



Third Judicial Circuit of Michigan

2023 Strategic Planning Surveys Summary Report - DRAFT

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OVERVIEW

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Overview of 2023 Strategic Planning Surveys

1. Purpose: to gather information from external partners, court users, judicial officers, and court employees to help develop a Strategic Plan – strategic direction and priorities – for the Third Judicial Circuit Court.
2. Three surveys were administered by PRAXIS Consulting, Inc./ Dr. Brenda Wagenknecht-Ivey in May and June 2023.
 - [Survey 1](#): to all judicial officers and court employees; administered in May 2023
 - [Survey 2](#): to external partners and stakeholders; administered in May 2023 (see list on next page)
 - [Survey 3](#): to court customers in June 2023. Survey respondents included customers participating in in-person and virtual hearings and those accessing in-person and virtual court services. Court survey teams in each location / division assisted in administering the court customer survey (see list on next page)



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Overview of Strategic Planning Surveys (cont.)

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

- Private attorneys
- Public Attorneys – Prosecutors & Defense
- Sheriff's Dept, Jail, Juvenile Detention
- MDOC, Probation, Community Corrections
- Treatment / Social Service Providers
- Community Partners
- County Leadership – Appointed and Elected
- County Clerk's Office
- Other Court/Court Organization Representatives

2023				2016
Surveys	Total Surveyed (N=)	Number Responded (n=)	Response Rate (in %s)	Resp. Rate / (n=)
Judges/ Employees	465 ¹	251	54%	80% (n=360)
External Partners	605 ²	178	29%	43% (n=221)
Court Users	--	218	--	N/A

5. Survey #3: Court Users included litigants, family members, members of the public, jurors, victims/ witnesses, etc. Also included were attorneys and other court partners who did not previously complete the External Partner Survey.

¹ 500 judges/employees were on the original survey roster; the survey number was reduced because approximately 35 people were either on leave or out of the office during the survey period.

² 745 external partners were on the survey roster; the number was reduced because approximately 140 emails were returned as undeliverable, were on extended leave, or were out of the office during the survey period.

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Overview – Survey Questions

1 Most Needed Changes/ Improvements
(External Partners & Judges/Staff Only; 1 question with 16 items; rated all on level of priority – 10-point rating scale)

2 Court Performance / User Experience
(External Partners, Judges/Staff, & Court Users; 1 question with 20 items; rated all on level of agreement – 6-point rating scale)

3 Overall Court Performance
(External Partners, Judges/Staff, & Court Users; 1 question – rated on 5-point excellence scale)

4 Court of the Future: Innovative Ideas/ Goals to Pursue
External Partners & Judges/Staff Only;
Narrative/Open-Ended Question

5 Strength of the Workplace, Court Culture, Satisfaction
(Employees Only; 1 question with 16 items; rated all on level of agreement – 6-point scale)

6 Make the Court a Better Place to Work
Employees Only - Narrative/Open-Ended Question

7 Demographic Questions
(All; 6 questions for partners; 6 for judges/ employees; 8 for court users– see next slide)



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Overview – Survey Questions (cont.)

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Demographic Questions

External Partners (n=178)

1. Group/Office - Relationship to the Court
2. Division/Area with Most Frequent Contact
3. Court Location/Venue with Most Frequent Contact
4. Race
5. Ethnicity
6. Gender

Judicial Officers/Employees (n=251)

1. Current Position/Role
2. Primary Work Location
3. Current Work Arrangement
4. Race
5. Ethnicity
6. Gender

Court Users (Coming Soon)

1. How doing Ct. Business
2. Relationship to Court
3. Type of Court Business
4. Div/Area of Court
5. Courthouse Location
6. Race
7. Ethnicity
8. Gender

7

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DATA ANALYSIS & INTERPRETATION



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Data Analysis & Interpretation

1. $n=$ __: the number of respondents or responses.
2. The “n” sizes may vary because some respondents did not answer the question or answered Not Applicable / Don’t Know.
3. The survey results are presented in either proportions (i.e., percentages) or mean ratings (i.e., averages).
4. Percentages may not equal 100% due to rounding.
5. 3 ratings scales were used: see next slide

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Overview – Rating Scales

10-Point Level of Priority

10 = Highest Priority
1 = Lowest Priority
N/A or Don’t Know

Midpoint: 5.5

6-Point agreement

6 = Strongly Agree
5 = Agree
4 = Agree Somewhat
3 = Disagree Somewhat
2 = Disagree
1 = Strongly Disagree
N/A or Don’t Know

Midpoint: 3.5

5-Point Overall Performance

5 = Excellent
4 = Good
3 = Average
2 = Fair
1 = Poor
N/A or Don’t Know

Midpoint: 3.0

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

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Statistical Differences & Interpretation



Testing for Statistical Differences

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

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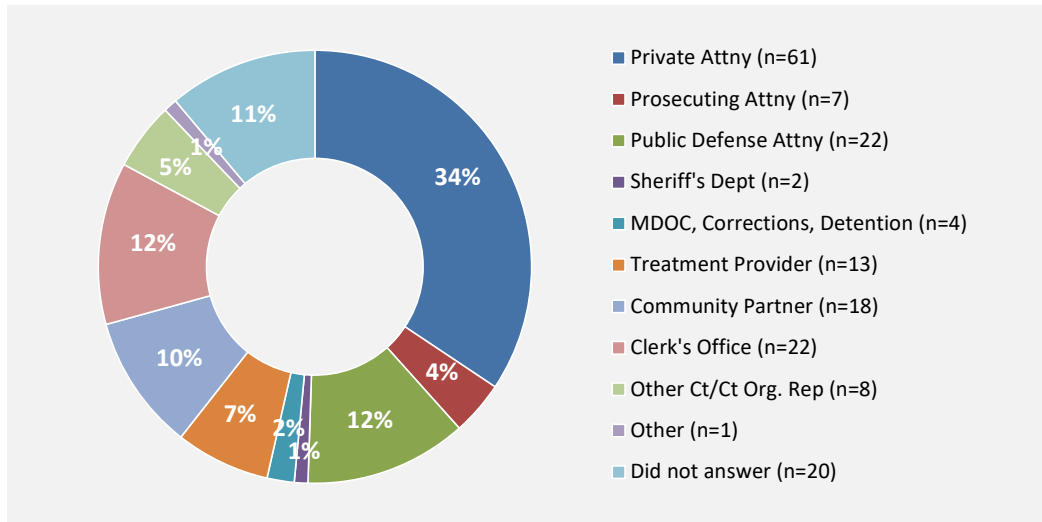
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CHARACTERISTICS OF RESPONDENTS

12

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External Partners:
By Relationship to the Court (Office/Group)
 (in percentages; n=178)

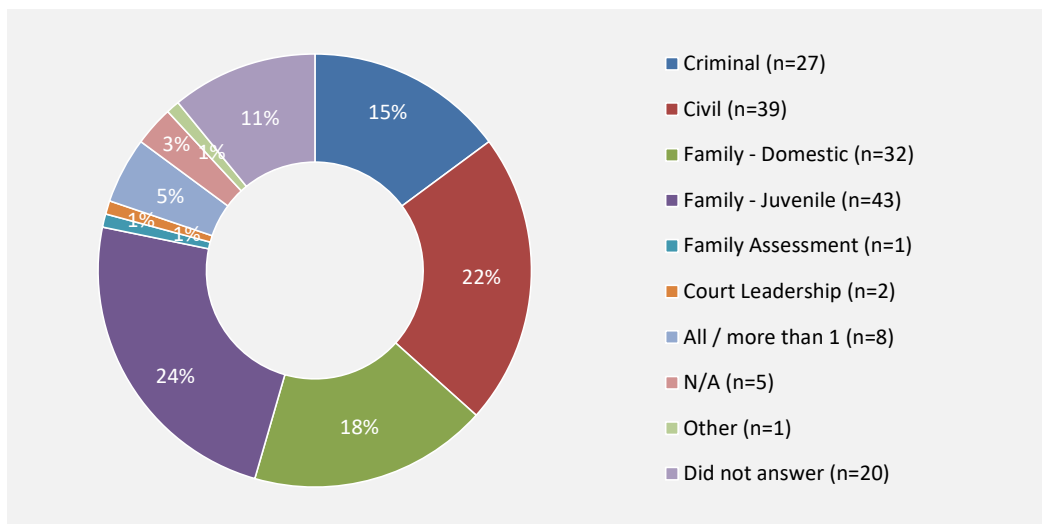


Percentages may not equal 100% due to rounding.

13

13

External Partners:
By Division/Area of the Court with Most Frequent Contact
 (in percentages; n=178)

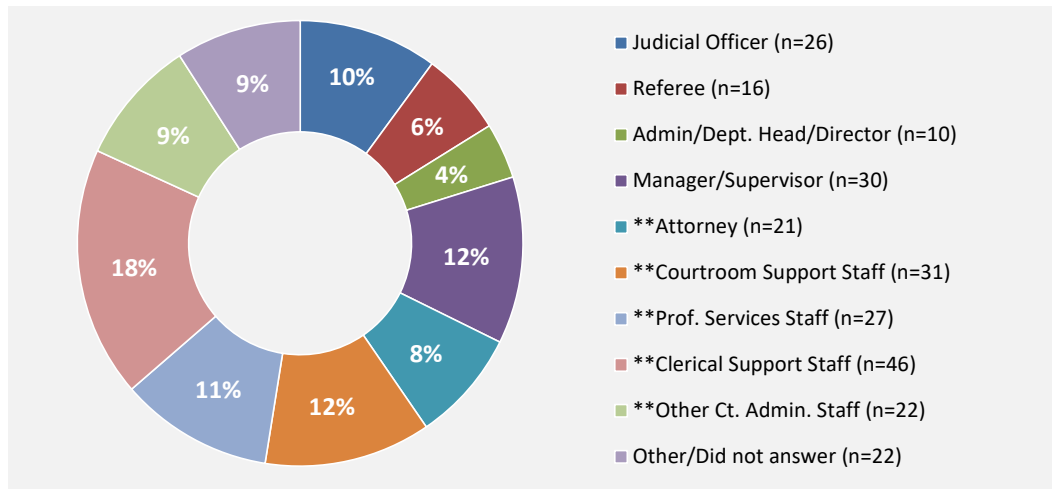


Percentages may not equal 100% due to rounding.

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Judicial Officers / Court Employees: Current Role/Position (in percentages; n=251)



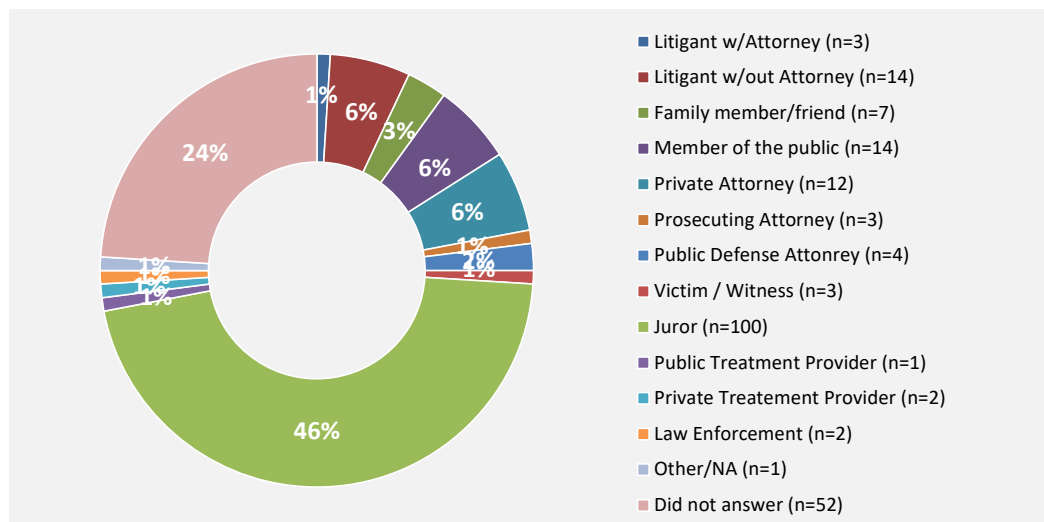
**** Attorneys** = non-judge, non-referee, or non-manager; **Courtroom Support** = judicial assistant, secretary, court reporter; **Prof. Services Staff** = probation officer, case manager, enforcement officer, clinician, pre-trial specialist, domestic relations specialist; **Clerical Support Staff** = admin. assistant, clerks; **Other Ct. Admin. Staff** = IT, finance, collections, HR, jury services.

Percentages may not equal 100% due to rounding.

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Court Users: By Relationship to the Court (Office/Group) (in percentages; n=218)

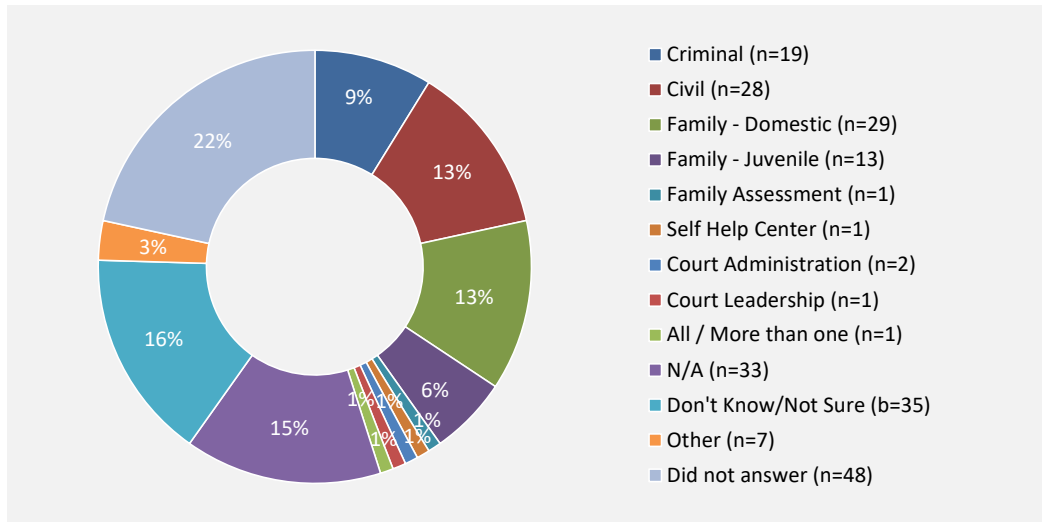


Percentages may not equal 100% due to rounding.

16

16

Court Users:
By Division/Area of the Court with Most Frequent Contact
 (in percentages; n=218)

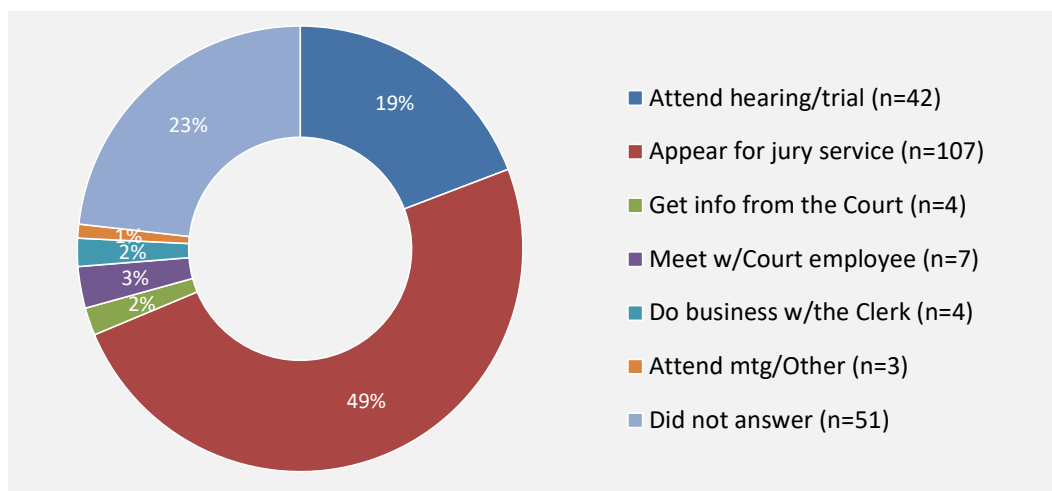


Percentages may not equal 100% due to rounding.

17

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Court Users:
By Purpose for Doing Business with the Court Today
 (in percentages; n=218)



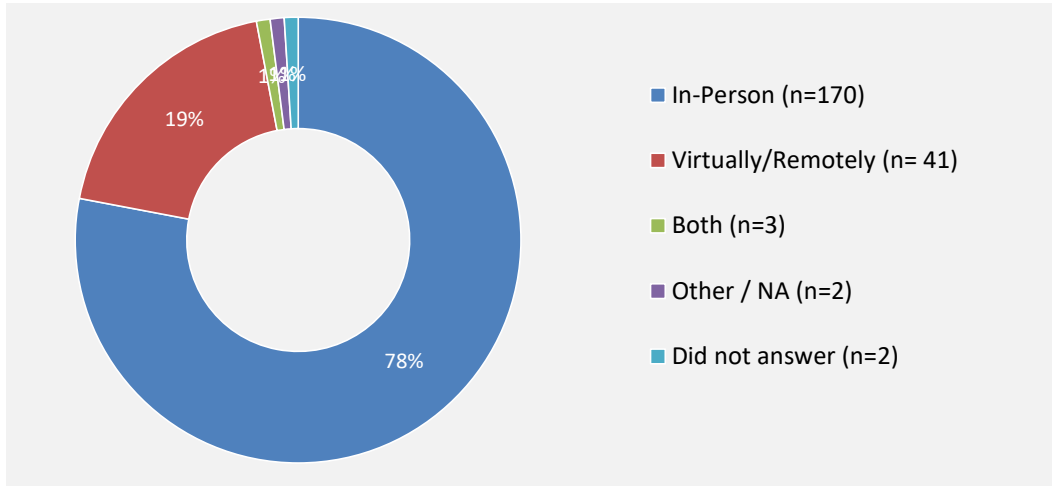
¹ XXXXX

Percentages may not equal 100% due to rounding.

18

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Court Users:
By How Doing Court Business Today
 (in percentages; n=218)



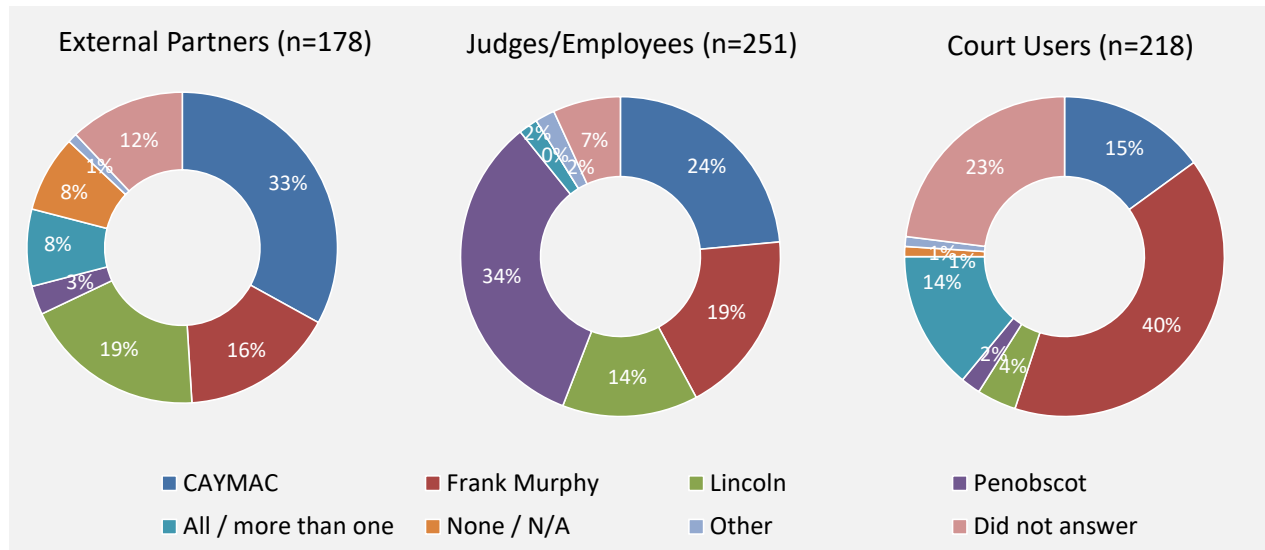
¹ XXXXX

Percentages may not equal 100% due to rounding.

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Survey Respondents by:
Court Location with Most Contact / Primary Work Location
 (in percentages)

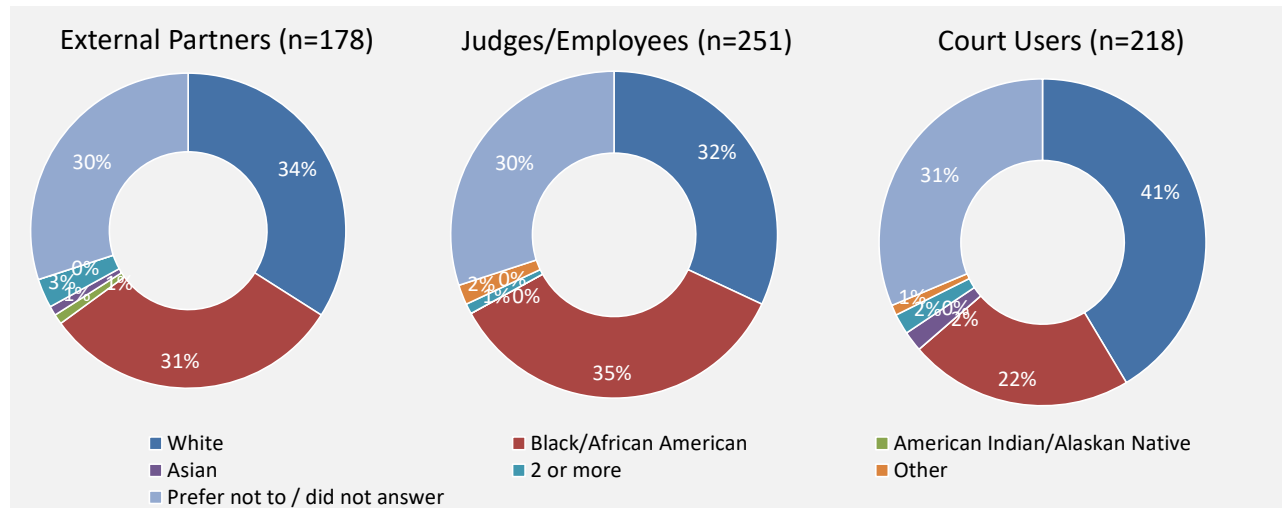


Percentages may not equal 100% due to rounding.

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Survey Respondents by Race¹ (in percentages)



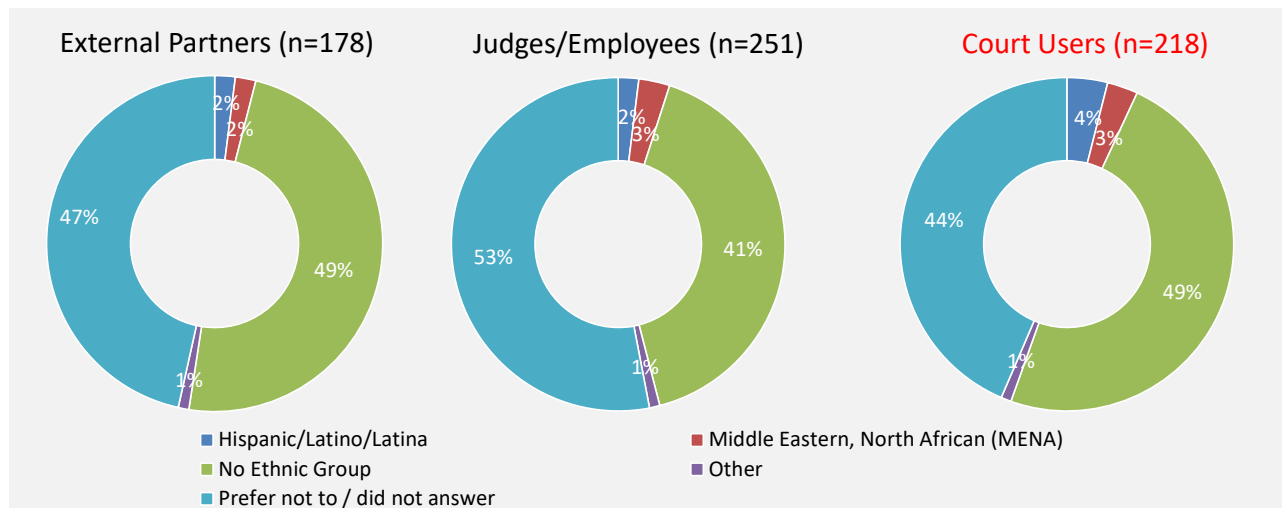
¹ The racial composition of the population in Detroit and Wayne County according to the US Census Bureau (2021):
Detroit = 13% white; 78% Black/African American; 2% Asian; and 3% 2 or more races;
Wayne County = 55% white; 38% Black/African American; 1% American Indian; 4% Asian; and 3% 2 or more races.

Percentages may not equal 100% due to rounding.

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Survey Respondents by Ethnicity¹ (in percentages)



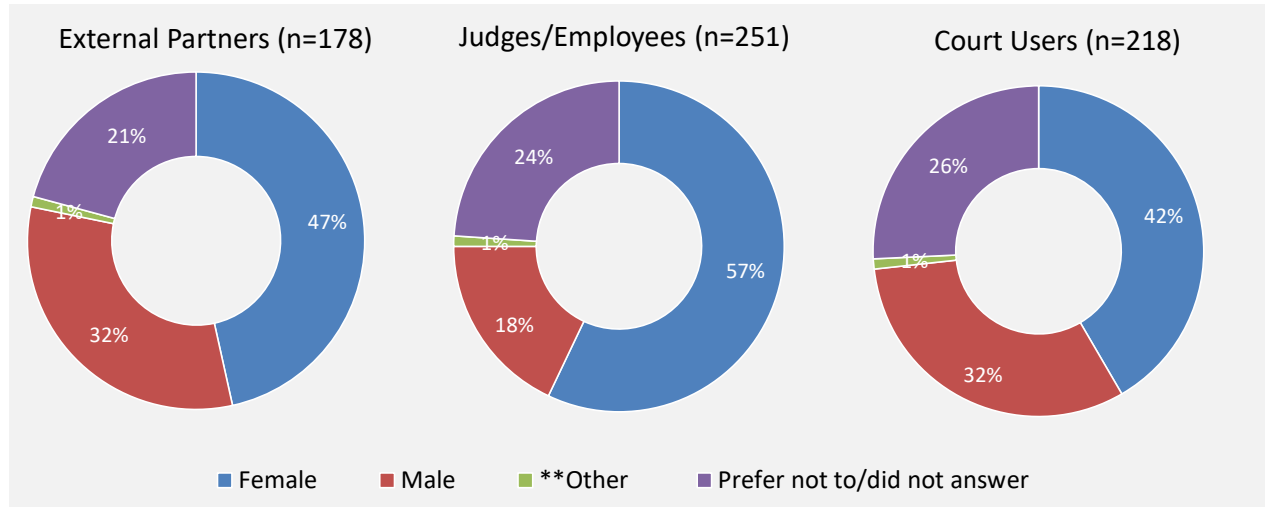
¹ The ethnicities of the population in Detroit and Wayne County according to the US Census Bureau (2021). NOTE: the US Census Bureau, by Executive Order, is beginning to capture data on MENA. It is not collected currently. Detroit = 8% Hispanic/Latino. Wayne County = 7% Hispanic/Latino.

Percentages may not equal 100% due to rounding.

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Survey Respondents by Gender/Gender Identity (in percentages)



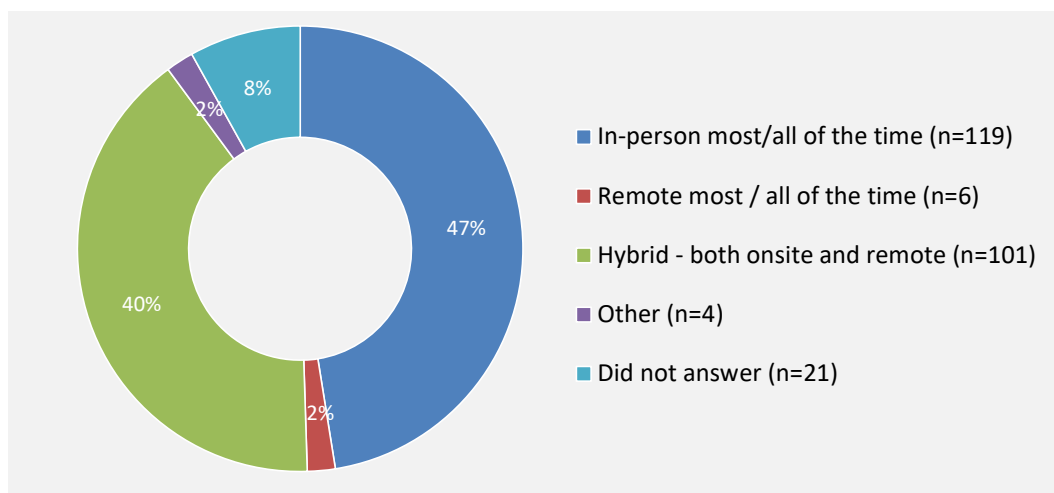
¹ Other includes: transgender, gender variant, nonconforming, nonbinary.

Percentages may not equal 100% due to rounding.

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Judicial Officers / Court Employees: By Current Work Arrangement (in percentages; n=251)



¹ XXXXX

Percentages may not equal 100% due to rounding.

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RESULTS &
FINDINGS

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Q1:

Highest Priorities:
Most Needed Changes
and Improvements

External Partners & Judges/Staff Only

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Q1: Improvements/changes MOST needed to the Court; the highest priorities in the next 3-5 years? *(Each was rated using a 10-point priority scale)*

Below are the descriptions, which were included on the survey. Refer to this list to understand the results (presented on subsequent slides).

- | | |
|---|---|
| <ul style="list-style-type: none"> a. <u>Access (physical and virtual)</u>: enhance physical/in-person and virtual access to the court; eliminate barriers ensuring access for all people b. <u>Community-Based Programs/Services</u>: collaborate w/partners to enhance or expand community/social service programs & services c. <u>Court Programs/Services</u>: evaluate, realign, &/or augment court services/programs for youth, families, and other court users d. <u>Court User Assistance</u>: enhance or expand personal & virtual assistance provided to court users e. <u>Equity and Fair Treatment</u>: ensure all people are treated equitably; eliminate practices that disadvantage people of color & marginalized groups f. <u>External Relations</u>: strengthen relations with external partners & stakeholders g. <u>Facilities, Space, Parking</u>: complete new campus/build new & improve existing facilities; modernize &/or repurpose space; reduce or expand footprint as needed; improve security, maintenance, & cleaning h. <u>Funding/Resources</u>: pursue adequate funding/resources to meet existing & evolving needs of the public & to operate efficiently & effectively (includes competitive pay/benefits); realign/reallocate existing resources i. <u>Juror Improvements/Participation</u>: increase the diversity & inclusiveness of juries; increase participation rates; improve the juror experience | <ul style="list-style-type: none"> j. <u>Public Education</u>: educate the public about the judicial branch & the court k. <u>Public Trust</u>: build trust & confidence of the public in the court/justice system l. <u>Safety/Security</u>: ensure the personal safety (health, physical) of all who work in/use the courthouses; improve building, technology, & data security m. <u>Technology</u>: invest in/use existing & future technologies that will enhance access, services, & court operations n. <u>Timely Resolution</u>: ensure the timely resolution of all legal matters; reduce backlogs, unnecessary delay, & wait times; improve scheduling & case mgt practices o. <u>Virtual Court Proceedings/Services</u>: develop effective & consistent procedures/practices for conducting hybrid court proceedings & for providing hybrid court services p. <u>Workplace/Workforce Practices</u>: modernize workplace, human resource, and management policies, & practices (e.g., transform recruitment, hiring & retention practices; redesign jobs; prioritize employee wellbeing; refine/ expand hybrid or flexible work; provide training, development, & career growth/advancement opportunities; implement DEI initiatives; build an inclusive and engaging culture) |
|---|---|

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Q1: Most Needed Improvements/Changes (Highest Priorities) in the Next 3-5 Years Top 5 – Comparison of External Partners & Judges/Employees (in mean scores¹)



2 of the top 5 are the same for External Partners and Judges/Employees.

The orange bars signify the areas that are the same for the 2 groups.

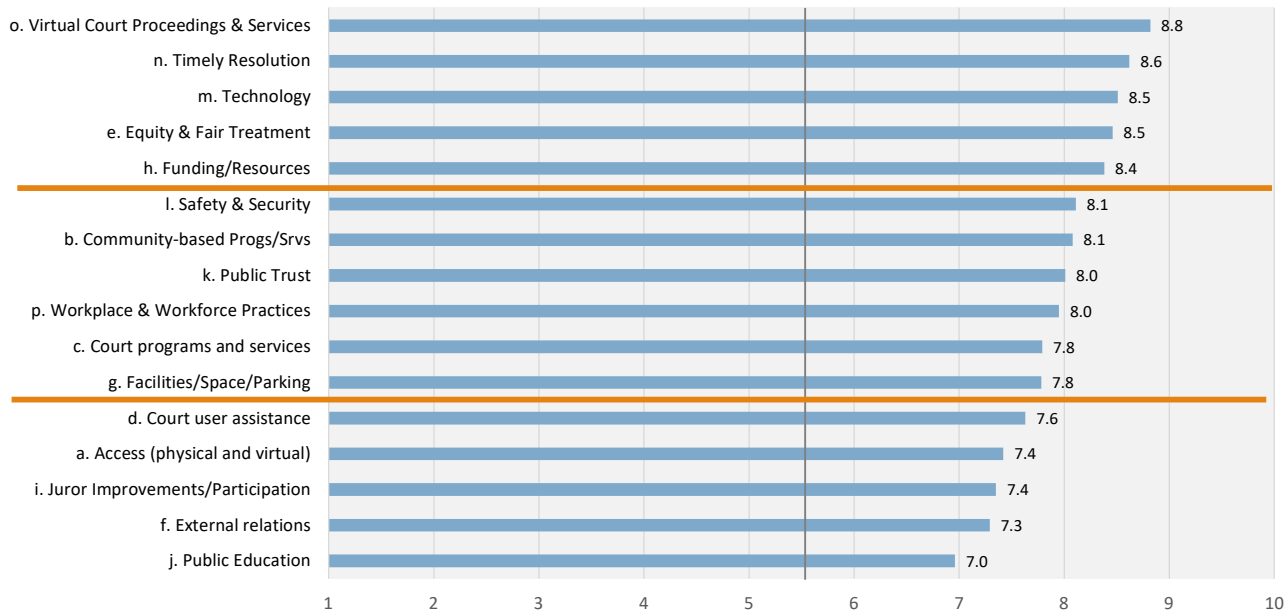
¹ The mean scores are based on a 10-point priority rating scale. The higher the mean score, the higher the priority.

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Q1: Most Needed Improvements/Changes (Highest Priorities) in the Next 3-5 Years:

External Partners - Highest to Lowest (in mean scores¹)



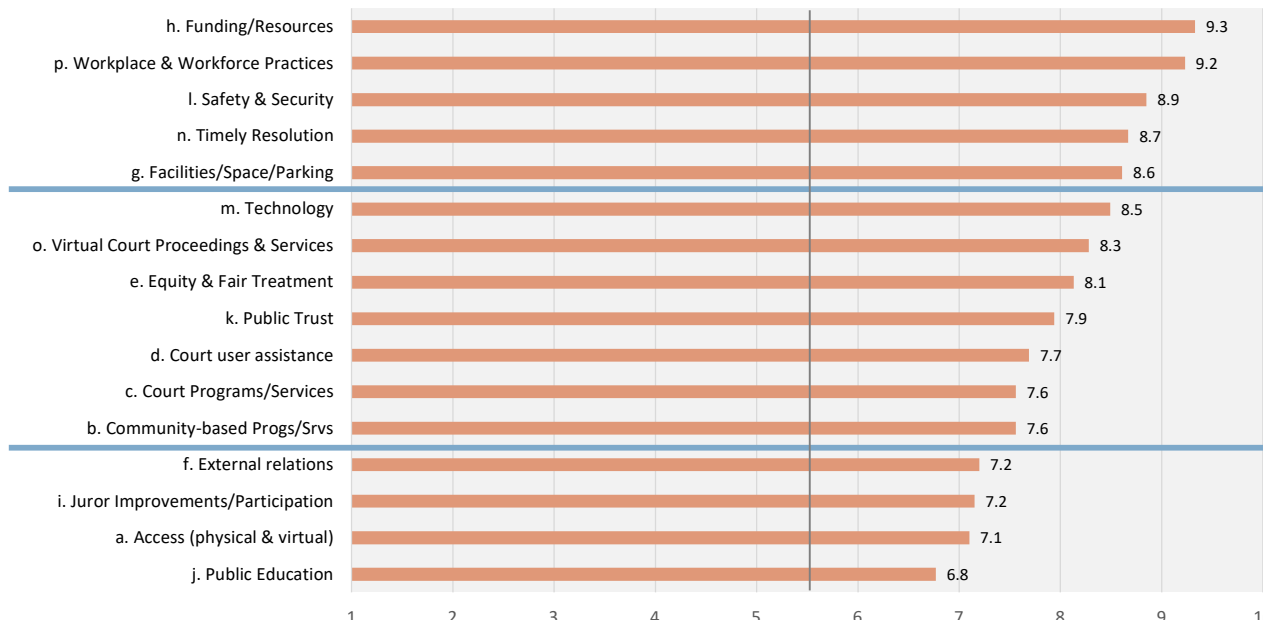
¹ The mean scores are based on a 10-point priority rating scale. The higher the mean score, the higher the priority.

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Q1: Most Needed Improvements/Changes (Highest Priorities) in the Next 3-5 Years

Judicial Officers/Employees - Highest to Lowest (in mean scores¹)

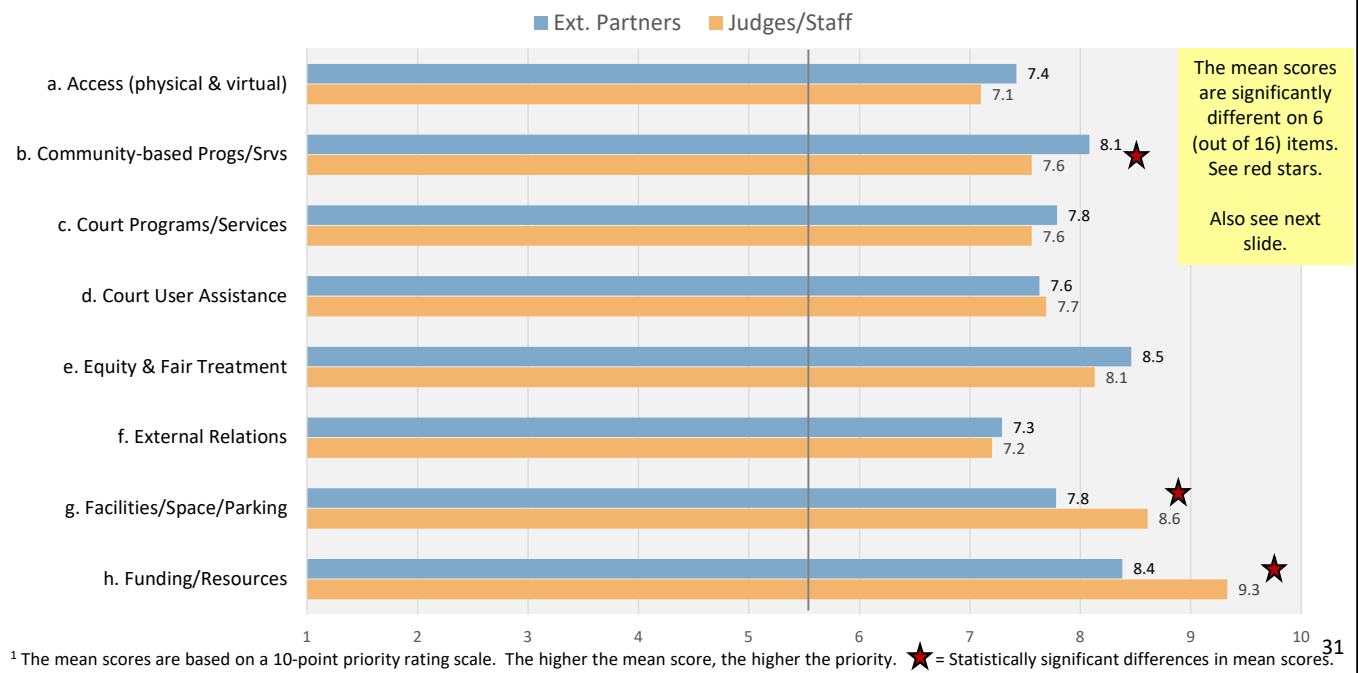


¹ The mean scores are based on a 10-point priority rating scale. The higher the mean score, the higher the priority.

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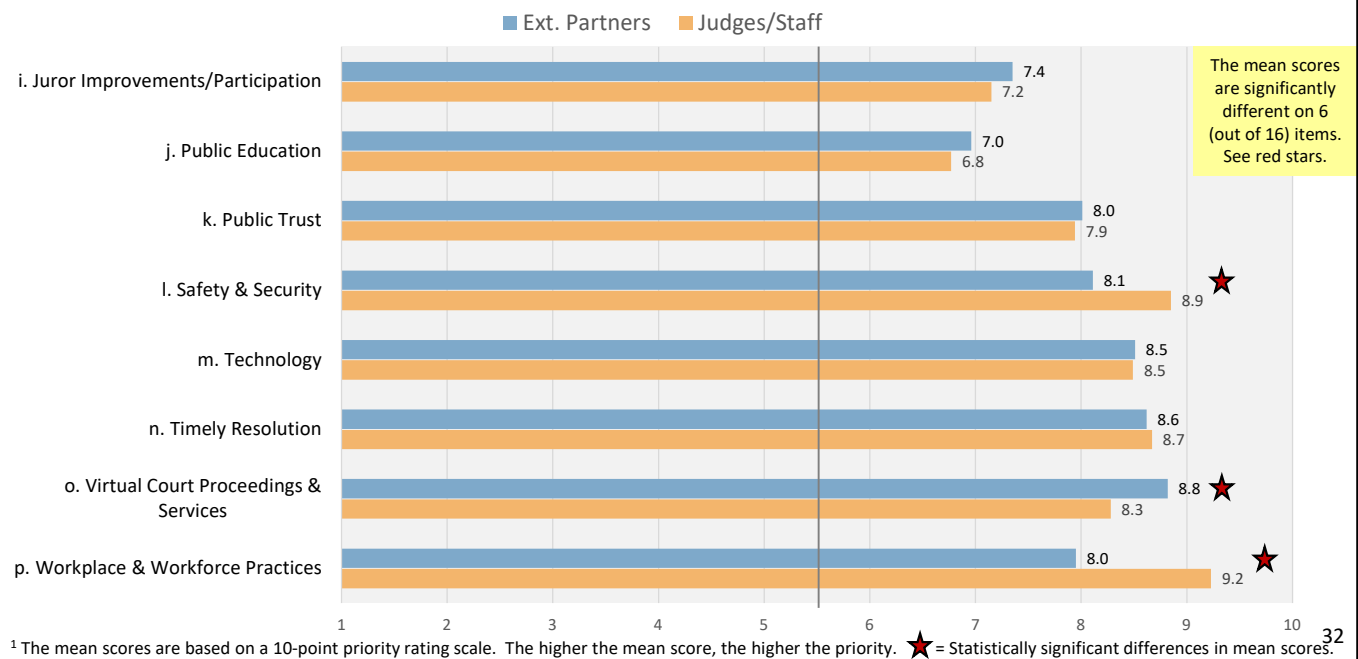
30

Q1: Most Needed Improvements/Changes (Highest Priorities) in the Next 3-5 Years: Comparison of External Partners & Judicial Officers/Employees (in mean scores¹) – Page 1



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Q1: Most Needed Improvements/Changes (Highest Priorities) in the Next 3-5 Years: Comparison of External Partners & Judicial Officers/Employees (in mean scores¹) – Page 2



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Additional Findings: Most Needed Changes/Improvements in the next 3-5 Years

External Partners - Comparisons By Relationship to the Court (In Rank Order From Highest Mean Score)

Most Needed Changes/Improvements in the Next 3-5 Years – By Relationship to Court <i>In rank order by mean score: 1 = ranked #1 – rated the highest by mean score; 2 = ranked #2 – rated the second highest by mean score, and so on)</i>	External Partners (n=178)	Private Attyns (n=61)	Public Attyns (Pros. & Def.) (n=29)	Treatment Prov./ Comm. Partner (n=31)	County Clerk's Office (n=22)
Virtual Court Proceedings and Services Develop effective & consistent procedures & practices for conducting hybrid (virtual & in-person) court proceedings & for providing hybrid court services	1	1	1	4	3
Timely Resolution: Ensure the timely resolution of all legal matters; reduce backlog, unnecessary delay, & wait times; improve scheduling & case mgt. practices	2	3		2	5
Technology: Invest in/use existing & future technologies that will enhance access, services, & court ops (e.g., AI, electronic doc access, ODR, data mgt/analytics)	3	2		5	
Equity and Fair Treatment Ensure all people are treated equitably; eliminate practices that disadvantage people of color and marginalized groups	4	5	4	1	
Funding/Resources: Pursue adequate funding/resources to meet existing & evolving needs of the public & to operate efficiently & effectively (includes competitive pay/benefits; realign/reallocate existing resources.	5	4	5		4
Facilities/Space/Parking Complete new campus/build new & improve existing facilities; modernize and/or re-purpose space; reduce or expand footprint as needed; improve security, maintenance, & cleaning			2		
Community-Based Programs and Services Collaborate with partners to enhance or expand comm./social service programs & services (e.g., behavioral health, housing, education, employment, counseling, peer support)			2	3	
Workplace/Workforce Practices: Modernize workplace, human resource, & mgt policies & practices (e.g., transform recruitment, hiring, & retention practices; redesign jobs; prioritize employee wellbeing; refine/expand hybrid &/or flexible work arrangements; provide training, development, and career growth opportunities.; implement DEI initiatives; build an inclusive & engaging work culture; etc.					1
Safety/Security: Ensure the personal safety (health, physical) of all who work in/use the courthouses; improve building, technology, & data security					2

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Additional Findings: Most Needed Changes/Improvements in the next 3-5 Years

External Partners - Comparisons by Division/Area w/Most Contact (In Rank Order From Highest Mean Score)

Most Needed Changes/Improvements in the Next 3-5 Years – By Div./Area w/Most Contact <i>In rank order by mean score: 1 = ranked #1 – rated the highest by mean score; 2 = ranked #2 – rated the second highest by mean score, and so on)</i>	External Partners (n=178)	Criminal (n=27)	Civil (n=39)	Domestic (n=32)	Juvenile (n=43)
Virtual Court Proceedings and Services Develop effective & consistent procedures & practices for conducting hybrid (virtual & in-person) court proceedings & for providing hybrid court services	1	2	1	2	1
Timely Resolution: Ensure the timely resolution of all legal matters; reduce backlog, unnecessary delay, & wait times; improve scheduling & case mgt. practices	2	4	3	3	2
Technology: Invest in/use existing & future technologies that will enhance access, services, & court ops (e.g., AI, electronic doc access, ODR, data mgt/analytics)	3		2		4
Equity and Fair Treatment Ensure all people are treated equitably; eliminate practices that disadvantage people of color and marginalized groups	4			1	4
Funding/Resources: Pursue adequate funding/resources to meet existing & evolving needs of the public & to operate efficiently & effectively (includes competitive pay/benefits); realign/reallocate existing resources.	5	1	5		
Facilities/Space/Parking Complete new campus/build new & improve existing facilities; modernize and/or re-purpose space; reduce or expand footprint as needed; improve security, maintenance, & cleaning					3
Community-Based Programs and Services Collaborate with partners to enhance or expand comm./social service programs & services (e.g., behavioral health, housing, education, employment, counseling, peer support)		5		5	
Public Trust: Build the trust & confidence of the public in the court/judicial system			4		
Safety/Security: Ensure the personal safety (health, physical) of all who work in/use the courthouses; improve building, technology, & data security		3		4	

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Additional Findings: Most Needed Changes/Improvements in the next 3-5 Years
Judges/Staff - Comparisons By Role/Position in the Court (In Rank Order From Highest Mean Score)

Most Needed Changes/Improvements in the Next 3-5 Years – By Role/Position <i>In rank order by mean score: 1 = ranked #1 – rated the highest by mean score; 2 = ranked #2 – rated the second highest by mean score, and so on</i>	All (Judges/ Employees) (n=251)	Judicial Officers (n=42)	Admin. Ldrshp, Mgrs/Sups, Other Attyns (n=61)	Courtroom Support Staff (n=31)	Prof. Services Staff (n=27)	Clerical Support Staff (n=46)	Other Ct. Admin Staff (n=22)
Funding/Resources: Pursue adequate funding/resources to meet existing & evolving needs of the public & to operate efficiently & effectively (includes competitive pay/benefits; realign/reallocate existing resources).	1	1	1	1	2	1	2
Workplace/Workforce Practices: Modernize workplace, human resource, & mgt policies & practices (e.g., transform recruitment, hiring, & retention practices; redesign jobs; prioritize employee wellbeing; refine/expand hybrid &/or flexible work arrangements; provide training, development, and career growth opportunities.; implement DEI initiatives; build an inclusive & engaging work culture; etc.	2	3	2	3	1	1	1
Safety/Security: Ensure the personal safety (health, physical) of all who work in/use the courthouses; improve building, technology, & data security	3	2	5	2	3	3	
Timely Resolution: Ensure the timely resolution of all legal matters; reduce backlog, unnecessary delay, & wait times; improve scheduling & case mgt. practices	4	5	4	4	4	5	4
Facilities/Space/Parking Complete new campus/build new & improve existing facilities; modernize and/or re-purpose space; reduce or expand footprint as needed; improve security, maintenance, & cleaning	5	4				4	3
Technology: Invest in/use existing & future technologies that will enhance access, services, & court ops (e.g., AI, electronic doc access, ODR, data mgt/analytics)			3	5			
Virtual Court Proceedings and Services Develop effective & consistent procedures & practices for conducting hybrid (virtual & in-person) court proceedings & for providing hybrid court services					5		5
							35

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Q2:

User Experience / Court Performance

External Partners, Judges/Staff, & Court Users

COURT USERS – COMING SOON

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User Experience / Court Performance Categories –
By External Partners, Judges/Employees, and Court Users-
 (in mean scores)



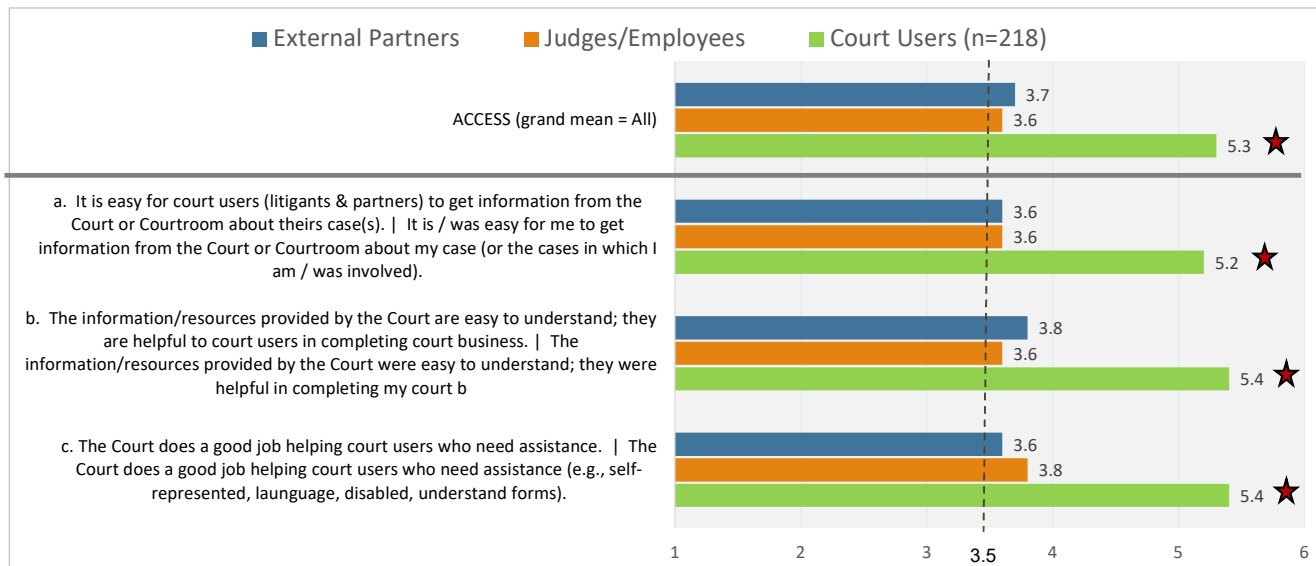
¹ The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.

★ = Statistically significant differences in mean scores.

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ACCESS by Question (Court Performance Category) (in means scores)



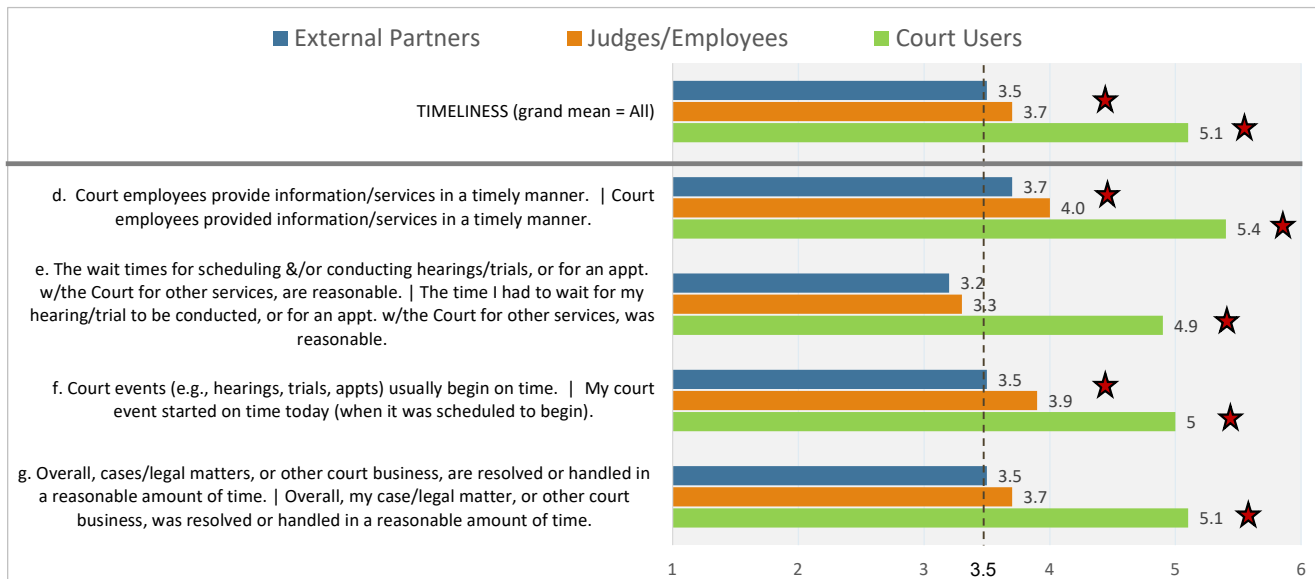
¹ The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.

★ = Statistically significant differences in mean scores.

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TIMELINESS by Question (Court Performance Category) (in means scores)



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

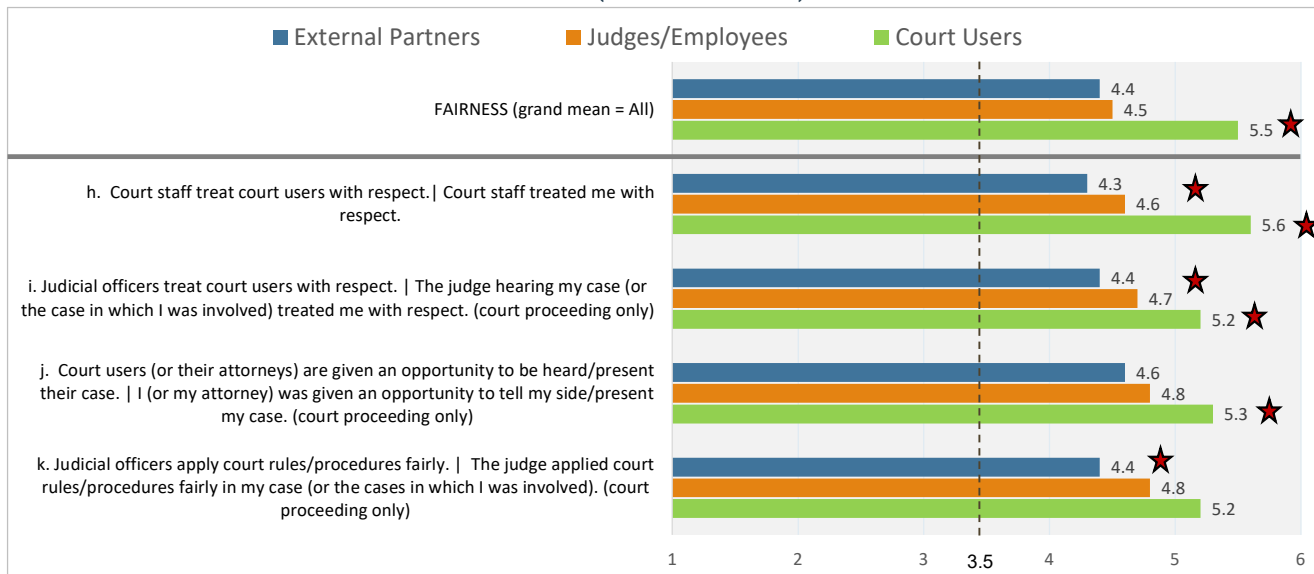
★ = Statistically significant differences in mean scores.

40

40

FAIRNESS by Question – Page 1 (Court Performance Category)

(in means scores)



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

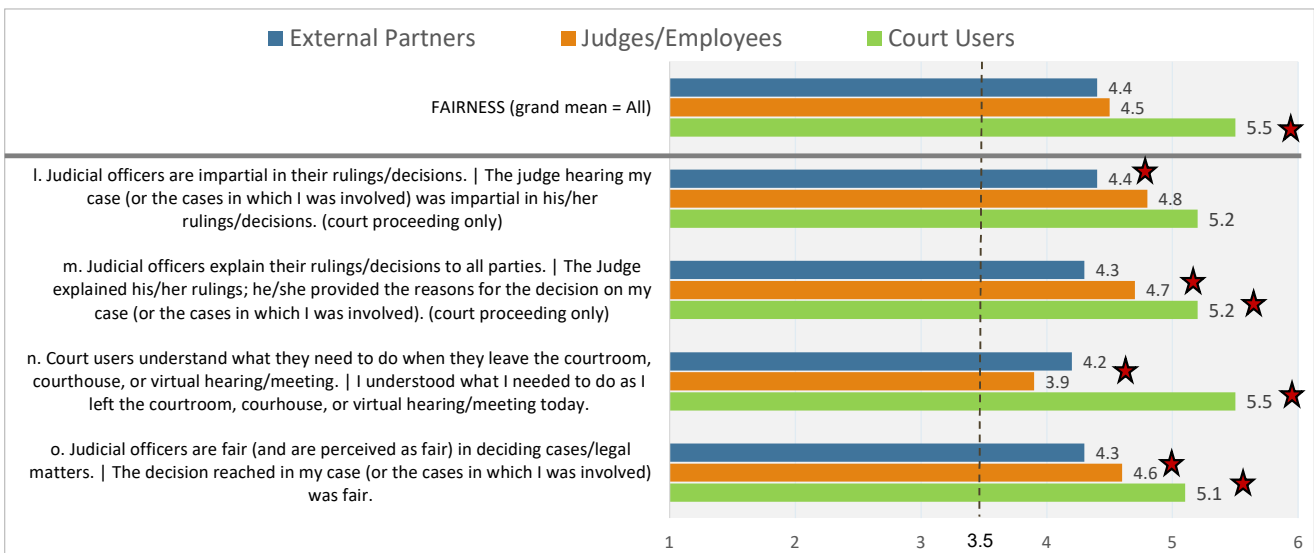
★ = Statistically significant differences in mean scores.

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FAIRNESS by Question – Page 2 (Court Performance Category)

(in means scores)



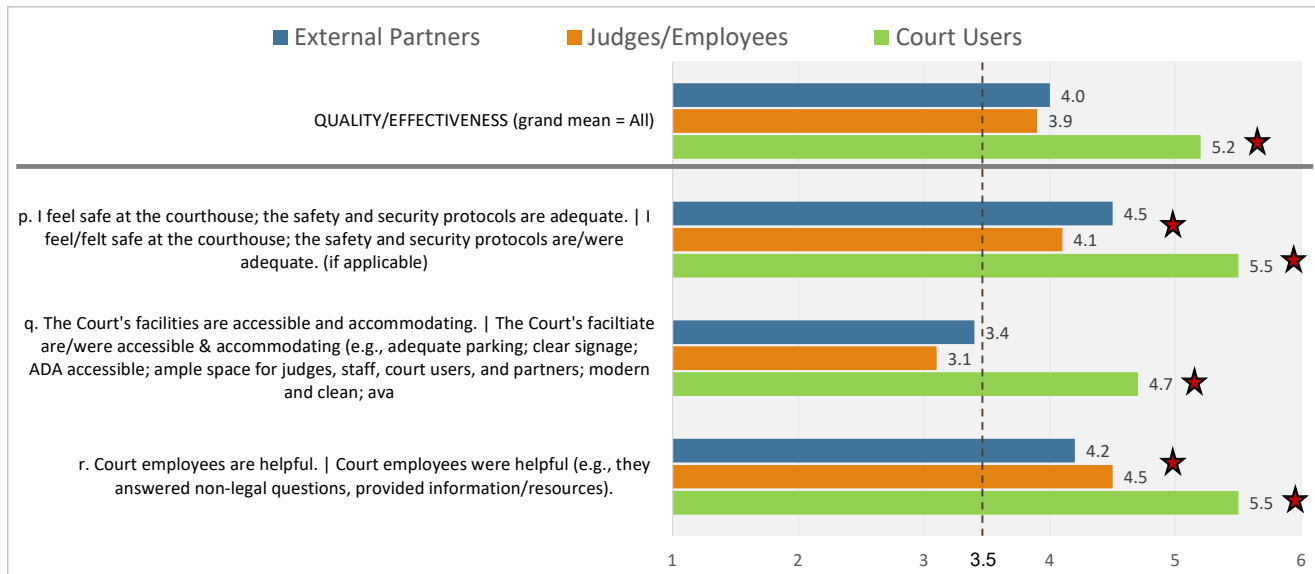
¹ The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.

★ = Statistically significant differences in mean scores.

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42

QUALITY/EFFECTIVENESS (Court Performance Category) (in means scores)



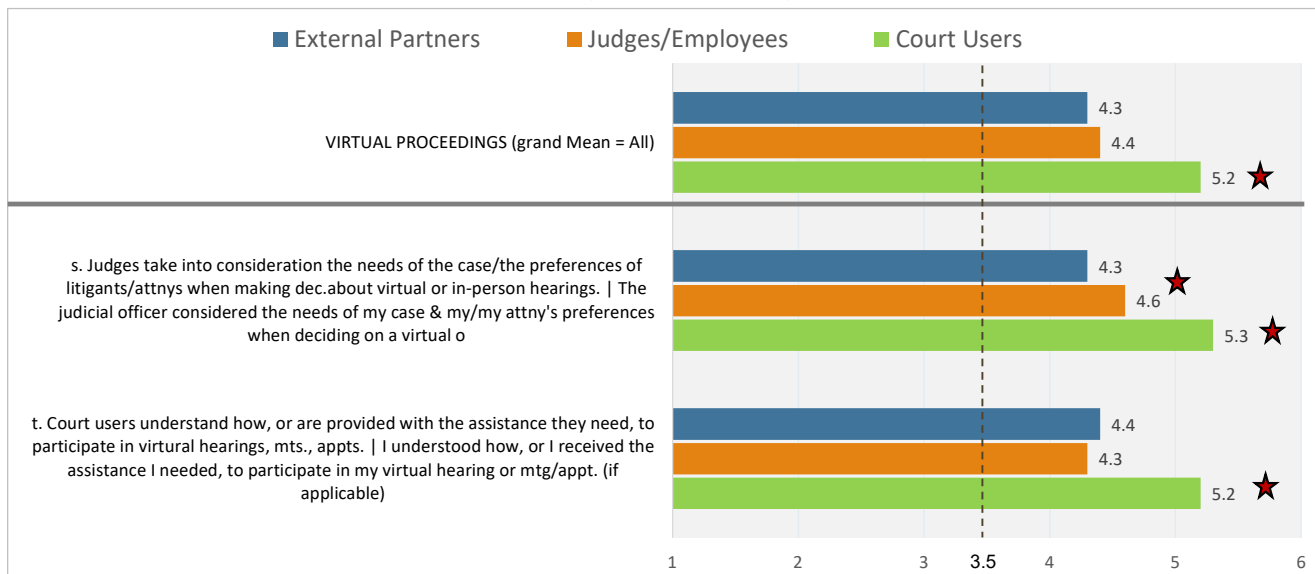
¹ The mean scores are based on a 6-point agreement rating scale. The higher the mean score, the more positive the rating.

★ = Statistically significant differences in mean scores.

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VIRTUAL PROCEEDINGS (Court Performance Category) (in means scores)



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

★ = Statistically significant differences in mean scores.

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Q3:

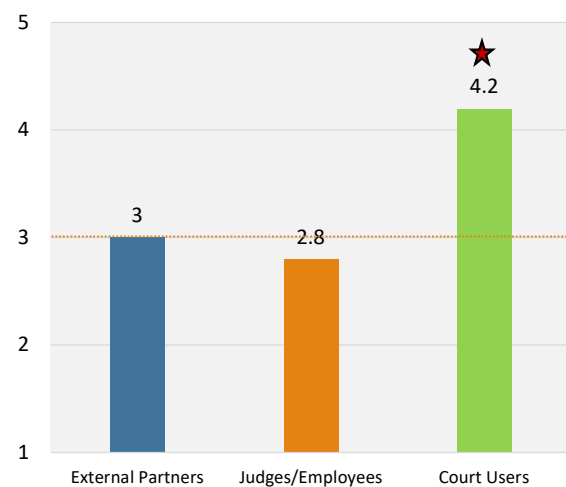
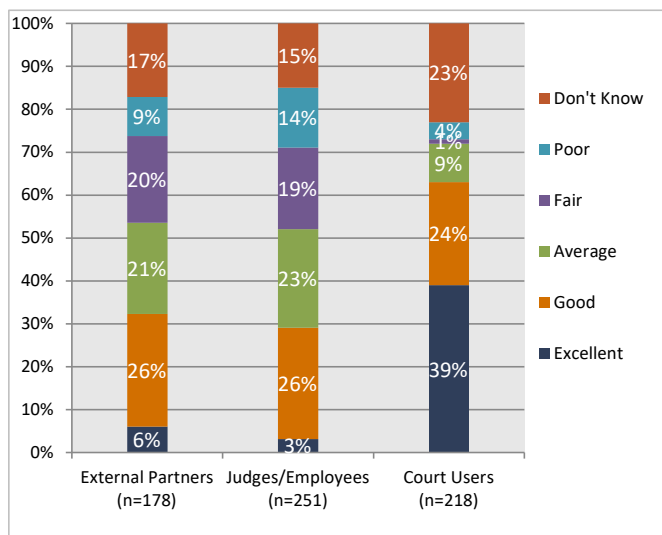
Overall Court Performance

External Partners, Judges/Staff, & Court Users

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Third Judicial Circuit - Ratings on Overall Performance the Past 1 – 2 Years
Comparison of External Partners, Judges/Employees, and Court Users
 (in percentages and mean scores¹)



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

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Q4:

Court of the Future

*External Partners & Judges/Staff Only –
Summary of Comments*

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Q4: Court of the Future: Innovative Ideas/Goals the Court Should Pursue External Partners – Themes/Summary of Comments (not in order of priority)

1. Improve Access: parking; expand in-person and virtual assistance & services – make navigation easier; make court more user-friendly; improve information/resources and website; provide access points in communities; expand hours/night court.
2. Improve Use of Technology: e-filing; expand virtual access, court proceedings, & services; electronic documents; online forms; artificial intelligence; upgrade equipment and courtrooms.
3. Continue & Improve Virtual Proceedings: continue remote/video proceedings and meetings; develop standardized and uniform procedures/practices across courtrooms; improve efficiency.
4. Enhance Timely Resolution & Improve Case/Docket Management: reduce wait times for scheduling matters; reduce backlog/delay; move to on-time calendaring to reduce wait times (stop cattle call calendars); establish uniform court procedures.
5. Expand Treatment & Rehabilitative Services (for youth) – increase specialty courts; use evidence based practices; be a trauma-informed court; expand behavioral health options; increase collaboration/communication w/community partners.
6. Upgrade Facilities – make all more modern/welcoming; new courthouse for Juvenile.
7. Improve Customer Service: Treat everyone professionally, courteously, fairly; be customer-serving = helpful.
8. Streamline/Reinvent Business Practices: overhaul/reinvent how you do business - staffing levels may never come back; restructure & reallocate resources based on areas of need; increase efficiency by doing business differently.

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Q4: Court of the Future: Innovative Ideas/Goals the Court Should Pursue¹ Judicial Officers/Employees – Summary of Suggestions (pg. 1) (not in priority order)

Internally Focused Suggestions:

1. Improve & Overhaul Workplace/HR/Mgt. Practices

- a. Pay/Benefits: provide raises / competitive pay/benefits; implement innovative pay practices; provide other monetary incentives
- b. Staffing: Overhaul recruitment/hiring practices; fill vacancies; hire skilled workers; train new employees.
- c. Flexible Hours/Remote Work: increase flexible work arrangements/hours; improve and expand remote work opportunities
- d. Employee Well-Being: make a priority; increase flexibility; reduce burnout/isolation; improve mental health/well-being; reward/model positive practices
- e. Welcoming & Engaging Work Environment: develop/ improve work env.; recognize, appreciate, value staff; foster an welcoming/belonging culture; value DEI; provide non-monetary incentives; improve retention strategies; quarterly all staff meetings w/Court Admin. & leadership judges; improve communication between depts.; increase teamwork/ collegiality within divisions and across the Court
- f. Advancement/Growth Opportunities: upskill and reskill existing workforce; provide career growth and advancement opportunities
- g. Restructure/Reallocate to Increase Efficiency: critically review and restructure/reallocate based on need; overhaul how work is done – increase efficiency.

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Q4: Court of the Future: Innovative Ideas/Goals the Court Should Pursue¹ Judicial Officers/Employees – Summary of Suggestions (pg. 2) (not in priority order)

2. Improve Use of Technology (to increase Access & Efficiency)

- a. Improve/Upgrade Equipment, Software, Apps: expand uses of technology to increase access & efficiency including artificial intelligence (AI); update computers & equipment; update/standardize technology in courtrooms
- b. Electronic Filing, Access, Virtual Proceedings: improve e-filing & remote access; continue to use & improve / standardize virtual proceedings and virtual services/mtgs.
- c. Paperless: digital files; electronic documents/records; paperless courtrooms

3. Improve/Expand Services & Resources for Litigants

- a. Self-help: assistance, information, resources
- b. Navigational: assistance; increase understanding
- c. In-person and virtual – community access points; public terminals/kiosks

4. Improve/Expand Treatment/Programs

- a. Programs/Services: use evidence based practices; expand behavioral health treatment and rehabilitative programs/ services; increase collaboration with partners

5. Improve Facilities, Space, Safety/Security

- a. Upgrade Court Facilities/Space: complete move to CJC; new court building for juvenile; one campus for all; combine Family Domestic, FOC, and Juvenile; re-evaluate/repurpose space
- b. Free/Affordable Parking: provide free parking for employees/more affordable parking for everyone
- c. Safety/Security: continue to strengthen courthouse security

6. Provide Timely Services & Resolution

- a. Reduce Wait Times – for appts, hearings, trials, etc.
- b. Reduce Backlog – resolve matters in a timely manner

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Q5:

Strength of the Workplace, Court Culture, Job Satisfaction

Employees Only

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Employees Only: Strength of the Workplace, Culture, Job Satisfaction:

Indicate how strongly you agree/disagree with each statement.

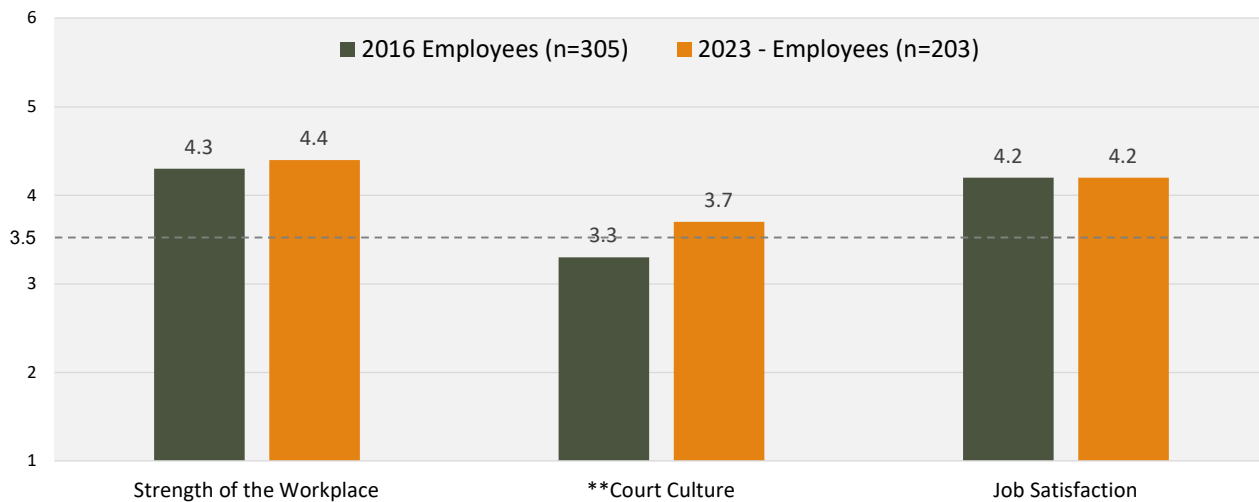
*Rate each question on a 6-point agreement scale**

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

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Strength of the Workplace, Court Culture, Job Satisfaction Employees Only – Comparison of 2016 and 2023 (in mean scores¹)



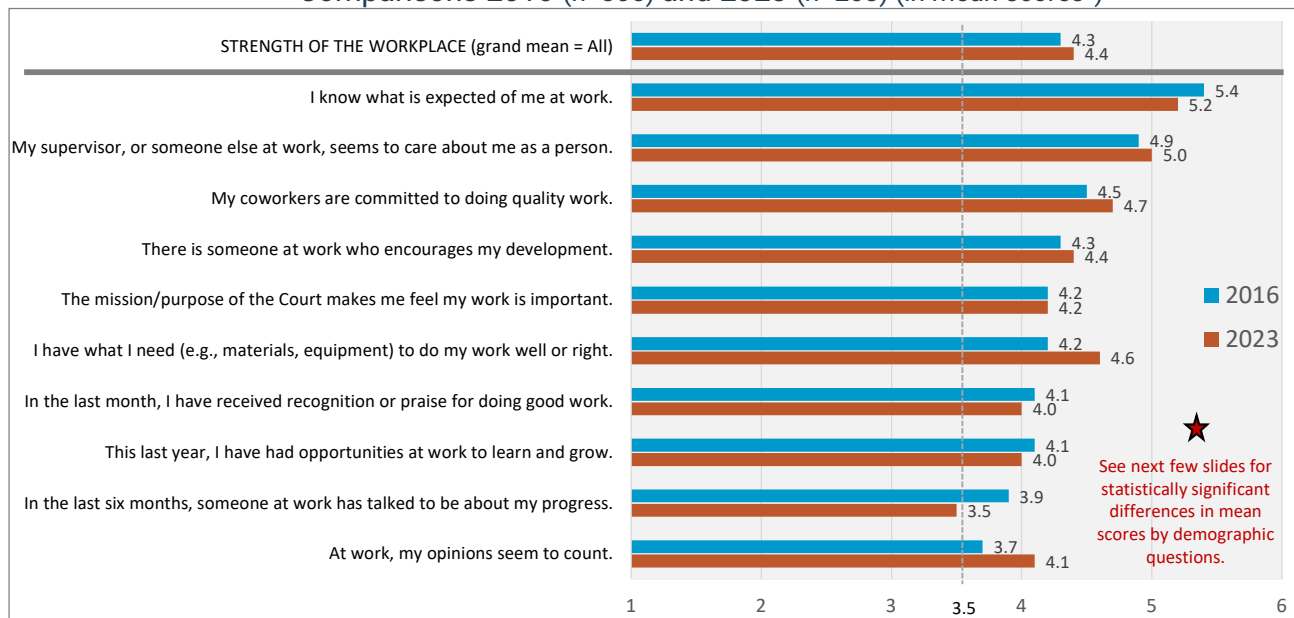
** In 2016, the Court Culture category of questions included only 1 question about communication = feeling informed about what is going on at the Court. In 2023, the Court Culture category included 5 questions about communication, connection, diversity, well-being, and belonging. See subsequent slides for details.

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

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Strength of the Workplace: All Employees in Rank Order (by 2016 means) Comparisons 2016 (n=305) and 2023 (n=203) (in mean scores¹)



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

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Additional Findings – Statistically Significant Differences Strength of the Workplace (SoW) Questions

Employees – By Location

1. Survey respondents who work primarily at Penobscot gave significantly lower ratings on the following questions:
 - ☐ *I have what I need (e.g., materials, equipment) do do my work right or well. (4.3 Penobscot vs. 5.2 CAYMC)*
 - ☐ *At work, my opinions seems to count. (3.6 Penobscot vs. 4.8 CAYMC and 4.5 Frank Murphy.*
 - ☐ *SoW Grand mean: (4.1 Penobscot vs. 4.8 CAYMC and 4.7 Frank Murphy)*
2. Survey respondents who work primarily at the Lincoln Hall of Justice gave a significantly lower rating on the following question:
 - ☐ *My supervisor, or someone at work, seems to care about me as a person (4.5 Penobscot vs. 5.4 Frank Murphy)*

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Additional Findings – Statistically Significant Differences Strength of the Workplace (SoW) Questions

Employees – By Position

1. Professional Services Staff respondents gave significantly lower rating on the following question than Courtroom Staff respondents:
 - ☐ *I know what is expected of me at work (4.7 vs. 5.5)*

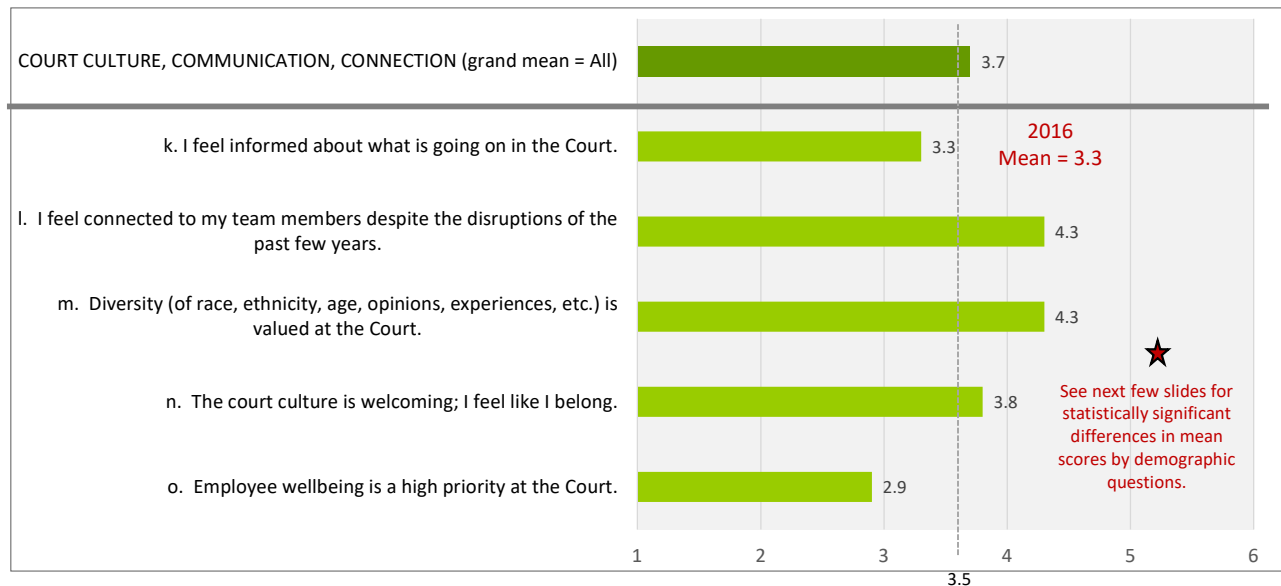
Employees – Other Demographics

2. There were no statistically significant differences on SoW questions by:
 - ☐ *Work arrangement (in-person vs. hybrid)*
 - ☐ *Race*
 - ☐ *Gender/Gender identity*

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Court Culture, Communication, and Connection – All Employees (n=203; in mean scores¹)



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

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Additional Findings – Statistically Significant Differences Court Culture, Communication, Connection Questions

Employees – By Location

1. Respondents who work primarily at Penobscot gave a significantly lower rating on the following question:
 - ☐ *Employee well-being is a high priority at the Court. (2.3 Penobscot vs. 3.5 vs. 3.3 Frank Murphy)*
 - ☐ *Court Culture Grand mean: (3.3 Penobscot vs. 4.0 CAYMC and 4.0 Frank Murphy)*
2. Staff from Lincoln Hall of Justice gave a significantly lower rating on the following question:
 - ☐ *My supervisor, or someone at work, seems to care about me as a person (4.5 Penobscot vs. 5.4 Frank Murphy)*

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Additional Findings – Statistically Significant Differences Court Culture, Communication, Connection Questions

Employees – By Position

1. Other Court Administrative Staff (IT, HR, Finance, Jury) respondents gave a significantly higher rating on the following question:
 - ❑ *Employee well-being is a high priority at the Court (4.1 Other Ct. Admin Staff vs. 2.5 Ct. Leadership/Mgt/Sups, 2.3 Professional Services Staff, and 2.8 Clerical Support Staff)*
2. Court Culture Grand Mean: Other Ct. Admin. Staff respondents gave a significantly higher mean on this set of questions than Prof. Services Staff.

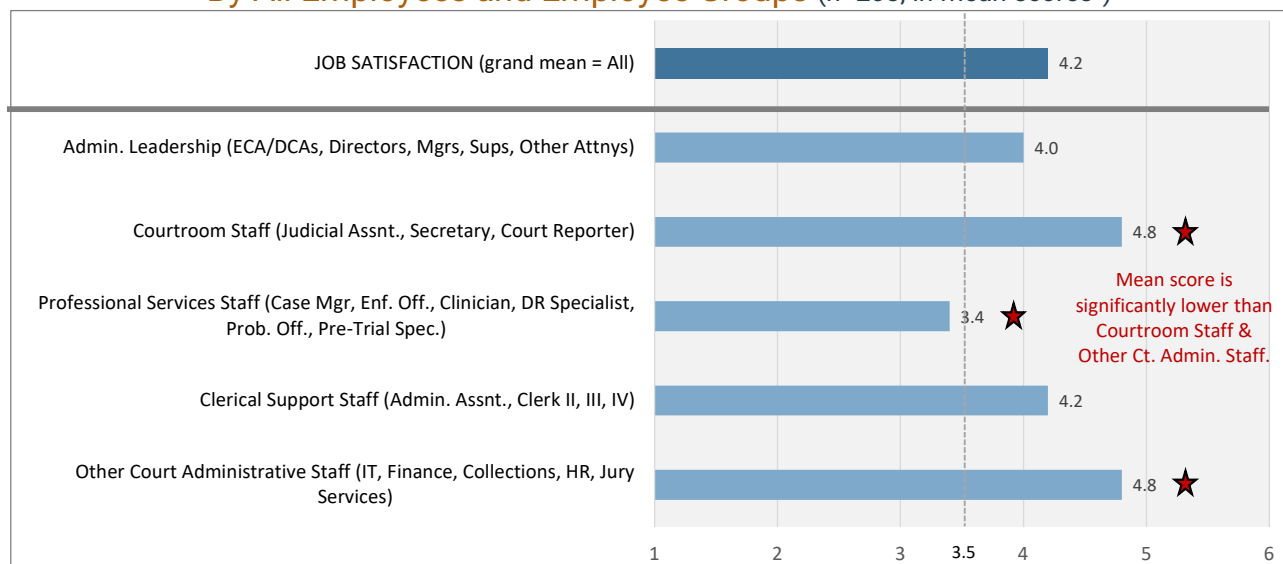
Employees – Race & Other

2. Black/African American respondents gave a significantly lower rating on the following question than White respondents:
 - ❑ *Diversity (of race, ethnicity, age, experiences) is valued at the Court. (4.1 vs. 4.9)*
3. There were no other statistically significant differences on Court Culture questions by:
 - ❑ *Work arrangement (in-person vs. hybrid)*
 - ❑ *Gender/Gender identity*

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Job Satisfaction (Overall, I am satisfied with my job) By All Employees and Employee Groups (n=203; in mean scores¹)



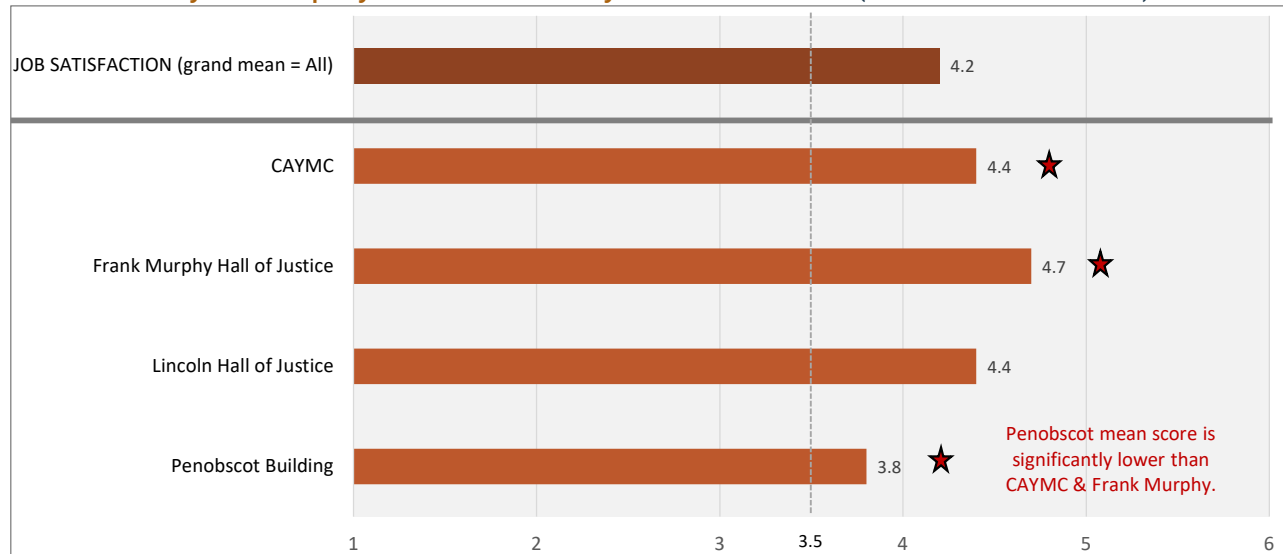
² ★ = statistically significant difference between means scores of respondents. The difference is not due to chance.

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

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Job Satisfaction (Overall, I am satisfied with my job) By All Employees and Primary Work Location (n=203; in mean scores¹)



² = statistically significant difference between means scores of respondents. The difference is not due to chance.

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

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Additional Findings – Statistically Significant Differences Job Satisfaction Question

Employees – Other Demographics

1. There were no other statistically significant differences on the Job Satisfaction question by:

- ☐ Work arrangement (in-person vs. hybrid)
- ☐ Race
- ☐ Gender/Gender identity

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Q6:

Suggestions for Making the Court a Better Place to Work

Employees Only – Summary of Comments

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Q6: Suggestions for Making the Court a Better Place to Work Employees Only – Summary of Suggestions (pg. 1) (not in priority order)

1. Adequate Staffing Levels / Better Recruitment – fill vacant positions; hire diverse and qualified people (e.g., African American men); better onboarding and training for new employees; attract / recruit a new generation of employees; critically review / modernize testing practices/ requirements.
2. Better / More Training / Career Advancement – implement a planned, intentional training program; help new employees feel competent and confident; provide more training opportunities for growth and development; provide career advancement based on education and experience; promotions based on merit; offer mentoring program.
3. Leadership/Management Practices – consider the ideas of staff; give staff a voice; provide fair/equitable promotional opportunities; eliminate nepotism and favoritism – rules should be the same for all; treat everyone respectfully; show you care – value and appreciate employees including employees who have been with the Court a long time; recognize employees for their work; improve transparency – be open, fair, equitable; better communication between depart. and from upper mgt. to employees (e.g., regarding the upcoming move); there is too much us. Vs. them mentality between administration and employees; empower managers/supervisors to implement new ideas without unnecessary red tape; more accountability of the leadership team; lead by example; rebuild trust between employees and leadership.
4. New Vision / Willingness to Change – move forward with an inspiring vision; get rid of the “that’s the way we have always done it mentality;” re-organize and use more effective and efficient ways to get work done; modernize the Court; need new ways of thinking and doing; reclassify positions for today’s work.
5. Court Culture / Work Environment – some areas of the Court are more welcoming than others; create a respectful and welcoming environment for everyone.

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Q6: Suggestions for Making the Court a Better Place to Work

Employees Only – Summary of Suggestions (pg. 2) (not in priority order)

6. Teamwork/Collegial Relationships: increase teamwork; show kindness and empathy; build relationships; eliminate the feeling of divisiveness between departments; there is too much us vs. them mentality; build connections / camaraderie among staff -
7. Pay/Benefits/Perks – provide competitive pay/benefits (e.g., better health/medical insurance); negotiate better retirement benefits – e.g., 401k match; free parking; provide tokens of appreciation (e.g., gift cards, discounted parking, etc.)
8. Employee Wellbeing / Flexible Schedules – strengthen/expand hybrid work opportunities; more opportunities for flexible work schedules; make remote work available to all – implement rotations; make wellbeing a priority
9. Consistent Policies, Procedures, & Practices – need to be more consistent across the Court: e.g., application of court rules, policies, courtrooms, processing court filings; consistent application of policies and procedures (e.g., HR); need less hostile HR policies/practices
10. Customer Service – all litigants/public should be treated respectfully; we need to be kind and courteous (not rude); we need to provide better customer service – we need to be accessible to the public;
11. Technology – improve/modernize technology; update equipment; prepare to use new/emerging technologies.
12. Facilities – Provide a clean work environment – e.g., Frank Murphy; improve safety and security; improve building maintenance/ upkeep