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PERFORMANCE MEASURES  
KEY RESULTS AND MEASURES  
ANNUAL REPORT

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October, 2013



**MINNESOTA  
JUDICIAL  
BRANCH**

Prepared by State Court Administrator's Office  
Court Services Division, Research & Evaluation

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## EXECUTIVE SUMMARY

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*It is the policy of the Minnesota Judicial Branch to establish core performance goals and to monitor key results that measure progress toward meeting these goals in order to ensure accountability of the branch, improve overall operations of the court, and enhance the public's trust and confidence in the judiciary.*

*The six core judicial branch goals are:*

***Access to Justice***

***Timeliness***

***Integrity and Accountability***

***Excellence***

***Fairness and Equity***

***Quality Court Workplace Environment***

This is the fifth annual report that contains results for the Key Results and Measures of Judicial Council [Policy 505](#), [505.1](#) and [505.2](#) which were passed in October 2005 and revised in 2006, 2009, 2010 and 2011. This report contains current data along with trends, as available.

The contents of this report are organized into four sections –

1. Executive Summary;
2. Review of Key Results and Measures;
3. Using Performance Measures for Administration and
4. Data Details (Appendix).

The executive summary first provides notes about the details of the data and then discusses results that are positive, followed by possible areas of concern and finishes with a brief summary of how performance measure results are being used by court administration. The results in this report present a barometer of the work of the Branch – an overall picture of how the courts are doing at this point in time and over the last several years.

## ANALYSIS NOTES

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The data in this document come from several sources. The results of timing measures for district courts come from MNJAD (Minnesota Judicial Analytical Database, or data warehouse) reports and the data represents both what exists at a point-in-time and trends over the past months and years. Data changes each week as new and updated information is loaded into the data warehouse from MNCIS. All years noted in the timing area represent calendar years, unless otherwise noted.

The [Trial Court Reports](#) (MNJAD reports) for Clearance Rates, Time to Disposition, Age of Pending Cases, Length of Time to Permanency and Time to Adoption for Children under State Guardianship are available to judges and staff on CourtNet (the intranet of the Minnesota Judicial Branch). The Clearance Rates, Time to Disposition and Age of Pending Cases reports are available in the original tabular format as well as in the color-coded "[stoplight report](#)" format. Readers of this report are encouraged to look at the data in this report as well as seek additional information using the MNJAD and stoplight reports.

Court of Appeals and Supreme Court timing information is reported from MACS (Minnesota Appellate Court System case management system) and reflects calendar year figures.

Separation rate data are reported from the Human Resources Division of the State Court Administrator's Office (SCAO) and reflect Fiscal Year 2013 and include trends back to FY2008. Juror information comes from the jury management system and includes jurors from calendar year 2012 compared to results of the 2010 American Community Survey (replaces the previous long-form census).

Several sections of this report use data collected from surveys. The Access, Excellence, Fairness and Equity, and Quality Court Workplace goal areas all have results from surveys conducted within the past year – the Access & Fairness Survey – a survey of court users at over 100 locations across the state from January to April 2013; and the Quality Court Workplace Survey – conducted among all court employees and judges/justices in October, 2012.

## DEFINITION OF TERMS

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Definitions of measures used in this report include:

### *Access to Justice Measures*

The data for this goal, along with the Excellence and Fairness goals, come from the Access & Fairness Surveys conducted statewide in early 2013. The survey uses scales from 1-5 corresponding to:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

### *Timeliness Measures*

**Clearance Rate** – Number of dispositions for a specified period of time divided by the number of filings (multiplied times 100). A Clearance Rate of 100% indicates a court is ‘keeping up’ with cases filed. A Clearance Rate under 100% indicates a possible growing backlog.

**Time to Disposition** – Assesses the length of time it takes to process cases compared to the Judicial Council objectives for timely case processing. The measure is reported as a percentage of cases that has met the timing objectives for when 90% of cases should be disposed, at the 97<sup>th</sup> percentile and at the 99<sup>th</sup> percentile. Cases disposed beyond the 99<sup>th</sup> percentile are considered to have not met timing objectives.

**Age of Pending** – Shows the percent of currently pending cases that are within the timing objectives for timely case processing. Data as of the end of each quarter is archived for trend reporting. Cases pending beyond the 99<sup>th</sup> percentile objective can be considered as one measure of court backlog.

**Backlog Index** – Number of cases of a given case type pending at the beginning of the year, divided by the total number of cases of the given type disposed during that year. The index represents the part of a year it took to dispose of the cases pending at the beginning of the year if no new cases were filed and provides information about a court’s ability to “keep up” with old cases. The goal for Civil (non-criminal) cases is to be at 1.0 or lower. Criminal cases should be below 1.0.

**Length of Time to Permanency** – Assesses whether or not timely permanency decisions are being made for children. Reports the number of children for whom permanency was achieved on a CHIPS or Permanency case, by type of permanency, and the length of time the child was out of home prior to the permanency order/disposition date for time periods of up to 6 months, up to 12 months, 15 months, 18 months, 24 months and over 24 months. The goal is to achieve permanency by 18 months for 99% of all children.

**Time to Adoption for Children under State Guardianship** – Assesses whether or not adoptions occur within two years (24 months) of entering foster care for 60% of children under state guardianship. Reports the number of children for whom adoption was achieved, the length of time the child was out of home prior to being under state guardianship, the length of time from state guardianship to adoption, and the combination of the two time periods = Time to Adoption.

***Court of Appeals Dispositions within Time Standards*** – Reports the number and percent of cases with timing objectives that met the objectives of disposing of 75% of cases within 290 days of filing and disposing of 90% of cases within 365 days of filing.

***Supreme Court Timing Standards*** – Reports the number of days to accomplish an event for the case that is at the 50% mark of all cases that are placed in numeric order by the number of days to accomplish the event, and at the 90<sup>th</sup> percentile.

### ***Quality Court Workplace Environment***

***Turnover Rate*** - Also called Separation Rate. Number of FTEs who leave the branch during the fiscal year divided by the average number of FTEs employed in a location during that fiscal year (multiplied times 100). Rate excludes Judges, Law Clerks, Bar Exam Monitors and Limited/Temporary Appointments.

***Quality Court Workplace Survey*** - This survey was available electronically to all court staff and all judges/justices in October 2012. The same scale is used as in the Access and Fairness Survey with 1= Strongly Disagree to 5 = Strongly Agree.

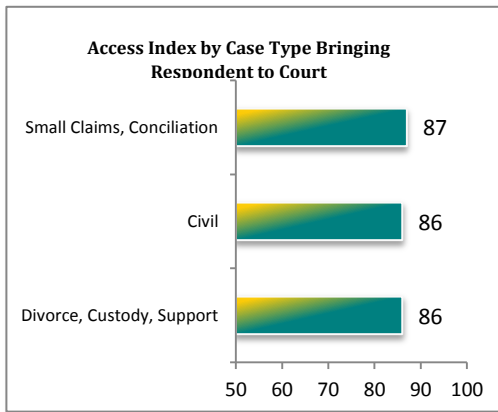


**POSITIVE PERFORMANCE MEASURE RESULTS BY GOAL**

**Access to Justice**

The measure for this goal is the Access and Fairness Survey. Over 4,700 surveys were completed between January and April, 2013 in 105 court locations (physical and virtual).

- ◆ All mean scores in the Access Section, on a scale of 1= strongly disagree to 5 = strongly agree, are at 3.9 or above. Seven of the ten statements have the same mean score as in 2008 and three of them have higher mean scores.



- ◆ The highest levels of agreement are for the statements related to finding the courthouse and courtrooms or offices, followed by being treated with courtesy and respect.

- ◆ Six counties have an Access Index Score of 90 or above, compared to the statewide score of 84. Four of these locations are in the 8<sup>th</sup> District. The statewide Access Index score improved to 84 in 2013 compared to 83 in 2008.

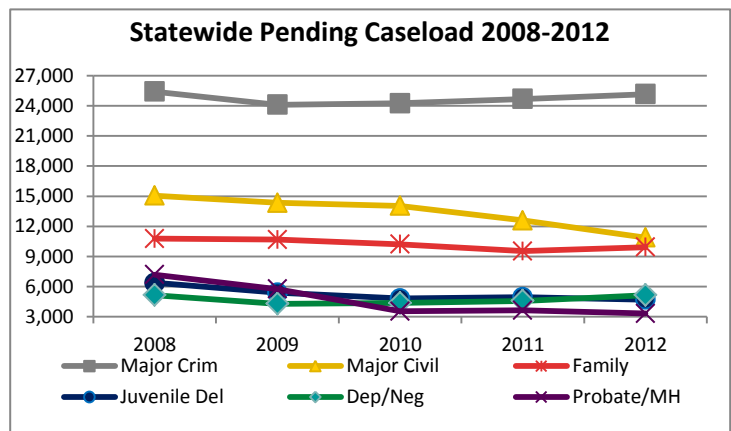
- ◆ The highest Access Index scores are from respondents who came to court for small claims or conciliation cases, attorneys representing a client, respondents who visit court regularly, and respondents age 55 and above.

**Timeliness**

This goal area has several measures to determine if courts are handling cases in a timely manner – Clearance Rates, Time to Disposition, Age of Pending Cases, Backlog Index, Length of Time to Permanency, Time to Adoption, and Court of Appeals and Supreme Court cases within Time Standards.

- ◆ Except for Dependency/Neglect cases, all case categories had a Clearance Rate of at least 98% statewide in 2012 (100% means a court disposed of the same number of cases as were filed).
- ◆ All judicial districts disposed of more Major and Minor Civil cases in calendar year 2012 than were filed (Clearance Rate of 100% or higher) and the statewide Clearance Rate continues to improve compared to 2008 through 2010.

- ◆ The high Clearance Rates combined with mostly flat or declining case filings has resulted in declining pending cases. The number of cases pending has decreased from 2008 to 2012 in all major case groups, except Dependency/Neglect which is flat from 2008 to 2012. Probate/Mental Health pending cases continue to decline at the highest rate.



<b>WCL Case Type</b>	<b>99<sup>th</sup> Percentile Objective (Months)</b>	<b>2012 % Cases Disposed at 99<sup>th</sup> Percentile</b>
Major Civil	24	98.8
Dissolutions	24	99.4
Domestic Abuse	4	99.5
Minor Criminal	9	98.3
<b>Total All Cases</b>		<b>97.7</b>

◆ Statewide Time to Disposition results in 2012 are near or above the timing objectives for cases being disposed in four of the six case categories that have time objectives. Over 98% of Major Civil, Dissolutions with and without Child, Domestic Abuse and Minor Criminal cases were disposed within the 99th percentile objective.

- ◆ Statewide Time to Disposition results for all case categories remained consistent or improved from 2008 to 2012. The greatest improvements during that timeframe in the percent of cases disposed beyond the 99<sup>th</sup> percentile time objectives are for Family cases (.6% of cases disposed beyond 99<sup>th</sup> percentile in 2012 from 2.3% in 2008), and Delinquency cases (4.5% beyond the 99<sup>th</sup> percentile down from 6.5% in 2008).
- ◆ Nine districts show steady or improved overall age of pending cases beyond the 99<sup>th</sup> percentile (decreased number shows improvement). The largest improvements are in the 10<sup>th</sup> district (4% beyond 99<sup>th</sup> at end of FY2013 compared to 9% at the end of FY2012) and the 3<sup>rd</sup> district (5% in FY2013, 8% in FY2012).
- ◆ The minimum goal for the Backlog Index is 1.0 for non-criminal cases, and should be below 1.0 for criminal cases (lower numbers are better). The backlog index has been declining for all major case groups in the past five years, except for Major Criminal which has increased slightly from .42 in 2008 to .44 in 2012. All case groups have a backlog index for 2012 that is at .45 or less. Minor Civil cases have the lowest backlog index at .11.
- ◆ Over four in ten (42%) of all permanencies reached for children in 2012 were through Protective Supervision or Trial Home Visit. Of these permanencies, 90% were achieved before the child was out of home for 12 months or less (objective is 90%) and 97% were done by 18 months (objective is 99% at 18 months). Six of ten (60%) Protective Supervision and Trial Home Visit permanencies in 2012 were accomplished in six months or less (objective is 50%).

<b>Permanency Type</b>	<b>% of 2012 Perms.</b>	<b>Perm in up to 6 mo</b>	<b>Cum to 12 mo</b>	<b>Cum to 18 mo</b>	<b>Total Child-ren</b>
Trial Home Visit & Protective Supervision	42%	60%	90%	97%	1,344

- ◆ Three districts had 58% or more of children reach adoption in 2012 within 24 months of removal from the home. (Goal = 60%) Two districts met the goal of having an average number of days to adoption equal to 730 days or less.
- ◆ All Court of Appeals cases, except in the criminal category, met the timing objective of disposing of 75% of cases within 290 days of filing and 90% of cases within 365 days of filing. Overall, 74% of cases disposed in 2012 met the 290 day objective and 92% of cases disposed in 2012 met the 365 day objective.

**Integrity and Accountability**

The goal in this area is to ensure that the electronic record system is accurate, complete and timely.

- ◆ To support continued integrity of court documents accessible electronically, the Judicial Council approved Policy 505.3 and State Court Administration Policy 505.3(a) which states, in part, “...these procedures are implemented to help ensure the accurate, complete and uniform access to court records and compliance with all applicable laws for the access of court records. These procedures are comprehensive, and the responsibility for implementation includes County, District, and State Court Administration.”
- ◆ Five reports have been developed for court administration staff to use to ensure that all documents are correctly classified as defined by the MNCIS Data Security Classifications. Four more reports are in development.

**Excellence**

The goal in this area is to achieve excellence in the resolution of cases by making decisions that are fair, reasoned, understandable, and that resolve the controversy at issue.

- ◆ The results for the Access and Fairness Survey statement used to measure excellence, “As I leave the court, I know what to do next about my case” had 84% of respondents who were in front of a judge agree or strongly agree.
- ◆ Some of the higher mean scores for this statement are from attorneys representing a client (4.5 mean out of 5.0), District 1 (4.5), Multi-racial (4.4) and White (4.3) respondents.

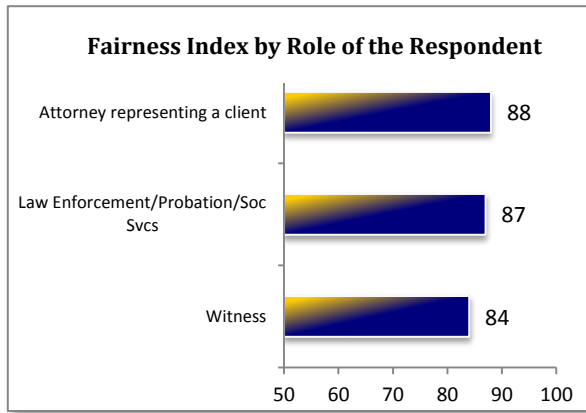
**Fairness and Equity**

Measures for this goal area include juror representativeness and statements from the Access and Fairness survey.

- ◆ Nearly all of the more than 44,000 jurors who reported for service 2012 and returned the questionnaire complete the race information and they are similar racially and ethnically compared to the population of the communities in Minnesota.
- ◆ At least 78% of the respondents to the Fairness Section of the Access and Fairness Survey agree or strongly agree with all statements in the fairness section.

Race	2010 ACS*	2012 Jurors
White	89.6%	90.4%
Black	3.4%	2.7%
Asian/Pac Island	2.3%	2.4%
Hispanic	1.8%	1.8%
American Indian	1.0%	1.0%
Other & 2+ Races	1.7%	1.6%
<b>Total Statewide</b>		<b>44,205</b>

\*American Comm. Survey: Ages 18-70, citizens, not institutionalized, speak English at home or ‘well’ or ‘very well’



◆ Highest levels of agreement for the Fairness section were from Attorneys representing a client (Fairness Index Score of 88); respondents with Small Claims/Conciliation cases (89) and respondents age 65 or older (88).

◆ All statewide mean scores in the Fairness section in 2013 are equal to those in 2008.

### Quality Court Workplace

This goal area measures Separation Rates and the results of the Quality Court Workplace survey.

- ◆ Just less than 7% (6.8%) of employees left the Branch in 2012 with 86% all of the departures being resignations and retirements.
- ◆ The Quality Court Workplace survey was conducted statewide October 15-31, 2012. There were 1,754 responses from employees (68% response rate) and 225 responses from judges/justices (74% response rate)
- ◆ Most employees (91%) agree or strongly agree that they know how their job contributes to the overall mission of the Branch, as do 93% of judges/justices.
- ◆ Nearly nine in ten (88%) of employees agree or strongly agree that they are proud to work in their court while 99% of judges/justices agree/strongly agree with this statement.
- ◆ All six Index Scores improved in 2012 compared to 2008 on the judge/justice survey.
- ◆ Judges/justices also have 95% or higher levels of agreement with the following statements:
  - I am treated with respect (95% agree/strongly agree)
  - I enjoy coming to work (96%)
  - My court looks for ways to improve processes and procedures (95%)

Judge/Justice QCW Results

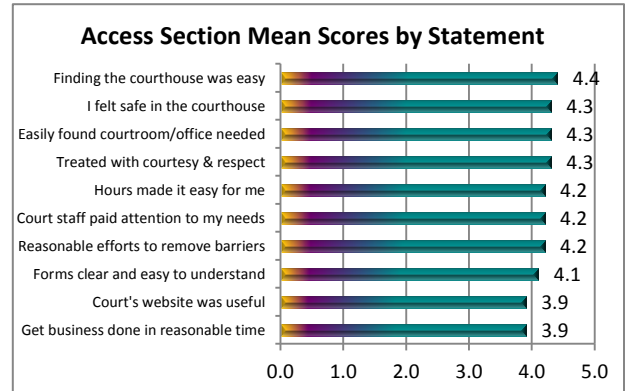


**POSSIBLE AREAS OF CONCERN**

The measures in this section show possible areas of concern, but do not necessarily reflect poor performance.

**Access to Justice**

- ◆ Two of the ten statements in the Access section of the Access and Fairness Survey have mean scores of 3.9. The National Center for State Courts framework for means is: greater than 4.0=doing a good job; between 3.5 to 4.0=doing OK; less than 3.5=needs improvement.
  - I found the court’s website useful (3.9).
  - I was able to get my court business done in a reasonable amount of time (3.9).



- ◆ Fifteen county/court locations have an Access Index score below 80 (statewide average is 84). Four of these locations are in one district. Lower index scores may be a result of, in part, fewer surveys being completed than in 2008. This is shown by locations with 25% fewer responses in 2013 having a lower Access Index score than those who had the same or up to 25% fewer responses.
- ◆ Survey respondents who are under age 18, at court for a Juvenile Delinquency case, are a victim or friend/family of a participant, or who identify as being Black, American Indian or “Other” races have lower Access Index scores than other groups.

**Timeliness**

- ◆ The greatest area of concern for timely processing of cases continues to be Major Criminal.
- ◆ In 2012, 8.3% of Major Criminal cases and 4.5% of Juvenile Delinquency cases were disposed beyond the 99th percentile objective (objective is 12 months for Major Criminal, 6 month for Juvenile Delinquency).

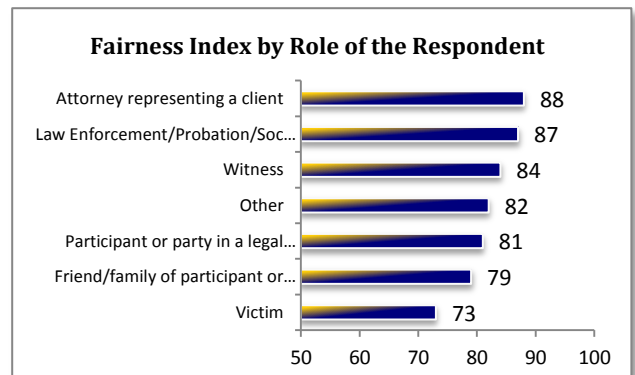
WCL Case Type	99th Percentile Objective (Months)	2012 % Cases Disposed at 99th Percentile
Major Criminal	12	91.7
Juvenile Del.	6	95.5
<b>Total All Cases</b>		<b>97.7</b>

- ◆ The goal of having 99% of children reach permanency within 18 months was not met in 2012. However, the number has improved to 93% of children reaching permanency within 18 months. And, nearly all children (97%) with protective supervision and trial home visits reached permanency by 18 months.
- ◆ Six of ten districts did not achieve the goal of having 60% of children reach adoption within 24 months of removal; however, four districts have 56% or more reaching adoption in this timeframe. The timing objective of 60% reaching adoption within 24 months is considered to be an aspirational goal.

- ◆ The Clearance Rate for Dependency/Neglect cases statewide declined to 94% in 2012 compared to 107% in 2009.

**Fairness and Equity**

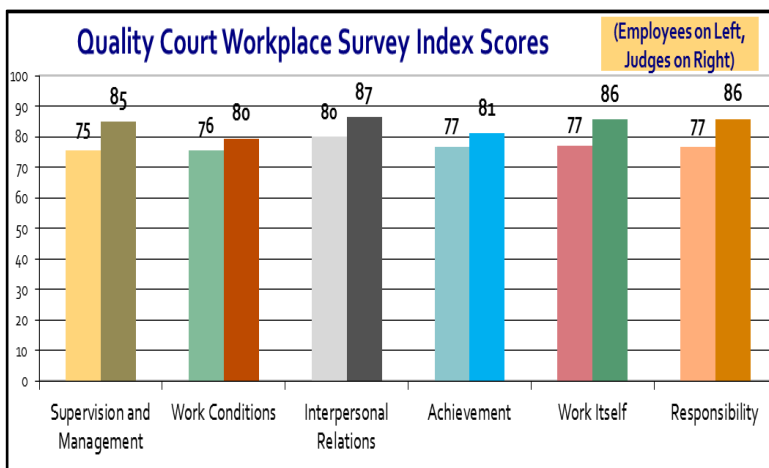
- ◆ The Fairness section of the Access and Fairness Survey had statewide mean scores in 2013 that are equal to those in 2008. However, the overall Fairness Index score is lower for respondents with Juvenile Delinquency cases (81 compared to 84 statewide), respondents age 18 or under (80) and victims (73). The chart to the right shows the variation in Fairness Index scores by role of the respondent.



**Quality Court Workplace Environment**

- ◆ Eight of the 31 statements in the employee Quality Court Workplace survey had 65% or fewer people agree or strongly agree with them. Two of them pertain to the areas of collaboration and communication which will be part of the focus of local follow-up work.
  - I am able to collaborate effectively with those outside my immediate county/division to improve our work. (60% agree/strongly agree)
  - Important information is communicated to me in a timely manner. (63% agree/strongly agree)
- ◆ The Supervision & Management index has the lowest employee score of 75. This is the other focus area, along with collaboration and communication, to have concentrated follow-up work. District scores for this index range from 67 to 78. The statement in this index with the lowest level of agreement is:
  - Managers and supervisors follow up on employee suggestions for improvements in services and work processes. (56% agree/strongly agree)

**2012 QCW Survey Results**



- ◆ The differences in employee results and judge/justice results are increasing compared to 2008. All index scores increased for judges/justices in 2013, while five of the six index scores decreased for employees. In 2008, judges/justices scored higher on 18 of the 24 statements the two surveys have in common while, in 2013, judges/justices scored higher on 23 of the 24 statements. These examples demonstrate an opposite trend for judges/justices and employees.

## USING PERFORMANCE MEASURES FOR ADMINISTRATION

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Reporting to the Judicial Council on results of Performance Measures is done twice per year, a written report in the Spring and an oral report in the Fall. The written reports from March 2013 are available [here](#).

- ◆ The written reports in March 2013 noted steady, positive results with improvement in areas that have been focused on in districts and counties.
- ◆ Work continues to assist the bench and court administration in districts and counties to review timing data regularly.
  - Interactive spotlight reports are available on-line. These reports can be run at any time and are available to all judges and court administration staff.
  - The results of the Access & Fairness and Quality Court Workplace Surveys are available in an automated, on-demand way.
  - Five new reports are available regarding having appropriate document security classifications for imaged documents and customized consultation is available for data quality reviews.
- ◆ Performance Measures have become a regular part of doing business in district courts. Several districts are reviewing results at bench meetings and court administrator meetings. All districts mentioned increasing collaboration with criminal justice partners, the local bar, CJI teams and others. Most districts are using some or all available reports for various aspects of data and performance monitoring.

*"In the First Judicial District, Training and Development Specialists in the District Office and the Court Administrators/Supervisors in the counties regularly work with staff to audit performance measure reports.*

*Early in the development of these ... reports, the First District worked to insure that ... reports were accurate and up to date. These efforts continue in the district as these impact all three major performance measures (Time to Disposition, Clearance Rates and Age of Pending Reports).*

*However, eCourt implementation has cut into the time available to make these reviews. As eCourtMN becomes routinized in the district, we hope to return to an expanded review of these reports."*



## ACCESS TO JUSTICE

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The Minnesota Judicial Branch will be open, affordable and understandable to ensure access to justice.

*Do participants perceive the courts to be accessible?*

### ACCESS AND FAIRNESS SURVEY

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- ◆ Statewide, 4,710 Access and Fairness Surveys were completed from January to April, 2013.
- ◆ Eight of ten (8 of 10) statements in the Access section of the survey have mean scores of 4.1 or higher (Scale of 1 = strongly disagree to 5 = strongly agree). Mean scores above 4.0 are considered to indicate courts are “Doing a good job” according to the National Center for State Courts (NCSC).
- ◆ The Access and Fairness Survey was last conducted in 2008. The Access Index score increased to 84 in 2013, compared to 83 in 2008. County/court Access Index scores in 2013 range from 71 to 96.

The Access and Fairness Survey conducted statewide was adapted from the National Center for State Courts (NCSC) CourTools Access and Fairness Survey. A total of 4,710 surveys were completed by court customers in 105 locations, between January and April 2013. The number of responses compares to 7,769 surveys completed between January and June 2008.

The survey contained fifteen questions, divided into two sections: (1) Access and (2) Fairness. The survey for customers of the Minnesota Court Payment Center (CPC) was revised for anyone accessing it via phone or the web. There were also demographic questions that respondents were asked to complete, so their responses could be categorized. The surveys were available in English, Spanish and Somali. The English version is in the [appendix](#) and all versions can be found on [CourtNet](#).

Complete results of the survey are available on CourtNet including [automated, on-demand reports](#), [written survey analysis](#) presented to the Judicial Council and an [overview of results](#) presented to the Judicial Council. The statewide demographics of survey respondents in 2013 and 2008 are available in the [appendix](#).

The number of responses in 2013 declined by over 3,000 surveys from 2008. Response rates are similar, so fewer surveys may have been offered to court customers this time. The implementation of CPC in 85 counties and decreasing filings could have resulted in fewer in-person visits to the courts.

*“The Court Administration staff is extremely courteous and efficient. I’ve observed them treating everyone with respect and politeness even when people are abrasive toward them.”*

The highest levels of agreement in the Access section of the survey are for the following statements:

- Finding the courthouse was easy (90% agree/strongly agree)
- I easily found the courtroom or office I needed (90%)
- I was treated with courtesy and respect (88%)
- I felt safe in the courthouse (87%)

Statewide results for all statements in the Access section are in Figure 1.1 below:



Figure 1.1: Access Section Responses Statewide 2013

Q #	Access Section Statements	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Strongly Agree/Agree	Mean <sup>1</sup>	N
1	Finding the courthouse was easy.	3%	1%	5%	32%	58%	90%	4.4	4,507
8	I easily found the courtroom or office I needed.	3%	2%	5%	36%	53%	90%	4.3	4,550
7	I was treated with courtesy and respect.	4%	2%	6%	33%	56%	88%	4.3	4,491
3	I felt safe in the courthouse.	4%	2%	7%	33%	55%	87%	4.3	4,536
4	The court makes reasonable efforts to remove physical and language barriers to service.	3%	2%	12%	40%	44%	84%	4.2	4,049
6	Court staff paid attention to my needs.	4%	3%	10%	34%	49%	83%	4.2	4,350
9	The court's hours of operation made it easy for me to do my business.	4%	3%	11%	37%	45%	82%	4.2	4,455
2	The forms I needed were clear and easy to understand.	4%	4%	13%	39%	40%	80%	4.1	3,900
5	I was able to get my court business done in a reasonable amount of time.	7%	8%	12%	35%	38%	73%	3.9	4,380
10	I found the court's web site useful.	4%	4%	21%	41%	31%	71%	3.9	1,152
<b>Access Index Score</b>		<b>84</b>							

The two statements with the lowest levels of agreement, and the lowest mean scores in the Access section, are still within the “Doing OK” range of the National Center for State Courts framework.

- I found the court’s web site useful (71% agree/strongly agree; mean of 3.9).
  - A screening question preceded this statement to exclude those who had not viewed the web site prior to being in court the day of the survey.
- I was able to get my court business done in a reasonable amount of time. (73% agree/strongly agree; mean of 3.9)

*“I would like the website to make searching for a case easier.”*

*“Court calendar wasn’t current on the website.”*

*“Long wait times for court@”*

*“Took months to get court time.”*

*“Everything takes forever and gets dragged out. No such thing as a fair and speedy trial.”*

There is variation in responses to individual statements when looked at by county, or by one of the demographic groups. For instance, the mean scores range from 2.5 to 4.9 by county/court location for the statement about getting court business done in a reasonable amount of time.

There are also differences in agreement levels for this statement based on what the respondent did at court. Two of the ten activities – file papers, search court records/obtain documents – have over eight in ten respondents who agree/strongly agree that they are able to get their court business done in a reasonable amount of time (83%, 81% respectively). The agreement levels are below seven in ten for those at court to observe a hearing or trial (68%), jury duty (68%) and visit probation/corrections/ other county agency (63%).

<sup>1</sup> The National Center for State Courts (NCSC) framework for mean scores is: **Greater than 4.0 = Doing a good job;** **Between 3.5 to 4.0 = doing OK;** **Less than 3.5 = Needs improvement.**

The Access Index<sup>2</sup> score provides a composite measure of responses to all ten statements in the Access section of the survey. The statewide Access Index score is 84, compared to 83 in 2008. Just as individual statements have variations in responses; the Access Index score can be analyzed by location or by demographic groups to discover differences among respondents.

The largest variations in Access Index scores are by individual counties/court locations. The scores range from 96 to 71. The counties having these highest and lowest scores are located in the same district, which exemplifies the importance of reviewing results at the local level. Access Index scores by county/court are reported in the [written survey analysis](#) posted on CourtNet. There are also variations in the scores by demographic category as noted in Figure 1.2 below.

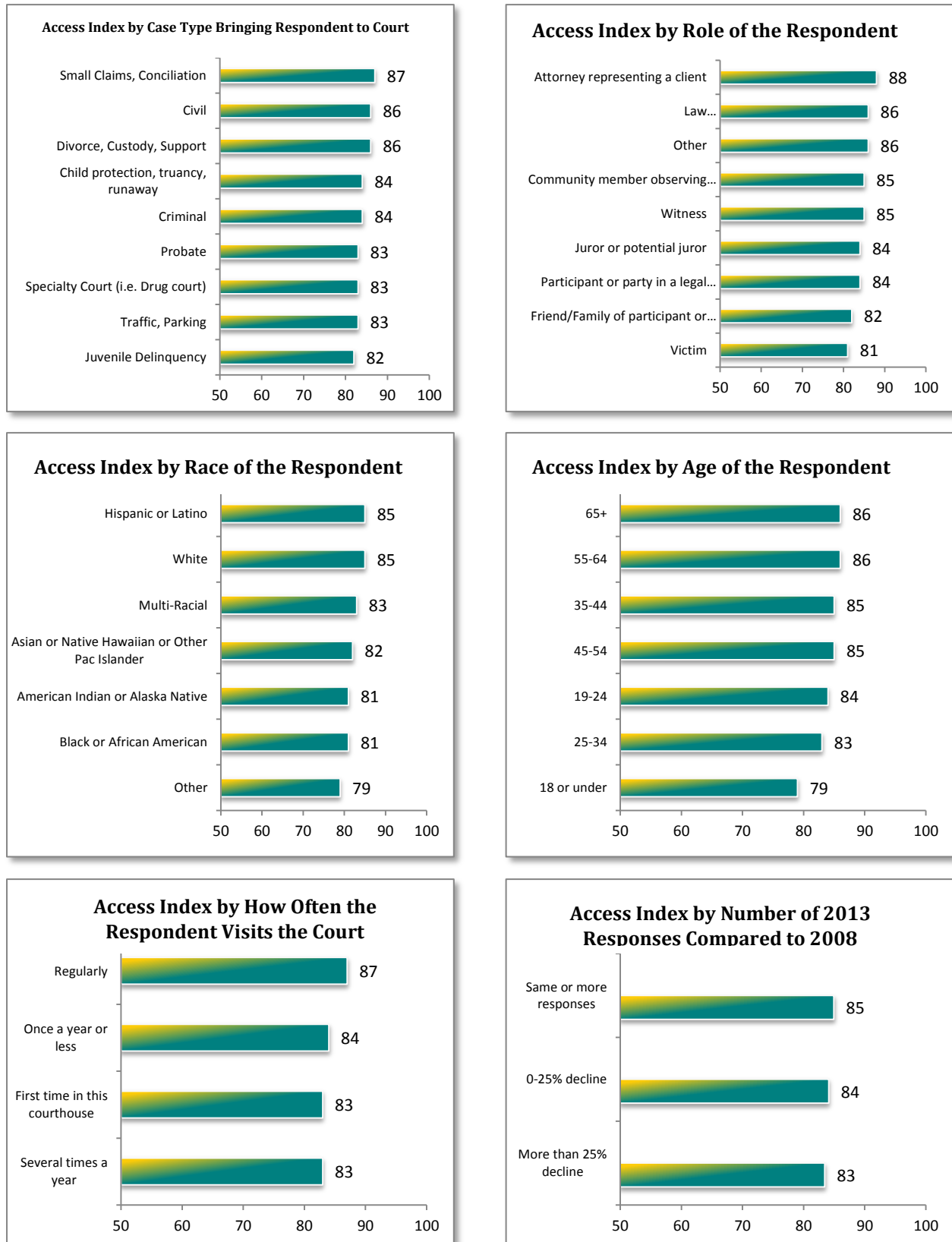
Some of the categories with the most variation in scores include:

- *Race/Ethnicity* - Index scores range from 85 for those who identified themselves as Hispanic/Latino and White to 79 for those who did not identify with any of the groups available and checked “other”.
  - White respondents have higher agreement levels on all statements in the Access section than those who selected “other”. One of the larger differences is for “The forms I needed were clear and easy to understand” with 81% agreement for White respondents and 62% for those who are “other”.
- *Age* - The Access Index score by age increases almost exactly as the age ranges increase. Respondents age 18 or under have a score of 79 while those 55+ have an index score of 86.
- *Role* - Attorneys representing a client had the highest index score by role at 88 with victims having a score of 81. The statement “Court staff paid attention to my needs” had the largest difference in agreement levels by role with attorneys at 92% agree/strongly agree compared to victims at 76% agree/strongly agree.

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<sup>2</sup> Index scores are an overall score for a grouping of statements; also referred to as index categories or sections. They can be calculated at the county, district or other levels. If there are 5 statements in a section with responses on a 1-5 point scale, the index is calculated by summing the means (average) for each question in the section which brings the total maximum score to 25 (5 questions x 5 points maximum each). This score is then multiplied by 4 to place it on a 100-point scale. For a grouping of 10 statements, the total maximum score is 50, so the multiplier is 2.

Figure 1.2: Access Section Index Scores by Demographics and Number of Responses



Results in 2013 are very similar to those in 2008. Figure 1.3 below compares the percent of respondents who disagree/strongly disagree and agree/strongly agree along with the mean score for each statement and the number of statewide responses. All statements in the 2013 Access section have the same or higher means compared to 2008.

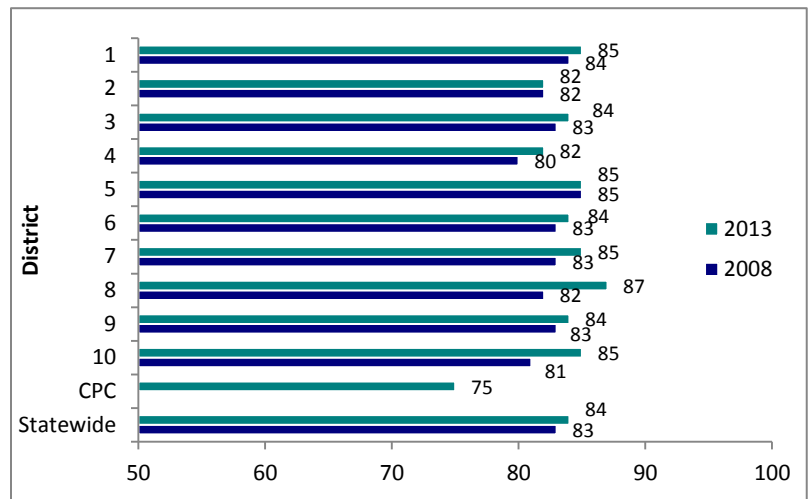
**Figure 1.3: Comparisons of 2013 and 2008 Access Section Results**

Q#	Access Section Statements	2013					2008			
		% Strongly Disagree/Disagree	% Strongly Agree/Agree	Mean	Comparison*	N	% Strongly Disagree/Disagree	% Strongly Agree/Agree	Mean	N
1	Finding the courthouse was easy.	4%	90%	4.4	=	4,507	5%	90%	4.4	7,652
2	The forms I needed were clear and easy to understand.	8%	80%	4.1	=	3,900	6%	82%	4.1	6,479
3	I felt safe in the courthouse.	6%	87%	4.3	=	4,536	5%	89%	4.3	7,569
4	The court makes reasonable efforts to remove physical and language barriers to service.	5%	84%	4.2	=	4,049	5%	84%	4.2	6,673
5	I was able to get my court business done in a reasonable amount of time.	15%	73%	3.9	+	4,380	15%	72%	3.8	7,329
6	Court staff paid attention to my needs.	7%	83%	4.2	=	4,350	7%	84%	4.2	7,370
7	I was treated with courtesy and respect.	6%	88%	4.3	=	4,491	5%	89%	4.3	7,628
8	I easily found the courtroom or office I needed.	5%	90%	4.3	=	4,550	5%	90%	4.3	7,518
9	The court's hours of operation made it easy for me to do my business.	7%	82%	4.2	+	4,455	9%	78%	4.0	7,135
10	I found the court's web site useful.	8%	71%	3.9	+	1,152	12%	58%	3.7	3,320
<b>Access Index Score</b>		<b>84</b>					<b>83</b>			

\* Comparison of 2013 mean scores to 2008 mean scores. When means are the same in 2013 and 2008 '='; when 2013 mean is higher than in 2008 '+'.  
 +

**Figure 1.4: Comparisons of Access Index Scores by District, By Year**

The statewide and district Access Index scores all stayed consistent or improved in 2013 compared to 2008 in locations that conducted the survey both years. The largest increases are in the 8<sup>th</sup> District which went from 82 to 87 and the 10<sup>th</sup> District which had an Access Index Score of 81 in 2008 up to 85 in 2013. These results are shown in Figure 1.4 to the right.



## TIMELINESS

The Minnesota Judicial Branch will resolve cases and controversies in a timely and expeditious way without unnecessary delays.

### *Are trial courts handling cases in a timely manner?*

#### CLEARANCE RATES

- ◆ District courts disposed of nearly as many cases as were filed in 2012, shown with a Clearance Rate of 99%.
- ◆ Major Civil cases have the highest Clearance Rate in 2012 – 104%.
- ◆ The Clearance Rate for Dependency/Neglect cases has declined to 94% from 107% in 2009.

**Figure 2.1: Statewide Clearance Rates 2008-2012**

Case Group	Clearance Rates				
	2008	2009	2010	2011	2012
Major Crim	101%	103%	99%	100%	99%
Major Civil	97%	100%	99%	105%	104%
Prob/MH	113%	110%	110%	99%	99%
Family	102%	100%	101%	101%	99%
Juvenile	103%	105%	100%	99%	99%
Minor Civil	99%	100%	101%	99%	101%
Minor Crim	93%	95%	92%	107%	98%
<b>State</b>	<b>95%</b>	<b>96%</b>	<b>94%</b>	<b>106%</b>	<b>99%</b>

The overall 2012 Clearance Rate has decreased compared to 2011, but is improved from 2008 to 2010. The 2011 rate was driven by the Minor Criminal area, especially parking, which had a Clearance Rate of 127%. There were a very high number of dispositions on parking cases in Hennepin and Ramsey Counties during three months in early 2011 leading to high Clearance Rates. (ViBES data reporting shifted to the data warehouse during this time.)

In 2012, the overall Clearance Rate, excluding Minor Criminal cases, is 100.6%. Major Civil cases have the highest Clearance Rate at 104% with Condemnation cases again showing the highest rate within that group (120%). Dependency/Neglect cases have the lowest Clearance Rate in 2012 (as in 2011) at 94% with Permanency-TPR cases having the lowest rate within that group (89%). These five-year trends by case category are shown in Figure 2.3 on the following page.

**Figure 2.2: 2012 Overall Clearance Rates by District**

Figure 2.2 shows that the 2012 Clearance Rates by district for all cases ranges from 94% in the 6<sup>th</sup> District to 102% in the 2<sup>nd</sup>. The spread in rates among districts continues to narrow. In 2010, the range from lowest to highest Clearance Rate by district was 15% (87% - 102%), in 2011 it was 20% (93% - 113%), but in 2012, the range is just 8% from highest to lowest. See Figure 2.3 below for statewide trends by case group.

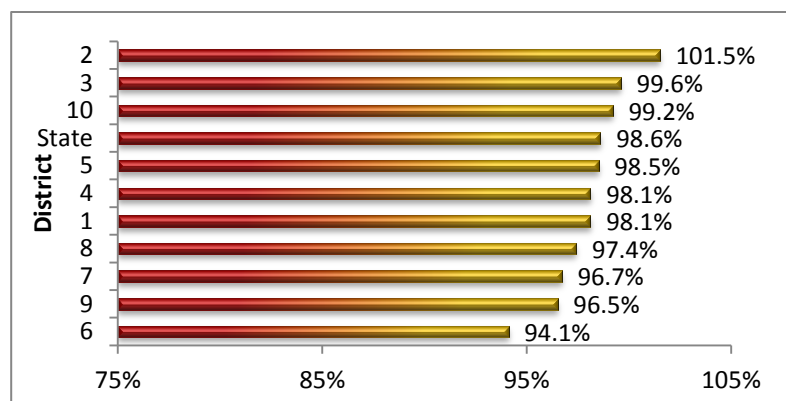
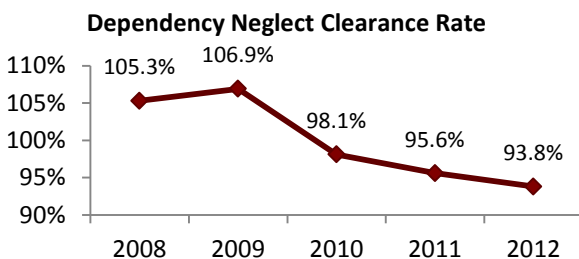
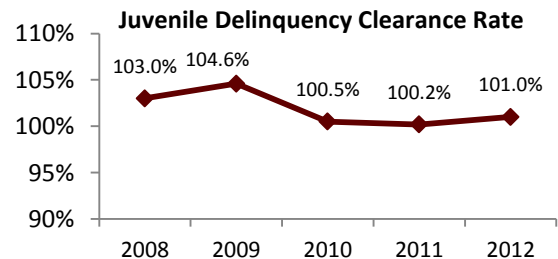
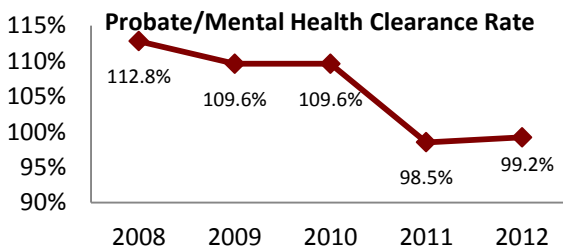
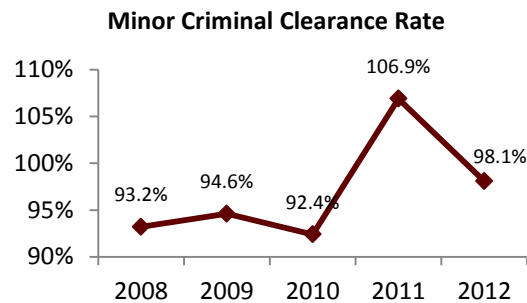
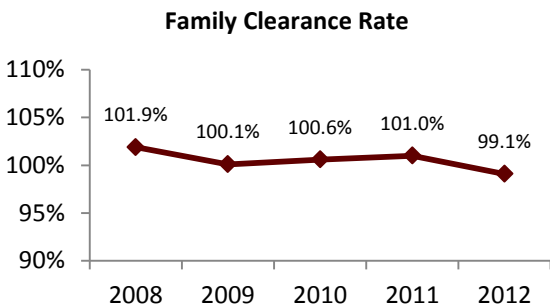
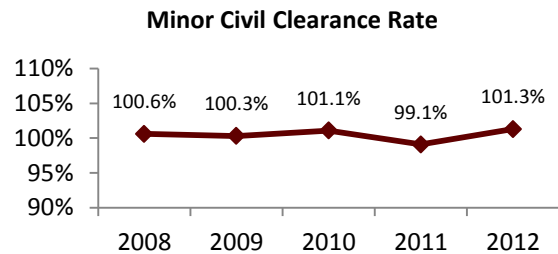
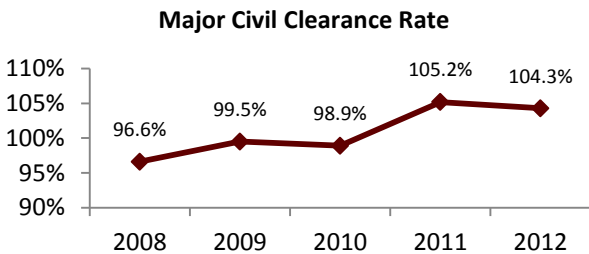
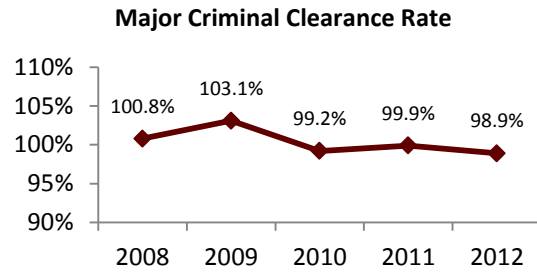
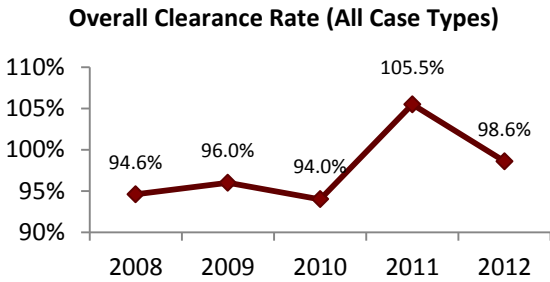


Figure 2.3: Statewide Clearance Rates 2008-2012 - By Case Group

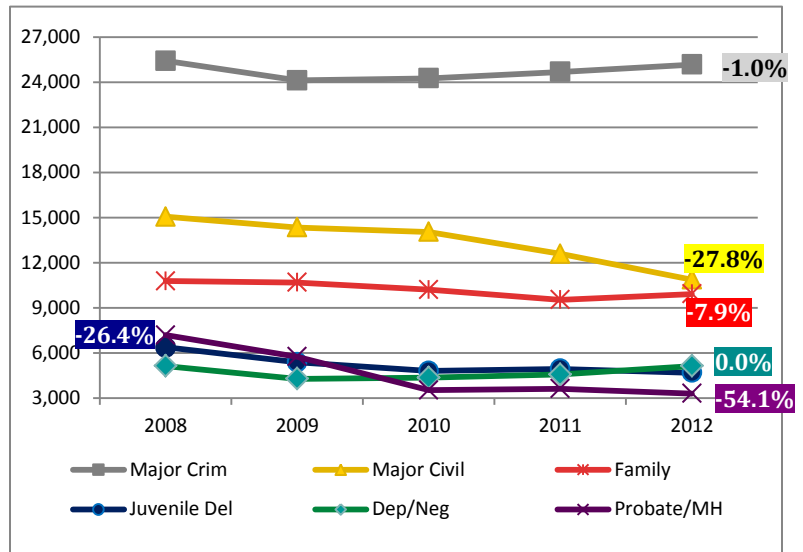


If Clearance Rates do not consistently stay close to 100% or above, the number of pending cases will increase as dispositions lag behind filings.

**Figure 2.4: Statewide Active Pending Caseload, Major Cases 2008- 2012**

Figure 2.4 shows that the number of cases pending in the major case groups from 2008 to 2012 has declined in all categories except Dependency/Neglect which now has the same number of children on a pending case as in 2008. The range of decline in the number of cases pending over the past five years is from 1% in Major Criminal to 54% in Probate/Mental Health.

In the past year, pending cases declined in Major Civil, Juvenile Delinquency and Probate/Mental Health, but increased slightly in Major Criminal, Family and Dependency/Neglect.



Excludes Dormant Cases and Out on Warrant

## TIME TO DISPOSITION

- ◆ Statewide, nearly 98% of all cases disposed in MNCIS in 2012 were disposed within the 99<sup>th</sup> percentile of the time objective. Therefore, just over 2% of all cases were disposed later than the objective.
- ◆ Eight percent (8%) of Major Criminal cases were disposed beyond the 12 month objective in 2012 compared to 7% in 2011 (a decrease in this number is positive).
- ◆ Use of overall statewide averages masks the large variation in Time to Disposition by District, by County and by case type.

Figure 2.5: Statewide Time to Disposition Cases Disposed in MNCIS in 2012

WCL Case Group	90th Percentile			97th Percentile			99th Percentile			Beyond 99th		Total	
	Obj	Cases	%	Obj	Cases	Cum %	Obj	Cases	Cum %	Cases	%	Cases	Avg Days
Major Criminal	4	28,429	50.8	6	10,225	69.1	12	12,614	91.7	4,646	8.3	55,914	164
Major Civil	12	37,657	93.4	18	1,699	97.6	24	501	98.8	473	1.2	40,330	116
Dissolutions	12	15,974	93.7	18	728	98.9	24	247	99.4	100	.6	17,049	112
Domestic Abuse	2	11,175	97.9	3	130	99.0	4	52	99.5	60	.5	11,417	9
Juvenile Del	3	13,755	81.2	5	2,012	93.1	6	408	95.5	767	4.5	16,942	60
Minor Criminal	3	383,057	87.7	6	36,585	96.0	9	9,979	98.3	7,340	1.7	436,961	54
<b>State Total</b>		<b>490,047</b>	<b>84.7</b>		<b>51,379</b>	<b>93.6</b>		<b>23,801</b>	<b>97.7</b>	<b>13,386</b>	<b>2.3</b>	<b>578,613</b>	<b>70</b>

Objectives are in months

Only cases disposed in MNCIS are included (100% of Major Case types; approx. 45% of Minor Criminal disposed cases, rest in ViBES)

Minor Criminal case counts are cases, rather than charges as on other case statistics reports

The Time to Disposition measure assesses the length of time it takes a court to process cases. This measure takes into account (subtracts out) periods during which cases are dormant.

In 2012, the Major Criminal category has the highest percent of cases disposed past the 99<sup>th</sup> percentile objective (8%). Within Major Criminal, 27% of the serious felony dispositions in 2012 occurred after 12 months. The percent of cases disposed beyond the 99<sup>th</sup> percentile time objective moved in a negative direction for Major Criminal cases in 2012 (8.3%) compared to 2011 (7.3%). Major and Minor Criminal cases are also the only categories that have a slight increase in the average number of days to disposition. (Major Criminal 164 in 2012, 156 in 2011; Minor Criminal 54 in 2012, 50 in 2011)

Besides Serious Felony cases, the only other case categories with 10% or more of cases disposed beyond the 99<sup>th</sup> percentile include Condemnation (18%), Felony DWI (12%) and Other Felony (10%). Several case categories met or exceeded the 99<sup>th</sup> percentile goal (Contract, Property Damage, Conciliation Appeal, Harassment, Employment, Dissolution with Child, Dissolution without Child, Domestic Abuse, Other Traffic, and Juvenile Traffic).

Except for Criminal cases, all other case categories stayed the same or show slight improvement in 2012 compared to 2011, both in the percent of cases beyond the 99<sup>th</sup> percentile timing objective and in average number of days to disposition. For instance, only .5% of all Domestic Abuse cases disposed in 2012 were beyond 120 day objective, and the average number of days to dispose of a case is 9.



Figure 2.6 below shows Time to Disposition by Case Group for 2012 by District. The greatest variation among districts is in Major Criminal with the 3<sup>rd</sup> District disposing of 14.1% of Major Criminal cases beyond the 99<sup>th</sup> percentile objective (compared to 12.7% in 2011) down to the 2<sup>nd</sup> District disposing of 3.0% of Major Criminal cases beyond the 99<sup>th</sup> percentile.

Figure 2.6: Time to Disposition 2012 By Case Group By District

Major Crim. Time To Disp. 2012				
District	90th %	97th Cum %	99th Cum %	> 99th %
3	44.8	63.6	85.9	14.1
1	43.7	61.6	87.7	12.3
10	37.6	56.6	88.7	11.3
7	43.6	63.6	90.7	9.3
6	52.9	71.1	91.8	9.2
5	53.3	70.7	93.2	6.8
9	54.3	73.8	93.5	6.5
4	60.1	76.2	94.6	5.4
8	59.3	77.6	95.7	4.3
2	63.4	82.9	97.0	3.0
<b>State</b>	<b>50.8</b>	<b>69.1</b>	<b>91.7</b>	<b>8.3</b>

Major Civil Time to Disp. 2012				
District	90th %	97th Cum %	99th Cum %	> 99th %
6	91.0	95.6	97.0	3.0
9	93.6	96.4	97.5	2.5
5	92.9	95.9	98.7	1.3
10	91.9	97.0	98.7	1.3
3	93.9	97.7	98.8	1.2
7	94.6	97.9	99.1	0.9
2	93.3	98.1	99.2	0.8
1	94.1	98.1	99.3	0.7
8	94.6	98.3	99.3	0.7
4	93.9	98.6	99.4	0.6
<b>State</b>	<b>93.4</b>	<b>97.6</b>	<b>98.8</b>	<b>1.2</b>

Dissolutions Time to Disp. 2012				
District	90th %	97th Cum %	99th Cum %	> 99th %
10	90.4	96.7	98.8	1.2
6	93.4	97.2	99.1	0.9
9	92.9	97.7	99.1	0.9
3	92.9	97.6	99.2	0.8
5	95.3	98.2	99.3	0.7
7	93.3	98.2	99.4	0.6
1	95.0	98.0	99.6	0.4
2	94.9	98.6	99.8	0.2
4	95.2	98.9	99.9	0.1
8	96.2	98.9	100.0	0.0
<b>State</b>	<b>93.7</b>	<b>98.0</b>	<b>99.4</b>	<b>0.6</b>

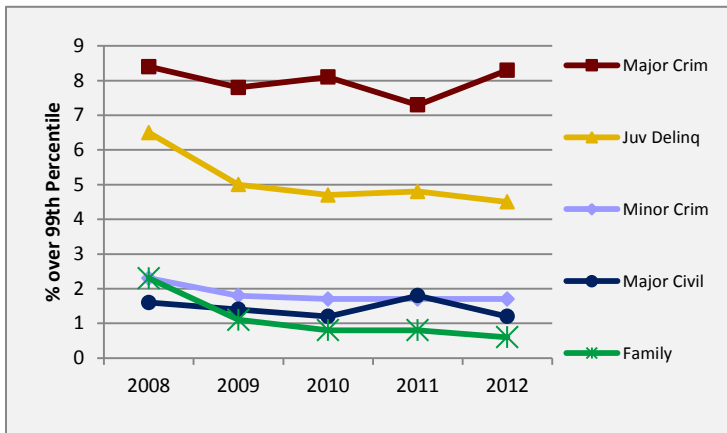
Dom. Abuse Time to Disp. 2012				
District	90th %	97th Cum %	99th Cum %	> 99th %
8	97.7	98.5	98.9	1.1
10	96.9	98.7	99.1	0.9
9	97.3	98.5	99.2	0.8
2	96.1	98.0	99.3	0.7
6	97.5	98.8	99.3	0.7
1	97.7	98.8	99.5	0.5
5	98.6	99.5	99.5	0.5
3	98.3	99.4	99.6	0.4
7	99.1	99.5	99.7	0.3
4	99.0	99.7	99.9	0.1
<b>State</b>	<b>97.9</b>	<b>99.0</b>	<b>99.5</b>	<b>0.5</b>

Minor Crim.* Time to Disp. 2012				
District	90th %	97th Cum %	99th Cum %	> 99th %
4*	71.6	91.0	96.5	3.5
2*	56.3	88.7	97.1	2.9
10	85.7	94.6	97.3	2.7
3	90.3	96.5	98.5	1.5
6	91.3	96.9	98.5	1.5
1	92.2	97.6	99.0	1.0
9	92.8	98.0	99.0	1.0
5	93.6	98.1	99.2	0.8
7	92.5	97.9	99.2	0.8
8	95.5	98.8	99.5	0.5
<b>State</b>	<b>87.7</b>	<b>96.0</b>	<b>98.3</b>	<b>1.7</b>

Juv. Del. Time to Disposition 2012				
District	90th %	97th Cum %	99th Cum %	> 99th %
3	72.9	89.7	93.1	6.9
7	74.6	90.4	94.3	5.7
9	81.2	92.2	94.7	5.3
6	82.3	93.7	95.4	4.6
1	84.0	93.7	95.7	4.3
4	77.6	92.8	95.7	4.3
10	83.4	93.4	95.7	4.3
5	81.8	93.8	96.1	3.9
2	88.4	95.9	96.9	3.1
8	85.3	94.9	97.0	3.0
<b>State</b>	<b>81.2</b>	<b>93.1</b>	<b>95.5</b>	<b>4.5</b>

\*Excludes dispositions in ViBES. This exclusion makes the percent of cases over the 99<sup>th</sup> percentile larger than it would be if ViBES cases were included.

**Figure 2.7: Percent of Cases Disposed Statewide Beyond 99<sup>th</sup> Percentile 2008- 2012 by Case Category**



All case categories show a decline in percent of dispositions beyond the 99<sup>th</sup> percentile from 2008 to 2012 (decline in this number means results are positive). The greatest improvements from 2008 to 2012 are in Family (.6% down from 2.3% in 2008) and Juvenile Delinquency (4.5% down from 6.5% in 2008).

All case categories are steady or lower (improving) from 2011 to 2012 except for Major Criminal cases which moved from 7.3% of cases disposed beyond 12 months in 2011 to 8.3% in 2012.

Minor Criminal dispositions from VIBES excluded.

**Figure 2.8: Personal Injury Cases Time to Disposition, 2012, by District**

While statewide numbers tend to even out many variances, district and county level information exhibit more variation. For example, statewide, two percent (2.3%) of Personal Injury cases were disposed beyond the 99<sup>th</sup> percentile objective of 24 months in 2012 as shown in Figure 2.8. But, there are many differences among districts ranging from the 4<sup>th</sup> District with .5% of Personal Injury cases disposed beyond the objective (this district has 40% of the statewide Personal Injury dispositions for the year) to the 9<sup>th</sup> District recording 8.1% of these cases (86) disposed after the 24 month objective.

District	>99th % (24 mo.)	Total Cases Disposed
9	8.1%	86
6	7.2%	152
3	7.1%	140
5	6.0%	83
7	4.3%	164
10	2.5%	475
1	2.4%	368
8	2.3%	43
2	1.9%	528
4	0.5%	1,406
<b>State</b>	<b>2.3%</b>	<b>3,445</b>

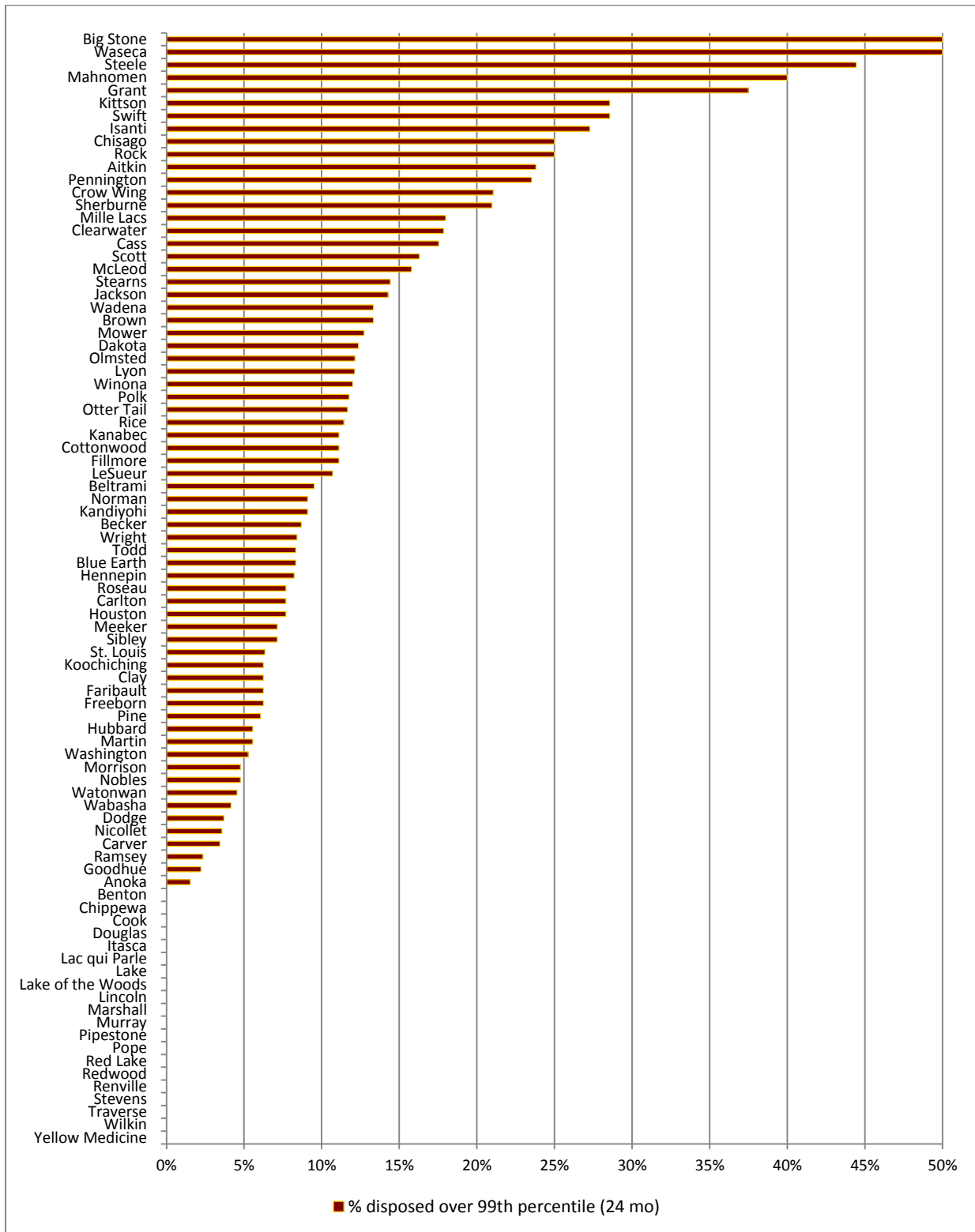
Figure 2.9, below, illustrates county variation in time to disposition for the WCL type of Delinquency Felony cases.

It shows that the percent of cases disposed in 2012 beyond the 6-month objective (99<sup>th</sup> percentile) ranges from 0% to 50%.

Big Stone and Waseca Counties have the highest percent of Delinquency Felony cases disposed beyond the 99<sup>th</sup> percentile. Waseca County had 12 of 24 cases disposed beyond the six-month time objective while Big Stone had one (1) of two (2) cases disposed after that time (see [appendix](#) for number of cases disposed by county). These numbers of dispositions compare to Lincoln County which disposed of one (1) Delinquency Felony case in 2012 and Hennepin County with 790 dispositions.

This variation in number of cases by county illustrates that with small numbers, the percentage may appear distorted, but there are still cases that were disposed beyond the timing objectives to be monitored and acted upon.

Figure 2.9: Delinquency Felony Disps. Over the 99th Percentile Time Objective, 2012



The [appendix](#) contains the total number of dispositions by county for Delinquency Felony cases in 2012.

There are also differences in time to disposition based on the type of activity that closed the case.

Over a quarter (28%) of the 2,508 cases disposed (of all case types that have timing objectives) in 2012 with a jury trial, were disposed beyond the 99<sup>th</sup> percentile. Of the cases disposed with a Court Trial, 7% were disposed beyond the 99<sup>th</sup> percentile objective. The differences among case groups for cases disposed beyond the 99<sup>th</sup> percentile with a Jury or Court Trial are shown in Figure 2.10.

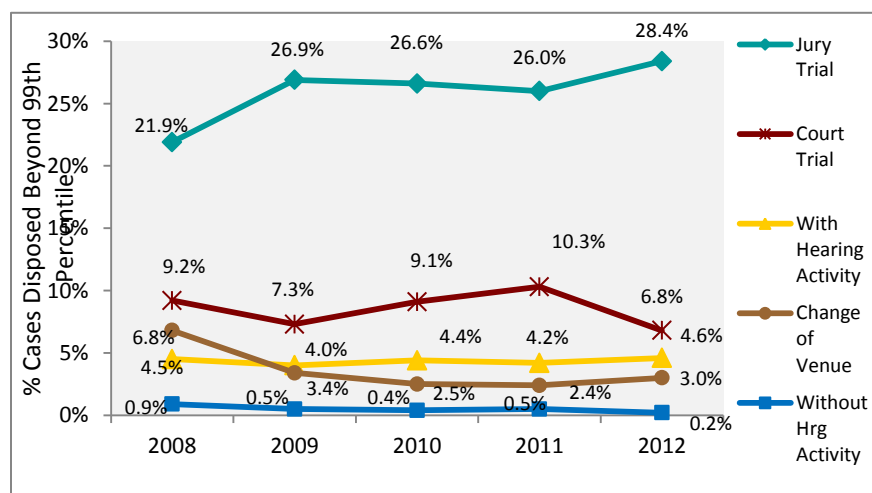
**Figure 2.10: Percent Cases Disposed With Court or Jury Trial Beyond 99<sup>th</sup> Percentile 2012**

Case Group	% Cases Disposed Beyond 99 <sup>th</sup> Percentile (Court Trial)	Total Cases Disposed with Court Trial (.5% of all cases)	% Cases Disposed Beyond 99 <sup>th</sup> Percentile (Jury Trial)	Total Cases Disposed with Jury Trial (.2% of all cases)
Major Criminal	29.6%	199	29.8%	1,403
Major Civil	4.4%	656	13.9%	310
Family	5.2%	660	N/A	N/A
Juvenile Delinquency	22.7%	388	0%	7
Minor Criminal	4.3%	3,266	31.9%	788
<b>Total</b>	<b>6.8%</b>	<b>5,169</b>	<b>28.4%</b>	<b>2,508</b>

In contrast, just less than 5% (4.6%) of cases disposed (of all cases that have timing objectives) with only hearing activity and no trial (253,057 total cases disposed with this activity) were disposed beyond the 99<sup>th</sup> percentile and only .2% of cases without any hearing activity (315,833 total dispositions) beyond the 99<sup>th</sup> percentile.

The percent of cases disposed beyond the 99<sup>th</sup> percentile with a jury trial has increased in the past five years (28.4% in 2012, 21.9% in 2008) while it has decreased for cases disposed beyond the time deadline with a court trial (6.8% in 2012, 9.2% in 2008).

**Figure 2.11: Statewide Percent Cases Disposed in MNCIS Beyond 99<sup>th</sup> Percentile by Disposition Activity Type - 2008-2012**



Only dispositions recorded in MNCIS are included in Figure 2.11 (no dispositions done in TCIS or ViBES are included). In 2008, approximately 98% of all Non Minor Criminal cases are included, and 100% in years thereafter except for Minor Criminal cases disposed in ViBES in Hennepin and Ramsey Counties.

### AGE OF PENDING CASES

- ◆ Five percent (5%) of active pending cases statewide at the beginning of July 2013 were pending beyond the 99<sup>th</sup> percentile objective for completing the case. (Timing objectives are those used for Time to Disposition.)
- ◆ Among districts, the percent of cases pending beyond the 99<sup>th</sup> percentile ranges from 2% in the 8<sup>th</sup> Districts to 6% in the 2<sup>nd</sup> and 4<sup>th</sup> Districts. (Results are distorted negatively for the 2<sup>nd</sup> and 4<sup>th</sup> Districts due to exclusion of dispositions done in ViBES.) This spread among districts has decreased greatly since 2011.

Figure 2.12: Statewide Age of Pending (MNCIS Cases) As Of 7/4/2013

Case Group	90th Percen -tile	Cum 97th Percen -tile	Cum 99th Percen -tile	Over 99th Percen -tile	Total Active Cases Pending
Major Crim	57%	72%	92%	8%	25,134
Major Civil	89%	95%	97%	3%	11,307
Dissolutions	93%	98%	99%	1%	4,652
Dom. Abuse	72%	79%	81%	19%	398
Juv Delinq	78%	90%	92%	8%	2,325
Minor Crim*	80%	92%	96%	4%	59,749
<b>State Total</b>	<b>76%</b>	<b>87%</b>	<b>95%</b>	<b>5%</b>	103,565

\*Excludes ViBES cases

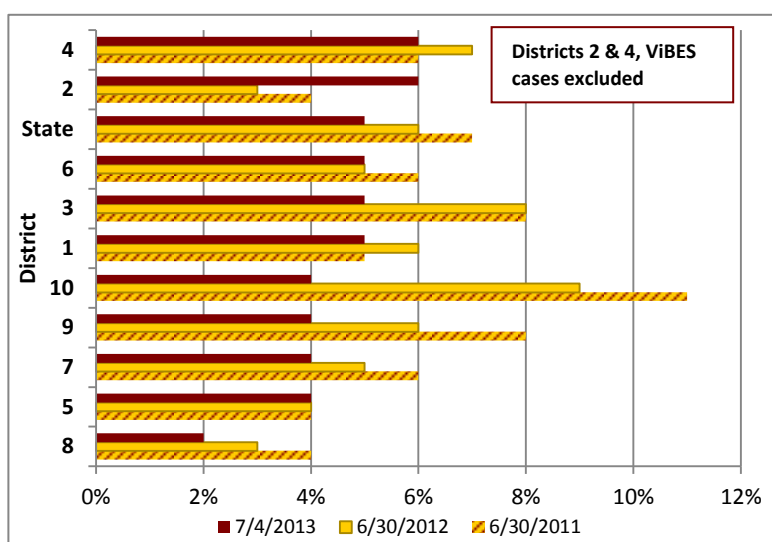
While the statewide average for all case types pending over the 99<sup>th</sup> percentile is 5% of cases, there is variation among case categories from Dissolution cases at 1% up to 19% of Domestic Abuse cases pending beyond the 99<sup>th</sup> percentile objective of 4 months.

Eight percent (8%) of Major Criminal cases were pending beyond the 99<sup>th</sup> percentile objective at the end of June 2013, which is a reduction (positive) compared to 11% as of the end of June 2012 and the same time in 2011.

Figure 2.13: Age of Pending Beyond 99<sup>th</sup> Percentile All Case Types, by District

There are differences among districts in the overall age of pending cases as shown in Figure 2.13.

When comparing the percent of cases pending beyond the 99<sup>th</sup> percentile from 7/4/13 to 6/30/12, nine districts show steady or decreased overall age of pending cases beyond the 99<sup>th</sup> percentile, while the 2<sup>nd</sup> District has an increase. The greatest decreases (improvement) are in the 10<sup>th</sup> District (4% in 2013, 9% in 2012), 3<sup>rd</sup> District (5% in 2013, 8% in 2012) and the 9<sup>th</sup> District (4% in 2013, 6% in 2012).



Within statewide results, there is a lot of variation found among districts and among the counties within the districts.

An example of variation is shown in the Age of Pending of Gross Misdemeanor DWI cases. Statewide, 8% (7.9%) of the cases in this WCL group are pending beyond the 99<sup>th</sup> percentile (as of 7/4/2013). But, district results range from 4% of these cases pending beyond the 12-month objective in the 8<sup>th</sup> District to 11% in the 1<sup>st</sup> and 2<sup>nd</sup> Districts. An additional example of local variation is shown in the 7<sup>th</sup> District. Overall, the district's percent of cases pending beyond the 99<sup>th</sup> percentile is similar to the state average (8.2% in the 7<sup>th</sup>, 7.9% statewide). But, within the district, the county results vary on these cases pending beyond 12 months from 1% of cases in Clay County to 24% in Todd County.

**Figure 2.14: Gross Misdemeanor DWI Cases Pending Beyond 99<sup>th</sup> Percentile (12 months) By District (as of 7/4/2013)**

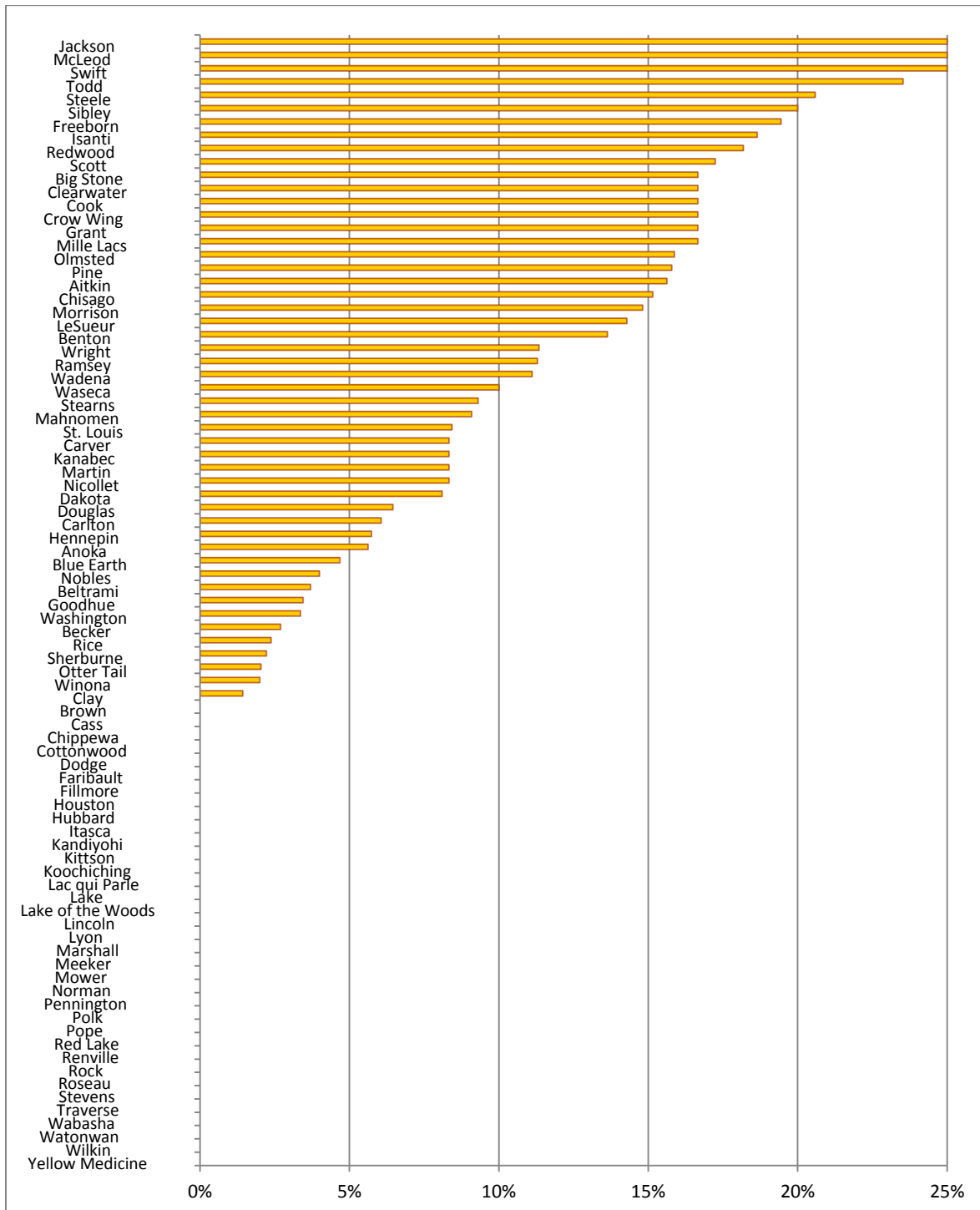
District	% over 99 <sup>th</sup> Percentile	Tot # of Pending Cases
2	11.3%	443
1	10.8%	669
3	9.1%	373
7	8.2%	464
6	7.9%	215
<b>State</b>	<b>7.9%</b>	<b>4,839</b>
10	7.8%	875
9	6.8%	308
4	5.7%	1,168
5	4.7%	213
8	3.6%	111

7 <sup>th</sup> District Counties	% over 99 <sup>th</sup> Percentile	Tot # of Pending Cases
Todd	23.5%	17
Mille Lacs	16.7%	30
Morrison	14.8%	27
Benton	13.6%	22
Wadena	11.1%	9
Stearns	9.3%	172
Douglas	6.5%	31
Becker	2.7%	37
Otter Tail	2.0%	49
Clay	1.4%	70
<b>7<sup>th</sup> District</b>	<b>8.2%</b>	<b>464</b>

Across all counties, the percent of Gross Misdemeanor DWI cases pending beyond the 12-month objective ranges from 25% to 0% as shown in Figure 2.15 below. The [appendix](#) contains information about the number of cases pending in each location and the average number of days each case that is beyond the 99<sup>th</sup> percentile has been pending.

Figure 2.15: Percent of Gross Misdemeanor DWI Cases Pending Beyond 99<sup>th</sup> Percentile (12 months) By County (As of 7-4-2013)



The [appendix](#) contains total number of Gross Misdemeanor DWI cases pending beyond 12 months by county and average number of days these cases have been pending as of 7/4/2013. Counties with no cases pending beyond the 99<sup>th</sup> percentile are not included in the appendix.

## BACKLOG INDEX

- ◆ Backlog Index scores for all case types are below .5. The lower the index score, the better, as the maximum index score should be 1.0.
- ◆ The Major Civil, Minor Civil and Juvenile scores are the only categories that have risen from 2011 to 2012 while the Probate Backlog Index score shows fairly large declines in the last year.

There are several ways to assess court backlog. Within the Age of Pending analysis, those cases that are past the time objective of the 99<sup>th</sup> percentile are considered to be “delayed” or “backlogged.” Clearance Rates also provide a measure of how well a court is “keeping up” with the incoming caseload as it compares the number of cases disposed during a time period with the total number of cases filed during that same period. “Backlog” has also been used to describe the time it takes to get a trial scheduled.

Another useful measure is the Backlog Index “which is one of the quickest and most reliable indicators of court wide performance relating to case-processing times. It measures the pending caseload against the court’s capacity to dispose of the caseload during a given time period.”<sup>3</sup> The specific measurement is the number of cases of a given case type pending at the beginning of the year, divided by the total number of cases of that case type disposed during the year.

“...the backlog index ... is one of the ... most reliable indicators of courtwide performance relating to case-processing times.”

David Steelman

The major difference between clearance rates and backlog index is that clearance rates compare dispositions to filings (keeping up with ‘new’ work) while the backlog index compares dispositions to previously pending cases (taking care of ‘old’ work). In other words, the backlog index represents the part of a year it would take to dispose of the cases pending at the beginning of the year if no new cases were filed – how long it would take to dispose of ‘the backlog’.

For example, if a court had 500 pending Felony cases at the beginning of the year and disposed of 1,000 Felony cases that year, it would have a backlog index of .5, regardless of the number of filings during that year. This means that the court “turned over” or disposed of the equivalent of the pending caseload within six months (.5 equals a half-year).

“A backlog index of 1.0 means that the court disposed of the equivalent of the pending caseload in one year.”<sup>4</sup> The minimum goal for a civil (non-criminal) backlog index is 1.0 or less which would mean disposing the number of cases that are in ‘backlog’ at the beginning of the year, without regard to the number of newly filed cases. Criminal cases should be disposed more quickly, so the backlog index should be lower for criminal cases than civil cases. There are no national standards for objectives of backlog index results.

This index is less useful as a current operational measure of productivity but more useful as a measure over time. It can show the case areas that need focused attention, regardless of current filing numbers.

<sup>3</sup> Steelman, David C., Caseflow Management (Williamsburg: National Center for State Courts, 2000), p. 93.

<sup>4</sup> Ibid.



Figure 2.16: Backlog Index by Case Type Statewide 2008-2012

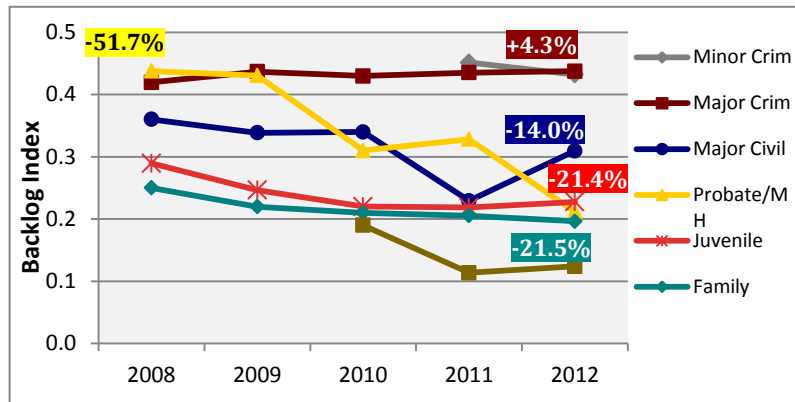
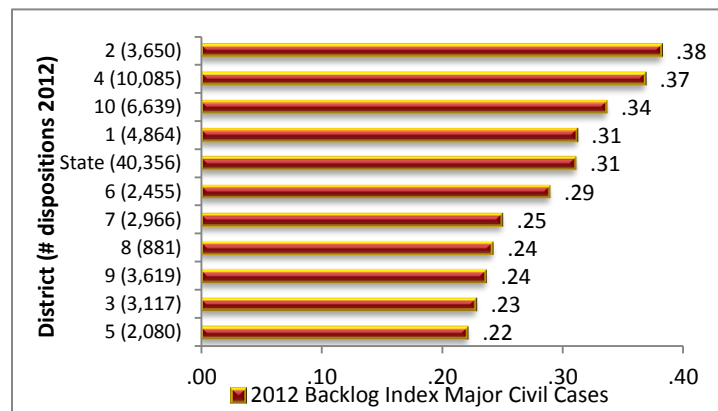


Figure 2.16 shows that the highest 2012 backlog index score statewide is for Major Criminal (.44), followed closely by Minor Criminal (.43), although both scores are well below the ‘minimum’ standard of 1.0. (Lower numbers mean a lower/better backlog. Anything below 1.0 means a backlog is not forming based on the NCSC definition of backlog index.)

The backlog index has been declining for all major case groups in the past five years, except for Major Criminal which has increased by 4.3% from 2008 to 2012. The Minor Civil data is available only since 2010 (due to issues of reporting conciliation cases), and Minor Criminal data is only available since 2011 (ViBES data is now being included programmatically in pending and disposition counts). Minor Civil has the lowest backlog index at .12 and Probate/MH cases continue to show a lowering of the Backlog Index which was at 1.2 in 2005 and is down to .21 in 2012. Tables with district backlog index scores, by case category, for 2008-2012 are available in the [appendix](#).

Figure 2.17: 2012 Backlog Index for Major Civil Cases By District

Figure 2.17 shows the Major Civil backlog index for 2012 is in a fairly narrow range from .22 in the 5<sup>th</sup> District to a high of .38 in the 2<sup>nd</sup> District. This means that the 5<sup>th</sup> District was able to dispose of the number of cases pending at the beginning of 2011 in under 3 months (.22 of a year) while the 2<sup>nd</sup> District needed nearly 5 months to dispose of an equivalent number of cases as those pending at the beginning of 2012 (.38 of a year).



2 <sup>nd</sup> District, WCL Case Categories*	2012 Backlog in Major Civil Cases
Personal Injury	.73
Conciliation Appeal	.48
Contract	.47
Employment	.44
Other Civil	.37
Harassment	.02
<b>Major Civil Total</b>	<b>.31</b>

The larger backlog index in the 2<sup>nd</sup> is concentrated in Personal Injury cases contrasted with a very low backlog index for Harassment cases as shown in the chart to the left.

\*Case categories with 50 or more dispositions in 2012 are included in this chart.

## LENGTH OF TIME TO PERMANENCY AND ADOPTION

- ◆ Just under three-fourths (74%) of children who reached permanency in 2012 did so after being out of home for 12 months or less (across all types of CHIPS/Permanency cases). More than nine of ten (93%) children reached permanency by 18 months.
- ◆ Nine of ten children (89%) reaching permanency via Protective Supervision or Trial Home Visit reached this permanency by 12 months, and 97% reached it by 18 months.
- ◆ The objective of having 60% of children reach adoption within 24 months of removal from the home is considered an ‘aspirational goal’. In 2012, 48% of children were adopted within 24 months. District numbers range from 66% reaching adoption by 24 months to 24%.

*“It is the policy of the Judicial Branch that juvenile protection cases... be expedited in conformance with state and federal requirements with the goal of serving the best interests of children by providing safe, stable, and permanent homes for abused and neglected children.*

*... CJI judges accept shared responsibility for monitoring and improving performance on federal and judicial branch child welfare measures and are encouraged to develop and implement local plans to improve such performance.”*

*Judicial Council Policy 601*

One of the goals of the Children’s Justice Initiative (CJI) is for children removed from a custodial parent to have permanency and stability in their living situation. The Length of Time to Permanency report was developed to assist courts in determining the length of time it takes, over the lives of children, to provide permanency to those who are removed from home.

The Judicial Council also set an objective that 60% of all children who are under State Guardianship should reach adoption with 24 months from removal from the home. Data is now available by automated reporting about the time it takes for children to reach adoption. This time is broken into the time it takes from removal from the home to being under state guardianship, and then the time it takes from the guardianship order to adoption.

**Figure 2.18: Length of Time for Children to Reach Permanency in 2012 by District**

Figure 2.18 shows that, statewide, the goals of having 50% of children reach permanency by 6 months, 90% by 12 months and 99% by 18 months are not being met. However, the 18-month goal is very close to being met with 93% of 3,111 children reaching permanency in 2012 doing so in 18 or fewer months.

There is variation among districts for the percent of children reaching permanency within 12 months as shown in Figure 2.18. The range is from 69% in the 2<sup>nd</sup> and 6<sup>th</sup> Districts to 81% reaching permanency within 12 months in the 1<sup>st</sup> and 8<sup>th</sup> Districts. The 1<sup>st</sup> District also has the highest percent of children reaching permanency by 18 months (96%).

District	% reaching perm by 6 months	Cum % reaching perm by 12 months	Cum % reaching perm by 18 months	Tot Num Children Reaching perm 2012
1	47%	81%	96%	278
2	35%	69%	88%	286
3	29%	73%	95%	268
4	36%	70%	92%	714
5	48%	74%	93%	222
6	37%	69%	92%	264
7	39%	78%	93%	338
8	39%	81%	94%	109
9	33%	74%	91%	348
10	46%	77%	95%	284
<b>State</b>	<b>38%</b>	<b>74%</b>	<b>93%</b>	<b>3,111</b>

<b>Goal</b>	<b>50%</b>	<b>90%</b>	<b>99%</b>
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Figure 2.19: Length of Time To Permanency Statewide, 2012, By Permanency Type

As may be expected, the time for children to reach permanency varies by type of permanency achieved. Figure 2.19 shows that by 12 months of being out of home, 91% of children reaching permanency via a Trial Home Visit and 88% of children with a permanency of Protective Supervision did so, while only 41% of children with Long-Term Foster Care achieved permanency by 12 months. All permanency types, except for the obsolete Foster Care for a Specified Time, have over 90% of children reaching permanency within 24 months.

Sixteen percent (16%) of all children reaching permanency in 2012 had only a Termination of Jurisdiction as the last permanency type entered. A large majority of these cases may have data entry issues which could be reviewed to show more accurately the type of permanency achieved for each child.

Permanency Type*	% of All Perms	Cum % to 12 mo	Cum % to 18 mo	Cum % to 24 mo	Total Children
Protective Supervision	21%	88%	97%	99%	665
Trial Home Visit	21%	91%	97%	99%	641
Transfer of Custody	18%	65%	94%	100%	563
Term of Jurisdiction w/o Perm Order **	16%	61%	89%	96%	492
State Ward for Adoption	14%	56%	87%	96%	434
Dismissed w/o Perm Order	4%	85%	97%	99%	119
Reunified	3%	70%	84%	93%	90
Long-Term Foster Care	2%	41%	75%	92%	51
Permanent Custody to Agency	1%	40%	68%	96%	25
Non State Ward for Adoption	1%	95%	100%	100%	19
Foster Care for a Specified Time	<1%	14%	71%	71%	7
Temp Custody to Agency	<1%	20%	80%	100%	5
<b>Total</b>	<b>100%</b>	<b>74%</b>	<b>93%</b>	<b>98%</b>	<b>3,111</b>

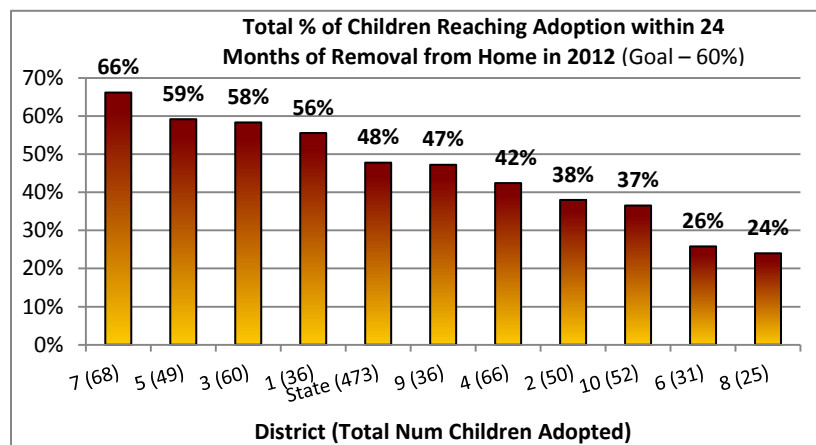
**Timing Objectives**

**90% 99%**

\*Permanency types include those that are now obsolete.

\*\* All cases with this permanency type may have data entry issues.

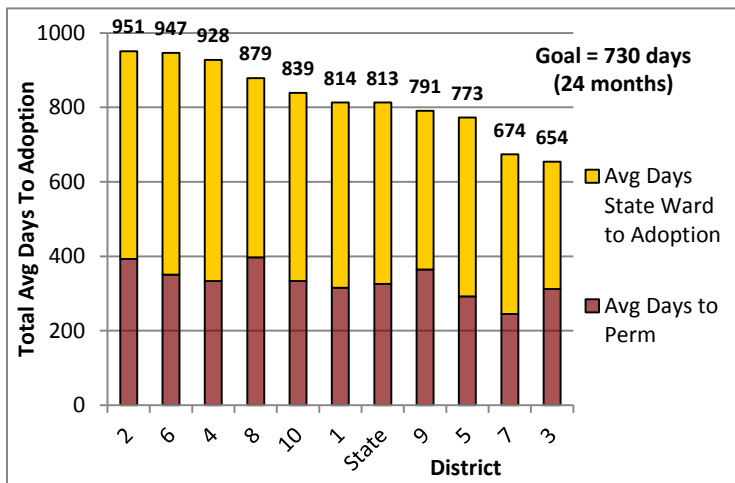
Figure 2.20: Length of Time for Children to Reach Adoption in 2012 by District



Just under half (48%) of the 473 children reaching adoption in 2012 did so within 24 months of removal from home. Four districts are near or above the goal, while six districts are below 50%. The number of children adopted is not large in several districts, so percentages can be distorted by small numbers.

The automated Time to Adoption for Children Under State Guardianship report on [CourtNet](#) shows details for each child with the time to adoption broken into the time from removal from home to the guardianship order and then the time from guardianship order to adoption order. Figure 2.21 below shows that there is variation among districts about the average number of days until the guardianship order and the average number of days from that point until adoption.

Figure 2.21: Average Number Days to Adoption, by Phase, by District, in 2012



Two districts have an average number of days per child to reach adoption below the 24 month time objective (730 days). The statewide average number of days from removal from the home to guardianship order is 40% of the total time to adoption and 60% is the time from the guardianship order to adoption.

Jurisdictions can use these two categories of time to determine where efforts may be focused to shorten the time to adoption.

## COURT OF APPEALS DISPOSITIONS WITHIN TIME STANDARDS

- ◆ In 2012, the Court of Appeals nearly met its goal of disposing 75% of cases within 290 days – 74%. This is a decline compared to 2011 when 79% of cases were disposed within 290 days, but is an improvement compared to 2010 when 69% were disposed within 290 days.
- ◆ The Court of Appeals exceeded the goal of disposing 90% of cases within 365 days, by disposing of 92% of its cases within that time in 2012. This result maintains meeting the goal as in 2010 and 2011.

The Court of Appeals has adopted the ABA measure of ‘case clearance’, which measures cases from beginning (filing) to end (disposition). The goals are to have 75% of cases disposed within 290 days of filing and 90% disposed within 365 days of filing.

Figure 2.22: Percent of Court of Appeals Cases Disposed Within 290 Days of Filing, 2010 - 2012

Court of Appeals Percentage of Cases Disposed Within 290 Days of Filing From Filing to Disposition Goal = 75% of Cases						
	2010		2011		2012	
	# Cases	% of cases meeting objective	# Cases	% of cases meeting objective	# Cases	% of cases meeting objective
<b>Civil</b>						
General Civil	815	75%	725	89%	742	85%
Unemployment	341	77%	329	87%	341	82%
Family	223	95%	243	96%	242	96%
Other	82	100%	91	100%	79	96%
<b>Total Civil</b>	<b>1,461</b>	<b>80%</b>	<b>1,388</b>	<b>90%</b>	<b>1,404</b>	<b>87%</b>
<b>Criminal</b>						
Criminal	691	45%	677	53%	753	49%
<b>Juvenile Protection</b>						
Protection	42	100%	50	100%	51	100%
<b>Juv. Delinquency</b>						
Delinquency	25	76%	17	94%	21	95%
<b>Total Cases</b>	<b>2,219</b>	<b>69%</b>	<b>2,132</b>	<b>79%</b>	<b>2,229</b>	<b>74%</b>

The court disposed of 74% of its cases within 290 days in 2012. While this is a lower percentage than in 2011, it is nearly meeting the goal of 75% of cases being disposed within 290 days. The 2012 figure is also a significant improvement over 2010, when 69% of cases were disposed within 290 days.

While only 49% of Criminal cases were disposed within 290 days in 2012, there were various delays in criminal appeals, including court reporters’ need for more time to prepare transcripts and longer briefing periods. While delays came from a shortfall in the public defender’s transcript fund, the Court of Appeals has effectively eliminated all delays in scheduling cases, once transcripts and briefing are completed.

Figure 2.23: Percent of Court of Appeals Cases Disposed Within 365 Days of Filing

<b>Court of Appeals Percentage of Cases Disposed Within 365 Days of Filing From Filing to Disposition Goal = 90% of Cases</b>						
	<b>2010</b>		<b>2011</b>		<b>2012</b>	
	<b># Cases</b>	<b>% of cases meeting objective</b>	<b># Cases</b>	<b>% of cases meeting objective</b>	<b># Cases</b>	<b>% of cases meeting objective</b>
<b>Civil</b>						
General Civil	815	98%	725	99%	742	98%
Unemployment	341	99%	329	100%	341	100%
Family	223	100%	243	100%	242	99%
Other	82	100%	91	100%	79	99%
<b>Total Civil</b>	<b>1,461</b>	<b>98%</b>	<b>1,388</b>	<b>100%</b>	<b>1,404</b>	<b>98%</b>
<b>Criminal</b>						
Criminal	691	78%	677	85%	753	80%
<b>Juvenile Protection</b>						
Protection	42	100%	50	100%	51	100%
<b>Juv. Delinquency</b>						
Delinquency	25	100%	17	100%	21	100%
<b>Total Cases</b>	<b>2,219</b>	<b>92%</b>	<b>2,132</b>	<b>95%</b>	<b>2,229</b>	<b>92%</b>

In 2012, the Court disposed of 92% of its cases within 365 days, surpassing the goal of 90%. Criminal cases did not meet the goal in 2012 (80% disposed within 365 days), but the Court exceeded the goal in all other case types, and maintained improvement shown in the last three years.

## SUPREME COURT DISPOSITIONS WITHIN TIME STANDARDS

- ◆ The Supreme Court meets most timing objectives for Filing of PFR to Disposition of PFR.
- ◆ The number of days from submission of oral argument to circulation of majority standard and submission to disposition have decreased at the 90<sup>th</sup> percentile in 2012 compared to 2011 for Murder, Civil and Professional Reg. cases.

The Supreme Court approved timing objectives in March, 2007 and the Judicial Council adopted them in August, 2007. The time allocated to each function is considered as aspirational but achievable. The categories are taken generally from the ABA standards and the points of measurement conform to the ABA use of the 50<sup>th</sup> percentile and the 90<sup>th</sup> percentile for state supreme courts.

Although separate time standards were adopted for Circulation of Majority to Dissent; Submission to Disposition with Dissent, and Final Processing, and the court monitors progress of cases on that basis, MACS is not programmed to provide statistics for cases with and without dissents separately.

Figure 2.24: Number of Days Elapsed at 50<sup>th</sup> Percentile of Supreme Court Cases '08-'12

Minnesota Supreme Court Time Standards (Days)																
50th Percentile																
Event	Mandatory/Original (Non-PFRs)								Discretionary							
	Mur-der I	Num of Cases	Civil*	Num Of Cases	Prof. Reg.	Num of Cases	Writs	Num of Cases	Review Granted	Num of Cases	Review Denied	Num of Cases	Child Prot.	Num of Cases	Crim Pre-trial	Num of Cases
Filing of PFR to Disp of PFR Standard	--	--	--	--	--	--	--	--	50 days		50 days		20 days		30 days	
2012									48	78	47	586	16	15	34	7
2011									47	71	47	531	19	14	40	7
2010	--	--	--	--	--	--	--	--	49	66	46	592	18	10	39	17
2009	--	--	--	--	--	--	--	--	47	60	47	728	23	15	41	10
2008	--	--	--	--	--	--	--	--	47	63	43	543	29	14	41	8
Submission (oral arg.) to Circulation of Majority Standard	50 days		40 days		15 days		10 days		60 days		N/A	N/A	20 days		30 days	
2012	77	28	63	26	37	54	--	--	92	78	--	--	--	--	--	--
2011	55	21	47	23	28	51	--	--	77	71	--	--	--	--	--	--
2010	59	37	42	26	53	48	--	--	80	66	--	--	--	--	--	--
2009	63	40	57	23	37	59	--	11	71	60	--	--	--	--	67	3
2008	38	41	23	28	28	54	--	7	50	63	--	--	--	--	29	1
Submission to Disposition without/with Dissent Standard	90/105 days		75/105 days		50/60 days		30/40 days		90/105 days		N/A	N/A	30/40 days		45/60 days	
2012	146	28	118	26	107	54	27**	16	198	78	--	--	--	--	--	--
2011	114	21	79	23	77	51	--	--	184	71	--	--	--	--	--	--
2010	121	37	36	26	98	48	--	--	169	66	--	--	--	--	--	--
2009	129	40	35	23	70	59	15**	11	176	60	--	--	--	--	223	3
2008	79	41	2	28	65	54	13**	7	112	63	--	--	--	--	79	1

\* Tax Court and Workers' Compensation Cases; \*\* Days from *filing* to disposition

To report the points of measurement, MACS, the Supreme Court case management system, calculates the number of days a case took for particular events at the 50<sup>th</sup> percentile and 90<sup>th</sup> percentile of all of the cases handled of a particular type and by event. This means that if there were 100 cases of a certain type, the number of days to accomplish an event (i.e. filing of PFR to disposition of PFR) would be put in numeric order by number of days that event took to accomplish and the days at case number 50 are then recorded as the 50<sup>th</sup> percentile number of days and the days at case number 90 are recorded as the 90<sup>th</sup> percentile number of days.

Figure 2.25: Number of Days Elapsed at 90<sup>th</sup> Percentile of Supreme Court Cases '08- '12

Minnesota Supreme Court Time Standards (Days)																
90th Percentile																
Event	Mandatory/Original (Non-PFRs)								Discretionary							
	Mur-der I	Num of Cases	Civil*	Num of Cases	Prof. Reg.	Num of Cases	Writs	Num of Cases	Review Granted	Num of Cases	Review Denied	Num of Cases	Child Prot.	Num of Cases	Crim. Pre-trial	Num of Cases
Filing of PFR to Disposition of PFR Standard	--	--	--	--	--	--	--	--	60 days		60 days		20 days		40 days	
2012	--	--	--	--	--	--	--	--	62	78	57	586	19	15	56	7
2011	--	--	--	--	--	--	--	--	55	71	56	531	25	14	44	7
2010	--	--	--	--	--	--	--	--	56	66	56	592	26	10	43	7
2009	--	--	--	--	--	--	--	--	57	60	57	728	34	15	54	10
2008	--	--	--	--	--	--	--	--	56	63	55	543	36	14	60	8
Submission (oral arg.) to Circulation of Majority Standard	125 days		90 days		40 days		20 days		125 days		N/A		20 days		45 days	
2012	125	28	160	26	64	54	14	16	190	78	--	--	--	--	--	--
2011	191	21	219	23	78	51	--	--	161	71	--	--	--	--	--	--
2010	110	37	105	26	64	48	--	--	138	66	--	--	--	--	--	--
2009	96	40	95	23	75	59	--	11	141	60	--	--	--	--	67	3
2008	62	41	56	28	37	54	--	7	98	63	--	--	--	--	29	1
Submission to Disposition without/with Dissent Standard	170/200 days		110/140 days		60/90 days		35/45 days		160/190 days		N/A		40/40 days		65/90 days	
2012	260	28	253	26	153	54	71**	16	386	78	--	--	--	--	--	--
2011	273	21	247	21	141	51	--	--	324	71	--	--	--	--	--	--
2010	225	37	142	26	129	48	--	--	288	66	--	--	--	--	--	--
2009	198	40	164	23	127	59	55**	11	302	60	--	--	--	--	223	3
2008	136	41	99	28	92	54	25**	7	183	63	--	--	--	--	79	1

\* Tax Court and Workers' Compensation Cases; \*\* Days from *filing* to disposition



## INTEGRITY AND ACCOUNTABILITY

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The Minnesota Judicial Branch will ensure the integrity and accountability of its performance by maintaining a record system that is accurate, complete and timely.

*Is the electronic record system accurate, complete and timely?*

### DATA QUALITY PROGRAM

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- ◆ As part of eCourtMN, several key data quality reports were designed and developed along with critical training opportunities to help ensure that imaged documents are appropriately classified based on security and access rules.
- ◆ An important Data Quality policy was approved by the Judicial Council and a corresponding State Court Administration policy was adopted to provide specific procedures for what counties need to do in order to seek approval to share their imaged documents on MPA Courthouse (Minnesota Trial Court Public Access Courthouse View).

**Mission:** The Data Quality program was created in July 2007 to define data quality standards, identify data quality issues and determine when it is necessary to develop standard business practices to be implemented statewide. The Data Quality Steering Committee provides leadership for the program by setting priorities, determining acceptable levels of data quality in particular areas, ensuring resources are prioritized to implement solutions, and determining when to move issues to the Court Operations Advisory Workgroup (COAW) or other groups to pursue required business practices in order to achieve the necessary level of data quality.

A focus during the past year has been to develop Data Quality reports to ensure that imaged documents are appropriately classified for data security classification purposes to share them electronically as part of the eCourtMN initiative. The MNCIS Data Security Classifications are defined in State Court Administrator [Policy 800\(a\)](#).

Five reports have been developed and court administration staff are asked to review them daily and resolve any issues shown on the report. Four additional reports are in the development process and improvements to the existing reports continue to be made as needed.

To support continued integrity of court documents accessible electronically, the Judicial Council approved Policy 505.3 in August, 2013. Part of this policy states:

*“It is the policy of the Minnesota Judicial Branch to expect high levels of data quality within the Minnesota Judicial Branch and to emphasize the integrity and security of the data contained in the statewide case management systems.”*

*“...It ... is the policy of the Minnesota Judicial Branch that to ensure accurate, complete and uniform access to court records, and to ensure compliance with all applicable laws for the access of court records, the Appellate Courts and District Courts shall comply with document security and classification procedures, provisions and Court Administration Processes (CAPs) as applicable.”*

*Judicial Council Policy 505.3  
Data Quality and Integrity*

State Court Administration Policy 505.3(a) accompanies this Judicial Council policy:

*“Pursuant to Judicial Council Policy 505.3, these procedures are implemented to help ensure the accurate, complete and uniform access to court records and compliance with all applicable laws for the access of court records. These procedures are comprehensive, and the responsibility for implementation includes County, District, and State Court Administration.”*

The procedures in place to help ensure the high levels of data quality include:

- Ensure all necessary staff are familiar with the relevant Court Administration Processes (CAPs); Case Events and Document Types Mapping; Case and Document Security Data Quality Reports and Frequency Guide; Minnesota Rules of Public Access to Records of the Judicial Branch; and the Case Records Table.
- Develop and implement a local Document Security Monitoring Plan that includes a description of the frequency in which the reports will be run, an ongoing process for identifying incorrect document security classifications and resolving those issues, and an ongoing process for conducting random reviews of cases to help ensure document images are appropriately classified.
- Verify that local scanning procedures are working properly.
- Verify that documents have been correctly classified and only public images will appear on MPA Courthouse as demonstrated by no unresolved issues existing on the Document Security Reports.

Once these steps have been completed, approval is requested from the State Court Administrator to share imaged documents on MPA Courthouse. Sharing documents electronically allows the right people to see the right information at the right time and place, and will greatly reduce the need to pull paper files or make paper copies.

Another focus this year was to further ensure the ongoing accuracy of data passed in the Branch’s point-to-point integrations with its justice partners. Reports were designed to identify issues and are reviewed by a team of State Court Administrator’s Office (SCAO) staff. Steps are then taken to resolve the issues including seeking assistance from court administration as needed. The following integrations are included in this improved process:

- ◆ **Office of Secretary of State Voting Rights**
- ◆ **Domestic Abuse No Contact Order**
- ◆ **Bureau of Criminal Apprehension National Instant Criminal Background Check System**
- ◆ **Bureau of Criminal Apprehension Computerized Criminal History System**
- ◆ **Department of Public Safety Driver & Vehicle Services**

All of the reports, tools, data files and other resources of the Data Quality Program are available on [CourtNet](#). The Data Quality staff are also available for customized consultation.

## EXCELLENCE

The Minnesota Judicial Branch will achieve excellence in the resolution of cases by making decisions that are fair, reasoned, understandable, and that resolve the controversy at issue.

*Do participants understand the orders given by the Court?*

### ACCESS AND FAIRNESS SURVEY

- ◆ Statewide, the mean score for the excellence statement on the 2013 Access and Fairness Survey was 4.2, the same as it was in the 2008 survey. In 2013, 84% of all respondents agreed or strongly agreed with the statement which is the highest level of agreement within the Fairness section.

The measure for the Excellence goal is the final statement in the Fairness section of the Access and Fairness Survey: “As I leave the court, I know what to do next in my case.” The Fairness Section of the survey is targeted to respondents who answered “Yes” to the question “Did you appear in front of a judicial officer today?” Additional notes about the analysis of the Access and Fairness surveys can be found in the [appendix](#). Overall, eighty-four percent (84%) of respondents agreed or strongly agreed with the statement.

Complete results for the 2013 Access and Fairness survey are available on [CourtNet](#).

**Figure 4.1: Survey Responses to Excellence Question**

Excellence									
		Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree	Mean	(N)
Q 15	As I leave the court, I know what to do next about my case.	3%	3%	10%	39%	45%	84%	4.2	2,118

There is some variation in this question by different demographic breakdowns. The mean scores for the following roles, race/ethnicity and location are the highest for this statement:

- Attorney representing a client (4.5)
- District 1 (4.5)
- Multi-racial (4.4)
- White (4.3)

*My scenario was listened to, understood and my options were clearly communicated. From there the rest of the process was handled quickly and I was informed of any other responsibilities. Thank you.*

*The Judges need to make their letters clearer on how we are to respond.*

The mean scores for the following groups were the lowest for this statement:

- Juvenile Delinquency case type (4.0)
- District 6 (4.0)
- Victim (3.8)

## FAIRNESS AND EQUITY

The Minnesota Judicial Branch will provide due process and equal protection of the law, and will ensure that individuals called for jury duty are representative of the population from which the jury is drawn.

*Do participants perceive they were treated fairly, listened to and are they satisfied with the Court's decision?*

### ACCESS AND FAIRNESS SURVEY

- ◆ The Fairness section of the Access & Fairness Survey had 78% or more respondents agree or strongly agree with each statement in this section.
- ◆ Responses varied by demographic groups and locations, with the greatest differences being by role of the survey respondent. Attorneys representing clients have a Fairness Index score of 88 while the score for Victims is 73.

The Fairness Section of the Access and Fairness survey was targeted to respondents who answered “Yes” to the question of “Did you appear in front of a judicial officer today?” More notes about the analysis of the surveys can be found in the [appendix](#) and complete results from the survey are available on [CourtNet](#).

Statewide, over three-quarters (78%) or more of all respondents agreed or strongly agreed with all statements in the Fairness Section as noted in Figure 5.1.

**Figure 5.1: Fairness Section Responses Statewide 2013**

Q #	Fairness Section Statements	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Strongly Agree/Agree	Mean <sup>5</sup>	N
15	As I leave the court, I know what to do next about my case.	3%	3%	10%	39%	45%	84%	4.2	2,118
14	I was treated the same as everyone else.	4%	3%	10%	39%	43%	83%	4.2	2,159
12	The judge listened to my side of the story before he or she made a decision.	5%	4%	12%	37%	43%	80%	4.1	2,014
13	The judge had the information necessary to make good decisions about my case.	4%	3%	12%	38%	42%	80%	4.1	2,110
11	The way my case was handled by the court was fair.	5%	4%	13%	37%	41%	78%	4.1	2,171
<b>Fairness Index Score</b>		<b>82</b>							

<sup>5</sup> The National Center for State Courts (NCSC) framework for mean scores is: **Greater than 4.0 = Doing a good job;** **Between 3.5 to 4.0 = doing OK;** **Less than 3.5 = Needs improvement.**

*"I would like to thank the ... County Court System for their efforts in helping people in the community have an opportunity to live life to the fullest. They have a very fair approach to the law system."*

The statements with the highest percentage of agreement were:

- As I leave the court, I know what to do next about my case (84%)
- I was treated the same as everyone else (83%)

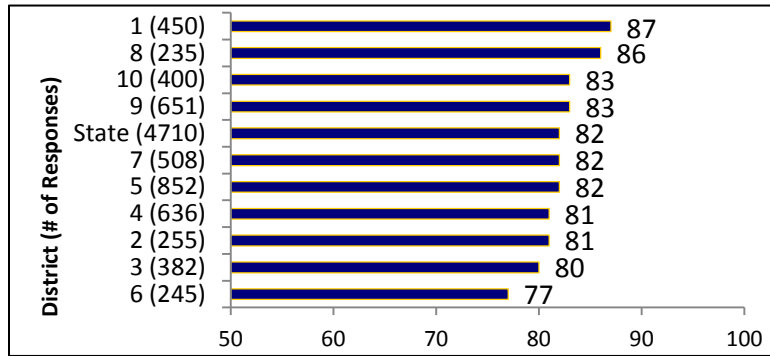
One statement in the Fairness section had fewer than eight in ten respondents agree/strongly agree.

- The way my case was handled by the court was fair (78%)

*"I don't think its fair to have fines & fees increase in order to get a trial."*

All mean scores are above 4.0, ranging from 4.1 to 4.2. These means scores are the same as those in 2008. The percent of respondents who reported that they agree/strongly agree with the statements is slightly lower in 2013 than in 2008. This leads to the statewide Fairness Index score being 82, compared to 83 in 2008.

**Figure 5.2: Fairness Index Scores by District - 2013**



There is some variation in index scores across the districts. Fairness Index scores range from 77 in the 6<sup>th</sup> District to 87 in the 1<sup>st</sup> District as shown in Figure 5.2.

The range in Fairness Index scores by county is from 67 to 93. These scores are available in the written analysis on [CourtNet](#).

There was wider variation than district index scores by respondents in various demographic groups, especially by role of the survey respondent. See Figure 5.3 below. The highest index scores are recorded for the following demographic groups:

- Respondents with Small Claims/Conciliation cases (89)
- Attorneys representing a client (88)
- Respondents age 65 or older (88)

The demographic groups with the lowest Fairness Index scores statewide were:

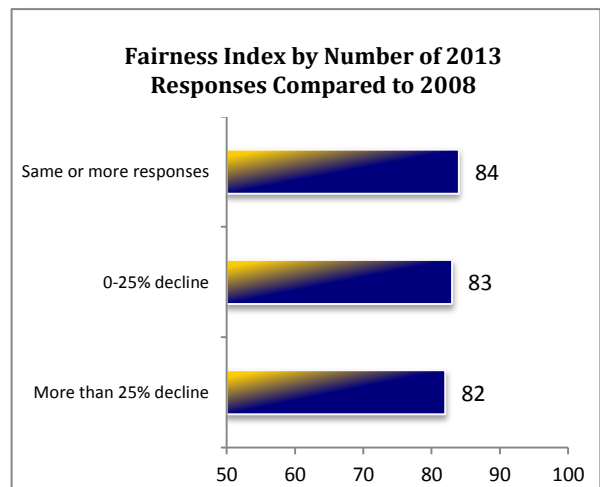
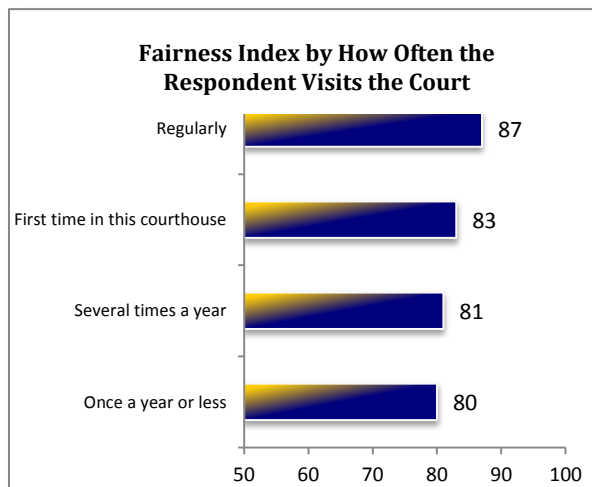
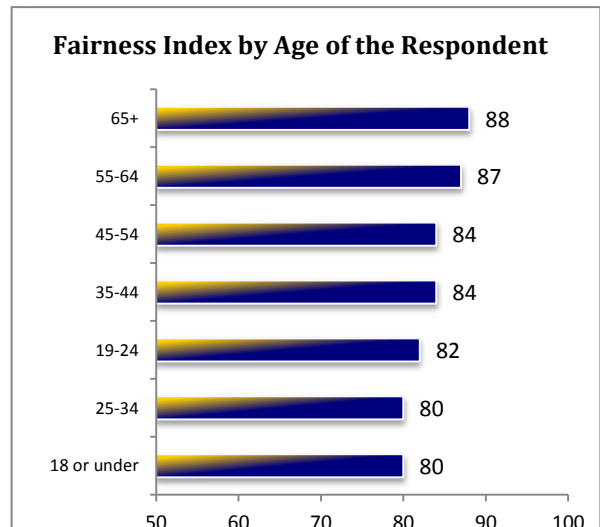
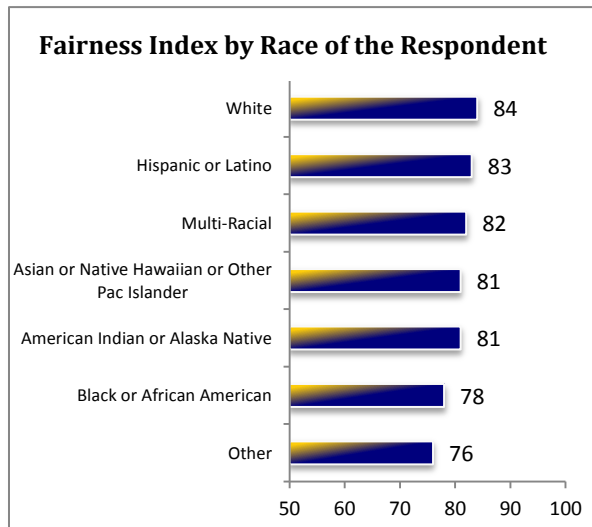
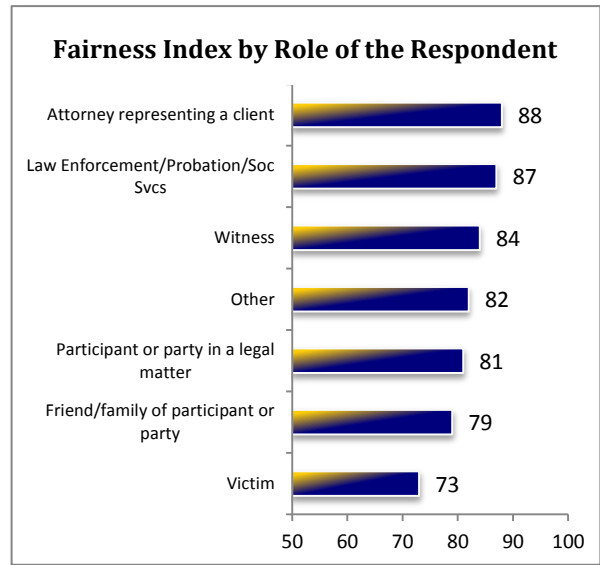
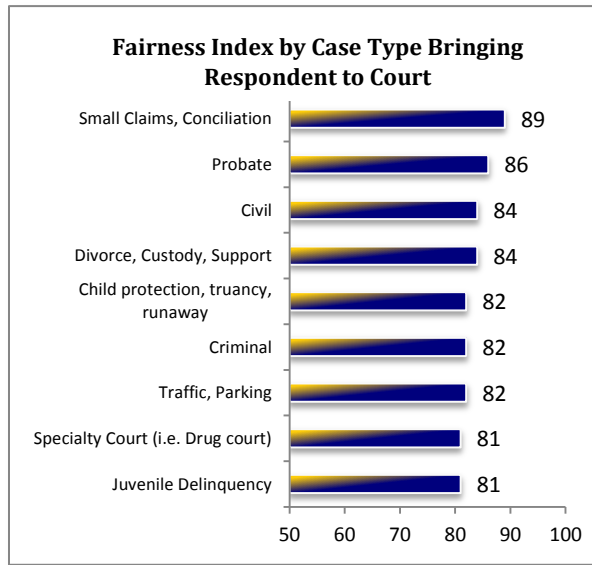
- Respondents with Juvenile Delinquency cases (81); Specialty Court (81)
- Respondents age 18 or under; age 25-34 (80)
- Black or African American (78); "Other" race respondents (76)
- Victims (73); Friend/family of participant or party (79)

• • •

*How fair is the law when the defendant is not allowed to share their side or provide documentation as evidence. ... It also seems incredibly unfair and unjust to throw young children out in the street in the middle of a winter storm.*

• • •

Figure 5.3: Fairness Index Scores by Demographics and Number of Responses



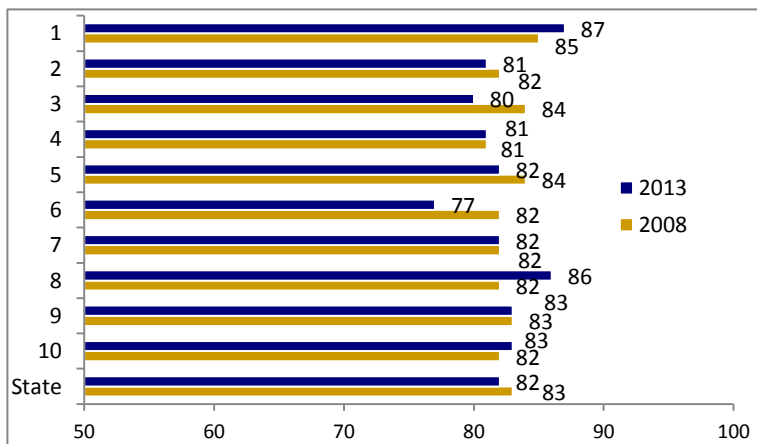
While the mean scores in the Fairness section stayed the same from 2008 to 2013, each of the statements declined slightly in the percent of respondents who agree/strongly agree. These results are shown in Figure 5.4 below. Because of rounding, the Fairness Index Score decreased to 82 in 2013 from 83 in 2008.

**Figure 5.4: Comparisons of 2013 and 2008 Fairness Section Results**

Q#	Fairness Section Statements	2013					2008			
		% Strongly Disagree/ Disagree	% Strongly Agree/ Agree	Mean	Comparison*	N	% Strongly Disagree/ Disagree	% Strongly Agree/ Agree	Mean	N
11	The way my case was handled by the court was fair.	9%	78%	4.1	=	2,171	8%	81%	4.1	4,042
12	The judge listened to my side of the story before he or she made a decision.	9%	80%	4.1	=	2,014	8%	82%	4.1	3,631
13	The judge had the information necessary to make good decisions about my case.	7%	80%	4.1	=	2,110	8%	82%	4.1	3,876
14	I was treated the same as everyone else.	7%	83%	4.2	=	2,159	6%	85%	4.2	3,971
15	As I leave the court, I know what to do next about my case.	6%	84%	4.2	=	2,118	6%	85%	4.2	3,880
<b>Fairness Index Score</b>		<b>82</b>					<b>83</b>			

\* Comparison of 2013 mean scores to 2008 mean scores. When means are the same in 2013 and 2008 '='.

**Figure 5.5: Comparisons of Fairness Index Scores by District, By Year**



There is variation in how the Fairness Index Score by district in 2013 compares to 2008.

Three districts have an improved Fairness Index Score in 2013 compared to 2008: 1<sup>st</sup>, 8<sup>th</sup> and 10<sup>th</sup> Districts. The 8<sup>th</sup> District has the largest increase from 82 in 2008 to 86 in 2013. Four districts have a decreased Fairness Index in 2013: 2<sup>nd</sup>, 3<sup>rd</sup>, 5<sup>th</sup>, 6<sup>th</sup> Districts. And, three districts stayed the same: 4<sup>th</sup>, 7<sup>th</sup>, 9<sup>th</sup> Districts.

**Are jurors representative of our communities?**

**JURY POOLS**

- ◆ The jurors who report to court are similar racially and ethnically compared to the population of the communities in Minnesota.
- ◆ Of the jurors who report for service, statewide, White citizens are slightly overrepresented compared to the population of Minnesota while Black citizens are slightly underrepresented. (White: 89.5% Census, 90.4% Jurors; Black: 3.4% Census, 2.7% Jurors)
- ◆ There are slightly more female jurors and slightly fewer male jurors than are in communities in Minnesota.

Demographics of jurors based on returned questionnaires come from the automated jury management system. Figure 5.6 below compares the racial breakdown of the population as reported in the 2010 American Community Survey to the jurors who reported for service in calendar year 2012, returned their questionnaires, and reported their race.

The decennial census no longer collects the detailed information that is needed to match as many criteria as possible to the characteristics of people eligible to serve on juries. Instead, the American Community Survey (ACS) is conducted annually on a portion of the population to collect much of the information that used to be on the 'long form' census. Only larger locations and the state as a whole can be reported by race using the specific criteria that closely resemble those eligible for jury service (see [appendix](#) for all county-level juror data).

**Figure 5.6: 2012 Juror Racial Comparison with 2010 American Community Survey Estimates**

	White		Black		Hispanic		American Indian		Asian/Pacific Islander		Other & 2+ Races		Total*
	2010 ACS	CY12 Jurors	2010 ACS	CY12 Jurors	2010 ACS	CY12 Jurors	2010 ACS	CY12 Jurors	2010 ACS	CY12 Jurors	2010 ACS	CY12 Jurors	CY12 Jurors
<b>Minnesota</b>	<b>89.6%</b>	<b>90.4%</b>	<b>3.4%</b>	<b>2.7%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>2.3%</b>	<b>2.4%</b>	<b>1.7%</b>	<b>1.6%</b>	<b>44,205</b>
Anoka	90.4%	93.7 %	3.4%	1.4 %	1.9%	1.0%	.5%	.3%	2.4%	2.4%	1.3%	1.3%	1,671
Carver-Scott	92.9%	93.2%	1.4%	.7%	.9%	1.5%	.7%	.7%	3.2%	2.6%	.9%	1.3%	1,641
Dakota	88.5%	90.3%	2.3%	2.4%	2.9%	2.8%	.3%	.3%	3.2%	2.6%	2.8%	1.7%	2,493
Hennepin	82.4%	82.1%	8.1%	7.8%	2.6%	2.3%	.7%	.7%	3.5%	4.6%	2.7%	2.4%	8,126
Olmsted	90.9%	92.4%	2.6%	1.6%	2.0%	1.6%	0%	.7%	3.3%	2.3%	1.2%	1.4%	1,797
Ramsey	80.0%	81.1%	7.8%	5.8%	3.7%	3.2%	.7%	.7%	5.6%	6.3%	2.2%	2.8%	6,222
St. Louis	93.1%	95.5%	.9%	.1%	1.4%	1.0%	2.3%	1.3%	.4%	0.6%	1.8%	1.5%	2,355
Stearns-Benton	94.0%	97.0%	3.4%	.5%	.6%	.7%	.2%	.5%	1.6%	.7%	.2%	.7%	2,463
Washington	92.0%	92.3%	1.7%	1.5%	1.8%	2.1%	.3%	1.0%	2.9%	1.9%	1.2%	1.3%	1,411

\* Total Jurors with and without race reported.

Source: 2010 American Community Survey micro data estimates compiled by Minnesota State Demographic Center Population ages 18 to 70, not institutionalized, citizens, speak English at home or speak English "very well" or "well"

Reported Jurors = All jurors who report for service and return questionnaire (may or may not be in voir dire) (Source: JURY+ Next Generation reports)



In the counties or areas that are large enough to meet the demographic criteria, White jurors are slightly over-represented compared to the population statewide and in all locations except Hennepin County. Dakota County is the only location with census data to have a similar percent of Black jurors compared to the population while statewide and other locations have Black jurors underrepresented. All other jurors by race/ethnicity, statewide, are similar or equal to the population.

Statewide, only 1% of jurors had missing race information during 2012. Hispanic ethnicity is asked separately on the juror questionnaire. Two percent of all jurors (2%) did not answer the ethnicity question – Hispanic/Latino. The percent of questionnaires with missing Hispanic ethnicity information has steadily decreased from 12% in 2007 to 2% in 2012.

**Figure 5.7: Comparison of 2012 Jurors’ Gender to Census Results**

There are slightly more female jurors than are in communities across the state with some variation by location as shown in Figure 5.7. Statewide, the overrepresentation of females is less than 1%. St. Louis, Olmsted and Stearns-Benton Counties have the largest difference between the census and jurors in areas for which census information is available. Anoka and Hennepin Counties have a very slight underrepresentation of female jurors/overrepresentation of males compared to the census estimates.

	% Female		% Male	
	2010 ACS	2012 Jurors	2010 ACS	2012 Jurors
<b>Minnesota</b>	<b>50.4%</b>	<b>51.2%</b>	<b>49.6%</b>	<b>48.8%</b>
Anoka	51.0%	50.5%	49.0%	49.5%
Carver-Scott	50.9%	52.3%	49.1%	47.7%
Dakota	50.7%	52.0%	49.3%	48.0%
Hennepin	51.0%	50.2%	49.0%	49.8%
Olmsted	53.0%	55.1%	47.0%	44.9%
Ramsey	51.9%	52.0%	48.1%	48.0%
St Louis	48.8%	53.9%	51.2%	46.1%
Stearns-Benton	48.2%	50.7%	51.8%	49.3%
Washington	50.6%	52.0%	49.4%	48.0%

## QUALITY COURT WORKPLACE ENVIRONMENT

The Minnesota Judicial Branch will ensure that judicial officers, court personnel and jurors are qualified to perform their duties and have the materials, motivation, direction, sense of mission, and commitment to do quality work.

### *What are our turnover rates?*

#### SEPARATION RATES

- ◆ The separation rates of staff for FY2013 by location range from under 3% in the 7<sup>th</sup> District to over 13% in the 6<sup>th</sup> District with a statewide separation rate of 7%.
- ◆ Retirements and resignations together comprise over 85% of all separations in FY2013. There have been no layoffs in the branch since FY2009.
- ◆ The total Branch separation rate for FY2013 is lower than FY2012, but higher than three years previous (FY2011, FY2010, FY2009).

**Figure 6.1: Separation Rates by District and MJC for FY2013**

The variation by location in total separation percent ranges from 2.6% in the 7<sup>th</sup> District to 13.4% in the 6<sup>th</sup> District. Voluntary separations - retirements and resignations - account for 86% of the FTEs leaving the Branch in FY2013, with Dismissals accounting for 14% of the separations. These percentage breakdowns of voluntary separations and dismissals are very similar to the past fiscal years.

FY2013 (July 2012-June 2013)										
District/ MJC	Retirement		Resignation*		Dismissal**		Layoff		Total Separations	
	#	%	#	%	#	%	#	%	#	%
1	5.0	2.2%	3.8	1.7%	0.0	0.0%	0	0%	8.8	4.0%
2	12.0	5.6%	7.0	3.3%	4.5	2.1%	0	0%	23.5	10.9%
3	1.8	1.2%	3.0	2.1%	1.0	0.7%	0	0%	5.8	3.9%
4	14.7	3.2%	16.0	3.5%	5.0	1.1%	0	0%	35.7	7.8%
5	1.0	0.9%	1.0	0.9%	2.0	1.9%	0	0%	4.0	3.8%
6	9.0	9.3%	1.0	1.0%	3.0	3.1%	0	0%	13.0	13.4%
7	0.0	0.0%	3.1	1.9%	1.0	0.6%	0	0%	4.1	2.6%
8	2.5	4.2%	1.0	1.7%	1.0	1.7%	0	0%	4.5	7.6%
9	4.8	3.4%	1.0	0.7%	0.0	0.0%	0	0%	5.8	4.2%
10	9.0	3.2%	16.0	5.7%	1.0	0.4%	0	0%	26.0	9.3%
MJC***	8.0	2.7%	6.6	2.2%	2.0	0.7%	0	0%	16.6	5.6%
<b>Total</b>	<b>67.8</b>	<b>3.1%</b>	<b>59.5</b>	<b>2.7%</b>	<b>20.5</b>	<b>1.1%</b>	<b>0</b>	<b>0%</b>	<b>147.7</b>	<b>6.8%</b>

# = number of FTEs separated by type; % = percent of avg # of FTEs in a location during the Fiscal Year who separated from the branch

Excludes Judges, Law Clerks, Bar Exam Monitors, and Limited/Temporary Appointments

Average FTE calculated by taking average of beginning and ending fiscal year FTE counts (excluding classifications above)

\*Resignation includes Term Without Rights, Death, End of Disability Leave, Resignations, and Separation - Other

\*\* Dismissal figures include Gross Misconduct and Dismissal

\*\*\* MJC includes SCAO, Court of Appeals, Supreme Court, Lawyers Professional Responsibility Board, Board of Law Examiners, Continuing Legal Education

**Figure 6.2: Total Separation Rates by District for FY2009 to FY2013**

District/ MJC	FY13 %	FY12 %	FY11 %	FY10 %	FY09 %
1	4.0%	6.1%	4.4%	3.2%	5.4%
2	10.9%	9.8%	7.1%	2.3%	4.7%
3	3.9%	5.2%	6.6%	1.4%	4.9%
4	7.8%	11.2%	8.4%	4.6%	5.4%
5	3.8%	8.0%	1.8%	7.7%	.8%
6	13.4%	5.4%	9.3%	7.7%	11.2%
7	2.6%	1.8%	4.8%	2.6%	6.4%
8	7.6%	4.7%	7.9%	1.5%	8.1%
9	4.2%	3.7%	7.8%	4.0%	5.1%
10	9.3%	5.1%	5.5%	4.9%	4.6%
MJC	5.6%	11.7%	3.9%	2.3%	4.2%
<b>Total</b>	<b>6.8%</b>	<b>7.7%</b>	<b>6.2%</b>	<b>3.8%</b>	<b>5.2%</b>

There are many different ways to calculate turnover rates (or separation rates.) So, not all numbers are exactly comparable, especially those that report figures by month instead of annually. The annual separation rate of 6.8% for the Branch is roughly estimated at .6% per month. This compares to an average of approximately 3% per month for all industries across the U.S., according to the Bureau of Labor Statistics.

The statewide separation rate decreased in FY2013 compared to FY2012 (6.8% and 7.7% respectively). However, both of these fiscal year results are higher than the previous three years.

**Figure 6.3: Statewide Separation Rates by Type for FY2009 to FY2013**

The trends by type of separation from the branch have remained fairly steady over the past five fiscal years as shown in Figure 6.3.

Separation Type	FY13 %	FY12 %	FY11 %	FY10 %	FY09 %
Retirement	3.1%	3.5%	2.5%	1.4%	2.3%
Resignation	2.7%	3.1%	3.1%	1.5%	2.4%
Dismissal	.9%	1.1%	.5%	.9%	.3%
Layoff	0%	0%	0%	0%	.3%
<b>Total</b>	<b>6.8%</b>	<b>7.7%</b>	<b>6.2%</b>	<b>3.8%</b>	<b>5.2%</b>

***Do employees and judicial officers express satisfaction in their positions?***

**QUALITY COURT WORKPLACE SURVEY RESULTS**

- ◆ Nearly 2,000 survey responses were received from employees and justices/judges when the Quality Court Workplace (QCW) Survey was conducted in October 2012.
- ◆ Two of the statements with the highest level of agreement among employees are: “I understand how my job contributes to the overall mission of the Minnesota Judicial Branch” (91% agree/strongly agree) and “On my job, I know exactly what is expected of me” (86% agree/strongly agree).
- ◆ All six index scores increased from 2008 to 2012 for judges/justices; five of six index scores decreased for employees and one score stayed the same.
- ◆ Judges/justices have higher mean scores than employees on 23 of 24 similar statements.

The Quality Court Workplace Survey was conducted October 15 – 31, 2012. The employee version of the survey had 1,754 responses (68% response rate) and the judge/justice version received 225 responses (74% response rate). A summary of statewide results for employees and for judges/justices as well as comparisons to the 2008 survey can be found in the [appendix](#) of this report. Complete results from the survey, including comments, are available on [CourtNet](#). Employee and Justice/Judge on-demand results can be found [here](#), and the written summary provided to the Judicial Council is [here](#).

The questions in both the employee and judge/justice survey have been categorized, for analysis purposes, in six groups, with an index score (0-100) for each. The National Center for State Courts refers to the factors that lead to satisfaction as motivational factors and the aspects of the work place that can lead to dissatisfaction if they are not present, as environmental factors. Additional information about these factors can be found in the [appendix](#).

**RESULTS OF EMPLOYEE SURVEY**

The highest statewide scores for employees include the Interpersonal Relations Index (80) as well as several specific statements, both shown below.

**Figure 6.4: Employee Quality Court Workplace Survey Interpersonal Relations Index Results**

		Dis./ Str. Disagr.	Neither	Agree/ Str. Agr.	Mean
5	The people I work with can be relied upon when I need help.	5%	10%	85%	4.2
15	The people I work with take a personal interest in me.	7%	20%	73%	3.9
20	My coworkers care about the quality of services and programs we provide.	5%	16%	79%	4.0
28	My workplace is engaged in creating an environment where all persons are valued and treated with respect ...	11%	16%	73%	3.8
30	I am skilled in communicating and working effectively with coworkers, clients and/or court users from diverse backgrounds.	1%	8%	91%	4.2
<b>Interpersonal Relations</b>		<b>80</b>			

Highest Scoring Statements:

\* I understand how my job contributes to the overall mission of the MJB (91% agreement, 4.2 mean)

\* I am skilled in communicating ... with those from diverse backgrounds (91% agreement, 4.2 mean)

\* I am proud I work in my court (88% agreement, 4.2 mean)

\* The people I work with can be relied upon when I need help (85% agreement, 4.2 mean).

These high scores point to strengths in identification with the mission of the Judicial Branch as well as a collegial work environment.

Some of the lower scores statewide from the employee survey are for the Supervision and Management Index as well as statements related to collaboration and communications.

**Figure 6.5: Employee QCW Survey Supervision and Management Index Results**

Two of the five individual statements with the lowest scores are in the Supervision & Management Index:

\* Managers and supervisors follow up on ... suggestions for improvements... (56% agreement, 3.5 mean)

\*I have regular meetings with my supervisor that are useful and meaningful (62% agreement, 3.6 mean score)

		Dis/ Str. Disagr.	Neither	Agr./ Str. Agree	Mean
8	I am treated with respect.	9%	14%	78%	3.9
9	When I do my job well, I am likely to be recognized and thanked by my supervisor.	15%	16%	69%	3.8
16	Managers & supvs. follow up on employee suggestions for improvements in services & work processes.	16%	28%	56%	3.5
17	I have regular meetings with my supervisor that are useful and meaningful.	17%	21%	62%	3.6
26	My supervisor is available when I have questions or need help.	7%	11%	82%	4.1
<b>Supervision and Management</b>		<b>75</b>			

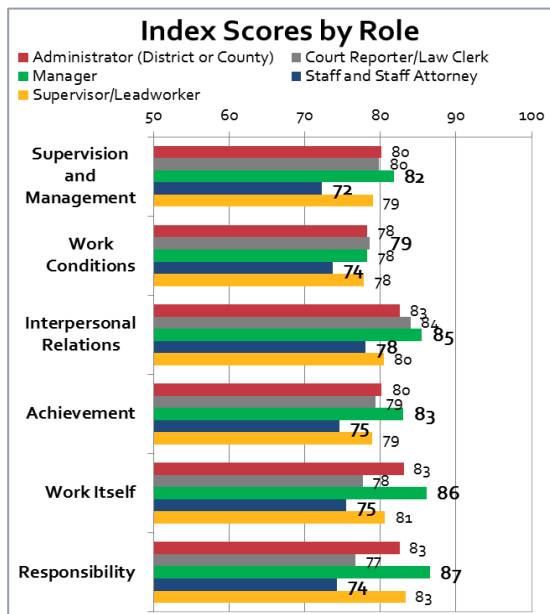
Other statements with lower levels of agreement and mean scores include:

\* I am able to keep up with my workload without feeling overwhelmed (20% disagreement, 3.5 mean)

\* I am able to collaborate effectively with those outside my immediate county/division to improve our work (60% agreement, 3.6 mean)

\* I am kept informed about matters that affect me in my workplace (67% agreement, 3.6 mean)

**Figure 6.6: Employee QCW Index Scores by Role**



The six Index Scores were compared by the role of the employee taking the survey. Index scores are highest for managers for five of the six scores with Court Reporters/Law Clerks being highest for Work Conditions. Staff/Staff Attorney have the lowest index scores for all six areas.

In part, this gap between manager and staff scores contributed to Supervision & Management being chosen as a focus area for follow up statewide.

The other focus area approved by the Judicial Council in January 2013 is Collaboration & Communication. This focus area is intended to build on the strengths of employees' connectedness to the branch (understand

how my job contributes to the mission of MJB, proud that I work in my court) and strengths of communicating and working effectively with others and relying on coworkers for help when needed which supports statewide initiatives and culture change.

**RESULTS OF JUDGE/JUSTICE SURVEY**

Interpersonal Relations has the highest Index Score of 87, followed closely by Work Itself and Responsibility at 86 each. Three statements have mean scores of 4.5 or above:

- \* I am proud I work in my court (99% agreement, 4.7 mean score)
- \* I enjoy coming to work (96% agreement, 4.5 mean score)
- \* I understand how my job contributes to the overall mission of the MJB (93% agreement, 4.5 mean score)

The lowest scores in the Judge/Justice results are for the Work Conditions Index (80) and three individual statements.

**Figure 6.7: Judge/Justice QCW Survey Work Conditions Index Results**

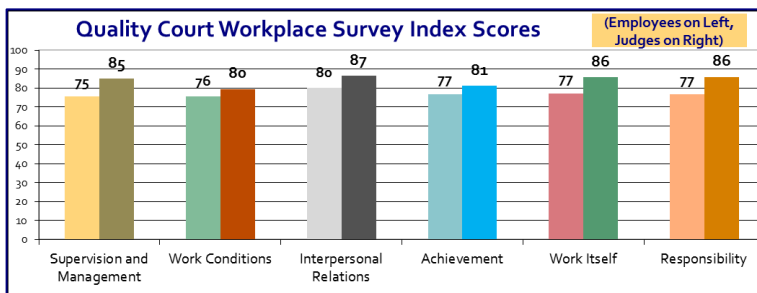
		Dis. / Str. Disagree	Neither	Agr. / Str. Agree	Mean
3	My court is respected in the community.	2%	6%	92%	4.2
7	My working conditions and environment enable me to do my job well.	8%	14%	78%	4.0
12	I have the materials, equipment, and supplies necessary to do my job well.	8%	12%	80%	4.0
24	I feel safe at my workplace.	12%	8%	80%	4.0
25	I am able to keep up with my workload without feeling overwhelmed.	15%	14%	71%	3.7
<b>Work Conditions</b>					<b>80</b>

The three statements with the lowest agreement levels and mean scores are:  
 \* I am able to keep up with my workload without feeling overwhelmed (71% agreement, 3.7 mean score)  
 \* The leadership structure of the Branch meets the needs of my court (62% agreement, 3.7 mean score)

\* I am able to collaborate effectively with those outside my immediate county/division to improve our work (67% agreement, 3.7 mean score)

**COMPARISON OF EMPLOYEE AND JUDGE/JUSTICE RESULTS**

**Figure 6.8: Comparison of Employee and Judge/Justice Index Scores - 2012**



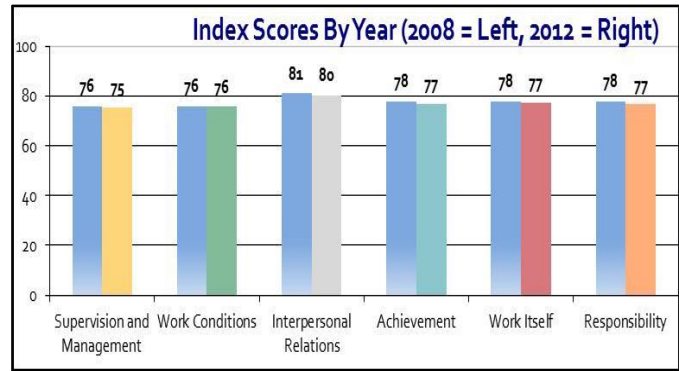
All 2012 index scores are higher for Judges/Justices than Employees.<sup>6</sup> The mean scores for individual statements are also all higher for Judges/Justices except for one statement: "I have the materials ... to do my job well. (4.0 for both groups).

<sup>6</sup> Only includes statements included in both employee and judge/justice surveys that have similar language.

**COMPARISON OF 2012 AND 2008 QUALITY COURT WORKPLACE SURVEY RESULTS**

**Figure 6.9: Employee Index Scores by Year, 2008 and 2012**

Five of the six index scores are lower in 2012 for employees compared to 2008, and one category has the same score (Work Conditions) as shown in Figure 6.9. Also, mean scores decreased for 17 statements, stayed the same for 12 and increased for two (I am able to keep up with my workload without feeling overwhelmed, mean score 3.5 in 2012, 3.4 in 2008; The leadership structure of the Branch meets the needs of my court, mean score 3.6 in 2012, 3.5 in 2008).



**Figure 6.10: Judge/Justice Index Scores by Year, 2008 and 2012**



In contrast to the employee index scores decreasing from 2008 to 2012, all Index Scores for judges/justices increased from 2008. In addition, no mean scores decreased in 2012 while 15 statements had increased mean scores and 10 statements stayed the same as in 2008.



## USING PERFORMANCE MEASURES FOR ADMINISTRATION

- ◆ Reviews of performance measure results are reported twice per year to the Judicial Council. Written reports are prepared in the Spring, and oral reports are presented in the Fall.
- ◆ Some of the tactical strategies implemented based on results are district, such as, specific plans for use of data quality reports, increased collaboration with social service and other justice partners, use of Adjunct Judicial Officers and other alternative processes and technologies.

### DISTRICT/APPELLATE COURTS REVIEW OF RESULTS

For the Spring, 2013 written reviews, each district received a template with statewide results to summarize their district results and compare them to the statewide figures. Online stoplight reports were again available to assist with the review. These stoplight reports provide current and trend data for Age of Pending Cases, Time to Disposition and Clearance Rates and show county-level results in data form and with green, yellow or red lights in tabular and map formats. These online reports allow users to see at a glance where problems might exist.

Included in the template was a place to provide narrative feedback from districts and appellate courts based on findings of their reviews. These [completed forms](#) from March 2013 are available on CourtNet.

#### **Red Lights**

Statewide, at the end of 2012 there was only one measure with a “red light” – Time to Adoption for Children under State Guardianship (AKA Length of Time to Adoption). Several districts also had a red light for Time to Adoption, but in few other areas. Most districts noted improvements compared to 2011 or consistently positive results.

*“The Sixth District has improved our CHIPS Permanency percentages. For years, we were in the Red and in 2012, with much focus on these cases, we moved to the Yellow.”*

#### **Issues Effecting Performance Measure Results and Examples of Plans to Address Them**

*“Resource issues continue to be a problem... Complex case issues and multiple agency involvement on cases also add to case processing time.”*

*9<sup>th</sup> District*

Shortages of staff resources and reductions in staff among justice partners were mentioned less frequently in 2012 compared to 2011, but these issues are ongoing in some locations. Judge vacancies and turnover due to judicial retirements, in addition to the ongoing source code issues are also concerns.

Districts Courts also noted that business practice and/or data quality issues have sometimes contributed to timing measures being below objectives, in the past or currently. But, efforts are underway to improve despite these limitations. Examples from the written reviews of performance measures presented in March 2013 are below.

- The 5<sup>th</sup> District has had a 23% reduction in staff since 2008. Also, 44% of judgeships have turned over in that time leading to caseloads falling behind. Staff also does more work when adjusting to styles of new judges and helping to bring them up to speed.



- The 3<sup>rd</sup> District has had a district-wide case management report review policy in place since 2001. In September, 2012, this policy was updated to include links to the reports for ease of use.
- The 7<sup>th</sup> District Court Business Service Coordinator (CBSC) sends data quality reports to court administrators and court operations supervisors. The CBSC serves as the district's quality assurance review analyst. The two eCourtMN pilot counties – Morrison and Clay – use reports daily for data quality assurance.
- The 2<sup>nd</sup> District has undergone significant review of issues related to the time to permanency and adoption. The County's Human Services department completed an 18-month review and identified opportunities to improve that are in line with the District CJI steering team. Several actions have been put in place including sharing pending reports with partners, one-on-one meetings to develop solutions to issues identified as barriers to permanency, and increasing the number of court reviews which requires Human Services to be more accountable to the Court.
- The 8<sup>th</sup> District noted that there were lower scores on the Quality Court Workplace (QCW) survey for communications in a timely manner. One of the efforts made to improve communications is the Chief Judge sends a recap of the Judicial Council meetings each month and the District Administrator forwards meeting notes of committees in which he is involved.
- The 1<sup>st</sup> District continues to promote alternative processes and technology to improve performance such as ENE & ICMC, the Pro Bono Attorney Conciliation Program, being an eCourtMN Appeals pilot and testing the new Expedited Litigation Track (ELT) targeting earlier disposition of non-complex major civil cases.
- The 4<sup>th</sup> District noted that mandatory eFiling of Civil cases has likely improved Clearance Rates for Default Judgments. Also, "...Guardianship/conservator clearance rates are better than in the past. We know that changing the standard from 8 to 5 weeks from filing to appointment hearing was a major factor. We...believe the Adjunct Judicial Officer pilot helped us to maintain that 5 week standard."
- The 9<sup>th</sup> District noted having lower scores on the QCW survey in nearly all areas for employees and judges, but feel they can leverage positive results for people feeling connected to each other as they "strive toward a common goal". Also, "The significant changes in our management structure, continuing to "do more with less" and the anticipated, though still largely undefined, changes that will accompany the MJB's transition to e-courts cause apprehension in many of our staff."

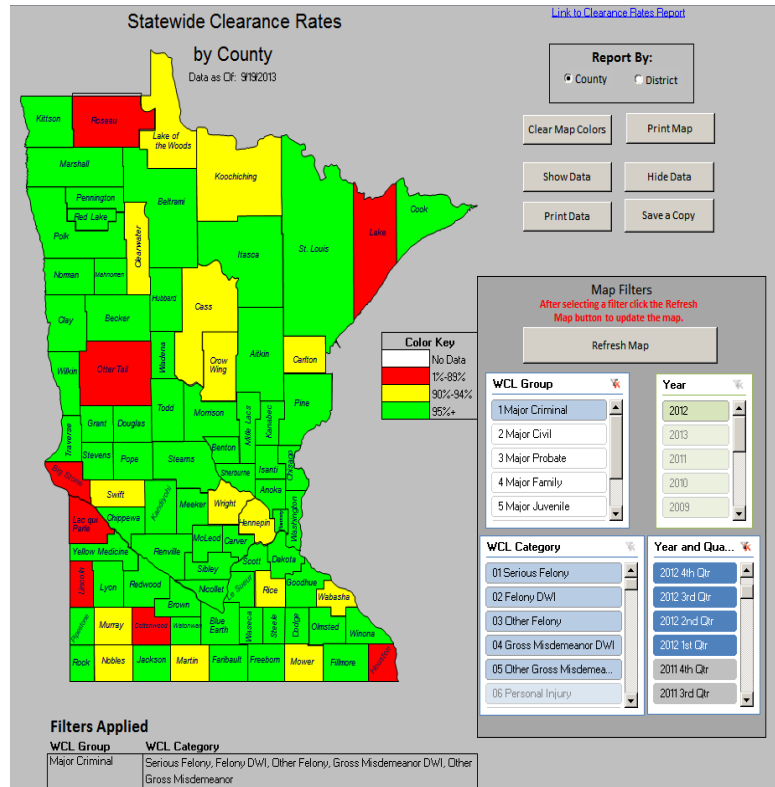
Figure 7.1: Example of Clearance Rate Stoplight Report

**On-going Review**

Several districts report that they have implemented on-going review of summary results and the data on individual cases that is available. Continuous review of timing measures can be accomplished using the Trial Court Reports (MNJAD reports) on [CourtNet](#) as well as newly provided reports for data security related to eCourtMN.

All Trial Court Reports include the ability to “drill-through” to individual case names and numbers to assist with finding causes for particular results. Three reports are also available in a “stoplight report” version as shown in Figure 7.1

Additionally, on-demand, automated reports of results of the Access and Fairness Survey and the Quality Court Workplace Survey are also available on CourtNet.



The following chart lists the reports for five of the timeliness measures:

Performance Measure Report Title (MNJAD Reports)	Summary or Details	Date Availability	Breakdowns Available (plus statewide)
Clearance Rates – Tabular and Stoplight Version	Summary or drill-through to details	Monthly or Annually	District, County or Court
Time to Disposition – Tabular and Stoplight Version	Summary or drill-through to details	Calendar year or any rolling 12 months	District, County or Court
Age of Pending – Tabular and Stoplight Version	Summary (Details available via Pending Caseload Report)	Current as of most recent warehouse load (loads weekly); quarterly archived data available by request	District, County, Court or Judge
Length of Time to Permanency	Summary or drill-through to details	Any month or year combination	District, County, Court or Judge
Time to Adoption for Children under State Guardianship	Summary or drill-through to details	Any month or year combination	District, County, Court or Guardianship Judge

## DATA DETAILS (APPENDIX)

### ACCESS AND FAIRNESS SURVEY FORMS



#### Access and Fairness Survey

Thank you for taking this survey today.  
Please complete both sides of the survey.

Please answer each question by filling in the appropriate circle.



<b>Section 1: Access</b> <i>(Please fill in the appropriate circle)</i>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Finding the courthouse was easy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The forms I needed were clear and easy to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt safe in the courthouse.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The court makes reasonable efforts to remove physical and language barriers to service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to get my court business done in a reasonable amount of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court staff paid attention to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was treated with courtesy and respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I easily found the courtroom or office I needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The court's hours of operation made it easy for me to do my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Did you view the court's web site prior to today's visit?**

Yes    No (If no, please skip to the next section)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I found the court's web site useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Did you appear in front of a judge today?**

Yes    No (If no, please skip to the back side)

<b>Section 2: Fairness</b> <i>(Please fill in the appropriate circle)</i>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
The way my case was handled by the court was fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The judge listened to my side of the story before he or she made a decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The judge had the information necessary to make good decisions about my case.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was treated the same as everyone else.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As I leave the court, I know what to do next about my case.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**Access and Fairness Survey**

Thank you for taking this survey today.  
Please complete both sides of the survey.



Please answer each question by filling in the appropriate circle.

**What did you do at court today? (Mark all that apply)**

- Participate in a hearing or trial
- Observe a hearing or trial
- Make a payment
- File papers
- Jury duty
- Get information
- Search court records/obtain documents
- Appear as a witness
- Visit probation/corrections/other County agency
- Other \_\_\_\_\_

**What type of case brought you to the courthouse today? (Please choose the one that fits best)**

- Criminal
- Traffic, parking
- Civil matter
- Small claims/conciliation
- Divorce, child custody or support
- Child protection, truancy, runaway
- Juvenile delinquency
- Probate
- Specialty Court (i.e. Drug Court)

**What was your role at court today? (Please choose the one that fits best)**

- Participant or party in a legal matter
- Attorney representing a client
- Friend/Family of participant or party
- Juror or potential juror
- Victim
- Law enforcement/probation/social services
- Community member observing court
- Witness
- Other \_\_\_\_\_

**How often are you typically in this courthouse? (Choose the closest estimate)**

- First time in this courthouse
- Once a year or less
- Several times a year
- Regularly

**How do you identify yourself?**

- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Multi-Racial
- Native Hawaiian, Pacific Islander
- White
- Other \_\_\_\_\_

**What is your gender?**  Male  Female

**What is your age?**  18 or under  19-24  25-34  35-44  45-54  55-64  65 or over

Comments:

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## ACCESS & FAIRNESS SURVEY REPORTING AND ANALYSIS NOTES

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Responses to the statement “I found the court’s web site useful” are included in the results if “Yes” is selected for the website intro question (did you view the court’s web site prior to today’s visit?), or if the introductory question was left blank, but a response is provided to the website statement.

Responses to the statement are excluded if “No” is selected for the intro question. (272 responses excluded for this reason) In 2008, respondents were not asked specifically if they viewed the court’s web site prior to their court visit. The statement said, “I viewed the court’s Web site and found it useful.” All responses to this statement are included in the results.

Respondents were asked “Did you appear in front of a judge today?” before completing Section 2: Fairness. Responses are included if “Yes” is selected, but are not included for those who answered “No” to this question, even if they completed Section 2 (199 surveys). If the introductory question is left blank, but responses are provided for one or more of the statements, responses are included if a) the respondent selected “Participate in a hearing or trial” as something they did in court that day, or b) if their activity was unknown (no answer to the question). There were 818 respondents who did not answer the intro judge question, but also did not meet the criteria a or b. In total, there were 617 responses to one or more of the statements in the Fairness section that needed to be excluded from the results.

Responses for individuals reporting “visit probation/corrections/other County agency” only for the question “What did you do at court today?” are not included in the results (110 surveys). Also, respondents answering “other” and specifying a non-court related activity (i.e. paying taxes, county board meeting, etc.) are also excluded in the results (61). Respondents answering “other” and noting a court related activity, or without specifying any activity, are included in the results.

Comments from respondents are included in the automated reporting tool, except those that may “identify the respondent” or “identifies specific court personnel, directly or indirectly” have been removed, pursuant to Order Regarding Accessibility to Access and Fairness Survey Responses, No. ADM 10-8050 (Dated October 12, 2012).

## ACCESS &amp; FAIRNESS SURVEY, STATEWIDE DEMOGRAPHICS 2013 AND 2008

What type of case brought you to the courthouse?				
	2013 State (includes CPC)	2013 locations on CPC	2013 2 <sup>nd</sup> , 4 <sup>th</sup> Districts	2008
Criminal	37%	40%	23%	28%
Traffic/Parking	20%	17%	28%	18%
Civil	12%	10%	18%	10%
Divorce/Custody/Support	11%	11%	12%	7%
Child Protection/ Truancy/Runaway	7%	7%	4%	5%
Juvenile Delinquency	4%	4%	4%	6%
Small Claims/Conciliation	4%	4%	4%	4%
Probate	3%	3%	2%	2%
Specialty Court (i.e. Drug Court)	3%	4%	4%	2%

What is your age?	
	2013
18 or under	4%
19-24	13%
25-34	26%
35-44	22%
45-54	19%
55-64	12%
65+	3%

What did you do at court today?		
	2013	2008
Participate in a hearing or trial	50%	37%
Observe a hearing or trial	11%	11%
Other	10%	12%
Get Information	7%	6%
File papers	6%	7%
Make a payment	6%	10%
Search records or obtain documents	3%	3%
Appear as witness	2%	2%
Jury Duty	2%	4%
Visit probation/corrections/other	2%	2%
Represent a client		8%

How do you identify yourself?		
	2013	2008
White	77%	80%
Black or African American	9%	7%
Hispanic or Latino	5%	4%
American Indian or Alaska Native	4%	4%
Asian, Native Hawaiian, Pacific Islander	2%	2%
Multi-Racial	2%	2%
Other	2%	2%

What was your role at court today?		
	2013	2008
Participate in a hearing or trial	43%	39%
Attorney representing a client	16%	14%
Other	13%	13%
Friend/family of participant or party	11%	15%
Law Enforcement/prob/soc svcs	6%	7%
Victim	5%	5%
Juror or potential juror	3%	4%
Witness	2%	2%
Community member observing court	1%	2%

How often are you typically in this courthouse?		
	2013	2008
First time	23%	24%
Once a year	32%	31%
Several times a year	17%	19%
Regularly	28%	27%

What is your gender?		
	2013	2008
Female	45%	46%
Male	55%	54%

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 NUMBER OF DISPOSITIONS PER COUNTY IN 2012, DELINQUENCY FELONY CASES
 

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County	# Dispositions Del. Felony Cases 2012	County	# Dispositions Del. Felony Cases 2012
Aitkin	21	Martin	18
Anoka	196	McLeod	19
Becker	23	Meeker	14
Beltrami	42	Mille Lacs	50
Benton	33	Morrison	21
Big Stone	2	Mower	55
Blue Earth	60	Murray	4
Brown	15	Nicollet	28
Carlton	26	Nobles	21
Carver	58	Norman	11
Cass	57	Olmsted	107
Chippewa	18	Otter Tail	60
Chisago	28	Pennington	17
Clay	32	Pine	33
Clearwater	28	Pipestone	3
Cook	2	Polk	34
Cottonwood	9	Pope	8
Crow Wing	76	Ramsey	382
Dakota	194	Red Lake	2
Dodge	27	Redwood	22
Douglas	21	Renville	27
Faribault	32	Rice	35
Fillmore	27	Rock	8
Freeborn	16	Roseau	13
Goodhue	45	Scott	92
Grant	8	Sherburne	62
Hennepin	790	Sibley	14
Houston	13	St. Louis	189
Hubbard	18	Stearns	104
Isanti	22	Steele	27
Itasca	59	Stevens	3
Jackson	7	Swift	7
Kanabec	18	Todd	12
Kandiyohi	22	Traverse	3
Kittson	7	Wabasha	24
Koochiching	16	Wadena	15
Lac qui Parle	8	Waseca	24
Lake	8	Washington	95
Lake of the Woods	2	Watonwan	22
LeSueur	28	Wilkin	2
Lincoln	1	Winona	25
Lyon	33	Wright	95
Mahnomen	15	Yellow Medicine	9
Marshall	3	<b>Statewide</b>	<b>3,982</b>

**GROSS MISD DWI CASES PENDING BEYOND 12 MONTHS AS OF 7-4-2013 AND AVG  
DAYS PENDING**

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District	County	Total Cases Pending Beyond 12 Months	Percent of Pending Cases Pending Beyond 12 Months	Avg Num Days Pending for Cases Pending Beyond 12 Months	District	County	Total Cases Pending Beyond 12 Months	Percent of Pending Cases Pending Beyond 12 Months	Avg Num Days Pending for Cases Pending Beyond 12 Months
1	Carver	5	8.3%	481	7	Benton	3	13.6%	529
1	Dakota	32	8.1%	858	7	Clay	1	1.4%	496
1	Goodhue	1	3.4%	380	7	Douglas	2	6.5%	809
1	LeSueur	1	14.3%	690	7	Mille Lacs	5	16.7%	1008
1	McLeod	7	25.0%	1293	7	Morrison	4	14.8%	526
1	Scott	25	17.2%	1249	7	Otter Tail	1	2.0%	430
1	Sibley	1	20.0%	1557	7	Stearns	16	9.3%	765
2	Ramsey	50	11.3%	550	7	Todd	4	23.5%	456
3	Freeborn	7	19.4%	928	7	Wadena	1	11.1%	826
3	Olmsted	10	15.9%	1203	8	Big Stone	1	16.7%	443
3	Rice	1	2.4%	438	8	Grant	1	16.7%	423
3	Steele	14	20.6%	764	8	Swift	2	25.0%	1367
3	Waseca	1	10.0%	1214	9	Aitkin	5	15.6%	604
3	Winona	1	2.0%	1065	9	Beltrami	1	3.7%	394
4	Hennepin	67	5.7%	700	9	Clearwater	1	16.7%	584
5	Blue Earth	3	4.7%	665	9	Crow Wing	13	16.7%	715
5	Jackson	1	25.0%	1956	9	Mahnomen	1	9.1%	367
5	Martin	2	8.3%	608	10	Anoka	14	5.6%	745
5	Nicollet	1	8.3%	395	10	Chisago	10	15.2%	804
5	Nobles	1	4.0%	784	10	Isanti	11	18.6%	890
5	Redwood	2	18.2%	612	10	Kanabec	2	8.3%	572
6	Carlton	2	6.1%	1410	10	Pine	6	15.8%	708
6	Cook	1	16.7%	1112	10	Sherburne	2	2.2%	386
6	St. Louis	14	8.4%	594	10	Washington	7	3.4%	1030
7	Becker	1	2.7%	1064	10	Wright	16	11.3%	643

Cases pending as of 7-4-2013; Counties not listed had no Gross Misdemeanor DWI cases pending beyond the 99<sup>th</sup> percentile



### BACKLOG INDEX 2008-2012 BY DISTRICT

<b>District One Backlog Index 2008-2012</b>															
	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	3,306	7,281	0.45	3,723	6,990	0.53	3,428	6,711	0.51	3,126	6,363	0.49	3,508	6,720	0.52
Maj Civ	1,882	5,640	0.33	1,905	5,995	0.32	1,546	5,486	0.28	1,523	4,787	0.32	1,511	4,864	0.31
Prob/MH	977	1,984	0.49	1,605	1,784	0.90	1,414	2,691	0.53	197	1,500	0.13	220	1,484	0.15
Family	2,476	7,075	0.35	1,344	6,182	0.22	1,284	6,325	0.20	1,133	6,310	0.18	1,064	6,151	0.17
Juvenile	3,735	7,696	0.49	1,659	7,137	0.23	1,484	6,637	0.22	1,185	6,014	0.20	1,180	5,835	0.20
Min Civ							2,232	21,125	0.11	2,104	19,071	0.11	2,054	18,041	0.11
Min Crim										16,280	119,991	0.14	16,563	115,245	0.14

<b>District Two Backlog Index 2008-2012</b>															
	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	1,464	5,326	0.27	2,081	5,733	0.36	1,836	5,400	0.34	1,775	5,695	0.31	1,727	5,693	0.30
Maj Civ	2,508	4,363	0.57	1,826	4,443	0.41	1,793	4,247	0.42	1,626	4,107	0.40	1,390	3,650	0.38
Prob/MH	779	2,012	0.39	614	1,781	0.34	508	1,570	0.32	555	1,709	0.32	371	1,584	0.23
Family	1,032	4,954	0.21	1,168	5,240	0.22	1,075	5,249	0.20	1,009	5,231	0.19	924	5,368	0.17
Juvenile	1,241	4,165	0.30	1,394	4,285	0.33	619	3,320	0.19	697	3,385	0.21	749	3,634	0.21
Min Civ							1,924	17,087	0.11	1,657	15,099	0.11	1,733	14,482	0.12
Min Crim										126,690	313,345	0.40	91,951	262,546	0.35

<b>District Three Backlog Index 2008-2012</b>															
	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	3,220	5,711	0.56	2,774	5,115	0.54	2,813	5,189	0.54	2,742	5,107	0.54	2,513	4,922	0.51
Maj Civ	904	3,126	0.29	934	3,446	0.27	838	3,599	0.23	836	3,302	0.25	707	3,117	0.23
Prob/MH	323	1,578	0.20	266	1,413	0.19	190	1,294	0.15	165	1,294	0.13	192	1,363	0.14
Family	933	4,119	0.23	909	4,309	0.21	952	4,348	0.22	810	4,130	0.20	724	4,051	0.18
Juvenile	1,141	4,084	0.28	940	3,300	0.28	861	3,348	0.26	785	3,093	0.25	844	3,253	0.26
Min Civ							1,479	9,788	0.15	1,185	10,103	0.12	1,098	9,228	0.12
Min Crim										8,226	56,407	0.15	8,790	55,180	0.16

<b>District Four Backlog Index 2008-2012</b>															
	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	3,865	13,464	0.29	3,937	12,761	0.31	3,988	11,847	0.34	2,742	5,107	0.54	4,341	11,842	0.37
Maj Civ	3,232	10,682	0.30	4,028	11,874	0.34	4,038	10,621	0.38	836	3,302	0.25	3,703	10,085	0.37
Prob/MH	946	4,429	0.21	684	3,850	0.18	335	3,343	0.10	165	1,294	0.13	349	3,430	0.10
Family	2,318	9,966	0.23	2,238	10,850	0.21	2,127	11,107	0.19	810	4,130	0.20	2,156	10,717	0.20
Juvenile	2,689	14,472	0.19	2,241	13,862	0.16	1,666	11,461	0.15	785	3,093	0.25	2,202	11,002	0.20
Min Civ							5,031	37,772	0.13	3,985	33,121	0.12	5,146	34,303	0.15
Min Crim										433,495	636,632	0.68	359,156	504,448	0.71

**District Five Backlog Index 2008-2012**

	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	1,457	3,364	0.43	1,286	3,186	0.40	1,283	2,985	0.43	1,231	2,908	0.42	1,357	3,136	0.43
Maj Civ	642	2,036	0.32	620	2,234	0.28	525	2,183	0.24	574	2,137	0.27	449	2,080	0.22
Prob/MH	1,148	1,286	0.89	1,075	1,327	0.81	592	1,282	0.46	429	1,202	0.36	323	1,147	0.28
Family	468	2,685	0.17	460	2,763	0.17	438	2,702	0.16	456	2,630	0.17	423	2,675	0.16
Juvenile	1,120	3,370	0.33	1,038	2,933	0.35	747	2,585	0.29	728	2,709	0.27	691	2,480	0.28
Min Civ							656	6,413	0.10	589	5,977	0.10	700	5,697	0.12
Min Crim										6,276	41,136	0.15	6,703	41,088	0.16

**District Six Backlog Index 2008-2012**

	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	1,272	3,406	0.37	1,191	3,273	0.36	1,240	3,288	0.38	1,318	3,239	0.41	1,412	3,291	0.43
Maj Civ	768	2,153	0.36	731	2,124	0.34	710	2,240	0.32	800	2,642	0.30	707	2,455	0.29
Prob/MH	638	1,180	0.54	395	810	0.49	358	807	0.44	334	816	0.41	315	778	0.40
Family	570	2,722	0.21	525	2,666	0.20	544	2,850	0.19	480	2,696	0.18	511	2,999	0.17
Juvenile	860	2,633	0.33	817	2,434	0.34	721	2,473	0.29	593	2,298	0.26	682	2,207	0.31
Min Civ							838	8,432	0.10	692	8,351	0.08	704	7,115	0.10
Min Crim										18,096	35,729	0.51	17,148	36,891	0.46

**District Seven Backlog Index 2008-2012**

	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	3,220	6,308	0.51	3,001	6,023	0.50	2,777	5,668	0.49	2,855	5,760	0.50	2,796	5,735	0.49
Maj Civ	1,083	3,155	0.34	924	3,045	0.30	825	2,972	0.28	779	3,082	0.25	737	2,966	0.25
Prob/MH	919	1,869	0.49	575	1,421	0.40	422	1,505	0.28	277	1,343	0.21	304	1,418	0.21
Family	955	4,060	0.24	871	4,026	0.22	916	4,041	0.23	867	4,162	0.21	829	4,131	0.20
Juvenile	1,413	4,889	0.29	1,247	4,244	0.29	1,079	4,099	0.26	970	3,606	0.27	950	3,623	0.26
Min Civ							853	12,206	0.07	1,022	12,027	0.08	853	10,986	0.08
Min Crim										10,221	56,653	0.18	10,996	58,971	0.19

**District Eight Backlog Index 2008-2012**

	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	574	1,743	0.33	549	1,609	0.34	517	1,645	0.31	553	1,644	0.34	621	1,668	0.37
Maj Civ	317	1,040	0.30	279	1,151	0.24	249	970	0.26	241	1,029	0.23	212	881	0.24
Prob/MH	253	833	0.30	185	649	0.29	151	636	0.24	157	650	0.24	149	725	0.21
Family	229	1,363	0.17	219	1,403	0.16	216	1,434	0.15	248	1,464	0.17	213	1,309	0.16
Juvenile	364	1,581	0.23	296	1,300	0.23	311	1,317	0.24	326	1,072	0.30	273	1,041	0.26
Min Civ							161	3,390	0.05	214	3,436	0.06	192	2,822	0.07
Min Crim										2,209	18,568	0.12	2,277	19,495	0.12

<b>District Nine Backlog Index 2008-2012</b>															
	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	2,237	5,556	0.40	1,864	4,836	0.39	1,844	4,584	0.40	1,955	4,879	0.40	1,867	4,841	0.39
Maj Civ	941	2,980	0.32	1,046	3,123	0.33	968	2,862	0.34	831	3,216	0.26	851	3,619	0.24
Prob/MH	1,128	1,733	0.65	709	1,247	0.57	580	1,158	0.50	563	1,233	0.46	594	1,255	0.47
Family	861	3,876	0.22	799	3,818	0.21	750	3,831	0.20	720	3,684	0.20	760	3,485	0.22
Juvenile	1,388	4,444	0.31	1,097	3,980	0.28	1,002	3,692	0.27	960	3,548	0.27	844	3,500	0.24
Min Civ							1,008	9,568	0.11	927	8,660	0.11	642	6,974	0.09
Min Crim										5,618	44,356	0.13	6,255	45,952	0.14

<b>District Ten Backlog Index 2008-2012</b>															
	YE 07 Pend	CY 08 Disps	2008 Backlog Index	YE 08 Pend	YE 09 Disps	2009 Backlog Index	YE 09 Pend	YE 10 Disps	2010 Backlog Index	YE 10 Pend	YE 11 Disps	2011 Backlog Index	YE 11 Pend	YE 12 Disps	2012 Backlog Index
Maj Crim	5,165	9,275	0.56	5,011	8,654	0.58	4,372	8,236	0.53	4,401	8,002	0.55	4,344	8,086	0.54
Maj Civ	2,822	6,753	0.42	2,763	7,044	0.39	2,696	6,502	0.41	2,682	6,718	0.40	2,225	6,639	0.34
Prob/MH	1,168	2,025	0.58	1,022	2,301	0.44	380	1,733	0.22	395	1,761	0.22	353	1,802	0.20
Family	2,346	7,920	0.30	2,238	7,722	0.29	2,213	7,809	0.28	2,067	7,765	0.27	1,900	7,520	0.25
Juvenile	1,923	7,537	0.26	1,549	6,405	0.24	1,107	5,680	0.19	1,042	5,335	0.20	1,071	5,124	0.21
Min Civ							3,484	25,224	0.14	3,261	22,016	0.15	3,230	22,236	0.15
Min Crim										20,407	118,560	0.17	21,981	113,480	0.19

### JUROR RACE BY COUNTY 2012

District	County	% White	% Black	% Asian/ Pac Isl	% Hispanic	% Am Indian	% Multi or Other Race	% With No Race Data
1	Carver	96.4%	0.8%	0.5%	1.3%	0.8%	0.3%	1.0%
1	Dakota	90.3%	2.4%	2.6%	2.8%	0.3%	1.7%	1.2%
1	Goodhue	99.2%	0.0%	0.0%	0.0%	0.8%	0.0%	1.6%
1	LeSueur	90.8%	0.0%	0.7%	2.1%	0.7%	5.7%	1.4%
1	McLeod	98.0%	0.0%	0.3%	0.7%	0.7%	0.3%	2.0%
1	Scott	92.2%	0.7%	3.3%	1.5%	0.6%	1.6%	1.4%
1	Sibley	98.7%	0.0%	1.3%	0.0%	0.0%	0.0%	3.7%
	<b>Dist 1 Total</b>	<b>92.2%</b>	<b>1.5%</b>	<b>2.3%</b>	<b>2.1%</b>	<b>0.5%</b>	<b>1.5%</b>	<b>1.4%</b>
2	<b>Dist 2 Total</b>	<b>81.1%</b>	<b>5.8%</b>	<b>6.3%</b>	<b>3.2%</b>	<b>0.7%</b>	<b>2.8%</b>	<b>1.8%</b>
3	Dodge	98.1%	0.0%	0.0%	0.0%	1.9%	0.0%	0.0%
3	Fillmore	99.0%	0.0%	0.0%	0.0%	0.5%	0.5%	1.9%
3	Freeborn	96.0%	0.0%	0.4%	1.8%	0.9%	0.9%	2.6%
3	Houston	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
3	Mower	95.7%	0.9%	0.6%	2.2%	0.6%	0.0%	1.9%
3	Olmsted	92.4%	1.6%	2.3%	1.6%	0.7%	1.4%	0.7%
3	Rice	96.4%	0.3%	1.3%	0.6%	0.6%	0.6%	0.6%
3	Steele	95.8%	0.0%	0.0%	2.5%	0.5%	1.3%	1.3%
3	Wabasha	97.6%	0.0%	0.6%	1.2%	0.0%	0.6%	2.4%
3	Waseca	99.1%	0.0%	0.0%	0.9%	0.0%	0.0%	0.9%
3	Winona	98.5%	0.4%	0.4%	0.7%	0.0%	0.0%	0.7%
	<b>Dist 3 Total</b>	<b>94.6%</b>	<b>0.9%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>0.5%</b>	<b>0.9%</b>	<b>0.9%</b>
4	<b>Dist 4 Total</b>	<b>82.1%</b>	<b>7.8%</b>	<b>4.6%</b>	<b>2.3%</b>	<b>0.7%</b>	<b>2.4%</b>	<b>0.0%</b>
5	Blue Earth	97.8%	0.0%	0.8%	0.3%	0.8%	0.3%	1.1%
5	Brown	97.7%	0.3%	0.0%	1.6%	0.0%	0.3%	0.7%
5	Cottonwood	89.1%	0.0%	0.0%	7.3%	3.6%	0.0%	0.0%
5	Faribault	95.7%	0.0%	0.0%	2.6%	0.9%	0.9%	0.0%
5	Jackson	97.0%	0.0%	0.0%	1.5%	1.5%	0.0%	0.0%
5	Lincoln	n/a	n/a	n/a	n/a	n/a	n/a	n/a
5	Lyon	98.1%	0.0%	1.3%	0.0%	0.6%	0.0%	0.0%
5	Martin	97.8%	0.0%	0.0%	1.1%	0.0%	1.1%	0.0%
5	Murray	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%
5	Nicollet	96.2%	1.0%	0.5%	1.4%	0.0%	1.0%	1.0%
5	Nobles	93.3%	1.1%	0.0%	2.2%	1.1%	2.2%	2.2%
5	Pipestone	96.3%	0.0%	0.0%	0.0%	0.0%	3.7%	3.6%
5	Redwood	92.1%	0.0%	0.3%	2.3%	3.3%	2.0%	1.3%
5	Rock	n/a	n/a	n/a	n/a	n/a	n/a	n/a
5	Watonwan	87.5%	0.0%	0.0%	6.9%	2.1%	3.5%	0.7%
	<b>Dist 5 Total</b>	<b>95.4%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>1.9%</b>	<b>1.1%</b>	<b>1.0%</b>	<b>0.9%</b>
6	Carlton	94.2%	0.0%	0.0%	0.0%	3.1%	2.7%	1.3%
6	Cook	94.1%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%
6	Lake	97.2%	0.0%	0.9%	0.9%	0.0%	0.9%	1.8%
6	St. Louis-Duluth	95.2%	0.1%	0.8%	0.9%	1.4%	1.5%	2.2%

Data Details (Appendix)

District	County	% White	% Black	% Asian/ Pac Isl	% Hispanic	% Am Indian	% Multi or Other Race	% With No Race Data
6	St. Louis-Hibbing	95.0%	0.0%	0.0%	2.2%	1.1%	1.7%	0.8%
6	St. Louis-Virginia	97.3%	0.0%	0.3%	0.0%	0.7%	1.7%	1.0%
	<b>Dist 6 Total</b>	<b>95.4%</b>	<b>0.1%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>1.4%</b>	<b>1.6%</b>	<b>1.8%</b>
7	Becker	93.0%	0.0%	0.5%	0.0%	4.7%	1.9%	0.9%
7	Benton	97.4%	0.6%	0.0%	0.6%	0.6%	0.9%	1.7%
7	Clay	96.1%	0.3%	0.9%	1.3%	0.6%	0.8%	1.8%
7	Douglas	97.7%	0.0%	0.5%	0.5%	0.3%	1.0%	1.0%
7	Mille Lacs	94.9%	0.1%	0.6%	1.0%	2.4%	1.0%	1.9%
7	Morrison	96.8%	0.0%	0.0%	0.6%	0.6%	1.9%	1.3%
7	Otter Tail	96.3%	0.0%	0.2%	0.9%	1.6%	0.9%	0.7%
7	Stearns	96.9%	0.5%	0.8%	0.8%	0.4%	0.6%	1.6%
7	Todd	96.3%	0.0%	1.1%	1.1%	1.1%	0.5%	1.6%
7	Wadena	93.0%	2.3%	0.0%	2.3%	1.2%	1.2%	1.2%
	<b>Dist 7 Total</b>	<b>96.3%</b>	<b>0.3%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>1.5%</b>
8	Big Stone	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
8	Chippewa	97.1%	0.0%	0.0%	1.9%	0.0%	1.0%	0.0%
8	Grant	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
8	Kandiyohi	96.5%	0.0%	0.0%	2.0%	0.3%	1.2%	0.9%
8	Lac Que Parle	n/a	n/a	n/a	n/a	n/a	n/a	n/a
8	Meeker	98.3%	0.0%	0.0%	0.8%	0.8%	0.0%	1.7%
8	Pope	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%
8	Renville	95.7%	0.0%	0.0%	2.2%	0.0%	2.2%	2.2%
8	Stevens	97.8%	0.0%	0.0%	1.1%	0.0%	1.1%	0.0%
8	Swift	98.0%	0.0%	0.0%	1.2%	0.4%	0.4%	3.1%
8	Traverse	99.0%	0.0%	0.0%	0.0%	0.0%	1.0%	2.8%
8	Wilkin	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
8	Yellow Medicine	96.0%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%
	<b>Dist 8 Total</b>	<b>97.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.3%</b>	<b>0.8%</b>	<b>1.6%</b>
9	Aitkin	97.1%	0.2%	0.0%	0.8%	1.0%	1.0%	2.7%
9	Beltrami	87.8%	0.4%	0.9%	0.4%	8.6%	1.9%	0.9%
9	Cass	89.7%	0.0%	0.6%	0.6%	6.0%	3.1%	2.2%
9	Clearwater	97.2%	0.0%	0.0%	0.0%	1.9%	0.9%	2.3%
9	Crow Wing	95.8%	0.2%	0.7%	1.0%	1.7%	0.5%	2.9%
9	Hubbard	98.3%	0.0%	0.0%	0.3%	1.0%	0.3%	3.1%
9	Itasca	94.3%	0.0%	0.0%	1.5%	2.7%	1.5%	2.3%
9	Kittson	95.5%	0.0%	0.0%	4.5%	0.0%	0.0%	8.7%
9	Koochiching	96.2%	0.6%	0.0%	0.0%	1.3%	1.9%	1.9%
9	Lake o' Woods	n/a	n/a	n/a	n/a	n/a	n/a	n/a
9	Mahnomen	68.6%	0.0%	0.0%	2.0%	25.5%	3.9%	1.0%
9	Marshall	98.9%	0.0%	0.6%	0.0%	0.6%	0.0%	2.2%
9	Norman	n/a	n/a	n/a	n/a	n/a	n/a	n/a
9	Pennington	96.6%	0.0%	0.0%	1.4%	0.7%	1.4%	2.0%
9	Polk	95.9%	0.0%	0.4%	2.0%	0.7%	1.1%	2.3%
9	Red Lake	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%
9	Roseau	98.5%	0.0%	0.5%	0.0%	0.5%	0.5%	2.0%
	<b>Dist 9 Total</b>	<b>94.3%</b>	<b>0.1%</b>	<b>0.3%</b>	<b>0.9%</b>	<b>3.1%</b>	<b>1.3%</b>	<b>2.3%</b>

District	County	% White	% Black	% Asian/ Pac Isl	% Hispanic	% Am Indian	% Multi or Other Race	% With No Race Data
10	Anoka	93.7%	1.4%	2.4%	1.0%	0.3%	1.3%	0.9%
10	Chisago	96.6%	0.0%	0.0%	1.7%	0.4%	1.3%	1.3%
10	Isanti	97.1%	0.3%	1.2%	0.6%	0.6%	0.3%	0.0%
10	Kanabac	94.9%	0.4%	0.7%	1.5%	1.8%	0.7%	1.1%
10	Pine	97.3%	0.0%	0.0%	0.5%	1.1%	1.1%	1.8%
10	Sherburne	96.9%	0.3%	0.5%	0.9%	0.6%	0.8%	0.3%
10	Washington	92.3%	1.5%	1.9%	2.1%	1.0%	1.3%	1.3%
10	Wright	96.8%	0.5%	0.9%	0.6%	0.5%	0.8%	0.8%
	<b>Dist 10 Total</b>	<b>94.7%</b>	<b>0.9%</b>	<b>1.4%</b>	<b>1.2%</b>	<b>0.7%</b>	<b>1.1%</b>	<b>1.0%</b>
	<b>Statewide</b>	<b>90.4%</b>	<b>2.7%</b>	<b>2.4%</b>	<b>1.8%</b>	<b>1.0%</b>	<b>1.6%</b>	<b>1.2%</b>

\* Percent of each race is calculated based on the total number of responses to the race question. The number of non-respondents is not included in the calculation. There were 44,205 jurors statewide in 2012.

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 JUROR GENDER BY COUNTY 2012
 

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District	County	% Female Respondents	% Male Respondents
1	Carver	50.3%	49.7%
1	Dakota	52.0%	48.0%
1	Goodhue	45.0%	55.0%
1	LeSueur	48.9%	51.1%
1	McLeod	54.4%	45.6%
1	Scott	53.0%	47.0%
1	Sibley	51.3%	48.8%
	<b>Dist 1 Total</b>	<b>52.0%</b>	<b>48.0%</b>
2	<b>Dist 2 Total</b>	<b>52.0%</b>	<b>48.0%</b>
3	Dodge	58.8%	41.2%
3	Fillmore	53.6%	46.4%
3	Freeborn	53.8%	46.2%
3	Houston	40.9%	59.1%
3	Mower	45.6%	54.4%
3	Olmsted	55.1%	44.9%
3	Rice	50.0%	50.0%
3	Steele	50.4%	49.6%
3	Wabasha	47.0%	53.0%
3	Waseca	51.9%	48.1%
3	Winona	53.0%	47.0%
	<b>Dist 3 Total</b>	<b>52.3%</b>	<b>47.7%</b>
4	<b>Dist 4 Total</b>	<b>50.2%</b>	<b>49.8%</b>
5	Blue Earth	54.6%	45.4%
5	Brown	44.5%	55.5%
5	Cottonwood	54.9%	45.1%
5	Faribault	54.5%	45.5%
5	Jackson	47.7%	52.3%
5	Lincoln	n/a	n/a
5	Lyon	46.1%	53.9%
5	Martin	52.3%	47.7%
5	Murray	56.3%	43.8%
5	Nicollet	53.2%	46.8%
5	Nobles	40.2%	59.8%
5	Pipestone	63.0%	37.0%
5	Redwood	47.8%	52.2%
5	Rock	n/a	n/a
5	Watonwan	58.2%	41.8%
	<b>Dist 5 Total</b>	<b>50.5%</b>	<b>49.5%</b>
6	Carlton	50.7%	49.3%
6	Cook	50.0%	50.0%
6	Lake	44.3%	55.7%

District	County	% Female Respondents	% Male Respondents
6	St. Louis-Duluth	55.0%	45.0%
6	St. Louis-Hibbing	50.1%	49.9%
6	St. Louis-Virginia	52.7%	47.3%
	<b>Dist 6 Total</b>	<b>53.2%</b>	<b>46.8%</b>
7	Becker	50.2%	49.8%
7	Benton	46.4%	53.6%
7	Clay	50.2%	49.8%
7	Douglas	48.5%	51.5%
7	Mille Lacs	48.0%	52.0%
7	Morrison	56.6%	43.4%
7	Otter Tail	51.5%	48.5%
7	Stearns	51.4%	48.6%
7	Todd	52.4%	47.6%
7	Wadena	52.4%	47.6%
	<b>Dist 7 Total</b>	<b>50.3%</b>	<b>49.7%</b>
8	Big Stone	48.9%	51.1%
8	Chippewa	51.0%	49.0%
8	Grant	40.9%	59.1%
8	Kandiyohi	53.7%	46.3%
8	Lac Que Parle	n/a	n/a
8	Meeker	54.2%	45.8%
8	Pope	67.7%	32.3%
8	Renville	51.1%	48.9%
8	Stevens	40.0%	60.0%
8	Swift	46.6%	53.4%
8	Traverse	51.4%	48.6%
8	Wilkin	55.4%	44.6%
8	Yellow Medicine	52.0%	48.0%
	<b>Dist 8 Total</b>	<b>50.8%</b>	<b>49.2%</b>
9	Aitkin	55.7%	44.3%
9	Beltrami	52.4%	47.6%
9	Cass	52.9%	47.1%
9	Clearwater	52.9%	47.1%
9	Crow Wing	53.6%	46.4%
9	Hubbard	53.6%	46.4%
9	Itasca	49.6%	50.4%
9	Kittson	54.5%	45.5%
9	Koochiching	41.8%	58.2%
9	Lake o' Woods	n/a	n/a
9	Mahnomen	51.0%	49.0%
9	Marshall	52.0%	48.0%
9	Norman	n/a	n/a
9	Pennington	54.1%	45.9%
9	Polk	46.9%	53.1%
9	Red Lake	57.9%	42.1%
9	Roseau	52.8%	47.2%
	<b>Dist 9 Total</b>	<b>51.8%</b>	<b>48.2%</b>



District	County	% Female Respondents	% Male Respondents
10	Anoka	50.5%	49.5%
10	Chisago	53.3%	46.7%
10	Isanti	50.6%	49.4%
10	Kanabac	48.9%	51.1%
10	Pine	51.9%	48.1%
10	Sherburne	49.3%	50.7%
10	Washington	52.0%	48.0%
10	Wright	51.0%	49.0%
	<b>Dist 10 Total</b>	<b>50.9%</b>	<b>49.1%</b>
	<b>Statewide</b>	<b>51.2%</b>	<b>48.8%</b>

\*\*Percent of jurors who are female and are male is calculated based on the total number who completed that item on the questionnaire. Of the 44,205 questionnaires returned statewide, 43,761 had the gender section complete and are reported in this chart.

## QUALITY COURT WORKPLACE SURVEY – STATEWIDE EMPLOYEE RESULTS

Quality Court Workplace Survey Results													
Environmental Factors Leading to Dissatisfaction		Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree*	Mean Score*	Sig. +	(N)	Agreement from 2008	Mean from 2008
8	I am treated with respect.	9%	3%	6%	14%	51%	27%	<u>78%</u>	3.9	+	1,743	78%	4.0
9	When I do my job well, I am likely to be recognized and thanked by my supervisor.	15%	4%	11%	16%	41%	28%	<u>69%</u>	3.8	+	1,749	71%	3.9
16	Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	16%	5%	10%	28%	43%	13%	<u>56%</u>	3.5		1,745	56%	3.5
17	I have regular meetings with my supervisor that are useful and meaningful.	17%	4%	13%	21%	44%	18%	<u>62%</u>	3.6		1,752	60%	3.6
26	My supervisor is available when I have questions or need help.	7%	2%	5%	11%	47%	36%	<u>82%</u>	4.1		1,745	83%	4.2
<b>Supervision and Management</b>		<b>75</b>											
4	My court is respected in the community.	5%	1%	4%	24%	52%	19%	<u>71%</u>	3.8		1,748	68%	3.8
10	My working conditions and environment enable me to do my job well.	14%	4%	10%	18%	50%	19%	<u>69%</u>	3.7		1,751	66%	3.7
19	I have the materials, equipment, and supplies necessary to do my job well.	7%	1%	6%	11%	58%	24%	<u>82%</u>	4.0		1,750	82%	4.0
27	I am able to keep up with my workload without feeling overwhelmed.	20%	4%	16%	19%	49%	12%	<u>61%</u>	3.5	+	1,751	56%	3.4
31	I feel safe at my workplace.	10%	3%	7%	11%	53%	26%	<u>79%</u>	3.9		1,747	79%	4.0
<b>Work Conditions</b>		<b>76</b>											
5	The people I work with can be relied upon when I need help.	5%	1%	4%	10%	44%	41%	<u>85%</u>	4.2		1,751	84%	4.2
15	The people I work with take a personal interest in me.	7%	2%	5%	20%	52%	21%	<u>73%</u>	3.9		1,738	73%	3.9
20	My coworkers care about the quality of services and programs we provide.	5%	1%	4%	16%	52%	27%	<u>79%</u>	4.0		1,751	79%	4.0
28	My workplace is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics (i.e. age, gender, religion, race/ethnicity, sexual orientation, disability, etc.).	11%	4%	7%	16%	50%	23%	<u>73%</u>	3.8	+	1,743	74%	3.9
30	I am skilled in communicating and working effectively with coworkers, clients and/or court users from diverse backgrounds.	1%	0%	1%	8%	61%	30%	<u>91%</u>	4.2		1,749	90%	4.2
<b>Interpersonal Relations</b>		<b>80</b>											

\* Bold Green = 2012 Higher, Underlined Yellow = Same, Italicized Red = 2012 Lower  
+ Mean score difference from 2008 is statistically significant ( $p < .05$ )

<b>Motivational Factors Leading to Satisfaction</b>		Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree*	Mean Score*	Sig. +	(N)	Agreement from 2008	Mean from 2008
11	I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division.	<b>11%</b>	3%	8%	15%	43%	31%	<b>74%</b>	<b>3.9</b>		1,749	76%	4.0
12	Important information is communicated to me in a timely manner.	<b>17%</b>	4%	13%	21%	49%	14%	<b>63%</b>	<u>3.6</u>		1,750	64%	3.6
13	The leadership structure of the Branch meets the needs of my court.	<b>12%</b>	3%	9%	29%	46%	12%	<b>58%</b>	<b>3.6</b>		1,746	54%	3.5
21	On my job, I know exactly what is expected of me.	<b>5%</b>	1%	4%	10%	57%	28%	<b>86%</b>	<u>4.1</u>	+	1,745	84%	4.1
23	My time and talents are used well.	<b>12%</b>	2%	10%	16%	51%	21%	<b>72%</b>	<b>3.8</b>	+	1,746	74%	3.9
25	I know what it means for me to be successful on the job.	<b>2%</b>	0%	2%	11%	60%	27%	<b>87%</b>	<b>4.1</b>		1,740	86%	4.2
<b>Achievement</b>		<b>77</b>											
2	I am kept informed about matters that affect me in my workplace.	<b>18%</b>	4%	14%	16%	52%	15%	<b>67%</b>	<b>3.6</b>	+	1,750	65%	3.7
7	I understand how my job contributes to the overall mission of the Minnesota Judicial Branch.	<b>2%</b>	0%	2%	7%	55%	36%	<b>91%</b>	<b>4.2</b>		1,752	89%	4.3
14	I enjoy coming to work.	<b>9%</b>	2%	7%	20%	50%	21%	<b>71%</b>	<b>3.8</b>		1,747	72%	3.9
22	I am proud that I work in my court.	<b>2%</b>	0%	1%	10%	49%	39%	<b>88%</b>	<b>4.2</b>	+	1,749	88%	4.3
24	I get the training I need to do my job well.	<b>12%</b>	3%	9%	22%	49%	17%	<b>66%</b>	<u>3.7</u>		1,746	66%	3.7
29	I am able to collaborate effectively with those outside my immediate county/division to improve our work.	<b>9%</b>	2%	7%	31%	47%	13%	<b>60%</b>	<b>3.6</b>	+	1,742	63%	3.7
<b>Work Itself</b>		<b>77</b>											
1	My work unit looks for ways to improve processes and procedures.	<b>6%</b>	1%	5%	10%	55%	29%	<b>84%</b>	<b>4.0</b>	+	1,752	84%	4.2
3	As I gain experience, I am given responsibility for new and exciting challenges at work.	<b>16%</b>	4%	12%	24%	40%	21%	<b>60%</b>	<b>3.6</b>	+	1,751	63%	3.7
6	I have an opportunity to develop my own special abilities.	<b>14%</b>	3%	11%	23%	45%	18%	<b>63%</b>	<b>3.6</b>		1,752	63%	3.7
18	When appropriate, I am encouraged to use my own judgment in getting the job done.	<b>7%</b>	2%	5%	10%	54%	29%	<b>83%</b>	<b>4.0</b>	+	1,750	84%	4.1
<b>Responsibility</b>		<b>77</b>											

\* Bold Green = 2012 Higher, Underlined Yellow = Same, Italicized Red = 2012 Lower  
 + Mean score difference from 2008 is statistically significant ( $p < .05$ )

## QUALITY COURT WORKPLACE SURVEY – STATEWIDE JUDGE/JUSTICE RESULTS

Quality Court Workplace Survey Results													
Environmental Factors Leading to Dissatisfaction		Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree*	Mean Score*	Sig. +	(N)	Agreement from 2008	Mean from 2008
6	I am treated with respect.	1%	0%	0%	4%	47%	48%	95%	4.4		225	93%	4.4
11	My district has regular bench meetings that are useful and meaningful.	4%	0%	4%	12%	53%	32%	85%	4.1		225	76%	4.0
<b>Supervision and Management</b>		<b>85</b>											
3	My court is respected in the community.	2%	0%	2%	6%	56%	36%	92%	4.2		224	87%	4.2
7	My working conditions and environment enable me to do my job well.	9%	1%	8%	14%	50%	28%	78%	4.0	+	225	69%	3.8
12	I have the materials, equipment, and supplies necessary to do my job well.	8%	1%	7%	12%	53%	27%	80%	4.0		225	74%	3.9
24	I feel safe at my workplace.	12%	3%	9%	9%	48%	32%	80%	4.0		224	78%	4.0
25	I am able to keep up with my workload without feeling overwhelmed.	15%	2%	13%	14%	53%	18%	71%	3.7	+	224	59%	3.5
<b>Work Conditions</b>		<b>80</b>											
4	My judicial colleagues can be relied upon when I need help.	3%	1%	2%	5%	35%	56%	92%	4.4		225	87%	4.3
10	The people I work with take a personal interest in me.	2%	0%	2%	11%	48%	40%	87%	4.2		225	82%	4.2
13	My colleagues care about the quality of services and programs we provide.	3%	0%	2%	5%	43%	49%	92%	4.4		224	88%	4.3
19	My court is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics (i.e. age, gender, religion, race/ethnicity, sexual orientation, disability, etc.).	2%	0%	2%	7%	48%	43%	91%	4.3		225	88%	4.3
21	I am skilled in communicating and working effectively with coworkers, clients and/or court users from diverse backgrounds.	0%	0%	0%	5%	60%	34%	94%	4.3		224	92%	4.2
<b>Interpersonal Relations</b>		<b>87</b>											

\* Bold Green = 2012 Higher, Underlined Yellow = Same, Italicized Red = 2012 Lower  
+ Mean score difference from 2008 is statistically significant ( $p < .05$ )

<b>Motivational Factors Leading to Satisfaction</b>		Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree*	Mean Score*	Sig. +	(N)	Agreement from 2008	Mean from 2008
8	Important information is communicated to me in a timely manner.	6%	0%	6%	13%	57%	24%	81%	4.0		222	75%	3.9
14	I know exactly what is expected of me as a judge.	0%	0%	0%	8%	52%	40%	92%	<u>4.3</u>		224	93%	4.3
16	My time and talents are used well.	5%	1%	4%	9%	63%	23%	86%	4.0	+	225	77%	3.8
18	I know what it means for me to be successful on the job as a judge.	1%	0%	1%	8%	52%	40%	<u>92%</u>	<u>4.3</u>		223	92%	4.3
23	The leadership structure of the Branch meets the needs of my court.	13%	3%	10%	25%	40%	22%	62%	3.7	+	223	52%	3.3
<b>Achievement</b>		<b>81</b>											
2	I am kept informed about matters that affect my work.	4%	0%	4%	5%	57%	34%	91%	4.2	+	225	78%	4.0
5	I understand how my position contributes to the overall mission of the Minnesota Judicial Branch.	2%	1%	1%	5%	36%	57%	93%	<u>4.5</u>		225	91%	4.5
9	I enjoy coming to work.	1%	0%	0%	4%	40%	56%	96%	4.5		225	91%	4.4
15	I am proud that I work in my court.	0%	0%	0%	1%	24%	74%	99%	<u>4.7</u>		223	97%	4.7
17	I get the educational resources I need to do my job well.	4%	0%	3%	10%	59%	27%	86%	4.1		225	80%	4.0
20	I am able to collaborate effectively with those outside my immediate county to improve our work.	12%	1%	10%	21%	48%	19%	67%	<u>3.7</u>		223	62%	3.7
<b>Work Itself</b>		<b>86</b>											
1	My court looks for ways to improve processes and procedures.	2%	1%	1%	3%	48%	48%	95%	4.4		225	93%	4.3
22	I have an appropriate level of autonomy in my court.	3%	1%	2%	8%	58%	31%	89%	4.2		224	86%	4.1
<b>Responsibility</b>		<b>86</b>											

\* Bold Green = 2012 Higher, Underlined Yellow = Same, Italicized Red = 2012 Lower  
 + Mean score difference from 2008 is statistically significant ( $p < .05$ )

QUALITY COURT WORKPLACE SURVEY – NATIONAL CENTER FOR STATE COURTS  
MEMO - 2008

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Satisfied employees have a direct impact on a court's performance. If a court has problems with high levels of staff turnover or lack of motivation, consistent high quality service to all court users is difficult to achieve. However, paying attention to job satisfaction, and making it a top priority, creates a significant opportunity for improvement in the work place. Satisfied employees tend to be more productive, creative, and committed to their employers, with an additional benefit being that higher levels of staff satisfaction leads to higher levels of court user satisfaction.

To better understand employee attitudes and motivation, the NCSC makes use of an approach developed by the American behavioral scientist Frederick Herzberg. Through his research, he discovered an intriguing phenomenon: the things that make people satisfied and motivated on the job are different from the things that make them dissatisfied. He observed that people can get very dissatisfied with problems about company policies, supervisor behavior, salary, and working conditions. However, if these issues are resolved, it did not mean an increase in job satisfaction. Job satisfaction was the result of different factors such as interesting work, recognition, and growth.

The NCSC refers to the factors that lead to satisfaction as *motivators* and the aspects of the work place that can lead to dissatisfaction as *environmental* factors. Attention to the environmental factors is necessary to avoid dissatisfaction, but even if managed brilliantly, will not motivate people to work harder and smarter. On the other hand, motivators create satisfaction by fulfilling individuals' needs for meaning and personal growth.

The table below shows the primary types of factors that can lead to dissatisfaction and those that lead to satisfaction.

<b>Environmental Factors Leading to Dissatisfaction</b>	<b>Motivational Factors Leading to Satisfaction</b>
Supervision and Management	Achievement
Work Conditions	Work Itself
Interpersonal Relations	Responsibility

Because the factors causing satisfaction are different from the factors causing dissatisfaction, they cannot simply be viewed as opposites of each other. Therefore, court management must not only pay attention to environmental factors to avoid employee dissatisfaction, they must also pay attention to factors intrinsic to the work itself in order for employees to be satisfied with their jobs.

The NCSCs employee satisfaction survey is designed to get at issues related to both employee satisfaction and dissatisfaction. The results provide a useful tool for understanding how employees view the work place and to identify where court managers might best focus their efforts. The table below shows how the 32 survey items are aligned with specific factors that can lead to dissatisfaction and satisfaction.

*LEADING TO DISSATISFACTION*

**Supervision and Management:** These items focus on the critical and difficult role of effective supervision. This role requires good leadership skills and an ability to treat all employees respectfully and fairly.

- Q8 I am treated with respect
- Q9 When I do my job well, I am likely to be recognized and thanked by my supervisor
- Q16 Managers and supervisors follow up on employee suggestions for improvements in services and work processes
- Q17 I have regular meetings with my supervisor that are useful and meaningful
- Q26 My supervisor is available when I have questions or need help

**Work Conditions:** These items focus on working conditions and interaction with the public that shape the ability of court staff members to successfully do their jobs.

- Q4 My court is respected in the community
- Q10 My working conditions and environment enable me to do my job well
- Q19 I have the materials, equipment, and supplies necessary to do my job well
- Q27 I am able to keep up with my workload without feeling overwhelmed.
- Q31 I feel safe at my workplace

**Interpersonal Relations:** These items focus on the level of camaraderie and teamwork within the staff member's immediate work environment.

- Q5 The people I work with can be relied upon when I need help
- Q15 The people I work with take a personal interest in me
- Q20 My coworkers care about the quality of services and programs we provide
- Q28 My workplace is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics (i.e. age, gender, religion, race/ethnicity, sexual orientation, disability, etc.).
- Q30 I am skilled in communicating and working effectively with coworkers, clients and/or court users from diverse backgrounds.

*LEADING TO SATISFACTION*

**Achievement:** Since most people sincerely want to do a good job, employees must know what is expected of them and receive regular, timely feedback on how they are doing. At all levels of an organization, employees want to be kept informed and recognized for their achievements.

- Q11 I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division
- Q12 Important information is communicated to me in a timely manner

- Q13 The leadership structure of the Branch meets the needs of my court
- Q21 On my job, I know exactly what is expected of me
- Q23 My time and talents are used well
- Q25 I know what it means for me to be successful on the job

**Work Itself:** Critical for employee motivation is the belief that the work is important and the tasks are meaningful.

- Q2 I am kept informed about matters that affect me in my workplace
- Q7 I understand how my job contributes to the overall mission of the Minnesota Judicial Branch
- Q14 I enjoy coming to work
- Q22 I am proud that I work in my court
- Q24 I get the training I need to do the job well
- Q29 I am able to collaborate effectively with those outside my immediate county/division to improve our work.

**Responsibility:** Employees will be more motivated to do their jobs well if they have ownership of their work by being given enough freedom and power to carry out their tasks. Employees become more satisfied when the court supports and encourages staff to grow and develop their abilities on the job.

- Q1 My work unit looks for ways to improve processes and procedures
- Q3 As I gain experience, I am given responsibility for new and exciting challenges at work
- Q6 I have an opportunity to develop my own special abilities
- Q18 When appropriate, I am encouraged to use my own judgment in getting the job done

Using this survey provides insights and suggestions to court leaders and senior managers on how to increase satisfaction and decrease dissatisfaction. They include the following:

- Provide a forum for receiving helpful and practical suggestions from staff.
- Identify areas of strengths and weaknesses and target training programs to meet priority needs in improving employee performance.
- Help court staff members feel valued, by showing concern and respect for their views.
- Provide a benchmark against which to measure improvements.
- Enable employees to express valid concerns.

**Bottom Line:** Having asked staff members to raise issues, it is vital for the court to take positive and good-faith action on them.