



## Appendix A

### Results of CourTools Performance Measurements

#### Introduction

This appendix describes findings obtained by the project team from implementing CourTools, a set of core court performance measures developed by the National Center for State Courts (NCSC). Further information on CourTools can be found online at <http://www.courtools.org>, where there is detailed information on each CourTools measure, as well as special supplemental information and software tools designed to assist courts in implementing the measures.

The scope of this project provided for application of the following CourTools measures:

- Measure 1, Access and Fairness
- Measure 2, Clearance Rates
- Measure 3, Time to Disposition
- Measure 4, Age of Active Pending Caseload
- Measure 5, Trial Date Certainty
- Measure 6, Reliability and Integrity of Case Files
- Measure 9, Court Employee Satisfaction

The eleven case types described in the following analyses are those case types defined within the Supreme Court of Ohio's statistical reporting scheme prescribed pursuant to Rule 37 of the Rules of Superintendence for the Courts of Ohio.

#### **CourTools Measure 1. Access and Fairness**

*Definition:* Ratings of court users on the court's accessibility and its treatment of customers in terms of fairness, equality, and respect.

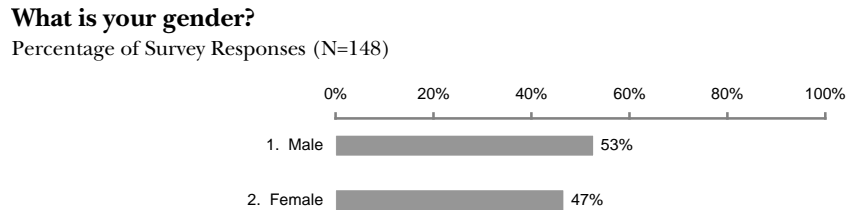
*Purpose:* Many assume that "winning" and "losing" is what matters most to citizens when dealing with the courts. Yet research consistently shows public trust and confidence is shaped more by a person's perceptions of how they are treated in court, and whether the court makes decisions fairly. This measure provides a tool for surveying court users including attorneys and parties to litigation.

*Method:* Using the survey instrument designed by the NCSC, the project team, over the course of three days, surveyed people exiting the courthouse on the condition they had completed their business with the court that day.

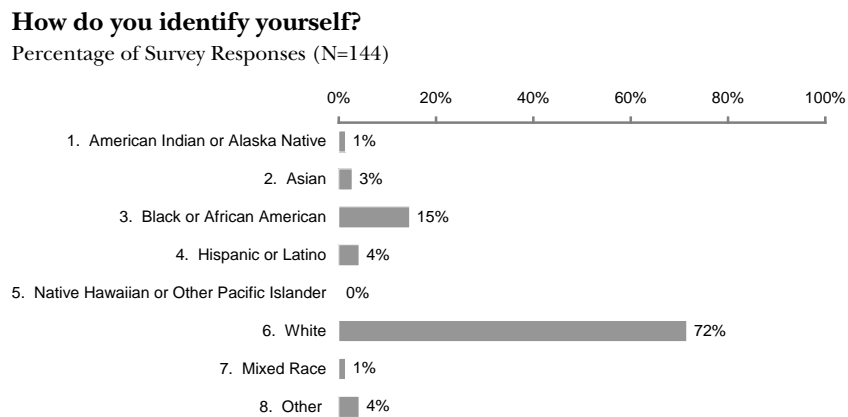
A total of 154 individuals responded to the survey. Each had experience with the court and its services. Court users were asked to respond to a series of questions relating to access to justice and the fairness of the judicial process. Responses were made using a five-level Likert scale. The survey also included questions relating to the background and demographics of the respondents.

*Background and Demographics Findings:*

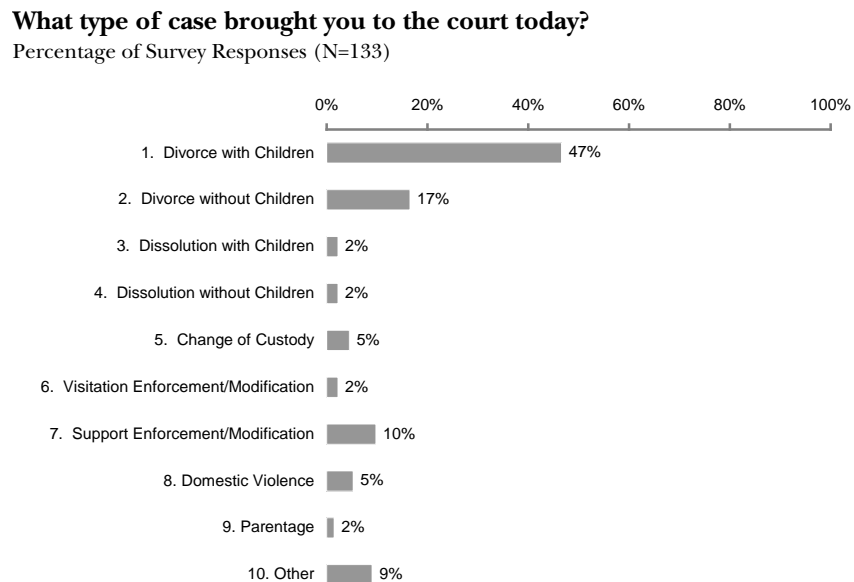
**Figure 1. Gender of Respondents to Measure 1**



**Figure 2. How Measure 1 Respondents Identify Themselves**



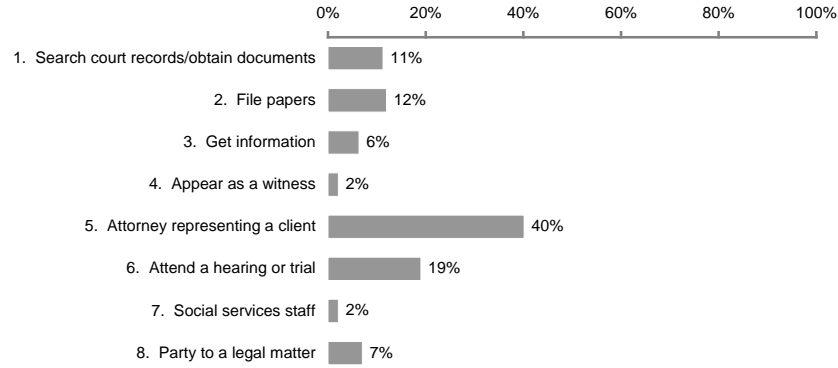
**Figure 3. Case Types Bringing Measure 1 Respondents to Court**



**Figure 4. What Measure 1 Respondents Did at Court**

**What did you do at the court today?**

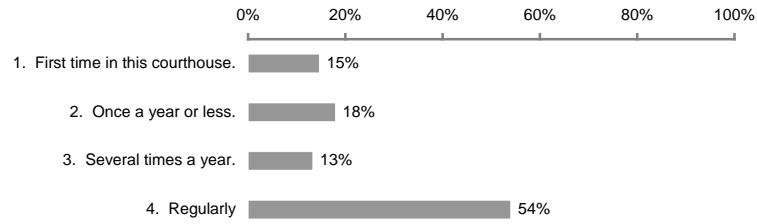
Percentage of Survey Responses (N=142)



**Figure 5. How Often Measure 1 Respondents are in Courthouse**

**How often are you typically in this courthouse?**

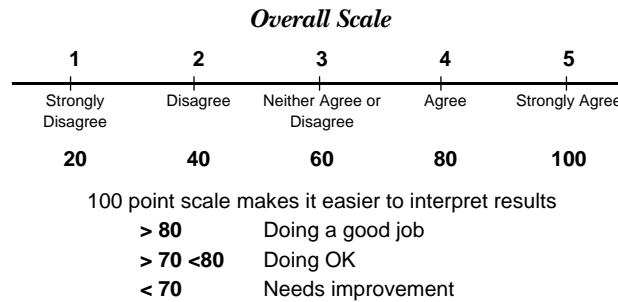
Percentage of Survey Responses (N=150)



*100-Point Scale Method for Presenting Survey Results:* Employing a 100-point scale shown in Figure 6 to present survey results is useful particularly for displaying the results within the familiar and intuitive 100-point scale. In order to convert the survey results for each survey statement to a 100-point scale, the following calculations are made: the number of persons who responded to the statement is multiplied by the 100-point scores corresponding to the Likert scale responses made by those persons (e.g., the number of persons responding with an “Agree” response is multiplied by 80, the number of persons responding with a “Disagree” response is multiplied by 40, and so on); then the sum of the converted 100-point scores for each statement is divided by the total number of persons responding to the statement.

Result scores greater than 80 on this scale indicate the court is “doing a good job.” Result scores over 70 but under 80 indicate the court is “doing okay.” Result scores under 70 indicate the court “needs improvement.”

**Figure 6. 100-Point Scale Conversion**



*Access to Justice Findings:* The largest section of the survey contained questions concerning access to justice. These questions focused on the respondent’s overall experience while in the courthouse that day. Responders to these questions were not necessarily parties to a legal matter. Table 1 shows the survey results for those statements concerning access to justice.

**Table 1. Measure 1 Court User Survey Results, Access to Justice Scores**

**Access to Justice Statements**

Average Scores and Responses by Percent of Total

<b>Statement Concerning Access to the Court</b>	<b>Average Score</b>	<b>Number of Responses</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Finding the courthouse was easy.	88.9	149	66%	21%	6%	5%	2%
The forms I needed were clear and easy to understand.	80.8	129	49%	26%	12%	9%	5%
I felt safe in the courthouse.	88.3	149	63%	26%	6%	1%	5%
The court makes reasonable efforts to remove physical and language barriers to service.	80.9	129	47%	26%	16%	5%	5%
I was able to get my court business done in a reasonable time.	74.5	152	40%	26%	11%	11%	12%
Court staff paid attention to my needs.	81.6	151	49%	28%	11%	5%	7%
I was treated with courtesy and respect.	83.4	153	54%	28%	5%	5%	7%
I easily found the courtroom or office I needed.	84.9	148	51%	30%	11%	5%	2%
The Court's website was useful.	82.8	109	43%	37%	13%	6%	2%
The court's hours of operation made it easy for me to do business.	82.9	145	46%	34%	12%	5%	3%
<b>Overall Access to Justice Score</b>	<b>82.9</b>						

Table 2 lists access to justice survey response scores from highest to lowest. While there are nine areas in which the court is “doing a good job” there is one area in which the court is “doing OK”. That particular item stands apart from the other scores and merits further attention.

**Table 2. Measure 1 Ranking of Access to Justice Scores**

**Access to Justice Statements, Ranking of Court User Responses**

Highest Scores to Lowest Scores

<b>Survey Statement</b>	<b>Score</b>
<i>Areas in which the Court is "Doing a Good Job" (Score Over 80)</i>	
Finding the courthouse was easy.	88.9
I felt safe in the courthouse.	88.3
I easily found the courtroom or office I needed.	84.9
I was treated with courtesy and respect.	83.4
The court's hours of operation made it easy for me to do business.	82.9
The Court's website was useful.	82.8
Court staff paid attention to my needs.	81.6
The court makes reasonable efforts to remove physical and language barriers to service.	80.9
The forms I needed were clear and easy to understand.	80.8
<i>Areas in which the Court is "Doing OK" (Score of 70-80)</i>	
I was able to get my court business done in a reasonable time.	74.5
<i>Areas that "Need Improvement" (Score Under 70)</i>	
(No results in this category)	

*Fairness Findings:* This section of the survey was specifically directed towards people who were party to a legal matter and appeared before a judge. Similar to the first section, responses were made using a five-level Likert scale, and for purposes of this analysis, converted to scores on a 100-point scale. Table 3 shows the survey results for those statements concerning fairness. Table 4 lists the survey response scores from highest to lowest.

**Table 3. Measure 1 Court User Survey Results, Fairness Scores**

**Fairness Statements**

Average Scores and Responses by Percent of Total

Statement Concerning Fairness	Average Score	Number of Responses	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The way my cases was handled was fair.	72.8	53	36%	28%	13%	9%	13%
The judge listened to my side of the story before she made a decision.	78.7	45	38%	40%	9%	4%	9%
The judge had the information necessary to make good decisions about my case.	77.5	48	42%	31%	10%	6%	10%
I was treated the same as everyone else.	80.8	53	38%	42%	11%	6%	4%
As I leave the court, I know what to do next about my case.	82.3	52	46%	35%	10%	4%	6%
<b>Overall Fairness Score</b>	<b>78.4</b>						

**Table 4. Measure 1 Ranking of Fairness Scores**

**Fairness Statements, Ranking of Court User Responses**

Highest Scores to Lowest Scores

Survey Statement	Score
<i>Areas in which the Court is "Doing a Good Job" (Score Over 80)</i>	
As I leave the court, I know what to do next about my case.	82.3
I was treated the same as everyone else.	80.8
<i>Areas in which the Court is "Doing OK" (Score of 70-80)</i>	
The judge listened to my side of the story before she made a decision.	78.7
The judge had the information necessary to make good decisions about my case.	77.5
The way my cases was handled was fair.	72.8
<i>Areas that "Need Improvement" (Score Under 70)</i>	
(No results in this category)	

## **CourTools Measure 2. Clearance Rates**

*Definition:* The number of outgoing cases as a percentage of the number of incoming cases.

*Purpose:* Clearance rate measures the court's ability to keep up with its incoming caseload. If cases are not disposed of in a timely manner and at a rate equaling the rate of incoming cases, a backlog of cases awaiting disposition will grow. Clearance rates can be examined for any and all case types, on a monthly or yearly basis, or between one court and another. Knowledge of clearance rates by case type can help a court pinpoint emerging problems and indicate where improvements can be made.

*Method:* To calculate clearance rates, the project team used caseload statistics available to it from the Supreme Court's caseload statistics reporting system which contains statistics reported by the Court. Clearance rates were calculated by dividing the total number of terminations by the total number of incoming cases over the course of each of the past five years (incoming cases includes new filings, transfers, and reactivations). A clearance rate of 100 percent means that the court is precisely keeping current by terminating as many cases as it is receiving.

*Clearance Rate Findings:* Table 5 shows the number of new filings, transfers, and reactivations along with total terminations and the resulting clearance rate for each year. The court demonstrated satisfactory clearance rates on all case types.



**Table 5. Clearance Rates**

**Clearance Rates**

By Case Types, 2004 through 2008

		<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>All Others</b>						
	Clearance Rate	<b>88%</b>	<b>121%</b>	<b>104%</b>	<b>96%</b>	<b>105%</b>
	New Filings, Transfers and Reactivations	32	28	26	25	21
	Terminations	28	34	27	24	22
<b>Change of Custody</b>						
	Clearance Rate	<b>95%</b>	<b>94%</b>	<b>101%</b>	<b>102%</b>	<b>113%</b>
	New Filings, Transfers and Reactivations	644	784	828	744	705
	Terminations	612	737	833	757	794
<b>Domestic Violence</b>						
	Clearance Rate	<b>101%</b>	<b>100%</b>	<b>106%</b>	<b>97%</b>	<b>109%</b>
	New Filings, Transfers and Reactivations	586	539	439	407	388
	Terminations	591	537	464	394	421
<b>Marriage Dissolutions w/Children</b>						
	Clearance Rate	<b>101%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>104%</b>
	New Filings, Transfers and Reactivations	776	733	726	695	620
	Terminations	780	732	723	693	646
<b>Marriage Dissolutions w/o Children</b>						
	Clearance Rate	<b>100%</b>	<b>102%</b>	<b>101%</b>	<b>100%</b>	<b>101%</b>
	New Filings, Transfers and Reactivations	1,087	1,069	977	945	886
	Terminations	1,088	1,087	986	943	891
<b>Marriage Terminations w/Children</b>						
	Clearance Rate	<b>106%</b>	<b>105%</b>	<b>105%</b>	<b>99%</b>	<b>114%</b>
	New Filings, Transfers and Reactivations	1,911	1,895	1,753	1,696	1,558
	Terminations	2,035	1,983	1,836	1,683	1,778
<b>Marriage Terminations w/o Children</b>						
	Clearance Rate	<b>99%</b>	<b>98%</b>	<b>102%</b>	<b>103%</b>	<b>110%</b>
	New Filings, Transfers and Reactivations	1,802	1,960	1,955	1,860	1,802
	Terminations	1,780	1,913	1,988	1,913	1,974
<b>Parentage</b>						
	Clearance Rate	<b>99%</b>	<b>101%</b>	<b>124%</b>	<b>105%</b>	<b>99%</b>
	New Filings, Transfers and Reactivations	167	157	132	140	117
	Terminations	166	159	164	147	116
<b>Support - Enforce or Modify</b>						
	Clearance Rate	<b>93%</b>	<b>104%</b>	<b>108%</b>	<b>105%</b>	<b>101%</b>
	New Filings, Transfers and Reactivations	2,392	2,257	2,028	1,846	1,897
	Terminations	2,226	2,349	2,189	1,937	1,907
<b>U.I.F.S.A.</b>						
	Clearance Rate	<b>126%</b>	<b>105%</b>	<b>93%</b>	<b>114%</b>	<b>98%</b>
	New Filings, Transfers and Reactivations	314	327	292	273	296
	Terminations	397	344	271	312	290
<b>Visitation - Enforce or Modify</b>						
	Clearance Rate	<b>104%</b>	<b>88%</b>	<b>122%</b>	<b>99%</b>	<b>135%</b>
	New Filings, Transfers and Reactivations	290	352	302	279	230
	Terminations	301	308	367	275	310

### CourTools Measure 3. Time to Disposition

*Definition:* The percentage of cases disposed or otherwise resolved within established time frames.

*Purpose:* This measure, used with Measure 2, Clearance Rates, and Measure 4, Age of Active Pending Caseload, is a fundamental caseload management tool. It compares a court's performance with local, state, or national guidelines for timely case processing. For purposes of this review, the case processing time guidelines established pursuant to Rule 37 of the Rules of Superintendence for the Courts of Ohio have been applied.

*Method:* To calculate time to disposition, the project team obtained raw data supplied to it by the Court derived from its case management system. The data set represented all cases disposed of between January 1, 2007 and December 31, 2008.

*Time to Disposition Findings:* As shown in Table 6, the court is succeeding in disposing of 95 to 98 percent the cases classified under four case types (Dissolutions with Children, Dissolutions without Children, Parentage, and Support) within Supreme Court time guidelines. Marriage Terminations (both types) are lagging somewhat at 91 percent. The court demonstrated less success in the timely disposal of the remaining case types. It should be noted that the finding concerning time to dispose of Domestic Violence cases may be related more to the manner in which the court is reporting terminations as opposed to the performance of the court in managing that case type.

**Table 6. Time to Disposition**

#### Time to Disposition

Cases Terminated Between January 1, 2007 and December 31, 2008

	<b>Time Guideline (Months)</b>	<b>Number of Cases Terminated</b>	<b>% Terminated Within Time Guideline</b>
All Others	6	46	76%
Change of Custody	9	1,550	82%
Domestic Violence	1	801	37%
Marriage Dissolutions w/Children	3	1,339	97%
Marriage Dissolutions w/o Children	3	1,832	98%
Marriage Terminations w/Children	18	3,387	91%
Marriage Terminations w/o Children	12	3,837	91%
Parentage	12	263	97%
Support - Enforce or Modify	12	3,844	95%
U.I.F.S.A.	3	599	60%
Visitation - Enforce or Modify	9	582	77%

## CourTools Measure 4. Age of Active Pending Caseload

*Definition:* The average age of active cases pending before the court, measured as the average number of days from filing until time of measurement.

*Purpose:* Knowing the age of the active pending caseload is an important measure of a court's case management. This measure differs from Measure 3, Time to Disposition, in that these cases have not reached a court disposition.

*Method:* To calculate the age of the court's active pending caseload, the project team obtained raw data supplied to it from the court's case management system. The data set represented all cases pending active on April 30, 2009. Any intervening periods in which cases were placed on inactive status were discounted from the calculations of total elapsed days from filing to the date of the measurement.

*Age of Active Pending Cases Findings:* As shown in Table 7, an analysis of the court's active pending caseload on April 30, 2009, reveals the age of the court's active cases are not significantly exceeding Supreme Court time guidelines with the exceptions of Visitation, U.I.F.S.A., and Domestic Violence cases. Table 7 also displays the cumulative percentage of the aging of the cases within each case type.

**Table 7. Age of Active Pending Caseload**

### Age of Active Pending Caseload

Cases Pending Active on April 30, 2009

	Age in Days	Number of Cases	Percent	Cumulative Percent
<b>Marriage Terminations with Children</b>				
<i>Time guideline: 18 months (540 days)</i>				
	1-90	351	46%	46%
	91-180	172	23%	69%
	181-270	101	13%	82%
	271-360	53	7%	89%
	361-450	35	5%	93%
	451-540	20	3%	96%
	<b>Over 540</b>	<b>30</b>	<b>4%</b>	100%
	<i>Total</i>	762		
<b>Marriage Terminations without Children</b>				
<i>Time guideline: 12 months (360 days)</i>				
	1-90	407	68%	68%
	91-180	100	17%	85%
	181-270	55	9%	94%
	271-360	21	4%	97%
	<b>Over 360</b>	<b>16</b>	<b>3%</b>	100%
	<i>Total</i>	599		
<b>Marriage Dissolutions with Children</b>				
<i>Time guideline: 3 months (90 days)</i>				
	1-30	56	75%	75%
	31-60	16	21%	96%
	61-90	3	4%	100%
	<b>Over 90</b>	<b>0</b>	<b>0%</b>	100%
	<i>Total</i>	75	100%	

**Table 7. Age of Active Pending Caseload, Continued**

**Age of Active Pending Caseload, Continued**

Cases Pending Active on April 30, 2009

	Age in Days	Number of Cases	Percent	Cumulative Percent
<b>Marriage Dissolutions without Children</b>				
<i>Time guideline: 3 months (90 days)</i>	1-30	78	77%	77%
	31-60	18	18%	95%
	61-90	1	1%	96%
	<b>Over 90</b>	<b>4</b>	<b>4%</b>	100%
	<i>Total</i>	<i>101</i>		
<b>Change of Custody</b>				
<i>Time guideline: 9 months (270 days)</i>	1-90	139	55%	55%
	91-180	46	18%	73%
	181-270	49	19%	92%
	<b>Over 270</b>	<b>21</b>	<b>8%</b>	100%
	<i>Total</i>	<i>255</i>		
<b>Visitation - Enforce or Modify</b>				
<i>Time guideline: 9 months (270 days)</i>	1-90	50	45%	45%
	91-180	28	25%	70%
	181-270	18	16%	86%
	<b>Over 270</b>	<b>16</b>	<b>14%</b>	100%
	<i>Total</i>	<i>112</i>		
<b>Support - Enforce or Modify</b>				
<i>Time guideline: 12 months (360 days)</i>	1-90	500	71%	71%
	91-180	124	18%	89%
	181-270	59	8%	97%
	271-360	9	1%	99%
	<b>Over 360</b>	<b>9</b>	<b>1%</b>	100%
	<i>Total</i>	<i>701</i>		
<b>Domestic Violence</b>				
<i>Time guideline: 1 month (30 days)</i>	1-30	25	64%	64%
	<b>Over 30</b>	<b>14</b>	<b>36%</b>	100%
	<i>Total</i>	<i>39</i>		
<b>U.I.F.S.A.</b>				
<i>Time guideline: 3 months (90 days)</i>	1-30	24	38%	38%
	31-60	15	23%	61%
	61-90	11	17%	78%
	<b>Over 90</b>	<b>14</b>	<b>22%</b>	100%
	<i>Total</i>	<i>64</i>		
<b>Parentage</b>				
<i>Time guideline: 12 months (360 days)</i>	1-90	23	50%	50%
	91-180	13	28%	78%
	181-270	7	15%	93%
	271-360	3	7%	100%
	<b>Over 360</b>	<b>0</b>	<b>0%</b>	100%
	<i>Total</i>	<i>46</i>		
<b>All Others</b>				
<i>Time guideline: 6 months (180 days)</i>	1-90	2	50%	50%
	91-180	2	50%	100%
	<b>Over 180</b>	<b>0</b>	<b>0%</b>	100%
	<i>Total</i>	<i>4</i>		

## **CourTools Measure 5. Trial Date Certainty**

*Definition:* The average number of times cases scheduled for trial are rescheduled before they are heard.

*Purpose:* A court's ability to set firm trial dates is associated with shorter times to disposition. This measure provides a tool to evaluate the effectiveness of calendaring practices.

*Method:* To perform this analysis, the project team obtained raw data supplied to it from the court's case management system that was split between cases disposed by trial (either to a judge or magistrate) and cases disposed by other means. In all instances, the final terminations occurred between January 1, 2007 and December 31, 2008.

*Unavailable Data:* The data provided to the project team consisted only of data pertaining to the three post-decree case categories (Change of Custody, Visitation Enforcement or Modification, and Support Enforcement or Modification). The court informed the project team that as a result of preparing the data for this review, the court discovered errors in the manner of how the court has historically coded trial terminations in the remaining case categories. These errors rendered the requested data for those remaining case categories unavailable. The court further indicated it was undertaking an evaluation of its data management practices.

*Trial Date Certainty Findings:* Table 8 displays the number of trial settings ranging from one setting to ten or more, ordered by case type then by manner of disposition. While one trial setting was the most common finding, a substantial number of cases were set three or more times for trial.

Table 9 shows the average number of trial settings in each of the various case types. Notable in these findings is the increased average number of trial settings (hence continuances) seen in cases tried before a judge over the average seen in cases tried before a magistrate. For example, the average Visitation case was subject to being set for trial 4.4 times when being heard by a judge compared with being set for trial 2.3 times when being heard by a magistrate.

Table 10 shows the trial scheduling performance percentage (calculated by dividing the number of cases set for trial no more than twice by the total number of cases set for trial). A scheduling performance measure of 100% would mean no case was set for trial more than two times. Notable in these findings is the increased performance demonstrated in cases tried before a magistrate over cases tried before a judge.

**Table 8. Number of Trial Settings**

**Number of Trial Settings**

Cases Terminated Between January 1, 2007 and December 31, 2008

Case Type	Terminated by	Number of Trial Settings									Ten or More
		One	Two	Three	Four	Five	Six	Seven	Eight	Nine	
<b>Custody</b>											
	Trial by Judge	3	6	2	1	2	3	0	0	0	0
	Trial by Magistrate	314	192	82	40	17	8	4	5	3	5
	Non-Trial	110	51	23	11	2	4	2	0	0	1
<b>Visitation</b>											
	Trial by Judge	8	1	0	2	1	0	1	0	0	2
	Trial by Magistrate	106	41	26	25	16	6	2	0	2	1
	Non-Trial	56	24	7	7	7	4	1	0	0	1
<b>Support</b>											
	Trial by Judge	9	7	2	3	3	1	2	0	0	1
	Trial by Magistrate	1,050	631	319	156	73	45	18	14	10	7
	Non-Trial	139	99	58	27	21	5	5	2	0	2

**Table 9. Average Number of Trial Settings**

**Average Number of Trial Settings**

Cases Terminated Between January 1, 2007 and December 31, 2008

Case Type	Terminated by	Total Trial Settings	Total Cases	Average Number of Trial Settings
<b>Custody</b>				
	Trial by Judge	53	17	3.1
	Trial by Magistrate	1,391	670	2.1
	Non-Trial	384	204	1.9
<b>Visitation</b>				
	Trial by Judge	66	15	4.4
	Trial by Magistrate	526	225	2.3
	Non-Trial	232	107	2.2
<b>Support</b>				
	Trial by Judge	87	28	3.1
	Trial by Magistrate	4,935	2,323	2.1
	Non-Trial	829	358	2.3

**Table 10. Trial Scheduling Performance**

**Trial Scheduling Performance**

Cases Terminated Between January 1, 2007 and December 31, 2008

<b>Case Type</b>	<b>Terminated by</b>	<b>Cases Set for Trial No More than Twice</b>	<b>Total Cases</b>	<b>Scheduling Performance</b>
<b>Custody</b>	Trial by Judge	9	17	53%
	Trial by Magistrate	506	670	76%
	Non-Trial	161	204	79%
<b>Visitation</b>	Trial by Judge	9	15	60%
	Trial by Magistrate	147	225	65%
	Non-Trial	80	107	75%
<b>Support</b>	Trial by Judge	16	28	57%
	Trial by Magistrate	1,681	2,323	72%
	Non-Trial	238	358	66%

## **CourTools Measure 6. Reliability and Integrity of Case Files**

*Definition:* The percentage of files that meet established standards for completeness and accuracy of contents.

*Purpose:* A reliable and accurate case file system is fundamental to the effectiveness of day-to-day court operations. The maintenance of case records directly affects the timeliness, fairness, and integrity of case processing.

*Method:* The project team applied this measure so as to determine whether all key documents applicable to a given case type were present in the file (accounting for documents that would only exist if the case was at a certain stage of processing), and whether the physical contents of the files and the list of documents identified on the case docket sheets were in alignment. The project team inspected 120 open files and 187 closed files.

*Findings:* The rates of conformance with all the key document criteria are summarized in Table 11. Of note is the finding that even though each docket sheet entry tended to have a corresponding document in the file, the reverse was less likely to be true, especially among open case files. A sizable number of documents contained in the files did not have a corresponding docket sheet entry.



**Table 11. Rates of Conformance with File Integrity Criteria, Measure 6**

**Rates of Conformance with File Integrity Criteria**

By Case Status and Case Type

	Number of Files Inspected	Key Documents Present?	Conformance Rate	
			Each Docket Sheet Entry has a Corresponding Document?	Each Document has a Corresponding Docket Sheet Entry?
<b>Open</b>				
All Others	4	50%	100%	50%
Change of Custody	8	89%	89%	75%
Domestic Violence	4	75%	75%	50%
Marriage Dissolutions w/Children	7	100%	100%	71%
Marriage Dissolutions w/o Children	4	100%	100%	50%
Marriage Terminations w/Children	14	93%	93%	67%
Marriage Terminations w/o Children	17	82%	100%	82%
Parentage	21	62%	91%	86%
Support - Enforce or Modify	9	78%	80%	90%
U.I.F.S.A.	20	75%	90%	55%
Visitation - Enforce or Modify	12	92%	100%	100%
<b>Closed</b>				
All Others	1	100%	100%	100%
Change of Custody	17	82%	100%	82%
Domestic Violence	19	84%	89%	84%
Marriage Dissolutions w/Children	15	100%	100%	93%
Marriage Dissolutions w/o Children	37	97%	97%	95%
Marriage Terminations w/Children	8	75%	100%	75%
Marriage Terminations w/o Children	26	92%	100%	96%
Parentage	17	47%	94%	76%
Support - Enforce or Modify	15	60%	100%	78%
U.I.F.S.A.	18	89%	100%	94%
Visitation - Enforce or Modify	14	93%	100%	93%

**CourTools Measure 9. Court Employee Satisfaction**

*Definition:* The percentage of court employees responding positively on workplace survey questions associated with high levels of efficiency, effectiveness, and customer satisfaction.

*Purpose:* This court performance measure is based on the premise that court performance is directly affected by the level of commitment and loyalty that employees have to the court. The court employee satisfaction survey can be an important tool to learn whether court staff members have the materials, motivation, direction, sense of mission, and commitment to perform their work with a consistently high level of quality. Learning how a court’s employees view their workplace is a critical way for a court to improve its service to the public by facilitating organizational development and change, assessing teamwork and management styles, and enhancing job satisfaction.

*Method:* As part of its review of operations and management in the Court, the project team conducted a survey of court staff members. This kind of survey seeks the views of court employees on the quality of their work environment and the relations between staff members and the management leadership of a court. Using a well-tested instrument, the project team

invited court employees to complete an opinion survey requiring them to rate their agreement with each of 20 statements on a five-point Likert scale.

*Findings:* 54 out of the 84 court employees supplied with a copy of the survey instrument responded, producing a response rate of 64 percent. Using the 100-point scale described in the discussion concerning Measure 1, Table 12 shows the survey results and Table 13 lists the response scores from highest to lowest.

As shown in Table 13, three survey items fall within the “Needs Improvement” category. In addition, several items are ranked at the low end of the “Doing OK” category. The presence of two items concerning the feedback employees receive among these lower scoring items suggest that the court would benefit from closely evaluating the means by which employees receive information about their performance from court leadership and management. In addition, the lowest scoring item (scoring a 57.8 out of a possible 100) concerns employee perception of the level of respect the court maintains in the community. Scoring relatively highly were items concerning the pride that staff has in working in the court and their understanding of the expectations the court holds for their work.

**Table 12. Measure 9 Court Employee Satisfaction Survey Results**

**Court Employee Satisfaction Survey**

Average Scores and Responses by Percent of Total (N=54)

<b>Statement About Employment Setting</b>	<b>Average Score</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I understand what is expected of me.	91.1	67%	26%	6%	0%	2%
I am kept informed about matters that affect me.	74.1	37%	24%	17%	17%	6%
I have the resources (materials, equipment, supplies, etc.) necessary to do my job well.	77.0	35%	35%	11%	17%	2%
I am able to do my best every day.	85.6	50%	37%	4%	9%	0%
Communication within my division/department/ unit is good.	76.7	41%	30%	9%	13%	7%
In the last month, I was recognized and praised for doing a good job.	70.7	30%	33%	13%	9%	15%
Someone in the court cares about me as a person.	81.9	48%	31%	6%	11%	4%
I have opportunities to express my opinion about how things are done in my division.	74.8	41%	30%	7%	7%	15%
The court is respected in the community.	57.8	9%	17%	39%	24%	11%
My coworkers work well together.	78.1	37%	37%	9%	13%	4%
I understand the connection between the work I do and the mission and goals of the court.	68.9	28%	24%	24%	13%	11%
I am encouraged to try new ways of doing things.	84.1	52%	24%	19%	4%	2%
My working conditions and environment enable me to do my job well.	73.3	31%	31%	15%	17%	6%
I feel valued by my supervisor based on my knowledge and contribution to my department, or division.	80.7	52%	26%	7%	4%	11%
I feel free to speak my mind.	72.6	30%	41%	7%	7%	15%
In the last month, someone in the court has talked to me about my performance.	61.5	30%	17%	11%	17%	26%
I enjoy coming to work.	81.1	39%	39%	15%	4%	4%
My coworkers care about the quality of services and programs we provide.	83.0	43%	37%	13%	7%	0%
I am treated with respect.	75.9	39%	30%	13%	9%	9%
I am proud that I work in the court.	87.0	57%	26%	13%	2%	2%
<b>Overall Staff Satisfaction Score</b>	<b>76.8</b>					

**Table 13. Measure 9 Ranking of Court Employee Satisfaction Scores**

**Court Employee Satisfaction Survey, Ranking of Responses**

Highest Scores to Lowest Scores

<b>Statement About Employment Setting</b>	<b>Average Score</b>
<i>Areas in which the Court is "Doing a Good Job" (Score Over 80)</i>	
I understand what is expected of me.	91.1
I am proud that I work in the court.	87.0
I am able to do my best every day.	85.6
I am encouraged to try new ways of doing things.	84.1
My coworkers care about the quality of services and programs we provide.	83.0
Someone in the court cares about me as a person.	81.9
I enjoy coming to work.	81.1
I feel valued by my supervisor based on my knowledge and contribution to my department, or division.	80.7
<i>Areas in which the Court is "Doing OK" (Score of 70-80)</i>	
My coworkers work well together.	78.1
I have the resources (materials, equipment, supplies, etc.) necessary to do my job well.	77.0
Communication within my division/department/ unit is good.	76.7
I am treated with respect.	75.9
I have opportunities to express my opinion about how things are done in my division.	74.8
I am kept informed about matters that affect me.	74.1
My working conditions and environment enable me to do my job well.	73.3
I feel free to speak my mind.	72.6
In the last month, I was recognized and praised for doing a good job.	70.7
<i>Areas that "Need Improvement" (Score Under 70)</i>	
I understand the connection between the work I do and the mission and goals of the court.	68.9
In the last month, someone in the court has talked to me about my performance.	61.5
The court is respected in the community.	57.8