1	0	0	-3	-2	-1	-3	-20.5
33	2	2	2	3	2	2	2	2	2	2	3	2	1.5	1	2	30.5
34	2	1.5	2	2	2	1	2	1.5	0	1.5	2	2	2	2	0	23.5
(35)	-1	-1	0	-1	-1	-1	-2	-1	-1.5	0	0	-1	-1.5	-1.5	-1.5	-15
(36)	0	-1	0	-1.5	-1	-1	-1	-1	0	0	0	0	-1	0	-1	-8.5
37	2	2	2	0	2	2	2	2	2	2	3	2	1	3	1	28
38	3	2	2	2	2	2	2	2	3	2	3	2	2	0	1	30
39	2	1.5	3	1.5	2	2	2	2	3	3	3	2	2	3	1	33
(40)	-1	-1	-1	-3	-1	-1	-1	-1	-2	-1	-2	-1	-2	-1	-2	-21
41	1	2	2	3	2	2	1	2	2	2	2	2	2	0	1	26
42	2	2	2	3	2	2	2	2	3	2	2	2	2	1.5	2	31.5
43	1.5	1.5	3	1.5	2	2	1.5	1.5	1.5	1.5	3	2	1.5	1.5	0	25.5
(44)	-1	-2	-2	-1	-2	-1	-2	-1	-1	-3	-1	-1	-2	0	-3	-23
45	1	2	2	0	2	2	2	2	3	2	1	2	2	1.5	1	25.5
(46)	-1	-2	-2	-1	-1.5	-2	-3	-1	-3	-3	-3	-2	-2	0	-3	-29.5
(47)	-1	-2	-1	-3	-1.5	-1	-2	-1.5	-2	-2	-3	-3	-1.5	-3	-3	-30.5
(48)	-1	-1.5	0	-1	-1.5	-1	-2	-1.5	-3	-1	0	-1	-1.5	-1	-3	-20
49	2	2	2	0	2	2	2	3	3	2	2	2	2	2	2	30
50	2	1.5	1	1.5	1.5	1	1	3	1.5	1	0	1	1	1	0	18
51	2	1.5	2	1	1.5	2	2	2	1.5	2	2	3	2	3	1	28.5
(52)	-1	0	0	-3	-1	-1	-1	-1	-2	-1	-3	0	-1	0	-3	-18
53	2	2	2	0	2	2	2	3	2	2	2	3	1	2	2	29
54	2	3	2	1	2	2	2	3	3	3	2	3	2	0	2	32
55	2	2	2	0	2	1	1	3	2	2	2	2	2	0	1	24
56	2	2	2	0	2	2	2	2	2	2	2	2	2	0	2	26
57	2	2	2	0	2	2	2	1.5	2	2	2	2	1.5	0	1	24
58	2	2	2	2	2	2	2	2	2	2	2	3	2	2	2	31
59	2	2	2	1	2	2	2	3	2	2	2	2	2	2	0	28
60	2	2	3	3	2	2	2	2	2	2	2	2	1.5	2	3	32.5
(61)	-1	-1	0	-1	-1	-1	-2	-1	-2	-1.5	-3	-2	-1.5	-2	-2	-22
62	2	2	2	2	2	2	2	2	2	2	3	3	2	2	3	33



(63)	-1	-1	0	-1	-1	-1	-1	-1	0	-3	0	-1	-1.5	-1	-3	-16.5
64	2	3	2	1.5	2	2	2	2	3	2	3	0	3	1.5	3	32
65	3	3	2	1	2	2	2	2	2	2	3	2	2	2	2	32
66	1	2	2	0	2	2	2	1.5	2	2	3	2	2	2	0	25.5
67	2	2	2	0	2	2	2	2	3	2	0	2	2	0	1	24
68	2	2	3	1.5	2	2	2	2	1.5	2	3	0	1.5	2	2	28.5
69	2	3	2	3	2	2	2	2	2	2	1	2	2	2	1.5	30.5
(70)	-1	-1	-1	-3	-1	-2	-1	-1	-1	-1	-3	-3	-1	-1	0	-21
71	3	2	2	1.5	2	1.5	2	2	2	3	1	2	2	2	2	30
72	3	2	2	0	2	2	2	2	3	3	3	3	2	2	1.5	32.5
(73)	-1	-1	0	-2	-1.5	-1	-2	-1.5	-1.5	-1	0	-2	-1.5	-1.5	-1.5	-19
74	3	3	2	1	1.5	2	2	2	3	3	2	3	1.5	0	2	31
(75)	0	-1	0	-2	-1	-1	-2	0	0	-1.5	-3	-1	-1	-3	-1.5	-18
76	2	2	2	0	2	2	2	1.5	1.5	1.5	2	2	1.5	1	0	23
77	3	2	2	0	2	2	1.5	2	2	2	1	1.5	2	0	1	24
78	3	3	2	0	2	2	2	2	2	3	2	3	1.5	0	2	29.5
(79)	-1	-1.5	-1	-1	-3	-1	-3	-1	-1	-1	-1	-2	-1	-1	-1	-20.5
(80)	0	-1	0	-3	-1	-1	-3	-1	-1	-1	-1	-1	-1	-2	0	-17
81	2	2	0	1	2	1	1	2	1	1.5	2	1	1.5	2	0	20
82	2	1	2	0	1.5	2	1	1.5	1.5	2	2	1	1.5	2	2	23
83	2	2	2	1	2	2	2	2	3	2	3	2	2	1	2	30
84	2	2	2	1	2	2	2	1.5	1.5	2	2	2	2	2	2	28
85	2	1	2	0	2	2	1.5	2	2	2	2	1	2	2	1	24.5
(86)	-1	-2	-1	-1	-2	-1	-1	-1	0	-1	-3	-1	-1.5	-2	-2	-20.5
87	2	1.5	2	0	2	2	2	2	1	2	1	2	1.5	2	1	24
(88)	-1	-1	0	-2	-1	-1	-1	-1	-1	-1	-1	0	-1	-1	0	-13
89	2	2	2	2	2	2	1.5	2	3	2	1	2	2	0	1	26
90	2	2	2	3	2	2	1.5	1.5	1.5	2	0	2	2	3	1	27.5
91	1	2	0	1	2	2	2	1	3	1	0	1	1	1.5	2	20.5
92	2	2	2	3	2	2	2	2	0	3	2	3	3	3	2	33
B	97	91	111	28.5	86	88.5	71.5	106	100.5	95	71	94.5	69.5	58.5	39.5	
C	66.6	64.1	71.7	41.8	62.7	63.6	57.4	69.9	67.9	65.9	57.2	65.7	56.7	52.7	45.8	

A - Composite score by question.

**Highest possible composite score for a positive question = 45, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -45.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 22.5, for a negative question = -22.5.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

B - Composite score by respondent

**Highest possible composite score by respondent = 189.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -87.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 51.** A score above this point indicates a more positive response by the respondent, below this point indicates a more negative response by the respondent.

C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 276 for each respondent (response from -87 to 189) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score}/2.76 + 31.5 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 60.7**

## **Evaluation by Area**

Questions asked can be categorized into 3 major areas of court operations:

- Job Satisfaction - 31 questions
- Management Performance - 25 questions
- Supervisor Performance - 23 questions

and 3 minor areas:

- Satisfaction with Employment - 11 questions
- Co-worker Relations - 9 questions
- Training and Support - 6 questions

some questions apply to more than one area.

## Job Satisfaction

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	A
1	3	3	2	2	2	3	3	3	3	3	3	3	2	2	2	39
2	3	3	3	2	2	3	2	3	3	2	3	3	2	2	3	39
3	1.5	2	1	0	1.5	1	2	2	1.5	1.5	2	1	1	2	1	21
(17)	-1	-1	-1	-1	-1	-1	-1	-1	-1	-3	-3	-1	-2	-1	-2	-21
(18)	-1.5	-1	0	-1	-1	-1	-2	-1	-1.5	-1	0	-1	-1.5	-1	-2	-16.5
(20)	-1	-1	0	-3	-1	-1	-1	-1	0	-1	-3	-1	-1	0	-1.5	-16.5
21	3	2	2	3	2	2	2	2	2	3	1	3	2	2	2	33
(22)	0	-1	0	-2	-1	-1	-1	-1	0	-1	-2	0	-2	-1	-1	-14
(24)	-1	-2	-1	-2	-2	-1	-2	-1	-2	-2	-3	-2	-2	-3	-1.5	-27.5
(25)	-1	-1	-1	-1	-1	-1	-2	-1	0	-1.5	-3	-1	-1	0	-2	-17.5
27	2	1	2	2	1	1	1	1	1	1.5	0	1	0	0	0	14.5
38	3	2	2	2	2	2	2	2	3	2	3	2	2	0	1	30
41	1	2	2	3	2	2	1	2	2	2	2	2	2	0	1	26
(44)	-1	-2	-2	-1	-2	-1	-2	-1	-1	-3	-1	-1	-2	0	-3	-23
45	1	2	2	0	2	2	2	2	3	2	1	2	2	1.5	1	25.5
(47)	-1	-2	-1	-3	-1.5	-1	-2	-1.5	-2	-2	-3	-3	-1.5	-3	-3	-30.5
49	2	2	2	0	2	2	2	3	3	2	2	2	2	2	2	30
62	2	2	2	2	2	2	2	2	2	2	3	3	2	2	3	33
65	3	3	2	1	2	2	2	2	2	2	3	2	2	2	2	32
67	2	2	2	0	2	2	2	2	3	2	0	2	2	0	1	24
68	2	2	3	1.5	2	2	2	2	1.5	2	3	0	1.5	2	2	28.5
69	2	3	2	3	2	2	2	2	2	2	1	2	2	2	1.5	30.5
(70)	-1	-1	-1	-3	-1	-2	-1	-1	-1	-1	-3	-3	-1	-1	0	-21
71	3	2	2	1.5	2	1.5	2	2	2	3	1	2	2	2	2	30
72	3	2	2	0	2	2	2	2	3	3	3	3	2	2	1.5	32.5
(75)	0	-1	0	-2	-1	-1	-2	0	0	-1.5	-3	-1	-1	-3	-1.5	-18
77	3	2	2	0	2	2	1.5	2	2	2	1	1.5	2	1	1.5	24

(9)	-1	-1.5	-1	-1	-3	-1	-3	-1	-1	-1	-1	-2	-1	-1	-1	-20.5
82	2	2	0	1	2	1	1	2	1	1.5	2	1	1.5	2	2	23
(86)	-1	-2	-1	-1	-2	-1	-1	-1	0	-1	-3	-1	-1.5	-2	-2	-20.5
87	2	1.5	2	0	2	2	2	2	1	2	1	2	1.5	2	1	24
B	33	23	28	3	19	23.5	15.5	28.5	31.5	21.5	5	20.5	16	12.5	10	
C	74.2	63.4	68.8	41.9	59.1	64	55.4	69.3	72.6	61.8	44.1	60.2	55.9	52.1	49.5	

#### A - Composite score by question.

**Highest possible composite score for a positive question = 45, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -45.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 22.5, for a negative question = -22.5.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

#### B - Composite score by respondent

**Highest possible composite score by respondent = 57.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -36.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 10.5** A score above this point indicates a more positive response in this area by the respondent, below this point indicates a more negative response in this area by the respondent.

#### C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 93 for each respondent (response from -36 to 57) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response

possible (formula:  $\text{score}/.93 = 38.7 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 59.5**

## Management Performance

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	A
10	3	2	2	0	2	2	2	3	3	2	1	3	2	0	2	29
13	3	2	2	2	2	2	2	3	1	2	3	2	2	2	2	32
14	3	2	2	2	2	2	2	2	2	2	3	2	1.5	2	2	31.5
16	2	2	3	2	2	2	2	3	2	2	1	2	1	0	1	27
(19)	-1.5	-1	0	-1	-1	-1	-1	-1	0	-1	-1	-1	-1	-1	-1.5	-14
34	2	1.5	2	2	2	1	2	1.5	0	1.5	2	2	2	2	0	23.5
(35)	-1	-1	0	-1	-1	-1	-2	-1	-1.5	0	0	-1	-1.5	-1.5	-1.5	-15
41	1	2	2	3	2	2	1	2	2	2	2	2	2	0	1	26
43	1.5	1.5	3	1.5	2	2	1.5	1.5	1.5	1.5	3	2	1.5	1.5	0	25.5
56	2	2	2	0	2	2	2	2	2	2	2	2	2	0	2	26
57	2	2	2	0	2	2	2	1.5	2	2	2	2	1.5	0	1	24
58	2	2	2	2	2	2	2	2	2	2	2	3	2	2	2	31
(61)	-1	-1	0	-1	-1	-1	-2	-1	-2	-1.5	-3	-2	-1.5	-2	-2	-22
(63)	-1	-1	0	-1	-1	-1	-1	-1	0	-3	0	-1	-1.5	-1	-3	-16.5
64	2	3	2	1.5	2	2	2	2	3	2	3	0	3	1.5	3	32
65	3	3	2	1	2	2	2	2	2	2	3	2	2	2	2	32
68	2	2	3	1.5	2	2	2	2	1.5	2	3	0	1.5	2	2	28.5
(73)	-1	-1	0	-2	-1.5	-1	-2	-1.5	-1.5	-1	0	-2	-1.5	-1.5	-1.5	-19
76	2	2	2	0	2	2	2	1.5	1.5	1.5	2	2	1.5	1	0	23
(80)	0	-1	0	-3	-1	-1	-3	-1	-1	-1	-1	-1	-1	-2	0	-17
83	2	2	2	1	2	2	2	2	3	2	3	2	2	1	2	30
84	2	2	2	1	2	2	2	1.5	1.5	2	2	2	2	2	2	28
89	2	2	2	2	2	2	1.5	2	3	2	1	2	2	0	1	26
90	2	2	2	3	2	2	1.5	1.5	1.5	2	0	2	2	3	1	27.5
92	2	2	2	3	2	2	2	2	0	3	2	3	3	3	2	33
B	35	33	41	19.5	31.5	31	24.5	31.5	28.5	30	.5	29	28.5	16	18.5	

C	70.7	68	24.7	50	66	65.3	56.7	66	62	64	70.7	62.7	62	45.3	48.7	
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#### A - Composite score by question.

**Highest possible composite score for a positive question = 45, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -45.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 22.5, for a negative question = -22.5.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

#### B - Composite score by respondent

**Highest possible composite score by respondent = 57.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -18.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 19.5.** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

#### C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 75 for each respondent (response from -18 to 57) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score}/.75 + 24 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 58.9**



## Supervisor Performance

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	A
(7)	-1	-1	0	-2	-1	-1	-1	0	0	0	-1	-1	-1	-1	-1	-12
(8)	0	0	0	-3	0	-1	-1	0	0	0	0	0	-1	0	-1	-7
9	2	2	2	0	1.5	2	2	2	3	3	0	2	2	0	1	24.5
10	3	2	2	0	2	2	2	3	3	2	1	3	2	0	2	29
16	2	2	3	2	2	2	2	3	2	2	1	2	1	0	1	27
31	2	2	2	1.5	2	2	2	2	3	2	2	3	2	1	1	29.5
(32)	-1	-1	-1	-3	-1.5	-1	-1	-1	-1	0	0	-3	-2	-1	-3	-20.5
33	2	2	2	3	2	2	2	2	2	2	3	2	1.5	1	2	30.5
(36)	0	-1	0	-1.5	-1	-1	-1	-1	0	0	0	0	-1	0	-1	-8.5
39	2	1.5	3	1.5	2	2	2	2	3	3	3	2	2	3	1	33
42	2	2	2	3	2	2	2	2	3	2	2	2	2	1.5	2	31.5
54	2	3	2	1	2	2	2	3	3	3	2	3	2	0	2	32
55	2	2	2	0	2	1	1	3	2	2	2	2	2	0	1	24
58	2	2	2	2	2	2	2	2	2	2	2	3	2	2	2	31
60	2	2	3	3	2	2	2	2	2	2	2	2	1.5	2	3	32.5
66	1	2	2	0	2	2	2	1.5	2	2	3	2	2	2	0	25.5
74	3	3	2	1	1.5	2	2	2	3	3	2	3	1.5	0	2	31
76	2	2	2	0	2	2	2	1.5	1.5	1.5	2	2	1.5	1	0	23
78	3	3	2	0	2	2	2	2	2	3	2	3	1.5	0	2	29.5
(80)	0	-1	0	-3	-1	-1	-3	-1	-1	-1	-1	-1	-1	-2	0	-17
83	2	2	2	1	2	2	2	2	3	2	3	2	2	1	2	30
89	2	2	2	2	2	2	1.5	2	3	2	1	2	2	0	1	26
B	34	32.5	36	8.5	28.5	28	25.5	34	47	34.5	29	35	24.5	10.5	19	
C	71	68.8	73.9	34	63	62.3	58.7	71	89.8	71.7	63.7	72.4	57.2	36.9	49.2	

A - Composite score by question.

**Highest possible composite score for a positive question = 45, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -45.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 22.5, for a negative question = -22.5.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

B - Composite score by respondent

**Highest possible composite score by respondent = 54.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -15.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 19.5** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 69 for each respondent (response from -15 to 54) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score}/.69 + 21.7 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 59.2**

## Satisfaction With Employment

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	A
(4)	-1	-1	-1	-1.5	-1.5	-1	-3	-1	-1.5	-2	-3	-2	-3	-2	-3	-27.5
5	3	1	2	2	2	2	2	2	2	2	2	3	2	3	2	32
21	3	2	2	3	2	2	2	2	2	3	1	3	2	2	2	33
23	2	1	2	2	2	2	1	2	1.5	3	1	2	1.5	1	0	24
28	2	2	2	3	2	2	1	2	2	2	2	2	1.5	2	0	27.5
(46)	-1	-2	-2	-1	-1.5	-2	-3	-1	-3	-3	-3	-2	-2	0	-3	-29.5
50	2	1.5	1	1.5	1.5	1	1	3	1.5	1	0	1	1	1	0	18
51	2	1.5	2	1	1.5	2	2	2	1.5	2	2	3	2	3	1	28.5
77	3	2	2	0	2	2	1.5	2	2	2	1	1.5	2	0	1	24
(79)	-1	-1.5	-1	-1	-3	-1	-3	-1	-1	-1	-1	-2	-1	-1	-1	-20.5
1	2	2	0	1	2	1	1	2	1	1.5	2	1	1.5	2	0	20
B	16	8.5	9	10	9	10	2.5	14	8	10.5	4	10.5	7.5	11	-1	
C	75.8	53.1	54.6	57.6	54.6	57.6	34.9	69.7	51.5	59.1	39.4	59.1	50	60.6	24.3	

A - Composite score by question.

**Highest possible composite score for a positive question = 45, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -45.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 22.5, for a negative question = -22.5.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

## B - Composite score by respondent

**Highest possible composite score by respondent = 24.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -9.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 7.5.** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

## C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 33 for each respondent (response from -9 to 24) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score} / .33 + 27.3 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 52.8**

## Co-worker Relations

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	A
6	2	2	2	1	2	1	2	3	1.5	2	1	3	2	2	2	28.5
15	1	2	2	3	2	2	2	2	2	2	1	2	1	2	2	28
(29)	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1.5	0	-1	-1.5	-1	-1.5	-15.5
30	2	2	2	1	2	2	2	3	3	2	2	2	2	2	3	32
(48)	-1	-1.5	0	-1	-1.5	-1	-2	-1.5	-3	-1	0	-1	-1.5	-1	-3	-20
(52)	-1	0	0	-3	-1	-1	-1	-1	-2	-1	-3	0	-1	0	-3	-18
53	2	2	2	0	2	2	2	3	2	2	2	3	1	2	2	29
59	2	2	2	1	2	2	2	3	2	2	2	2	2	2	0	28
(88)	-1	-1	0	-2	-1	-1	-1	-1	-1	-1	-1	0	-1	-1	0	-13
B	5	6.5	9	-1	5.5	5	5	9.5	3.5	3.5	4	10	3	7	1.5	
C	62.9	68.5	77.7	40.7	64.8	62.9	62.9	79.6	57.4	64.8	59.2	81.4	55.5	70.3	50	

A - Composite score by question.

**Highest possible composite score for a positive question = 45, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -45.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 22.5, for a negative question = -22.5.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

B - Composite score by respondent

**Highest possible composite score by respondent = 15.** If all positively worded

questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -12.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 1.5.** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

#### C - Scaled score by respondent

Scaled score was determined on the basis of a possible variance of 27 for each respondent (response from -12 to 15) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score} / .27 + 44.4 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 63.9**

## Training and Support

Questions positive in nature are scored as a +

Questions negative in nature, denoted by ( ), are scored as a -

Question number is listed in the far left column, respondent number is listed in the top row.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	A
11	1	1	2	1	2	2	2	2	2	2	3	2	2	0	1	25
12	1	1	2	1	2	2	2	3	2	2	2	2	2	2	2	28
26	2	1	2	1	2	1	2	2	1	2	0	2	2	2	0	22
(40)	-1	-1	-1	-3	-1	-1	-1	-1	-2	-1	-2	-1	-2	-1	-2	-21
62	2	2	2	2	2	2	2	2	2	2	3	3	2	2	3	33
85	2	1	2	0	2	2	1.5	2	2	2	2	1	2	2	1	24.5
B	7	5	9	2	9	8	8.5	10	7	9	8	9	8	7	5	
C	55.6	44.5	66.7	27.8	66.7	61.1	63.9	72.3	55.6	66.7	61.1	66.7	61.1	55.6	44.5	

A - Composite score by question.

**Highest possible composite score for a positive question = 45, a negative question = 0.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score for a positive question = 0, a negative question = -45.** If all negatively worded questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle score for a positive question = 22.5, for a negative question = -22.5.** A score above these points indicate a more positive response on this question, below these points indicate a more negative response on this question by all respondents.

B - Composite score by respondent

**Highest possible composite score by respondent = 15.** If all positively worded questions were responded to with "3=strongly agree" and negatively worded questions were answered with "0=strongly disagree".

**Lowest possible composite score by respondent = -3.** If all negatively worded

questions were responded to with "3=strongly agree" and positively worded questions were answered with "0=strongly disagree".

**Middle composite score by respondent = 6.** A score above this point indicates a more positive in this area response by the respondent, below this point indicates a more negative response in this area by the respondent.

**C - Scaled score by respondent**

Scaled score was determined on the basis of a possible variance of 18 for each respondent (response from -3 to 15) and placed on a scale with 0 being the most negative response possible to 100 being the most positive response possible (formula:  $\text{score} / .18 + 16.7 = \text{scaled score}$ ). Respondents who scored closer to 100 had a positive view of the court in this area, while those who scored closer to 0 had a more negative view of the court. A score of 50 would be an equal amount of positive and negative toward the court.

**Average of scaled responses = 58**



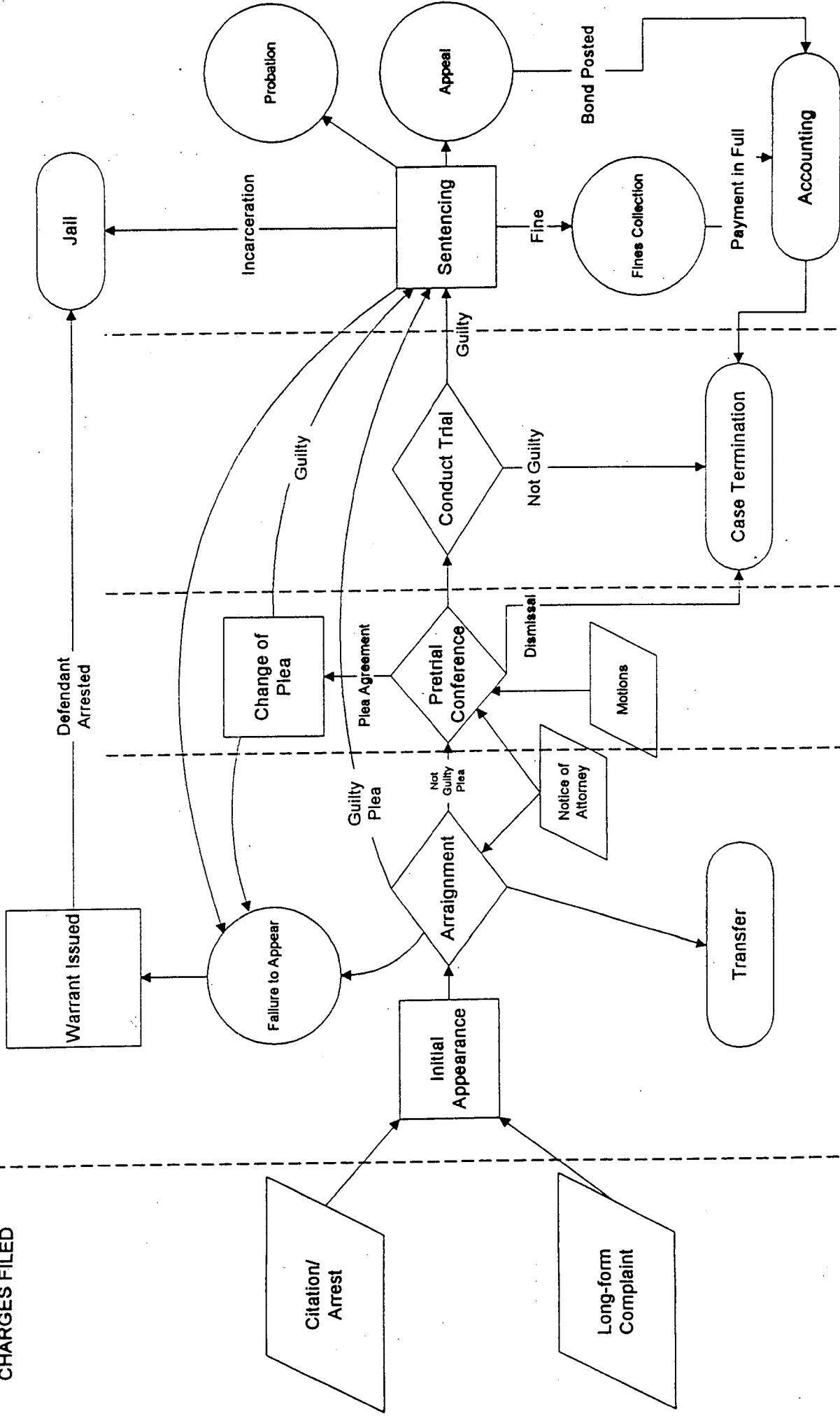
## **APPENDIX C**

## CASEFLOW MANAGEMENT CLASS

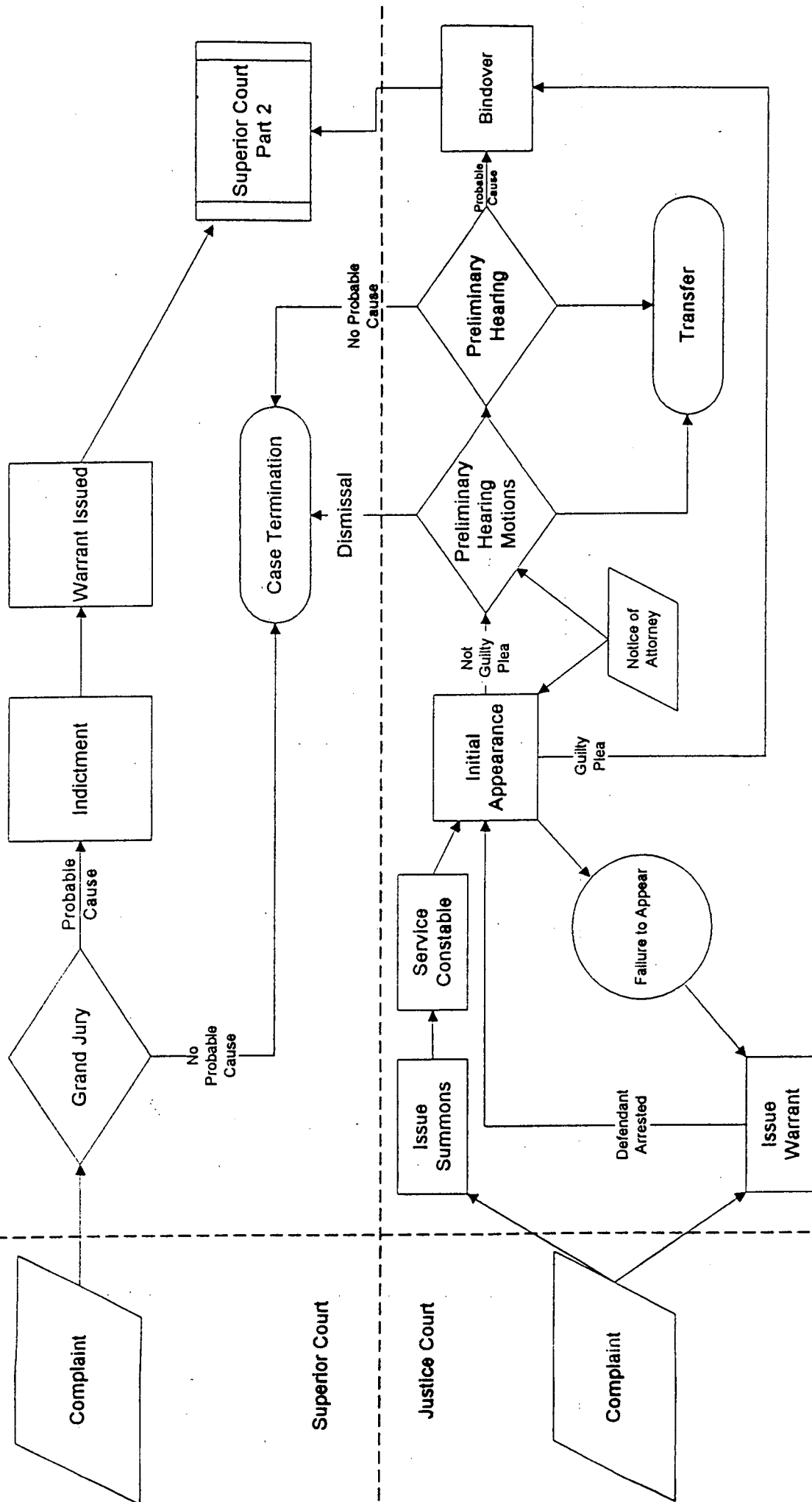
- I. INTRODUCTIONS OF FACULTY
- II. CLASS PARTICIPANTS(HOW MANY FROM LJ/SC)
- III. FLOW OF A CRIMINAL CASE(MISDEMEANOR AND FELONY) -DON
- IV. ELEMENTS OF CASEFLOW MANAGEMENT - DEBI/GARY
- V. DESIGN AND IMPLEMENTATION OF A CASEFLOW MANAGEMENT PROGRAM - GARY/DEBI
- VI. MAINTAINING STATISTICAL DATA - KAY
- VII. QUESTIONS AND ANSWERS

PRELIMINARY PROCEEDINGS PRETRIAL PROCEDURES TRIAL SENTENCING

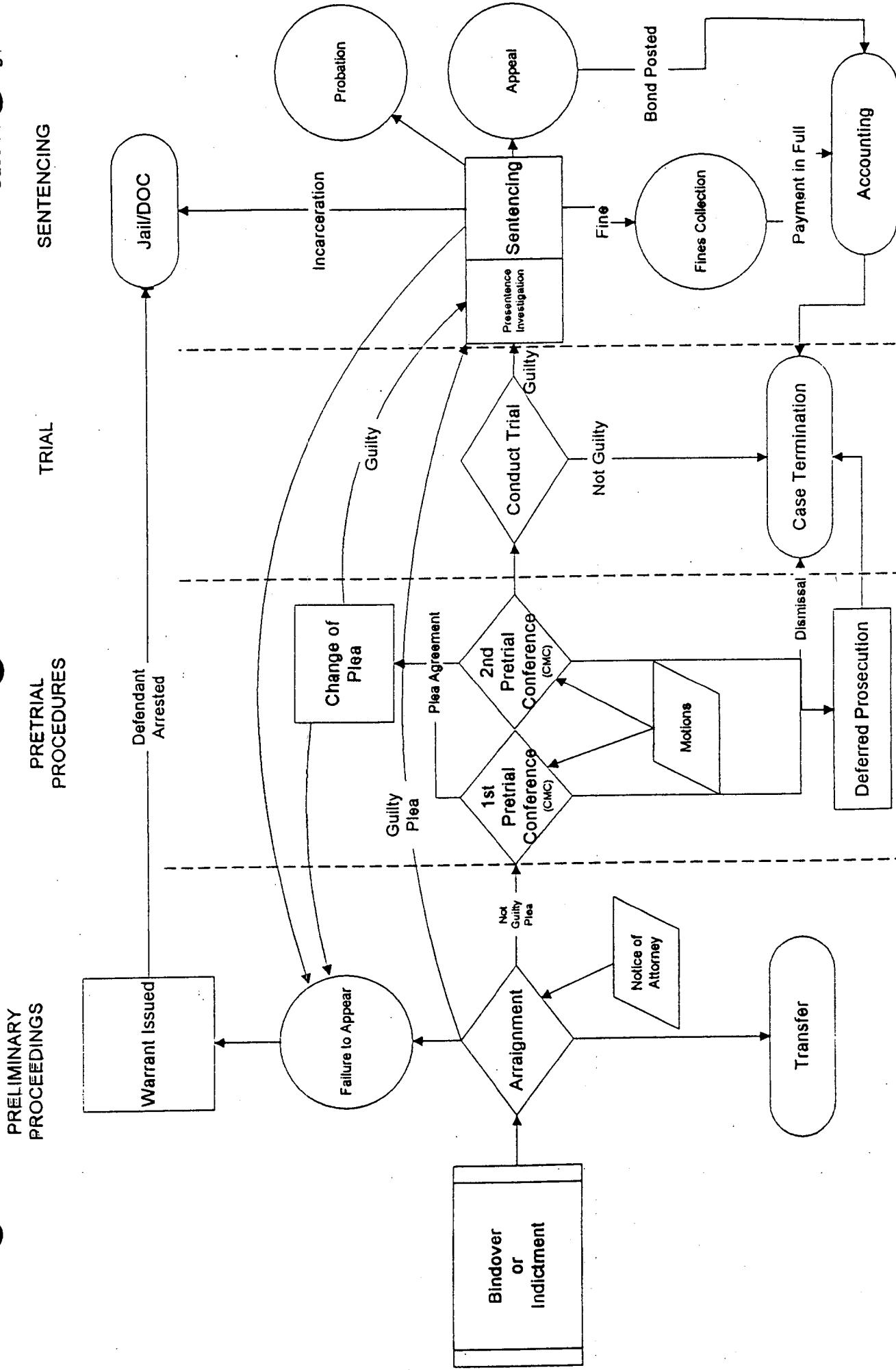
CHARGES FILED



PROCESS MISDEMEANOR CASES



# PROCESS FELONY CASES - PART 1



## PROCESS FELONY CASES - PART 2

# Criminal Case Flow

## With Definitions

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Page 1

### CHARGES FILED

**COMPLAINT** - Formal written charge that a person has committed a criminal offense. (Rule 2.3)

**CITATION** - Uniform Traffic Ticket and Complaint used by all law enforcement agencies in the state. (Rule 2.1 (a))

**INDICTMENT** - A written accusation by a grand jury charging a person with a crime. (Rule 2.2; 12; 13)

### PRELIMINARY PROCEEDINGS

**INITIAL APPEARANCE** - First appearance before a court by a defendant for the purpose of advising the defendant of the charge or charges which have been or will be filed, advising the defendant of rights and determining conditions of release. (Rule 1.4(b); 4; 7.4(a); 14.1(d))

**ARRAIGNMENT** - Court appearance by a defendant for the purpose of advising the defendant of the charge or charges which have been filed, accepting a plea and setting additional court dates as necessary. (Rule 1.4(c); 4.2; 14)

**PRELIMINARY HEARING** - The hearing at which a judge determines whether there is sufficient evidence against a person charged with a crime to hold him or her for trial. (Rule 5)

### PRETRIAL PROCEDURES

**PRE-TRIAL CONFERENCE** - A meeting between the judge and the parties to narrow the issues in the case, agree on what will be presented at the trial, and make a final effort to settle the case without a trial. (Rule 15; 16)

**CHANGE OF PLEA** - A hearing where the defendant willfully changes their plea before the court (usually from not guilty to guilty based on a plea agreement). (Rule 16.4; 17)

# Criminal Case Flow

Page 2

## With Definitions

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### TRIAL

*TRIAL* - Hearing at which guilt is determined by hearing of evidence and application of relevant laws. Can be either with or without a jury. (Rule 18; 19; 20; 21; 22; 23)

### SENTENCING

*SENTENCING* - The punishment ordered by a court for a defendant convicted of a crime. A concurrent sentence means that two or more sentences would run at the same time. A consecutive sentence means that two or more sentences would run one after another. (Rule 24; 25; 26)

*PROBATION* - An alternative to imprisonment allowing a person found guilty of an offense to stay in the community, usually under conditions and under the supervision of a probation officer. A violation of probation can lead to its revocation and imprisonment. (Rule 27)

### OTHER RULES

#### *RULE 6-11 - RIGHTS OF PARTIES*

Rule 6 - Attorneys, Appointment of Counsel

Rule 7 - Release

Rule 8 - Speedy Trial

Rule 9 - Presence of Defendant, Witness, and Spectators

Rule 10 - Change of Judge or Place of Trial

Rule 11 - Incompetency and Mental Examinations

#### *RULE 28-29 - POST VERDICT PROCEEDINGS*

Rule 28 - Retention and Destruction of Records and Evidence

Rule 29 - Restoration of Civil Rights or Vacation of Conviction

#### *RULE 30-32 - APPEAL AND OTHER POST-CONVICTION RELIEF*

Rule 30 - Appeals From Limited Jurisdiction Courts

Rule 31 - Appeal From Superior Court

Rule 32 - Other Post-Conviction Relief

#### *RULE 33-39 - POWERS OF THE COURT*

Rule 33 - Criminal Contempt

Rule 34 - Subpoenas

Rule 35 - Form, Content and Service of Motions and Requests

Rule 36 - Local Rules

Rule 37 - Report of Court Dispositions

Rule 38 - Suspension of Prosecution for Deferred Prosecution Programs

Rule 39 - Victim's Rights

FROM THE PRINCE  
BY MACHIAVELLI

"...THERE IS NOTHING MORE DIFFICULT TO TAKE IN HAND, MORE PERILOUS TO CONDUCT, OR MORE UNCERTAIN IN ITS SUCCESS, THAN TO TAKE THE LEAD IN THE INTRODUCTION OF A NEW ORDER OF THINGS. BECAUSE THE INNOVATOR HAS FOR ENEMIES ALL THOSE WHO HAVE DONE WELL UNDER THE OLD CONDITIONS, AND LUKEWARM DEFENDERS IN THOSE WHO MAY DO WELL UNDER THE NEW."



## **COMPONENTS OF CASEFLOW MANAGEMENT**

... “ *IT IS ONE THING TO DO WHAT YOU  
KNOW AND QUITE ANOTHER TO KNOW  
WHAT TO DO.* ” ...

ALBERT EINSTEIN

# CASEFLOW MANAGEMENT

## Definition

■ COORDINATION OF COURT PROCESSES AND RESOURCES TO MOVE CASES TIMELY FROM FILING TO DISPOSITION REGARDLESS OF THE TYPE OF DISPOSITION.

## Goal

■ CREATION OF A PREDICTABLE SYSTEM THAT SETS EXPECTATIONS AND HELPS ASSURE THAT REQUIRED ACTION IS TAKEN.

## By:

- ① CREATION OF CASES EVENTS BUT MOST IMPORTANTLY MANAGEMENT OF THE TIME BETWEEN EVENTS

TIMES MUST BE LONG ENOUGH TO ALLOW PREPARATION BUT SHORT ENOUGH TO ENCOURAGE PREPARATION

- ② PROVIDING CERTAINTY THAT EVENTS WILL OCCUR AS SCHEDULED.

# **CASEFLOW MANAGEMENT IS A GOAL-ORIENTED PROCESS**



## **JUSTICE**

### **→ GOALS →**

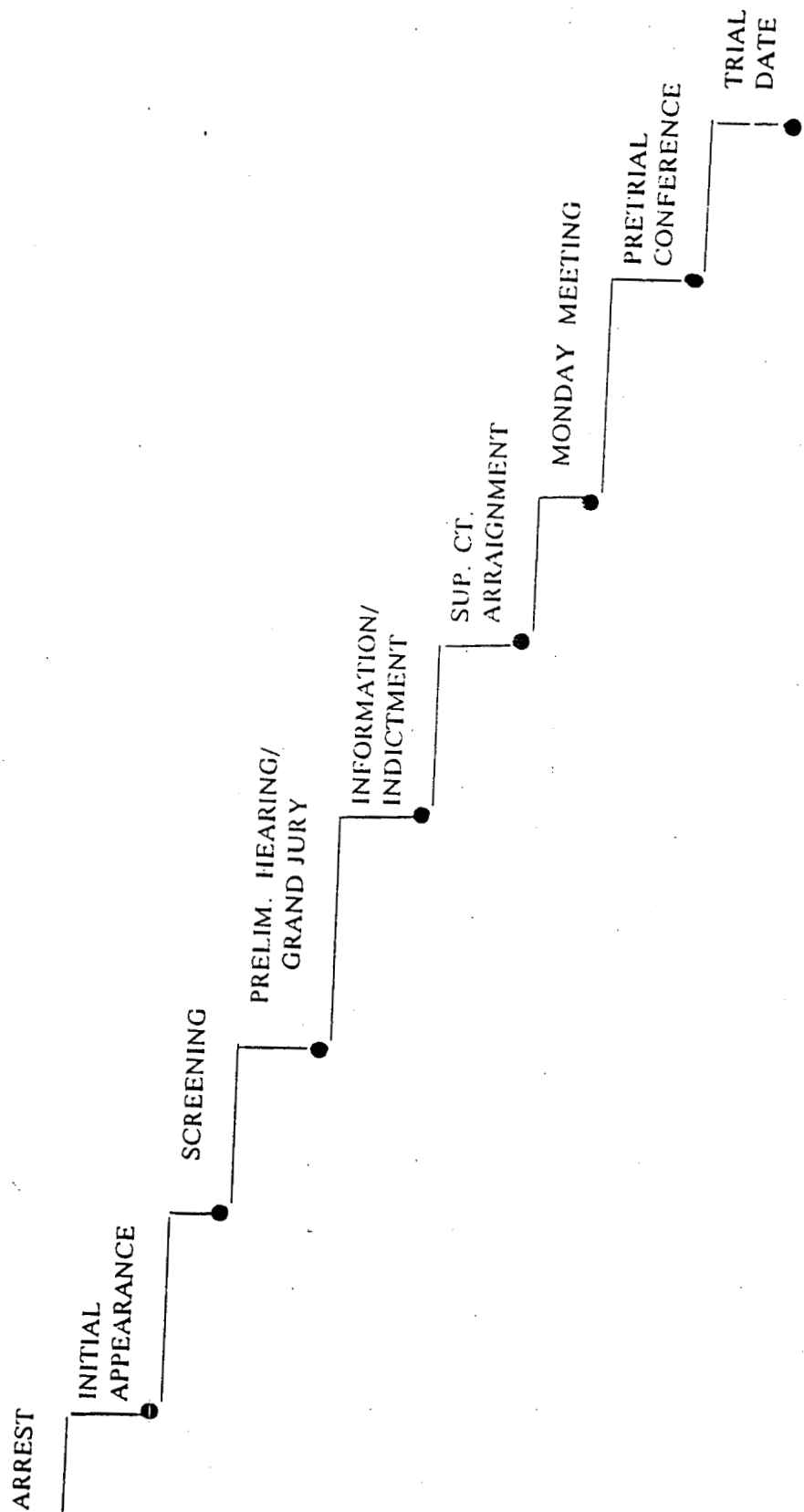
- 1. Equal treatment of all litigants by the court;**
- 2. Timely disposition consistent with the circumstances of the individual case;**
- 3. Enhancement of the quality of the litigation process; and**
- 4. Public confidence in the court as an institution.**

# **ABA STANDARDS RELATING TO COURT DELAY REDUCTION**

## **SEC. 2.50 - CASEFLOW MANAGEMENT AND DELAY REDUCTION: GENERAL PRINCIPLE**

**From the commencement of litigation to its resolution, any elapsed time other than reasonably required for pleadings, discovery and court events, is unacceptable and should be eliminated. To enable just and efficient resolution of cases, the court, not the lawyers or litigants, should control the pace of litigation. A strong judicial commitment is essential to reducing delay and, once achieved, maintaining a current docket.**

POSSIBLE CRIMINAL CASE DISPOSITION POINTS



# CASE MANAGEMENT AXIOMS



1. Early and Continuous Court Control of Case Progress Avoids or Reduces Backlogs
2. Every Case, *with No Exceptions*, Must Always Have a Date Certain, *for a Purpose Certain*, Assigned
3. Date Certainty Disposes of Cases
4. A Judge with Open Time Will Dispose of More Cases Than One Constantly in Trial.
5. Accurate, Timely Information is Essential
6. What People Count Influences Human Behavior.

# THE OTHER 97%

## ACHIEVING EARLY NON-TRIAL DISPOSITIONS

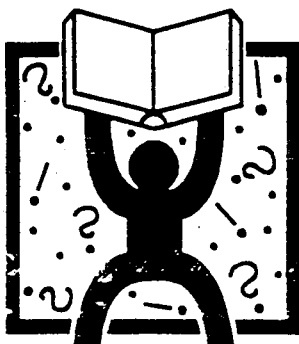
### RULES:

- A. Obtain dispositions before trial dates are scheduled.
- B. Provide information necessary for decision makers to make decisions as early as possible.
- C. Create an early disposition climate.
- D. Create special early disposition tracks and programs for certain types of cases. DCM



## ELEMENTS OF EFFECTIVE FELONY CASEFLOW MANAGEMENT

- Realistic Charging
- Early and Continuing Court Attention to the Case
- Emphasis on Disposition at or before Arraignment
- Early Exchange of Information Between Prosecution and Defense
- Early Case Screening by Court, Prosecution and Defense
- Every Appearance of the Defendant is Used as a Meaningful Opportunity to Dispose of the Case or Move It Toward Disposition
- A Timetable for All Future Events/Activities in the Case Is Established Early
- Early Disposition of Motions
- Plea Cut-off
- Trial Dates are Scheduled Only if Needed



## **DEFINITION**

### *DIFFERENTIAL CASE MANAGEMENT*

*COURT SUPERVISION OF CASE PROGRESS  
THAT EXPLICITLY RECOGNIZES CASES VARY  
IN RESOURCE REQUIREMENTS (JUDICIAL,  
STAFF, ATTORNEY) TO ACHIEVE TIMELY  
AND JUST DISPOSITION*



## **KEY OPERATIONAL COMPONENTS OF DCM**

**A) DEFINING FACTORS THAT DIFFERENTIATE CASES**  
(e.g., subject matter, number of parties, amount of discovery anticipated or likely)

**B) PROCEDURES FOR SCREENING CASES ACCORDING  
TO THE FACTORS/CRITERIA**

**C) TRACKS FOR EACH CATEGORY/GROUP**

**D) PROCEDURES FOR TRACK ASSIGNMENT**

**E) UNIQUE MANAGEMENT PROCEDURES FOR EACH  
TRACK**

## **BENEFITS OF DCM**

- **EXPLICIT RECOGNITION THAT CASES VARY IN TIME AND RESOURCE REQUIREMENTS FOR APPROPRIATE DISPOSITION**
- **FOCUSES COURT AND ATTORNEY ATTENTION ON CASES THAT NEED IT**
- **USUALLY REDUCES VOLUME OF MOTIONS**
- **FACILITATES ACHIEVING FIRM TRIAL CALENDARS**

*... "TRYING TO MANAGE SOMETHING  
YOU CAN'T DESCRIBE, IS LIKE TRYING  
TO GO SOMEWHERE THAT DOESN'T  
EXIST." ...*

*MARK TWAIN*

# ARIZONA SUPREME COURT

## CASE PROCESSING TIME STANDARDS

### GENERAL JURISDICTION COURTS

<u>FILING TYPE</u>	<u>REFERENCE</u>	<u>GOAL</u>
CRIMINAL-FELONY (FROM DATE CASE IS FILED TO SENTENCE)		90% WITHIN 100 DAYS 99% WITHIN 180 DAYS

### LIMITED JURISDICTION COURTS

<u>FILING TYPE</u>	<u>REFERENCE</u>	<u>GOAL</u>
CRIMINAL - MISDEMEANOR NON-TRAFFIC		90% WITHIN 60 DAYS 99% WITHIN 90 DAYS
INITIAL APPEARANCE	RULE 4	HEARING WITHIN 24 HOURS FROM ARREST
PRELIMINARY HRGS.	RULE 5.1	90% WITHIN 15 DAYS
ARRAIGNMENT	RULE 14.1	90% WITHIN 10 DAYS 99% WITHIN 15 DAYS
TRAFFIC - CRIMINAL	RULE 8	90% WITHIN 60 DAYS 99% WITHIN 90 DAYS

## COCONINO COUNTY DCM PROJECT

### APPROXIMATE TIMES FROM FILING TO DISPOSITION

Event	B (Expedited)	C (Regular)	D (Complex)
ARRAIGNMENT	DAY 1	DAY 1	DAY 1
PRELIMINARY HEARING TRANSCRIPT	DAY 10	DAY 10	DAY 10
CASE MANAGEMENT CONFERENCE	DAY 14-21	DAY 14-21	DAY 14-21
MOTION DEADLINE	DAY 35-42	DAY 125	DAY 150
MOTION HEARING AND FINAL CONFERENCE	DAY 42-49	DAY 132	DAY 157
TRIAL DATE	DAY 90	DAY 150	DAY 210

**NOTE:** Time standards and intervals were developed with the understanding that not all cases can be handled the same way. Appropriate deadlines will be set for each case. The length of time between arraignment and disposition will vary depending upon the unique characteristics of each case (i.e. not all cases assigned to the expedited track will take 90 days to dispose of, while some may take longer than 90 days.)