

# **ASSESSING EMPLOYEE SATISFACTION IN THE SOUTH DAKOTA COURTS**

Institute for Court Management  
Court Executive Development Program  
Phase III Project  
May 2011

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## **I. ACKNOWLEDGEMENTS**

I would like to express my sincere appreciation to all of the UJS staff who took the time to respond to the survey providing the data and honest feedback so crucial to this project.

Thanks to Don Cullen, my advisor on this project, whose most excellent editing, feedback, and guidance during this project were indispensable, and greatly appreciated!

Thanks to Judge Arthur Rusch, who supported and encouraged my efforts throughout the entire CEDP process.

Thanks to Dean Schaefer, and to Joan Novak especially, who for the price of a couple of lunches, spent many hours helping me proof and edit this report.

Thanks to South Dakota State Court Administrator Pat Duggan, who gave me the little “kick in the butt” I needed to get to Williamsburg for Phase III.

Thanks to my significant other, Husker, who at least pretended to listen to me vent and ramble about deadlines and employee satisfaction when he would have much rather been watching football.

And, especially, thanks to my fellow CEDP colleagues in the class of 2011, and the NCSC staff who put up with us, for the support, encouragement, and humor throughout this process. I will always remember and cherish the spirit of camaraderie we achieved.

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## **II. ABSTRACT**

With years of recession behind, and significant budget cuts looming ahead, it is not surprising that there would be some concern with employee morale and job satisfaction levels in the Unified Judicial System of South Dakota. It is a truth universally acknowledged among experts and researchers that an employee's satisfaction level has a direct and profound impact on their productivity. Employees with higher job satisfaction care more about the quality of their work, are more committed to the organization, have higher retention rates, provide better customer service, and are more productive in general. In order to maximize productivity, organizations must pay close attention to what their employees are thinking. The best way to accomplish this is through the use of an Employee Satisfaction Survey.

Before this project, no statewide measure of court employee satisfaction levels had been conducted in South Dakota. This project was undertaken with three primary goals in mind. The first was to assess and analyze the levels of employee satisfaction within the Unified Judicial System (UJS) of South Dakota and establish a baseline for future surveys. An Employee Satisfaction Survey based on the National Center for State Courts CourTools Measure 9 was developed and distributed to all court employees within the state. Several open-ended questions followed to allow employees to more fully describe any issues, problems, or suggestions they had. Confidentiality was guaranteed.

With a satisfactory 70% response rate, it was determined that the Mean score overall for court employee satisfaction in South Dakota was 77 out of a 100, which can be converted into a percent satisfaction level of 77%. This author views the 77% satisfaction level as positive and slightly above average compared to other courts. In general, UJS employees were proud to work for the courts and enjoyed their jobs, particularly the challenge and diversity of the work and the

social relationships they have developed. The data was also filtered and sorted to allow for comparisons between circuits and position types, as well as between other courts across the country.

The second goal of this project was to attempt to identify problem areas and understand the underlying reasons behind any low satisfaction levels. An extensive review of the literature was made, focusing on the factors that influence employee satisfaction and what employers should do to improve them. The factors that experts conclude most influence employee satisfaction levels include opportunity, challenge and interest of work, job stress, social environment, leadership, job pride, pay and benefits, and amount of positive feedback. It seems clear that employers who fail to meet their employees' needs in these categories will most likely end up with a dissatisfied workforce, and lower productivity and retention rates as a result.

It was clear from the responses to the UJS survey that pay issues and lack of raises were in the forefront of everyone's mind. Perceived communication problems were clearly behind several of the lowest scoring responses to the survey, foremost being the insufficient utilization of positive feedback by supervisors. Large workloads, high stress, supervisor and coworker issues, inconsistency of practice throughout the state, and constant changes were the most commonly mentioned areas of dissatisfaction. There was also a strong perception among employees that the public does not respect the courts.

The final goal of this project was to attempt to gain insight into any problem areas discovered in the course of the survey, and identify possible solutions. Survey results considered in light of the literature indicated many of the problems identified were attributable to ineffective communication, in particular, failure by managers to provide adequate positive feedback. Employees thrive on praise and recognition. This author recommends that supervisors be

provided additional training in how to create recognition-rich work environments and improve communication levels, and that new ways be developed to keep employees informed consistently throughout the UJS. It is also suggested that the UJS revisit its pay and classification scales, and look into the possibility of providing some type of non-monetary incentives to employees in light of the current budget situation. Implementing the National Center for State Courts CourTools Measure 1 – Access and Fairness, should also be considered in an effort to determine customer satisfaction levels and address employees’ perceptions of negative public opinion.

In summary, the results of the employee survey can be considered to be positive overall. The areas for improvement that were identified should be seen as opportunities for the UJS to more fully develop the potential of its workforce. This author is confident that the UJS has the motivation and capability to accomplish this. And, as employee satisfaction is stressed by experts as one of the most critical drivers of productivity and customer satisfaction, there is every reason to make it a priority.

### **III. INTRODUCTION**

Any examination of the court system in South Dakota requires an understanding of the state's demographics. While the population of the state has increased at a slow but steady rate over the past decade, (currently at 814,180 according to the 2010 Census), the majority of that growth has occurred in the two main urban centers of the state. Those two urban areas center around Pennington and Minnehaha Counties<sup>1</sup> which are located on opposite sides of the state (approximately 350 miles apart). The remaining 64 counties are predominantly rural in composition and most are either barely maintaining or have lost population. To illustrate the extent of the urban/rural dichotomy, two-thirds of all attorneys in South Dakota have their practices located in just three counties.

### **SOUTH DAKOTA COURT STRUCTURE**

In the 1972 general election, South Dakota voters approved a constitutional amendment establishing the Unified Judicial System (UJS) of South Dakota. Pursuant to this amendment, sweeping changes were made throughout the South Dakota judicial system. Included in the reorganization of the judicial system in South Dakota, which eventually went into effect in 1975, was the provision for a "Chief Justice" who effectively became the CEO of the state's court system.<sup>2</sup>

Municipal and county justice of the peace courts were eliminated and two levels of court were established as part of this reorganization, the supreme court and the circuit courts. Since that time the legislature has established a court of limited jurisdiction, the magistrate court,

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<sup>1</sup> United States Department of Commerce, U.S. Census Bureau. *2010 U.S. Census*. Retrieved from [http://www.census.gov/regions/denver/www/resources\\_services/pdf/South-Dakota-revised-12-21-2010.pdf](http://www.census.gov/regions/denver/www/resources_services/pdf/South-Dakota-revised-12-21-2010.pdf).

<sup>2</sup> *South Dakota Constitution*, Article V, §11.

which has concurrent jurisdiction with the circuit court over misdemeanors, small claims, and civil litigation under \$12,000.

In addition, the 1972 constitutional amendment gave the supreme court “general superintending” powers over all other courts.<sup>3</sup> Pursuant to that power, the supreme court has on occasion, redrawn the circuit boundaries and shifted the assignment of judges to address the changing needs and population shifts of the state. This amendment also created a “Judicial Qualifications Commission” which is involved in the determination of the qualifications of applicants for judicial positions and the discipline of sitting judges.

## **SUPREME COURT**

The supreme court is the state's highest court. It consists of a chief justice and four associate justices who are appointed to the office by the governor, one from each of the five supreme court districts in the state. There is no intermediate appellate court in South Dakota, and appeals from the circuit court can be taken directly to the supreme court as a matter of right. The supreme court also has original jurisdiction in cases involving interests of state, issues writs, issues advisory opinions to the governor on executive power questions, has rule-making power over lower court practice and procedure, administrative control over the Unified Judicial System, and responsibility for State Bar admissions and discipline. Justices are subject to retention elections three years after appointment, and then again every eight years. The justices select a chief justice from among themselves, who then serves as the head of the UJS for a four-year term. There is no term limit for the position of chief justice.

## **CIRCUIT COURT**

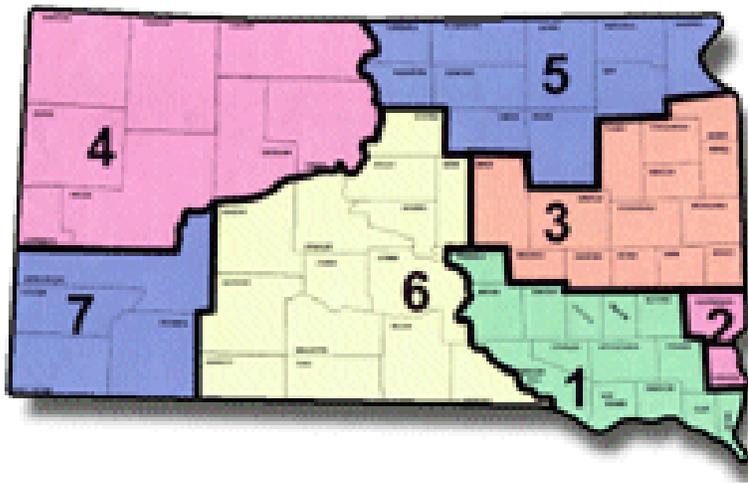
The 66 counties in the state of South Dakota are divided roughly by population into seven judicial circuits. These circuits range in size from two to fourteen counties. The circuits were

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<sup>3</sup> *South Dakota Constitution*, Article V, §12

most recently reorganized in 2001 to address demographic and caseload shifts. There are 41 circuit judges serving in the seven circuits. Circuit judges are appointed by the governor or elected in a non-partisan election for eight-year terms. As should be apparent from the numbers above, many of the judges serve multiple counties, effectively still “riding the circuit” reminiscent of the Territorial Era. The circuit courts are courts of general jurisdiction and are the general trial courts of South Dakota. They have original jurisdiction in all civil and criminal cases. They are the only court where a criminal felony case can be tried as well as civil cases involving more than \$10,000 in damages. Circuit courts also have jurisdiction over appeals from magistrate court decisions.

**Figure 1 - SD Circuit Boundaries**



## **MAGISTRATE COURT**

Magistrate courts are presided over by either clerk magistrates or magistrate judges. There are thirteen magistrate judges serving the seven circuits of the state. They are appointed by the presiding judge of their circuit with the approval of the supreme court for a term of four years. Magistrate judges also may serve multiple counties. The magistrate courts are courts of

limited jurisdiction, generally hearing preliminary hearings in felony cases, and are the trial courts for misdemeanors, small claims (claims up to \$12,000), and civil suits involving claims of less than \$12,000 in damages.

Magistrate judges must be licensed attorneys, while clerk magistrates must be high school graduates. There generally is at least one clerk magistrate in each county, including the clerk of court. Other clerk magistrates may be appointed in each county depending upon the workload and the practice in each circuit. Magistrate courts have jurisdiction to handle petty and misdemeanor criminal cases, and less serious civil actions.

Magistrate courts can be presided over by a clerk magistrate or a magistrate judge. This court has jurisdiction to perform marriages, receive depositions, issue warrants, conduct certain preliminary hearings, set bail, appoint counsel, accept pleas for Class II misdemeanors, and hear non-contested civil and small claims actions where the amount of money or damage does not exceed \$12,000. The extent to which the clerk magistrates are allowed to utilize their authority is determined by each presiding judge and varies from circuit to circuit. Magistrate courts presided over by magistrate judges share additional authority with the circuit courts. Magistrate judges conduct preliminary hearings in all criminal cases, act as the committing magistrate for all purposes, conduct misdemeanor trials, decide temporary protection orders, and try small claims and civil cases where claims do not exceed \$12,000.

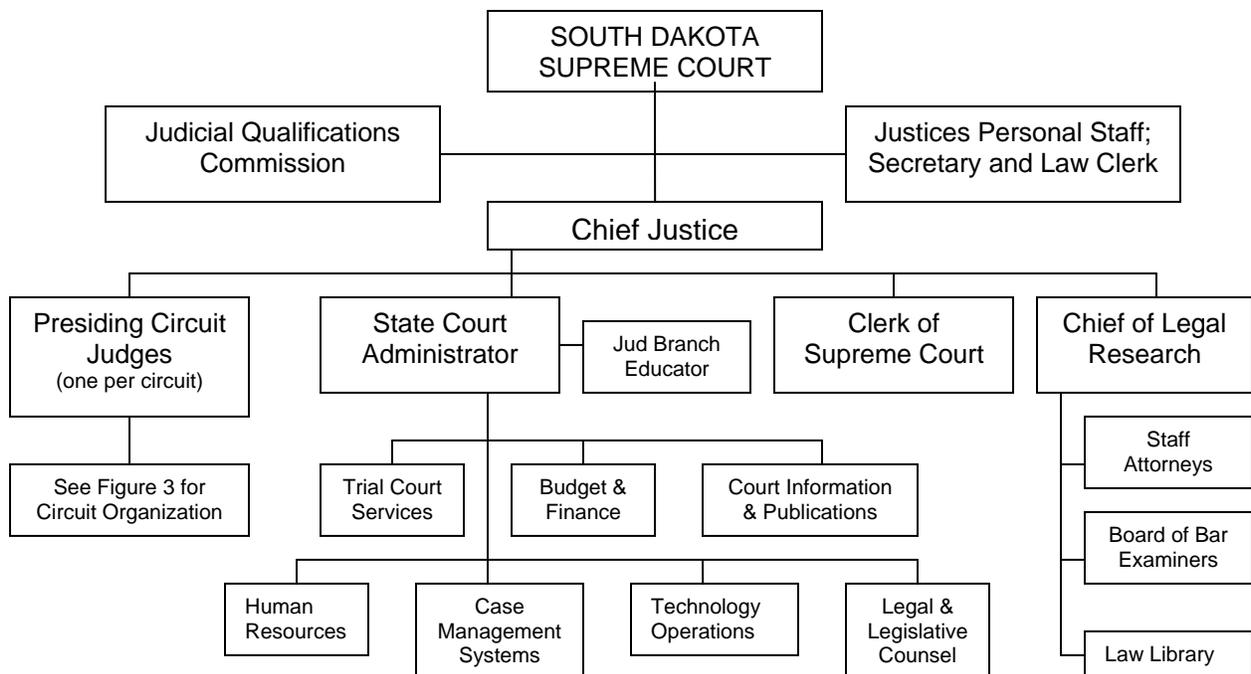
## **ADMINISTRATION**

The administrative head of the South Dakota court system is the Chief Justice of the Supreme Court who is assisted in this role by the State Court Administrator. The State Court Administrator's Office (SCAO) consists of six divisions and an Office of Legal and Legislative

Counsel. The divisions are Human Resources, Information & Technology, Budget and Finance, Court Information & Publications, Trial Court Services, and Case Management Systems.

The State Court Administrator’s Office has grown significantly since it’s inception, but most notably in the last ten years. This growth can be attributed to the additional support the courts have required in their attempt to meet the increasing needs of the public, legislation, staff, and society in general. As in many organizations, the most marked increase in staff and budget has occurred in the Information and Technology division. While the SCAO currently has six divisions, a review of the administrative infrastructure is underway, and the National Center for State Courts has recently issued their findings and recommendations on this issue. Figure 2 shows the current SCAO organizational chart.

**Figure 2 – Unified Judicial System of South Dakota Organizational Chart**

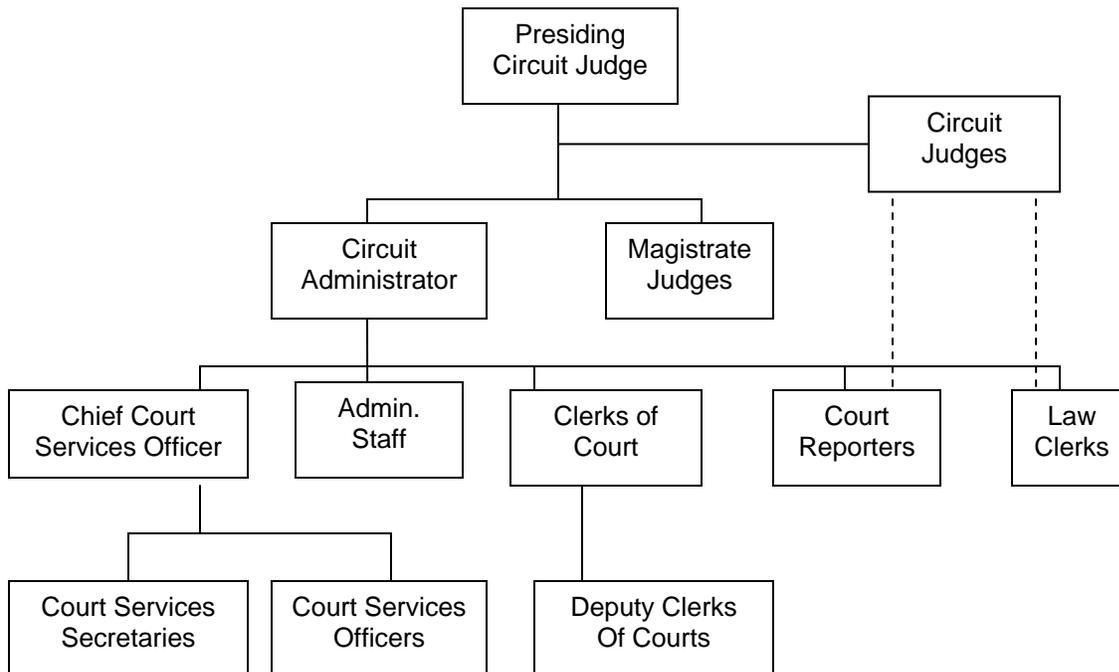


The State Court Administrator’s Office provides a wide variety of support services to the circuits, and the number and depth of those services have increased significantly in the last

decade. The SCAO exclusively handles all computer and computer programming issues for the courts, including training. In addition, most job-related training provided to UJS staff has been centralized and standardized, and is all conducted through the state office. The SCAO strives to effectively balance service, guidance, and oversight in a manner that is not only in the best interests of the court system as a whole, but acceptable to the highly autonomous circuits as well.

Each of the seven circuits has a presiding circuit judge appointed by the chief justice, with broad supervisory and administrative authority over the courts and personnel in that circuit. The presiding judge appoints a circuit administrator and chief court services officer to assist with administrative duties. Figure 3 shows the organization chart for the First Judicial Circuit.

**Figure 3 – First Circuit Organization Chart**



Circuit organization will vary somewhat from circuit to circuit, but in general, the circuit administrator directly supervises the clerk of courts in each county and the chief court services

officer. The clerk of courts serves as the supervisor for any additional clerk staff (if any) and the chief court services officer supervises all of the court services (probation) staff in the circuit.

Circuit judges aren't the only ones required to "ride the circuit". As the majority of the circuits are largely rural in nature and contain as many as fourteen counties, the circuit administrators and the chief court services officers may need to travel extensively. They must also rely heavily on forms of communication and supervision that do not involve face to face contact, and deal with the added complications that can occur as a result of this lack of daily contact.

Any court employee in South Dakota would tell you with a chuckle that while the SD Unified Judicial System may nominally be a "*unified*" system, it is clearly not a "*uniform*" one. The circuits have had a long tradition of local autonomy and have historically interpreted and implemented supreme court and SCAO policy in a manner that best fit their own diverse local cultures and circumstances. Despite this history of independence, many UJS managers in both the SCAO and the circuits recognize the advantages of achieving a greater level of uniformity, and actively promote greater consistency of policy and practice throughout the state. During the last decade, clear strides have been made in this direction through increased communication, cooperation, and interaction between the SCAO and circuit administrations. The various UJS committees have been established and continue to play a major role in the efforts to achieve the elusive goal of uniformity.

## **CURRENT SITUATION**

Unlike so many court systems in the United States, the South Dakota UJS has come through the recession relatively unscathed. At this time it appears unlikely that the courts in South Dakota will experience the paralyzing cuts that many courts across the country have had to

face. At the time of this writing, while budget cuts have been requested and made for the UJS in the last two budget cycles, in the UJS, no staff positions have been cut, no furloughs have been required, and no court offices have been closed. However, South Dakota is still conservative, further cuts are looming on the horizon, and UJS staff are still feeling the pinch. For the third year in a row the South Dakota Legislature has failed to approve any raises for state employees. This lack of even an annual cost-of-living adjustment, coupled with a long-standing view that the current pay system is dysfunctional and unfair, has served to negatively affect the morale of UJS employees.

Also of significance is the fact that the UJS is currently in the process of implementing a new statewide case management system. Installation of the new system will begin in pilot courts in the summer of 2011, with full implementation projected within three years. This massive change will no doubt affect the morale and stress levels of employees to some extent, and some long-time employees have already voiced their intent to retire rather than learn an entirely new computer system.

This researcher began with the assumption that satisfaction levels among UJS employees were somewhat lower than what would normally be expected due to the reasons mentioned above. The literature consulted on this topic concluded that the best way of determining employee satisfaction was to conduct an employee satisfaction survey. South Dakota has never employed any kind of measurement tool for determining employee satisfaction, so this project can serve as the baseline for any future surveys. As court performance is directly impacted by the level of dedication and loyalty among employees, it is incumbent upon managers to make every attempt to understand and address employee satisfaction levels. The National Center for State Courts CourTools Measure 9 provides a great starting point for this endeavor.

The primary goal of this project is to determine the satisfaction level of UJS employees in South Dakota, and what, if anything, can be done to improve those satisfaction levels. South Dakota court employees were sent a survey instrument based on the CourTools Measure 9 model to determine their opinions on their work environment, supervision, communication levels, etc. Open-ended questions were added to allow the employees to more fully convey any concerns, problems, or suggestions.

The literature on this topic was explored in depth and the highlights presented. The data collected through the survey process was sorted, filtered, and analyzed from several angles. Numerous charts and tables were compiled to present the data with more clarity.

The information gathered from the literature, along with the findings of the survey, were then used in an attempt to gain some insight into the minds of UJS employees. In an effort to more fully understand the satisfaction levels, comparisons were also made between the various circuits, departments, and position types, as well as between other courts across the country.

Researching, surveying, and compiling data is a great start; however, determining the satisfaction level of employees is not enough. Surveys raise expectations among employees that something will actually be done with the information they have provided. The goal, of course, is to determine what can and should be done to improve satisfaction levels, and what is necessary and feasible to make those improvements. Several recommendations are included at the end of this report that this author believes will aid in achieving those goals.

#### **IV. LITERATURE REVIEW**

In these trying economic times, many courts and their employees have had to make do with less – less money, less support, less confidence in the stability of their jobs, and as a result, less satisfaction with their jobs. The resulting anxiety and uncertainty can have a very detrimental effect on the morale and productivity of the workplace at a time when managers most need to be maximizing resources. While it shouldn't take an economic down-turn to make employers focus on how their employees are feeling about their jobs - and want to do something about it - the reality is that assessing employee satisfaction is an area that is often overlooked even in the best of times. The review of the literature that follows will attempt to explain why employers who ignore employee satisfaction do so to their detriment. In order to maximize performance and improve the quality of the work environment, employers need know how to go about evaluating and increasing the satisfaction levels of their workforce.

Every human resource manager knows that an organization is only as good as its employees. And not surprisingly, there is a clear correlation between employee satisfaction and customer satisfaction. Employees with a high satisfaction level are more dedicated and enthusiastic about their job, which directly affects how they deal with both customers and coworkers. According to Ingo Keilitz, Ph.D., who has over 25 years of consulting experience with state and local courts: “Committed and loyal employees have a direct positive impact on the court’s overall performance.”<sup>4</sup> Employee satisfaction is stressed by experts as one of the most critical drivers of organizational improvement and customer satisfaction. This is why performance measures that focus on employee engagement, motivation, and commitment have

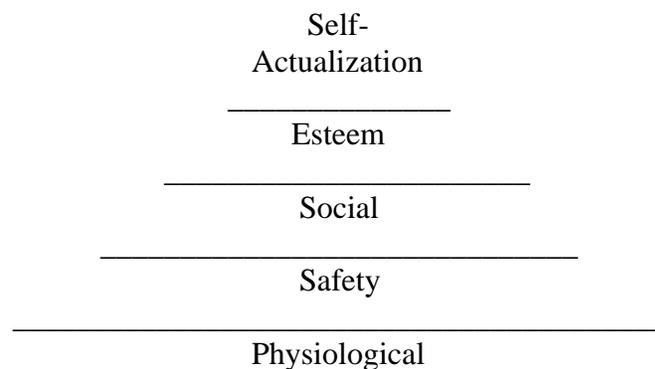
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<sup>4</sup> Keilitz, Ingo. (2006). *Friendships in the Workplace Good for Court Performance*. Retrieved from <http://made2measure.blogspot.com/2006/08/friendships-in-workplace-good->

become an invaluable tool for employers. Performance = Ability \* Motivation.<sup>5</sup> If motivation decreases so does performance. Not surprisingly, as Muhammad Jamal reported in an article published in *Organizational Behavior and Human Performance*, job dissatisfaction is clearly associated with poorer work performance.<sup>6</sup>

Most will recall learning at some point of Maslow's Hierarchy of Needs (see Figure 4).<sup>7</sup> Originally developed to apply to adult education methodology, Maslow's hierarchy can be envisioned as a ladder where one cannot ascend to the next level if any needs from the levels below are unmet.

**Figure 4 – Maslow's Hierarchy of Needs.**



Pamela Stepien, Human Resources Manager for the National Judicial College, believes this model can also be used in the context of employee motivation/satisfaction. From that perspective, organizations that wish to optimize performance must meet all of the basic needs of their employees in order to get them to the level where they are most motivated and productive.<sup>8</sup>

<sup>5</sup> Stedham, Dr. Yvonne. (2001). *The Manager's Role. Manager's Briefcase*. National Association of State Judicial Educators. Retrieved from [http://nasje.org/news/newsletter0104/managers\\_role.htm](http://nasje.org/news/newsletter0104/managers_role.htm)

<sup>6</sup> Jamal, Muhammad. (1984). Job Stress and Job Performance Controversy: An Empirical Assessment. *Organizational Behavior and Human Performance*, 33. p. 1-21.

<sup>7</sup> Maslow, Abraham. (1954). *Motivation and Personality*. New York: Harper.

<sup>8</sup> Stepien, Pamela. (2002). *Motivation: What Do Employees Really Want? Manager's Briefcase*. National Association of Judicial Educators. Retrieved from <http://nasje.org/news/newsletter0202/managers/motivation.htm>

Using this model, it can be inferred that employees work for money to meet their basic physiological and safety needs. Ideally, they expect their employers to compensate them fairly and adequately, and to provide a good working environment, as well as job security. Of course, offering a competitive wage will go a long way toward attracting and retaining valuable employees. It should also be noted that employees identify to some extent with their wage. Lower than average wages can often negatively affect the employee's perception of the importance of their job, and have a detrimental impact on employee's morale and motivation. If an employee is paid a wage that is substandard, they may feel that their position is also substandard, and as such, not requiring their full abilities or attention.

Once the most basic physiological and safety needs are met, employees then place more importance on having their social needs met. Some studies suggest that many employees actually give their social needs a higher priority than their physiological and safety needs. Those social needs include feeling accepted and needed, and being a true part of a team or organization. While the social needs of employees may seem beyond the realm of traditional management concerns, research indicates that this is clearly not the case. For example, research has shown that people who have a best friend at work are seven times more likely to be engaged and committed to their jobs.<sup>9</sup> *Seven times!* While there are many managers that frown on workplace friendships, this disapproval is probably even more prevalent in the courts where attitudes tend to be more traditional. They should be aware, however, that research shows that employees who have a close friendship at work tend to...

*“get more done in less time, are more innovative. Moreover, employee satisfaction jumps by 50% and doubles the chance that employees will have favorable impressions about their pay when they have close friendships...The lesson for the courts and court organizations is that they should make their workplaces more “friend-friendly”.”<sup>10</sup>*

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<sup>9</sup> Rath, Tom. (2006). *Vital Friends: The People You Can't Afford to Live Without*. Gallop Press.

One of the prevailing misconceptions among employers is that workers stick around mainly for the paycheck and benefits. But according to Dr. Jan Stringer;

*“This couldn’t be further from the truth. Employee surveys consistently show that the quality of the workplace has the most impact on the psyche. The relationships with coworkers, supervisors and even the workplace surroundings are all factors that influence absenteeism, morale and ultimately, how long they remain on the job.”<sup>11</sup>*

Some Human Resource gurus contend that the single most important factor in employee satisfaction, morale, and retention is the employee’s relationship with their supervisor. When supervisors work to create an environment that promotes positive human interaction and relationships, employees will be better able to meet their fundamental needs, and the needs of the organization.

Levity is yet another social aspect of the work environment that appears to have a significant impact on job satisfaction. Research shows that job satisfaction is greatly increased when organizations or managers succeed in injecting some lightness or fun into the workplace. Employees who work in an environment where they feel free to laugh, and to enjoy being with their coworkers, are significantly more satisfied with their jobs. They are more creative and productive and tend to stay in their jobs longer.<sup>12</sup> The proven physical benefits of laughter carry over to the workplace – decreasing stress levels and increasing energy. Clearly, social needs are not an area that can be overlooked if employers want to optimize performance and retain valuable employees. Concerns that a “lighter” work environment is somehow not in keeping with the solemnity of the courts are clearly outweighed by the potential benefits. A work environment that is lighter and more comfortable with levity is not by definition any less professional.

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<sup>10</sup> See Note 4 *supra*.

<sup>11</sup> Stringer, Dr. Jan. (n.d.). *7 Common Misconceptions Employers Have About Their Employees*. Retrieved from [http://www.nbrii.com/Employee\\_Surveys/7\\_Common\\_Misconceptions\\_Employers\\_Have.html](http://www.nbrii.com/Employee_Surveys/7_Common_Misconceptions_Employers_Have.html)

<sup>12</sup> Nolinske, Dr. Terrie. (n.d.). *A Culture of Levity at Work*. Retrieved from <http://ezinearticles.com/?A-Culture-of-Levity-at-Work&id=2067742>

On the next level of Maslow’s hierarchy is esteem - the need for respect and recognition. If managers are practicing the old motto of “if you don’t hear from me you’re doing fine,” then they are not meeting the needs of their employees or their organization. Employees want feedback. Most experts agree that a manager who does not provide adequate feedback will ultimately end up with a dissatisfied workforce, with all the negative consequences that ensue. People in general thrive on recognition and praise.

Research has shown that some of the most dissatisfied employees are the ones that are doing very well but don’t get any feedback on their good performance. It may appear to them that management does not know or care about how well they perform. These are also the employees that are most likely to become dissatisfied enough to leave their employment for greener pastures. An extensive study conducted by researchers Hinkin and Schriesheim showed conclusively that employees show significantly higher levels of job satisfaction and improved performance when they receive more feedback. Conversely, employees who received the least feedback were the most dissatisfied. Table 1 summarizes the results of Hinkin & Schriesheim’s study.<sup>13</sup>

<b>Table 1 – Taxonomy of Leader Response to Subordinate’s Performance</b>			
<b>SUBORDINATE’S BEHAVIOR</b>	<b>LEADER’S RESPONSE BEHAVIOR</b>		
	<b>POSITIVE REINFORCEMENT</b>	<b>PUNISHMENT</b>	<b>OMISSION (NO RESPONSE)</b>
<b>GOOD PERFORMANCE</b>	Increases likelihood of future good performance	Decreases likelihood of future good performance	Decreases likelihood of future good performance
<b>POOR PERFORMANCE</b>	Increases likelihood of future poor performance	Decreases likelihood of future poor performance	Uncertain effect on future poor performance

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<sup>13</sup> Hinkin, T.R. & Schriesheim, C.A. (2005). *Doing Nothing As a Managerial Behavior: Development and Preliminary Validation of Leader Omission and Extinction Scales*. Paper presented at the annual meeting of the Academy of Management. Honolulu, Hawaii.

The study concluded that not only was positive feedback the most effective form of feedback, but that failure to provide any feedback at all also had a detrimental effect on employee satisfaction.<sup>14</sup>

Providing sufficient positive feedback to employees is recognized as a fundamental requirement for any successful organization. Despite this, few managers routinely provide what experts consider an adequate level of positive feedback to their employees – at least once a week. Many managers claim they are uncomfortable giving recognition, or just too busy, or it’s too “soft.” Some managers just don’t feel that they should have to thank someone for doing their job. Whatever the reason, these managers do a great disservice to their employees and their organization and, ultimately, to themselves.

Managers who continue to prioritize the utilization of positive feedback in their work arena clearly understand the power of recognition. When managers recognize employees effectively, they reinforce the actions and behaviors that they want to see repeated, and in the process increase employee satisfaction. Even a simple “thank you” goes a long way toward making an employee feel appreciated and more positive about their job in general. The fact is, most employees do not feel like they get enough recognition and feedback from their supervisors...and they’re right. Being an effective manager means knowing how and when to give positive feedback on employee performance. Those who lack the knowledge should make developing this skill a high priority.

Experts have many pointers for managers wanting to improve their abilities. They also suggest that to maximize the impact of positive feedback, the employer should make it:

- Immediate and specific.

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<sup>14</sup> Hinkin, T.R. & Schriesheim, C.A. (2004). If you don’t hear from me you know you are doing fine: The effect of management non-response on employee performance. *Cornell Hotel and Restaurant Administration Quarterly* (2004). p. 362-372.

- Sincere, encouraging, and frequent – employees can never get too many pats on the back or “thank you’s”.
- All positive – don’t mix positive and negative feedback.
- Public when appropriate – “Praise publicly, reprimand privately”
- Clear that you respect the employee, and care about what is going on in their lives.
- Appropriate, fair, and consistent throughout the workplace.

Positive feedback can have a tremendous impact on an employee’s morale, confidence, and performance level, as well as creating a more positive work environment in general. People who feel appreciated are more positive about themselves and their ability to contribute to the organization. This becomes obvious to the public in the form of improved customer service. “Giving positive feedback helps to prevent destructive ‘information gaps’ and strengthens relationships between employees and their supervisors. It also leads to improved work quality, increased accountability and a higher-performing work environment.”<sup>15</sup>

The top of Maslow’s hierarchy, self-actualization, is what individuals can achieve after they’ve had all their lower level needs met. Employees can then work towards “fulfillment” – to attempt to be the best they can be in every way. An employee at this level is at their most creative, motivated, and satisfied with their job. These employees will be your best producers, have the best attitude, and stick around the longest, but they can’t get there on their own. Employers must supply the motivators such as fair compensation, recognition, responsibility, empowerment, and growth potential, to get them to that level.

When employers have a better understanding of *what* employees need, how do they determine *which* of those needs aren’t being met? The most obvious answer is that they ask them, but just as obvious, nothing in the human resources arena, or life, is ever quite that simple. Asking the right question, in the right format, in the right environment, is crucial in order to get a

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<sup>15</sup> Green, Holly G. (2009). *How to Give Your Employees the Positive Feedback They Want and Need*. Retrieved from <http://www.morethanaminute.com/2009/06/22/how-to-give-your-employees-the-positive-feedback-they-want-and-need/>.

valid and meaningful response. Fortunately, there is a method that has the potential of accomplishing a lot with a little - a way of determining employee satisfaction levels that can also be instrumental in improving them. This method is an Employee Satisfaction Survey.

Experts agree that surveys are the most effective and efficient way to tap into the thoughts of employees. Why then wouldn't every employer jump on this band wagon with surveys a' blazing? After all, logic, and research, lead us to conclude that finding out what employees are *really* thinking and feeling would make a manager's job much less complicated. Yes, and no. It comes as no shock that many executives, including judges and court managers, have had serious reservations about the efficacy of collecting data on job satisfaction from their employees. In his article, "In Praise of Employee Satisfaction," Ingo Keilitz, Ph.D., discussed the skepticism he encountered when discussing this issue with judges. Many of the judges he spoke with felt that employee satisfaction surveys were too "touchy-feely" and "subjective".<sup>16</sup> Hardly surprising attitudes in a culture as tradition-bound and structured as the courts have historically shown themselves to be.

The few negative reactions to the utilization of employee surveys found in the literature were similar to those this author has personally come across while talking to various judges and other court officials. Those reactions were typified by the view that soliciting employee opinions is at best a waste of time, or at worst, provides a platform that validates employee griping. When adding these possibilities to the fear that attempting to tap into the employee psyche will result in complaints against management, organizations have often chosen to let sleeping dogs lie. It is also not surprising managers who have any doubts about the quality of their leadership may be

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<sup>16</sup> Keilitz, Ingo. (2006). *In Praise of Employee Satisfaction*. Retrieved from <http://made2measure.blogspot.com/2006/11/in-praise-of-employee-satisfaction.html>.

understandably hesitant to get confirmation of them...especially when that confirmation will most likely make its way to the upper echelons of the organization.

Skeptics' claims that employee surveys provide a forum for employee gripes and complaints about management are not entirely unfounded; however, providing employees an opportunity to make those complaints shouldn't necessarily be avoided. Most people need to vent, so let them. Initiate the process with the realization that among the random complaints and venting, valid comments and useful suggestions will be found. At a minimum, the comments as a whole will give employers a better feel for what stresses and concerns their people are experiencing. As long as employers understand that not all comments can or should be acted on, they can keep the grumbling in perspective and gain important information from the process. Many comments will provide valuable insight into how the employees perceive their work environment, and, never forget that for most people, perception equals reality.

If understanding what your workforce is thinking, and in the process improving employee satisfaction, isn't enough reason to undergo the process of instituting employee satisfaction surveys, try this one on for size. Employee surveys can result in great savings or profits for an organization. The Employee Involvement Association, which has 6,000 U.S. corporate members who utilize employee survey/suggestion programs, determined that each employee idea that was implemented resulted in an average savings of \$6,224 per year.<sup>17</sup> When you consider the sheer number of people employed by the courts, the potential for savings and improvement is staggering.

Since it's been established in the literature that employees with higher satisfaction levels are likely to be more loyal, and to stay in their positions longer, another notable cost benefit

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<sup>17</sup> National Business Research Institute, Inc. *Soliciting Employee Feedback: Getting Results*. (n.a.)(n.d.). Retrieved from [http://www.nbrii.com/Employee\\_Surveys/Employee\\_Feedback.html](http://www.nbrii.com/Employee_Surveys/Employee_Feedback.html).

results. In addition to the inconvenience, time, and effort involved with filling vacant positions, the financial costs of replacing employees can be significant. The National Business Research Institute, Inc. estimates turnover costs at 150% of the employee's yearly salary. This number may be even higher in the courts. As court positions differ significantly from other positions in the public and private sectors, a substantial amount of training is usually required.<sup>18</sup> Court positions in general require a working knowledge of current technology, court operations and procedures, and the law – all of which are in continual flux. The knowledge and skills required for most court positions generally translate into a large investment in requisite training.

The evidence seems overwhelming that employee satisfaction should to be a vital consideration for every organization, and that employee surveys are the best way of measuring those satisfaction levels and pin-pointing areas that need improvement. After all, how can job satisfaction be improved, and thereby job performance, if the level of satisfaction can't be identified or quantified? So where to start? With minimal effort, one can find hundreds of surveys and survey questions in online human resource references. The prospect of determining which of those questions are most relevant to a court organization seems daunting. Fortunately, the National Center for State Courts (NCSC) as part of their CourTools - Trial Court Performance Measures, has developed an employee satisfaction survey specifically tailored to the courts. Utilizing the concepts and vast experience in the measurement of human behavior by the world renowned Gallup Organization, the NCSC developed Measure 9, Court Employee Satisfaction. This measure not only provides a survey, but also the basic framework for collecting and analyzing the responses. The NCSC believes that this measurement is a...

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<sup>18</sup> National Business Research Institute, Inc. *Why Conduct Employee Surveys*. (n.a.)(n.d.). Retrieved from [http://www.nbrii.com/Employee\\_Surveys/Why\\_Conduct\\_Employee\\_Surveys.html](http://www.nbrii.com/Employee_Surveys/Why_Conduct_Employee_Surveys.html).

*“powerful tool for surveying employee opinion on whether staff have the materials, motivation, directions, sense of mission and commitment to do quality work. Knowing how employees perceive the workplace is essential to facilitate organizational development and change, assess teamwork and management styles, enhance job satisfaction, and thus, improve service to the public.”<sup>19</sup>*

Many organizations, including the courts, have found the advantages of employee surveying far outweigh any possible drawbacks. In Texas, the Lubbock County Court system, as part of adopting the entire package of CourTools, instituted employee surveys in an effort to determine employee satisfaction levels. Their goals are expressed in this mission statement:

*“The Lubbock County Court system is intimately aware that committed and loyal employees have a direct impact on the Court’s performance. Because the Court is striving for superb court performance, evaluating and making adjustments to employee satisfaction is a crucial part of the Court’s direction”.*<sup>20</sup>

The Lubbock Court improved its ratings in every survey question between the first and second year after instituting the survey. No information was located as to what steps, if any, the court took as a result of the initial survey; however, research also suggests that the process of asking employees for their opinion in and of itself can increase satisfaction levels.

The State of Utah also conducts statewide employee satisfaction surveys. Posted on their website is the following statement:

*“Employees are the foundation of every successful organization, and the goal of the Utah State Courts is to ensure that court employees are provided the resources and given the opportunity to contribute to the courts success. This survey, measuring employee satisfaction, is an important part of the process of continually improving the court culture and making the court the preeminent employer of public service oriented individuals.”<sup>21</sup>*

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<sup>19</sup> National Center for State Courts. (2005). *CourTools: Trial Court Performance Measures, Measure 9, Court Employee Satisfaction*.

<sup>20</sup> *Lubbock County Annual Court Performance Report*. (2009). Retrieved from <http://www.co.lubbock.tx.us/DCrt/2009PerformanceReport.pdf>.

<sup>21</sup> *Utah State Court Performance Measures*. (2007). Retrieved from <http://www.utcourts.gov/courtools/reports.asp?measure=employee>.

While this author was unable to determine exactly what percentage of courts across the country utilize employee satisfaction surveys, it was clear from the literature that, in general, the courts have indeed jumped on the survey bandwagon. Many courts have already begun implementing improvement plans developed as a result of data and information gathered through these processes, resulting in a positive impact.

The literature appears to agree almost unanimously with the conclusion that employee surveys are one of the necessary steps for identifying problems and improvement opportunities in the workplace.<sup>22</sup> The results can be used for multiple purposes – from training needs assessments and enhancing management/employee relations, to measuring the impact of current programs and procedures, or determining what programs should be implemented. There are a myriad of uses. Who knows what motivated managers can accomplish with a little insight into their employees' minds?

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<sup>22</sup> See note 18 *supra*.

## V. METHODOLOGY

A survey instrument using CourTools Measure 9<sup>23</sup> as a model was developed to gather data to allow the primary focus of this project to be answered – What is the satisfaction level of Unified Judicial System employees in South Dakota? Some slight modifications for the sake of clarity were made. Question 1 – “I understand what is expected of me.” was changed to “I understand what is expected of me at work”. Question 5 – “Communication within my division/department/unit is good”, was expanded to a three-part question asking them about the communication level within their office, within their circuit, and throughout the UJS as a whole. Question 16 – “In the last month, someone in the court has talked to me about my performance” was changed to “I feel comfortable with how my supervisors and I communicate about my performance.” Also included were two demographic questions for comparisons between job types and circuits, one retention question which asked how much longer the employee planned on remaining with the UJS, and five open-ended questions to allow the employees to specifically identify any problems, concerns, or ideas they might have.

A five-point Likert rating scale was used which allowed the employees to respond to each statement by selecting one of the following: “Strongly Disagree”, “Disagree”, “Neither Agree nor Disagree”, “Agree”, or “Strongly Agree”. The responses were given scores from one to five points - Strongly Disagree (score of one) to Strongly Agree (score of five), and an average point score for each question was calculated. The scores were then multiplied by 20 so they could be converted to a 100-point Mean score. The closer the score was to five, or 100%, the better the employee’s satisfaction with the work aspect considered in the statement. The survey is shown in Figures 5 - 8.

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<sup>23</sup> See note 19 *supra*.

Figure 5 – UJS Employee Satisfaction Survey Page 1.

**UJS Employee Satisfaction Survey**

**1. Survey Section I**

Please select the answer that best represents how you feel. All responses are confidential.

**1. I understand what is expected of me at work.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

**2. I am kept informed about matters that affect me.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

**3. I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

**4. I am able to do my best work every day.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

**5. I feel there is good communication within**

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	N/A
my office	<input type="radio"/>					
my circuit or department	<input type="radio"/>					
the UJS	<input type="radio"/>					

**6. In the last month, I was recognized and praised for doing a good job.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

**7. Someone at work cares about me as a person.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

**8. I have opportunities to express my opinion about how things are done at work.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

**9. I think that the public respects the court.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

**10. My co-workers and I work well together.**

Strongly Disagree     Disagree     No Opinion     Agree     Strongly Agree

Figure 6 – UJS Employee Satisfaction Survey Page 2.

**UJS Employee Satisfaction Survey**

**11. I am encouraged to look at new ways to get my job done.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree

**12. I understand the relationship between the work I do and the mission and goals of the court.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree

**13. My working conditions and environment enable me to do my job well.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree

**14. I feel my supervisor values my knowledge and the contributions I make to the court.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree    N/A

**15. I feel free to speak my mind to my supervisor.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree    N/A

**16. I feel comfortable with how my supervisors and I communicate about my performance.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree    N/A

**17. I enjoy coming to work.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree

**18. My co-workers care about the quality of services and programs we provide.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree

**19. I think that I am treated with respect.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree

**20. I am proud to work in the court.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree

**21. I feel safe at work.**  
 Strongly Disagree    Disagree    No Opinion    Agree    Strongly Agree

Figure 7 – UJS Employee Satisfaction Survey Page 3.

**UJS Employee Satisfaction Survey**

**2. Survey Section II**

(Please Check the appropriate responses. Your answers are all confidential.)

**1. Where do you work?**

- SCAO/SC
- 1st Circuit
- 2nd Circuit
- 3rd Circuit
- 4th Circuit
- 5th Circuit
- 6th Circuit
- 7th Circuit

**2. Which of the following best describes your job?**

- Clerk/Deputy Clerk
- Probation Officer
- Circuit Administrative/Support Staff
- SCAO or SC Personnel
- Judge

**3. What do you feel is your biggest challenge or obstacle at work?**

**4. What would you suggest be done to improve efficiency?**

**5. What would make your job more satisfying?**

**6. What do you like least about your job?**

**Figure 8 – UJS Employee Satisfaction Survey Page 4.**

**UJS Employee Satisfaction Survey**

**7. What do you like best about your job?**

**8. I am planning on working for the Court for**

less than 1 year

another 1 - 2 years

another 3 - 9 years

another 10 - 20 years

more than 20 years

The open-ended questions were selected and developed after reviewing numerous surveys in the literature and online. They were chosen with the hope that by asking the employees these specific questions, this author could get a better idea what the employees liked best and least about their jobs, discover any red-flag areas, and receive some usable suggestions or insight in how to improve operations. The questions chosen are shown below in Table 2.

<b>Table 2 – OPEN-ENDED QUESTIONS CHOSEN FOR THE SURVEY</b>
What is your biggest obstacle at work?
What do you think could be done to improve efficiency?
What would make your job more satisfying?
What do you like least about your job?
What do you like best about your job?

The survey was developed and administered using [SurveyMonkey.com](http://SurveyMonkey.com)<sup>24</sup>. An informal pre-survey was sent out via email link to at least one staff member from each employee type to solicit their review and critique as to readability and comprehensiveness. These individuals included judges, circuit administrative and support staff, SCAO and supreme court staff, court services officers, and clerks of court. The survey was then sent to the SCAO and each circuit administrator for their comments and approval. No issues were found with the survey by the pre-test group and no changes were made from the original pre-survey instrument. Permission was received from each circuit and the SCAO to forward the survey to their staff.

The survey sample population was all permanent full and part-time UJS employees within the state of South Dakota. A comprehensive email group and an accurate count of the target population was obtained through consultation with the UJS Information and Technology HelpDesk. On July 16, 2010, the website link, included in an email explaining the purpose and goals of the survey, was sent out to all 555 UJS employees (see Appendix 1). Complete anonymity was guaranteed to the respondents in the hope of increasing the candor and usefulness of the responses, particularly to the open-ended questions. A reminder was sent out on August 2, 2010, and the survey was officially closed on August 6, 2010. Responses were received from 386 staff members for a response rate of 70%. The only glitch in the email and link approach that was discovered resulted from the on-call deputy clerks not having their own email accounts. Although these deputies regularly use the clerk's email, only one response could come from each email address so they couldn't both respond. When this glitch was discovered, it was suggested to the clerks that they forward the email with the survey link to their deputies' home email address and allow them to respond from there. Whether this was carried out in all

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<sup>24</sup> All information obtained from Survey Monkey is copyrighted and trademark protected. Survey Monkey allowed the use of its name and reproduction of portions of the survey for purposes of this research project. [www.Surveymonkey.com](http://www.Surveymonkey.com).

sites is unknown, but should not have resulted in a significant number of missing surveys regardless.

After the survey response opportunity was closed, a master report detailing all responses was generated and downloaded from the survey site, along with reports which sorted the responses to the main part of the survey by circuit, as well as by position type. A spreadsheet/chart format was developed to report the distribution of responses and Mean score for each survey statement (the average response for each statement converted to a 100-point scale). This report format also includes the overall average score for all statements, the five highest rated statements, the five lowest rated statements, and a summary of the responses to the retention question. This format was then used to create a report to display the overall results for the UJS, one for each of the seven circuits and the SCAO/SC, as well as one for each position type. An overall summary report was also created.

The responses to the open-ended questions were proofed, and corrections for spelling, capitalization, and punctuation were made. While there was a 70% response rate overall, not all respondents answered all questions, and many respondents had multiple answers to each question. These responses were analyzed, sorted, and tallied, and the top four response categories for each question statewide were determined. A small proportion of answers fit in none of the fairly broad categories and were not counted for purposes of the summary. The results were then put into chart form, with the number of responses falling into each of the categories shown. The responses to the open-ended questions in their entirety were also sorted by circuit so they could be forwarded to the appropriate administrator and presiding judge for their use and reference.

When enough data had been collected and assembled to allow for logical conclusions to be drawn as to the level of job satisfaction among UJS employees, a second question arose –

How does South Dakota compare to other courts across the country? Although the results could be put in some context by the chart used by the NCSC shown in Table 5 on page 39, we still had no idea how the South Dakota courts compared to other courts.

In order to answer this question, the NCSC Library and previous Court Executive Development Program (CEDP) projects were searched and reviewed. Emails were also sent out to several NCSC staff researchers (courtesy of project advisor Don Cullen), and to several CEDP and other professional contacts across the country, soliciting results of any employee satisfaction surveys they had conducted within their jurisdictions. Assurances were given that the survey results were for comparative purposes only and no individual courts would be identified. Many of these contacts were obliging enough to send survey results. Unfortunately, many of the surveys received or located were not scored in a manner that was comparable to the one used by this author, or the questions were too dissimilar and could not be used. The remaining surveys either used a similar scoring, or provided enough data that Mean scores could be calculated to allow for an appropriate comparison. All surveys used in this comparison, while not identical, were based on the CourTools Measure 9 survey and very similar. In total, usable survey results from 20 other courts were found. While clearly not enough data to come to any viable conclusion as to the general satisfaction level of court employees across the country, this exercise did provide some greater insight and perspective into what the UJS results meant. A chart was developed comparing the results of the various surveys collected.

## VI. FINDINGS

### **SATISFACTION LEVELS AND RESPONSE RATES**

Although unable to determine a standard or “acceptable” response rate for employee satisfaction surveys, this researcher was pleased with the response rate the UJS survey received. As stated earlier, of the 555 surveys sent out, there were 386 responses returned for an overall response rate of 70%. The response rate varied from 82% at the highest in the 1<sup>st</sup> Circuit, to 47% at the lowest among SCAO and supreme court personnel. The response rate by circuit/division is shown below in Table 3.

<b>Table 3 – SURVEY RESPONSE RATES</b>		
<b>CIRCUIT/ DIVISION</b>	<b>NUMBER OF RESPONSES</b>	<b>RESPONSE RATE</b>
UJS Overall	386/555	70%
1 <sup>st</sup> Circuit	63/77	82%
2 <sup>nd</sup> Circuit	67/109	61%
3 <sup>rd</sup> Circuit	47/67	70%
4 <sup>th</sup> Circuit	41/53	77%
5 <sup>th</sup> Circuit	25/49	51%
6 <sup>th</sup> Circuit	25/43	58%
7 <sup>th</sup> Circuit	57/86	66%
SCAO/SC	31/66	47%

Once the data had been compiled, filtered, and sorted, computations were carried out to determine the satisfaction level of UJS employees. As explained in the Methodology section, the scoring is based on a five-point Likert rating scale from “Strongly Disagree” with a score of one,

to “Strongly Agree” with a score of five. Scores were then converted to a “Mean” 100-point scale. A Mean score of 77, for example, can be considered to represent a 77% satisfaction level.

**Table 4 - UJS EMPLOYEE SATISFACTION SURVEY RESULTS**

NUMBER OF RESPONDENTS - 386	Raw Frequencies						
Employee Satisfaction Survey Questions	1	2	3	4	5	Overall Mean	N
I understand what is expected of me at work.	2	9	8	198	162	87	379
I am kept informed about matters that affect me.	13	50	27	228	60	74	378
I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	6	34	22	234	79	78	375
I am able to do my best work every day.	0	21	27	231	95	81	374
A. I feel there is good communication within my office.	15	45	28	149	130	78	367
B. I feel there is good communication within my circuit or department.	15	69	43	177	66	71	370
C. I feel there is good communication within the UJS.	12	57	73	197	31	70	370
In the last month, I was recognized and praised for doing a good job.	30	72	80	154	35	65	371
Someone at work cares about me as a person.	4	8	40	212	110	82	374
I have opportunities to express my opinion about how things are done at work.	9	50	43	201	69	75	372
I think that the public respects the court.	13	60	70	216	14	68	373
My coworkers and I work well together.	3	15	23	219	114	83	374
I am encouraged to look at new ways to get my job done.	7	48	97	179	43	71	374
I understand the relationship between the work I do and the mission and goals of the court.	0	13	16	256	89	83	374
My working conditions and environment enable me to do my job well.	10	37	41	219	65	76	372
I feel my supervisor values my knowledge and the contributions I make to the court.	11	30	32	169	128	80	370
I feel free to speak my mind to my supervisor.	16	33	36	168	116	78	369
I feel comfortable with how my supervisors and I communicate about my performance.	13	40	49	165	102	76	369
I enjoy coming to work.	2	18	44	210	98	81	372
My coworkers care about the quality of services and programs we provide.	0	28	49	228	69	78	374
I think that I am treated with respect.	4	25	40	233	72	78	374
I am proud to work in the court.	1	2	27	194	149	86	373
I feel safe at work.	4	23	27	245	74	79	373
<b>Overall Average</b>						<b>77</b>	

NCSC staff use the scale shown in Table 5 to gage the level of satisfaction within a court based on the results of the CourTool Measure 9 employee satisfaction survey.<sup>25</sup>

<b>Table 5 – NCSC SATISFACTION LEVEL CHART</b>	
Greater than 80:	Doing a good job
Between 70 and 80:	Doing OK
Less than 70:	Needs Improvement

The overall satisfaction level of UJS employees was determined to be 77%, which falls into the high end of the “Doing OK” level on the National Center’s Satisfaction Level Chart. The individual circuit/division scores ranged between 82% as the high, and 73% as the low, resulting in a nine point differential. Scores between the different job types ranged between 76% and 80% with a four point differential. The 4<sup>th</sup> Circuit had the highest satisfaction rate, and the 2<sup>nd</sup> Circuit the lowest. As for the position types, judges had the highest job satisfaction level, followed by probation officers, then administrative staff, and then clerks with the lowest satisfaction level (see Appendix II).

The correlation between response rates and satisfaction rates was then evaluated for each of the different divisions/circuits in the state. It seems reasonable to assume that the higher the response rate, the more likely it is that the resultant satisfaction level is accurately representative of that entity. Conversely, the lower the response rate the less confidence there would have to be in the resultant satisfaction level. Table 6 displays the satisfaction scores by circuit and by position type, as well as showing the response rate for each circuit.

<sup>25</sup> National Center for State Courts Staff. (2009). *Measure 9 Executive Summary for (a Western) Court*.

<b>Table 6 – SATISFACTION LEVELS AND RESPONSE RATES</b>	<b>SATISFACTION LEVEL</b>	<b>RESPONSE RATE</b>
UJS OVERALL	77	70%
<b>BY CIRCUIT</b>		
1 <sup>ST</sup> CIRCUIT	78	82%
2 <sup>ND</sup> CIRCUIT	73	61%
3 <sup>RD</sup> CIRCUIT	80	70%
4 <sup>TH</sup> CIRCUIT	82	77%
5 <sup>TH</sup> CIRCUIT	80	51%
6 <sup>TH</sup> CIRCUIT	79	58%
7 <sup>TH</sup> CIRCUIT	75	66%
SCAO/SC	79	47%
<b>BY DEPARTMENT</b>		
CLERK	76	
CSO	78	
ADMINISTRATIVE & SUPPORT STAFF	78	
JUDGE	80	

### **HIGHEST AND LOWEST SCORING STATEMENTS**

Once all the data was processed and computations completed, the reports were then filtered to establish what the five highest and five lowest scoring statements from the survey were. This process was repeated for each circuit and position type. The five highest scoring statements are the job aspects that employees most “Agreed” with, and the results for the UJS

overall are shown below in Table 7 along with their scores. These scores all fall within the highest “Doing a Good Job” level of the NSCS Satisfaction Level Chart.

	Overall Mean
<b>Table 7 – FIVE HIGHEST SCORING STATEMENTS FOR THE UJS</b>	
I understand what is expected of me at work.	87
I am proud to work in the court.	86
My coworkers and I work well together.	83
I understand the relationship between the work I do and the goals and missions of the court.	83
Someone at work cares about me as a person.	82

At the other end of the spectrum are the statements that the employees most “Disagreed” with. The five lowest scoring statements for the UJS and their scores are listed in Table 8.

	Overall Mean
<b>Table 8 – FIVE LOWEST SCORING STATEMENTS FOR THE UJS</b>	
In the last month I was recognized/praised for doing a good job.	65
I think the public respects the court.	68
I feel there is good communication within the UJS.	70
I am encouraged to look at new ways to get my job done.	71
I feel there is good communication within my circuit/division.	71

These responses fall at the very low end of the “Doing OK” level of the National Center’s Chart, or in the “Needs Improvement” level.

## RETENTION

In the interests of curiosity and informal workforce planning, Question 29 of the survey asked respondents to state how much longer they planned on working for the UJS. The response options ranged from less than one year to more than 20 years. While it was beyond the scope of this project to determine how the responses compared to actual retirement eligibility dates, it was determined that over half of the respondents indicated that they planned on working for the UJS for another ten to 20 or more years (see Table 9).

<b>Table 9 – “I AM PLANNING ON WORK FOR THE COURTS FOR...”</b>	< 1 yr	1 - 2 yrs	3 - 9 yrs	10 - 20 yrs	> 20 yrs	No Response
UJS OVERALL	4%	8%	34%	35%	20%	34
<b>BY CIRCUIT</b>						
1 <sup>ST</sup> CIRCUIT	3%	7%	35%	25%	30%	3
2 <sup>ND</sup> CIRCUIT	4%	6%	36%	30%	24%	0
3 <sup>RD</sup> CIRCUIT	0%	11%	42%	36%	11%	2
4 <sup>TH</sup> CIRCUIT	5%	10%	24%	39%	22%	0
5 <sup>TH</sup> CIRCUIT	4%	13%	29%	42%	13%	1
6 <sup>TH</sup> CIRCUIT	0%	8%	48%	36%	8%	0
7 <sup>TH</sup> CIRCUIT	2%	5%	33%	40%	19%	0
SCAO/SC	14%	3%	24%	41%	17%	2
<b>BY POSITION TYPE</b>						
CLERK	1%	11%	39%	29%	20%	4
CSO	0%	2%	24%	46%	28%	1
ADMIN & SUPPORT STAFF	9%	10%	33%	36%	12%	0
JUDGE	5%	5%	55%	14%	23%	0

The 1<sup>st</sup> Judicial Circuit had the highest percentage of staff who planned to continue working for the UJS for another 20 or more years. The 4<sup>th</sup> Circuit, however, had the highest percentage of staff who planned on working for the UJS for another ten to 20 or more years. As for the different position types, court services officers were significantly higher than all the other position types in their intent to continue in their positions for another ten to 20 or more years, with 74% responding in those categories. At the lowest end, only 37% of all judges responding indicated that they intended to continue in their position with the UJS for another ten to 20 or more years.

### **OPEN-ENDED QUESTIONS**

The open-ended question segment of the survey was designed with the hope that along with the promise of anonymity, the responses would be candid and useful information would be collected. Of course, there is always a chance that some employees will use this type of opportunity to make unwarranted complaints or attempt to cause problems for their co-workers or supervisors. In fact, as previously stated, that is one of the most prevalent concerns against the use of employee surveys. However, after studying all the comments received, it appeared that other than a few inflammatory comments, the majority of the respondents attempted to provide honest and helpful input.

The two most common themes among the responses to the open-ended questions overall addressed dissatisfaction at the lack of raises and/or low wages, along with large workloads and constant changes. Other common concerns throughout the UJS were problems with supervisors/administration, and communication issues. Employees found the most satisfying aspects of their jobs to be the challenge and diversity of the work, and the social contacts.

See Appendix II, page 64, for a representative sample of the responses to the open-ended questions. The full text of the responses was much too lengthy to include in its entirety. A summary of the responses which shows the top four answers to each question and the number responding is found in Table 10.

<b>Table 10 – OPEN-ENDED QUESTION SUMMARY</b>	
<b>What do you feel is your biggest obstacle at work?</b>	<b>Number of responses</b>
Large workload - Changes	<b>102</b>
Communication - Coworkers - Supervisors	<b>65</b>
External influences - Customers	<b>43</b>
Work environment - Job Worth - Pay	<b>41</b>
<b>What would you suggest to improve efficiency?</b>	
Improved Training/Resources/Technology	<b>94</b>
More Consistency - Streamline processes	<b>36</b>
Improve Communication	<b>28</b>
Administration/Supervisory Changes	<b>23</b>
<b>What would make your job more satisfying?</b>	
More Pay/Benefits/Incentives	<b>99</b>
Better Supervisors/Feedback/Communication	<b>40</b>
More Training/Staff/Resources	<b>35</b>
More Flexibility - Better Work Environment	<b>23</b>
<b>What Do You Like Least About Your Job?</b>	
Stress - Workload - Job Duty	<b>86</b>
Interpersonal Conflicts - Supervisory Issues	<b>66</b>
Lack of Pay/Appreciation/Flexibility	<b>48</b>
Lack of Resources - Inadequate Facilities	<b>14</b>
<b>What Do You Like Most About Your Job?</b>	
Job Content - Challenge - Diversity	<b>121</b>
Interpersonal Contacts and Relationships	<b>102</b>
Making a Contribution - Job Pride	<b>77</b>
Job Compensation/Stability/Flexibility	<b>24</b>

## US COURT COMPARISON

The effort to determine how UJS satisfaction levels compared to other courts across the country realized comparable data from only 20 courts. The results are presented in Table 11.

<b>Table 11 – US Employee Satisfaction Survey Comparison</b>	<b>Overall Mean</b>	<b>Number of Responses</b>
Unified Judicial System of South Dakota	77	386
West Coast County C	59	13
West Coast County N	77	62
West Coast County T	67	27
West Coast County Y	77	55
Unidentified State AOC	73	60
Unidentified State AOC and Local Court Staff	73	587
Midwestern Municipal Court	57	17
Unidentified District Court	62	175
Eastern Appeals Court	65	*
Midwestern Court	57	*
Southern State AOC	78	*
Large Midwestern County Court	75	*
Texas County Court	74	*
Wisconsin County Court	77	91
Western State (all court & AOC staff except managers)	74	*
Nevada Court	75	40
Northern State Court System	72	184
Small Missouri Court	86	11
Large Midwestern County Court	74	*
Arizona County Court	91	*
Average Satisfaction Level	72	

\* Number of respondents unknown.

While the limited number of surveys located did make the resulting average score inconclusive at best, this endeavor did serve to provide more insight into the UJS results. The

overall UJS satisfaction level was 77%, notably higher than the 72% average of all the other courts compared.

## **SUMMARY**

With a satisfaction level of 77% for UJS employees overall, South Dakota falls in the high end of the “Doing OK” level of the NCSC’s Satisfaction Level rating chart (see Table 5 on page 39). And while this study indicates that there are many things that the UJS is doing right when it comes to ensuring employee satisfaction, there are clearly areas that need to be addressed. The UJS can do much better than “OK”! The next section of this report attempts to present some insight into the problem areas discovered and provide recommendations for improvement.

## **VII. CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSION 1 – *ASSESSING AND IMPROVING THE LEVEL OF EMPLOYEE SATISFACTION IS CRITICAL TO ORGANIZATIONAL SUCCESS.***

Human Resource experts overwhelmingly agree that job satisfaction levels among employees should not be ignored. Employees with higher job satisfaction care more about the quality of their work, are more committed to the organization, have higher retention rates, provide better customer service, and are more productive in general. The goal of increasing job satisfaction is as important for its humanitarian value as it is for the benefits to the organization.

The National Business Research Institute surveyed over 15,000, largely white collar, employees from across the country and from all levels of the organizations that participated. Twenty percent were supervisors, ninety-one percent worked full-time, the average age was 33, with an equal proportion of males and females. They determined that there are six primary factors that influence job satisfaction. When these six factors were high, job satisfaction was high and vice versa. These factors in descending order of importance are opportunity (challenge and interest of work), stress (keeping negative stress low), leadership, work standards (job pride/quality), fair rewards, and adequate authority and freedom to do their jobs.<sup>26</sup>

Whether using the theoretical model derived from Maslow's hierarchy discussed earlier, or considering the six factors identified above which influence job satisfaction, achieving a high level of employee satisfaction is largely contingent on the actions of the employer. In order for the courts to maximize the effectiveness of their employees, how they rate as an employer in each of the primary factors influencing job satisfaction must first be established. The most

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<sup>26</sup> National Business Research Institute, Inc. *Special Reports – Effective Management Through Measurement – Managing Job Satisfaction*. (n.a)(n.d.). Retrieved from [http://www.nbri.com/Employee\\_Surveys/Job\\_Satisfaction.html](http://www.nbri.com/Employee_Surveys/Job_Satisfaction.html).

effective way for an organization to make that determination and identify problem areas is an employee satisfaction survey.

**RECOMMENDATION 1 – *EMPLOYEE SATISFACTION SURVEYS SHOULD BE CONDUCTED ANNUALLY IN THE SOUTH DAKOTA COURTS.***

An employee satisfaction survey based on the NCSC CourTools Measure 9 should be conducted on a regular basis in the UJS. This survey instrument has been utilized extensively in courts across the country, and there is every likelihood that more courts will use it in the future. Using the same survey allow the UJS to gage itself against these other courts in an ‘apples to apples’ comparison, and against itself in future surveys.

According to the National Business Research Institute<sup>27</sup>, and CourTools 9<sup>28</sup>, employee surveys should be conducted annually. All UJS employees should be surveyed - both pressing problems and brilliant solutions can be found in the most unlikely of places. Individual responses should continue to be kept confidential to ensure full participation and candor. Managers should be discouraged from retaliating against, or in any way attempting to identify authors of negative comments. The results collected during this project can provide the baseline for UJS employee satisfaction in future surveys. The distribution glitch that was discovered involving on-call deputies could be resolved by sending paper surveys to all employees who do not have a UJS email account, along with a stamped pre-addressed envelope for them to return the completed survey in.

Responses to this survey overwhelmingly seem to be honest and sincere. The open-ended questions and promise of anonymity provided the employees with a forum to freely answer

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<sup>27</sup> See note 17 *supra*.

<sup>28</sup> See note 19 *supra*.

several important questions, and it appears that the majority took advantage of the opportunity. This researcher feels that the resulting feedback was valuable, despite a few hard feelings among supervisors that resulted from negative comments. Most employees vent about their job or employers in some fashion. While not all comments or criticisms will be warranted, managers have to keep in mind that perception is reality for most people, and they should consider the comments as a whole to better understand the mentality of their workforce. It is important for managers to know what their employees are thinking – ‘knowledge is power’ is cliché for a reason. Open-ended questions should remain a part of the survey; however, the questions can be changed to focus on whatever areas are considered relevant to the UJS at the time.

While this researcher was happy with the overall 70% response rate to this survey, there is room for improvement. The higher the response rate the more likely it is that the satisfaction level is representative of the organization and useful input is received. The 1<sup>st</sup> Circuit showed a 78% satisfaction level, with a response rate of 82%. With such a high response rate, one can be fairly confident that the 78% satisfaction level is representative of the whole circuit. Conversely, that level of confidence in the accuracy of the satisfaction level drops considerably for an entity when less than half of the staff responds. Managers in the areas which showed the lowest response rates should actively encourage their employees to complete future surveys.

Once the survey has closed and all the data has been gathered, analyzed, and charted, detailed results should be provided to the chief justice, state court administrator, and each presiding judge, circuit administrator, and chief court services officer in the state. A summary of the results should also be distributed to all employees, either by email or published in the UJS Newsletter. This step is extremely important and should not be ignored.

*“Once the drivers of employee attitudes have been identified it is necessary to take action to enhance employee perceptions of these drivers. In the interest of building a*

*relationship of honesty, integrity, and trust within the organization, the follow-up process (to a survey) should include communicating the results effectively. Employees need to know that their voices have been heard and action will be taken. This step in and of itself can enhance employee attitudes provided that action is indeed taken.”<sup>29</sup>*

The good feeling engendered among employees by implementing a survey will be lost if the results are ignored. That’s why it is so important to communicate the results of the survey to all staff. Getting their opinions and then acting on their comments will ensure a more productive and loyal staff. And when changes are made as a result of the survey, let everyone know! Because while employees *like* to know what their fellow employees are thinking, they *need* to know that their own concerns have been heard and their voice counts within the organization. At the very least, implementing an employee satisfaction survey will show employees that the organization cares enough to ask. The majority of employees will realize that management won’t be able to fix all of their issues, but they still appreciate being given the opportunity to express them.

**CONCLUSION 2 – RESULTS OF DATA INDICATE THAT THE UJS IS “DOING OK” OVERALL IN TERMS OF EMPLOYEE SATISFACTION AND SOMEWHAT ABOVE AVERAGE WHEN COMPARED TO OTHER COURTS ACROSS THE COUNTRY.**

The 77% overall satisfaction rate tells us that, systemwide, the UJS falls into the high end of the “Doing OK” level of the NCSC’s chart when it comes to employee satisfaction (see Table 5, p. 39). When compared to many courts across the country, the UJS rated somewhat above the average of 72% (see Table 11, p. 45). The five highest scoring statements from the survey are the statements that employees most *agreed* with and are shown again below in Table 7. These are the areas in which the UJS falls into the highest “Doing a Good Job” level of the NCSC chart.

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<sup>29</sup> See Note 22 *supra*.

<b>Table 7 – FIVE HIGHEST SCORING STATEMENTS FOR THE UJS</b>	<b>Overall Mean</b>
I understand what is expected of me at work.	87
I am proud to work in the court.	86
My coworkers and I work well together.	83
I understand the relationship between the work I do and the goals and missions of the court.	83
Someone at work cares about me as a person.	82

These responses indicate that generally court managers in the UJS do a good job of training and communicating work expectations, as well as the goals and missions of the court. In addition, overall, UJS employees feel that they have good working environments where several of their social needs are being met, and that they feel a large degree of pride in working for the court and in their jobs.

The responses to the open-ended question #7 in section II of the survey “What do you like best about your job?” expanded upon and strengthened the above conclusions. The top three responses by UJS employees named the things that they liked best about their job as the diversity and challenge of the work, the interpersonal contacts and relationships they have at work, and pride in their job – the feeling that what they do is worthwhile and makes an important contribution to society.

**RECOMMENDATION 2 – THE UJS SHOULD STRIVE TO REACH AN OVERALL EMPLOYEE SATISFACTION LEVEL OF OVER 80%.**

While the 77% satisfaction level is somewhat encouraging, especially considering the current financial situation in South Dakota, it can be improved upon. The UJS should continue its efforts towards consistency and uniformity of procedure and training. When employees were asked what they would suggest to improve efficiency, the top answers were improved training

and resources, along with more consistency and streamlining of processes. Statewide consistency of practice allows staff to feel more confident in their job knowledge and greatly increases their resources and ability to find answers when they have procedural questions, as well as increasing public trust and confidence in the court system. When things are done differently in every county/circuit, those who do business in several different court locations could easily begin to question the validity of the court system. Attorneys in particular often express frustrations over the significant differences in practice and procedure they encounter across the state.

Managers should be made aware of the importance and value of meeting employees' social needs in the workplace, and strive to make their work environments "friend friendly". The experts are very clear as to the organizational benefits that result from meeting these needs. Remember that experts cited in the literature review claim that employees who have a best friend at work are seven times more likely to be engaged and committed to their work, and 50% more satisfied overall with their employment and pay. These are numbers too high to be ignored, particularly as higher satisfaction levels translate into higher productivity.

**CONCLUSION 3 – UJS EMPLOYEE SURVEY DATA INDICATES AREAS WHERE SATISFACTION LEVELS SHOULD BE ADDRESSED.**

UJS employee survey data indicates several areas that the UJS should address if at all possible. Particularly, the five lowest scoring survey statements, and the top scoring responses to the open-ended questions, point to several areas of concern. Again, the lowest scoring survey statements from the survey, the statements that employees most *disagreed* with, are shown again below in Table 8.

<b>Table 8 – FIVE LOWEST SCORING STATEMENTS FOR THE UJS</b>	<b>Overall Mean</b>
In the last month I was recognized/praised for doing a good job.	65
I think the public respects the court.	68
I feel there is good communication within the UJS.	70
I am encouraged to look at new ways to get my job done.	71
I feel there is good communication within my circuit/division.	71

These can be considered to be the areas that the UJS is not doing as well in. Responses to the lower scoring statements would indicate that managers are doing a particularly poor job of providing positive feedback or recognition to their employees. This was the lowest scoring statement for the UJS as a whole, for every position type, as well as for most of the individual circuits/divisions. Employees also seem to feel that communication is lacking at several levels, and that they are not being kept informed, or involved in the decision-making processes. Responses also indicate that employees feel that they are discouraged from being creative or innovative in their jobs, and they also feel overwhelmingly that the public does not respect the courts. While this last concern may not be reflective of anything that the UJS is doing or failing to do, it does make the high level of pride UJS employees feel in their jobs even more impressive and commendable.

Not surprisingly, the responses to the open-ended questions made it obvious that pay issues and lack of raises were high on most employees' minds, and half of the employees responding replied that increased pay/benefits/incentives would make their job more satisfying. Many also commented that the lack of pay raises had already negatively affected their morale and motivation. In an environment where mistakes or omissions can lead to potential liability,

this is especially concerning. When asked what their biggest obstacles at work were, the majority of responses listed large workloads, constant changes, communication breakdowns, as well as issues with supervisors and/or coworkers. The top answers to what the employees liked least about their jobs were stress, large workloads, interpersonal conflicts and supervisory issues, followed by lack of pay, appreciation, and flexibility. It should also be noted, however, that even while expressing their concerns and the problem areas they saw in the workplace, a very large number of employees also included remarks expressing how much they enjoyed their jobs and working for the courts in general.

**RECOMMENDATION 3 - *THE UJS SHOULD CONTINUE TO ANALYZE EMPLOYEE SURVEY RESULTS AND ADDRESS IDENTIFIED PROBLEM AREAS.***

Despite the title of this project – “*Assessing Employee Satisfaction in the South Dakota Courts*” – conducting the survey and evaluating the results is not enough. The research and literature on this topic, as well as logic, should lead employers to realize that surveying employees alone is not enough – something must be done with the information that is gathered. The UJS should attempt to more clearly understand the underlying reasons for the low scoring responses to the survey. Utilizing focus groups can often prove valuable in this regard. Additional information can be gathered in this forum that would not always be revealed in the survey responses. There will often be cases where a minor change can be made which will improve employee satisfaction levels – management just had to be aware of what was needed.

Once the issues are identified and strategies developed to address them in light of the predominant theories in the literature and SD court culture, improvement then becomes possible. And by continuing to track the results of annual surveys, managers can better determine the effectiveness of initiatives implemented in an effort to improve employee satisfaction.

**RECOMMENDATION 4 – THE SCAO AND ADMINISTRATORS SHOULD WORK TO IMPROVE LEVELS OF COMMUNICATION.**

Two of the lowest scoring statements indicated that employees were dissatisfied with the levels of communication within their circuits and within the UJS as a whole. More training should be developed and required for all supervisors in improving communication skills with their employees, and to better utilize the UJS's performance evaluation process – the PPAR (Performance Planning and Review). Administrators and the SCAO should make every attempt to keep employees “in the loop” and develop new ways of keeping employees informed consistently, they should also look for more ways to include them in the decision-making processes. Keeping employees on a “need to know” basis is counterproductive. Employees are much more vested in an organization when they feel they have some control over it's destiny.

**RECOMMENDATION 5 – A STUDY OF PAY AND CLASSIFICATION SCALES IN THE UJS SHOULD BE UNDERTAKEN TO IDENTIFY AND ADDRESS THE CAUSES OF DISSATISFACTION. THE POSSIBILITIES OF PROVIDING SOME OTHER TYPES OF NON-MONETARY INCENTIVES TO EMPLOYEES IN LIGHT OF THE CURRENT BUDGET SITUATION SHOULD ALSO BE CONSIDERED.**

**RECOMMENDATION 6 – THE SCAO AND ADMINISTRATORS SHOULD TRAIN AND ENCOURAGE SUPERVISORS TO DEVELOP SKILLS IN PROVIDING POSITIVE FEEDBACK IN ORDER TO CREATE RECOGNITION-RICH WORK ENVIRONMENTS.**

The results of this survey clearly showed that employees feel that they are not receiving adequate levels of feedback and appreciation. This was the UJS's lowest scoring item, and an area that, in theory, should be the easiest to improve. What is positive feedback after all except another form of communication? As was discussed in the literature review, the importance of

providing sufficient positive feedback to employees cannot be stressed enough. It is the key to developing and retaining a productive workforce.

*“We need to demonstrate that individual workers – judges and other court employees – are not necessarily limited to the productivity of 1 FTE (full-time-equivalent) worker, as they are in workload assessments. We need to be better at showing that one engaged employee who cares about what he or she does and how it is done can do the work of many. Think of what a whole team, an entire department, could do.”<sup>30</sup>*

Showing appreciation is a form of respect. Too often employees do not feel that they have the necessary respect from management. Managers should focus on creating a mechanism appropriate to their workplace for delivering frequent positive feedback. Managers should set a goal to provide at least one positive feedback occurrence per week for each employee under their supervision. Even a short email, or quick “thank you” or “good job”, count for a lot. Be genuinely concerned and involved with your employees. The biggest challenge here will be for managers to develop the skills for providing effective feedback, and then get in the habit of it. Be specific when possible. Stating “thanks, you did a good job” is less effective than “thanks for handling that difficult customer so professionally.” Regardless, the most important thing to remember is that managers must acknowledge employee’s conduct and do it consistently.

**RECOMMENDATION 7 – THE UJS SHOULD CONSIDER IMPLEMENTING THE NATIONAL CENTER FOR STATE COURTS COURTOOLS MEASURE 1 – ACCESS AND FAIRNESS.<sup>31</sup>**

Based on the survey results, UJS employees overwhelmingly feel that the public lacks respect for the courts. While this may not be an accurate representation of public opinion, the fact that the perception exists among employees can only have a negative impact on the work

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<sup>30</sup> See note 16 *supra*.

<sup>31</sup> National Center for State Courts. (2005). *CourTools: Trial Court Performance Measures, Measure 1, Access and Fairness*.

environment and employee morale. Even if this perception proved to be accurate, it still may not be a result of anything the courts are doing or failing to do. That is where CourTools 1 can be of use. The Access and Fairness measure is defined as “ratings of court users on the court’s accessibility and its treatment of customers in terms of fairness, equality, and respect.”<sup>32</sup> Often, customer satisfaction surveys are utilized to collect data in the above areas from court users and/or the public in general. As with employee satisfaction, an organization can have no realistic knowledge of the level of court user/public satisfaction without some form of measurement tool.

**CONCLUSION 4 – THE UJS HAS THE ABILITY AND THE FRAMEWORK IN PLACE TO IMPROVE EMPLOYEE SATISFACTION LEVELS.**

This author feels satisfied that not only is the UJS doing above average when it comes to employees satisfaction, but also that the problem areas identified can and will be successfully addressed. Despite looming budget issues, or perhaps because of them, UJS management should make every effort to increase employee productivity. Improving employee satisfaction is the surest way to get there. This author is confident that UJS management places great importance on the happiness and satisfaction of their employees, and will make every attempt to improve those satisfaction levels. To conclude by suggesting a survey mission statement inspired by the opening statement of this section seems appropriate:

***The UJS is aware that employees with higher job satisfaction care more about the quality of their work, are more committed to the organization, have higher retention rates, provide better customer service, and are more productive in general. Because the UJS believes that the goal of increasing job satisfaction is as important for its humanitarian value as it is for the benefit to the organization, and because it recognizes that employee input is an integral part of any successful organization, this survey will be utilized regularly to determine employee satisfaction and needs.***

What greater justification could there be for the court to address the issue of employee satisfaction?

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<sup>32</sup> See note 31 **ibid.**

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## IX. APPENDICES

### APPENDIX I – EMAIL WITH SURVEY LINK

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**From:** Allison, Kim  
**Sent:** Monday, August 02, 2010 10:42 AM  
**To:** Allison, Kim; UJS 1st Cir. All; UJS 2ndCir Personnel; UJS 3rd Cir. All; UJS 4th Cir. - All; UJS 5th Circuit - All; UJS 6th Cir. All; UJS 7th Cir. All; UJS Personnel (Capital); UJS Supreme Court Justices; Don Cullen  
**Subject:** RE: UJS Employee Satisfaction Survey

Dear UJS employees,

Two weeks ago I asked you to participate in the 2010 UJS Employee Satisfaction Survey (please re-read email below). I am happy to report that as of today 307 people have taken the quick, easy, and confidential survey.

If you have not yet taken the survey, I encourage you to do so now. Just click on the link below and the survey will be ready for your responses. Remember that there are two parts to the survey so please fill out both sections. Supervisors, if you have non-UJS email employees in your office please encourage them to participate as well. However, since only one response can come from a particular email address, the survey will have to be forwarded to their home email address in order for them to be able to participate. If you would like me to forward the survey to them directly please send me their email address and I would be happy to do so.

Your opinion is important, and I thank you again for taking the time to participate.

<http://www.surveymonkey.com/s/YGGR6PF>

*Kim Allison  
1st Circuit Court Administrator  
410 Walnut Suite 201  
Yankton, SD 57078  
605.668.5685*

*Aurora, Bon Homme, Brule, Buffalo, Charles Mix, Clay, Davison, Douglas, Hanson, Hutchinson, McCook, Turner, Union, & Yankton Counties*

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**From:** Allison, Kim  
**Sent:** Friday, July 16, 2010 11:45 AM  
**To:** UJS 1st Cir. All; UJS 2ndCir Personnel; UJS 3rd Cir. All; UJS 4th Cir. - All; UJS 5th Circuit - All; UJS 6th Cir. All; UJS 7th Cir. All; UJS Personnel (Capital); UJS Supreme Court Justices  
**Subject:** UJS Employee Satisfaction Survey  
**Importance:** High

Dear fellow UJS Employees,

Below you will find a link to a *UJS Employee Satisfaction Survey*. Having received prior approval from each circuit and the SCAO, I am requesting that all UJS employees fill out this short survey. The survey outline is part of the National Center for State Courts *CourTools Trial Court Performance Measures*, and I will be using the resulting data as the basis for my Court Executive Development Program research project. Please be assured that all survey responses are anonymous. The results of the survey are compiled by Survey Monkey and then forwarded to me. I do not receive the original surveys and will not know who the answers come from. I will also be releasing the overall results to the circuits and the SCAO when the process is completed. There are two sections of questions, so please be sure you click on the "Next" tab at the bottom of Section I and move on to complete Section II. Clerk's - please be sure your on-call deputies without UJS email get a chance to respond. Thanks much!

UJS employees are the most valuable asset this organization has, and your honest opinions and input are extremely important. Thank you all in advance for taking the time to participate in this survey.

<http://www.surveymonkey.com/s/YGGR6PF>

Sincerely,

*Kim Allison  
1st Circuit Court Administrator  
410 Walnut, Suite 201  
Yankton, SD 57078  
605.668.5685*

*Aurora, Bon Homme, Brule, Buffalo, Charles Mix, Clay, Davison, Douglas, Hanson, Hutchinson, McCook, Turner, Union, & Yankton Counties*

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**APPENDIX II**

**2010 UJS EMPLOYEE SATISFACTION SURVEY  
SAMPLE OF OPEN-ENDED QUESTION RESPONSES**

**WHAT DO YOU FEEL IS YOUR BIGGEST OBSTACLE AT WORK?**

The Judges do not back up or support the employees.
Constant changes of policies and procedures.
Dealing with frustrated/irate people.
Organizing and keeping all the information that is relayed to us every day through emails - constant change in the way we handle things as it relates to our jobs.
Wanting to strive to the best you can while knowing that there is no where to go or no "benefits" to improve.
Dealing with attorneys.
Too much work, not enough time to do it in.
Lack of pay, leadership, and respect.
Case load does not permit adequate time to properly consider and decide the issues in a case.
Lack of communication--huge work loads, unrealistic expectations of supervisors and judges.
Determining the line between providing legal information versus legal advice.
Not having enough help in offices and temperamental judges.
Communicating w/those individuals that do not know a lot of English.
Not getting raises for this long really discourages work morale. I do not like having my employee who works full time to be eligible for assistance!!!!!!
Overcoming the "that's how it's always been done" mentality.
Scheduling. Work volume. Attorney's lack of preparation. Pro se litigants.
Bats, mice, and no security measures.
Keeping up with all the work knowing I am not getting a raise or compensated for it, with insurance benefits going up for less coverage.
Struggling with motivation while being stuck at the same pay for three years.
Very large workload responsibility, yet very low wage and appreciation for the job I do.
Staying motivated to carry out the duties without any chance of raises or advancement. The morale is the lowest I have seen in many years. Our pay structure puts us at the low end of the scale when compared to other public criminal justice agencies, i.e. city police, county sheriff, etc. Secretaries for the city and county are paid what CSO's make and make 10K more that CSO sec. and deputy clerks.
Lack of communication between departments/circuits.
Dealing with the bureaucracy of the state office.

**WHAT WOULD YOU SUGGEST BE DONE TO IMPROVE EFFICIENCY?**

Hiring more clerks would be necessary to improve efficiency and stay timely and on top of increasing work loads and responsibilities requested of the clerks - both in the office and now that civil clerks are covering the courtroom too.
Communication between supervisors and staff.
Pay me what I am worth and you would be amazed at what I could do.
I think everyone does their best to be efficient at this point.
Change in management.
Incentive programs.
Electronic filing of some of the required forms like the divorce reports, adoption reports, etc.
A secretary.

An access website for attorneys to see judges' calendars so we don't spend so much time on the phone with them.
Pay raises.
When dealing with persons and their struggles, efficiency should not be a concern.
More staff; better communication.
A faster computer system. Hopefully, this will be resolved soon.
Occasional meetings with support staff to ask for input. No one ever asks how things are going.
Supervisors, administrators need education on how to treat employees right and how to communicate with employees. If employees are treated well, given a positive environment, included in as team member, more open communication, an employee will perform at a higher level.
Improve our pay scale and do away with this "glass ceiling" (mid-point) that's been created over the past 30 years. Nobody expects to become rich in this line of work, but it's not too much to ask to be able to retire at the top of your pay scale...rather than mid-point.
More cross-training in all offices.

### WHAT WOULD MAKE YOUR JOB MORE SATISFYING?

To have more services available for the probationers I supervise. To have Judges & upper management understand the full effects of the decisions they hand down.
Respect and support from the Judges.
I am completely satisfied with my job but a pay raise would be nice.
The ability to spend an appropriate amount of time on a higher percentage of my clients. I am currently essentially performing triage on much of my caseload.
Any feedback. Ability to take time off when needed or wanted.
Pat on the back from Clerk; A RAISE!!!
Salary commensurate with other employees in my position.
More professional feedback from supervisor. Better training.
Knowing I'm appreciated for what I do and treating me with respect. I love my job.
If our wage was enough that I wouldn't have to have three part-time jobs.
Magistrate Judges having the opportunity to handle civil matters of a higher value so that we could deal with more complicated and interesting cases on the civil side.
Regular raises, opportunities for advancement.
Being appreciated. Being rewarded for a job well done. Receiving a raise.
APPRECIATION
Knowing that the hard work that I do, and have done, is appreciated.
The ability to work with people more closely to provide them a better chance to succeed.
More pay. We generally make less than most counties' employees and not much more than someone working in the fast food business.
A little more recognition or Thank You for a job well done.
Rotating in some of the other clerks' offices for more global understanding of our circuit.
Of course the lack of a raise really hurts. I am not at this job for the money, but no raise for possibly 2+ years is detrimental to morale and possibly production.
The opportunity for professional growth.
Cheat sheet manuals made up for the different areas of work.
The time or availability of classes to help me understand the procedures and legal terminology used by the courts.
Since we haven't had any pay increases in a while, maybe offer more vacation time.
A pat on the back or a "good job" would be nice.
State raise--paid for a job well done, ways to use annual leave—i.e. be able to cash in vacation leave.
Co-workers remembering that a "simple thank you" goes a long way. We're all in this boat together.
I am thankful for having a good job with benefits, but I've never understood why county & city employees are on a higher pay scale than state. Not only have we not gotten a raise for two years, their pay scale is

higher.
Supervisors having better supervisory/communication skills.
Better feedback from the public.
More money - Pierre is really good at saying we should be thankful we have a job; however that is getting old. Bills are increasing, everything is getting more expensive and we aren't even getting a cost of living raise. This makes for sour attitudes and people talking about not putting in the hard work because we aren't getting any rewards for it.
Positive feedback and a pay increase!
More feedback.

## WHAT DO YOU LIKE LEAST ABOUT YOUR JOB?

Supervisor and co-worker drama.
The constant changes from within the office.
Not getting raises is very, very stressful.
Dealing with petty bickering and personality problems between employees.
No pay raise in 2 years.
No where to move up or excel. Seem to be stuck at my position.
What I like the very least is the fact that due to short staffing I cannot take week long vacations or breaks like I would prefer to do. I do not like pro-se forms. They are too confusing for the customer and take so much time to help them.
Inadequate safety measures for our office. Our offices are wide open and our courthouse has no security whatsoever other than cameras.
How the state budget is affecting us. Not only through lack of raises, but also with lack of resources for clients.
Stress.
Lack of recognition from my supervisor for the work I do. I can't ever remember being told "good job", "thanks for all you do", etc.
Not being able to give our customers more time.
Having to deal with personnel issues.
Lack of professionalism by some of my co-workers.
Dealing with angry and unhappy people.
Conflicts within the office.
The constant barrage of new rules and responsibilities that clerks' offices are expected to do.
Dealing with pro-se litigants - walking the fine line between information and legal advice.
I LOVE my job. It is, however, discouraging to work hard every day for little pay.
The inconsistencies.
The lack of communication and lack of respect.
DOING THE PPAR.
The pay comparison between County jobs and State jobs. Dealing with difficult people.
The pay. Plus they have actually taken away a lot of our magistrate duties, which in turn makes our job more difficult.
Office gossip.
The constant changes.
Being expected to do a lot of work, know a lot of procedures and information, without compensation.
Office drama. Co-workers not getting along can create difficult working environment.
No raise for two years; higher co-pays for insurance. Mid-point.
I would like to see more trainings offered in areas other than Pierre. Too much time is wasted driving to and from Pierre from the outlying areas.
High volume of cases and job demands.
Lack of appreciation.
Lack of workers. Lack of support from judges and court administrator's office. UJS has become political.

Clerks have no one to stand up for them.
Management.
The lack of appreciation and covering for co-workers and never hearing THANK YOU. Which also includes the supervisors as well as coworkers.
Having to attend training that does not pertain to my job or is repetitive and/or redundant.

### WHAT DO YOU LIKE BEST ABOUT YOUR JOB?

Clients who learn new skills, succeed, and thank us for the assistance we provide.
Co-workers.
The ever-changing activity of the office - every day is new and challenging.
The opportunity to make a difference.
Challenging and different every day.
Seeing probationers succeed and turn life around, often when odds are against them.
The diversity, knowing that each day can be different. Helping people.
Benefits.
Feeling like I make a difference.
I love the work I do and enjoy working with the Judges and my co-workers. I like the flex time that we now get.
The responsibility and holding people accountable.
I like the variety of duties that our office handles. I enjoy working for the UJS very much and respect all that our judicial system represents. I also appreciate the support we have from our Judges, Circuit Office and Supreme Court. They are always willing to answer any questions and help out in any way.
The people I work with; my co-workers are great.
The variety and challenge. Like feeling like I am making an impact in the judicial system.
Helping people get through the court system.
The stability and security.
The flexibility.
The positive impact on offenders, making a difference, co-workers.
At this point, not much.
I am proud of the work that I am doing and I think my employees and I do our best to provide good customer service.
The variety of work and the challenges it brings.
Variety, interesting work; flexibility; can plan my own day as long as the work is completed.
I really enjoy it when I am busy with things I do often and am confident in doing. I also like it when I finally get a handle on a new task. I like the positive feedback my supervisor gives me.
Regular hours, paid holidays, vacation, and sick leave. I also feel my work is important and makes a positive impact in the community in which I live.
Improving my performance skills even after years of work, my immediate supervisor, and most of my co-workers.
The success stories that I do get.

## **APPENDIX III – SURVEY RESPONSE REPORTS**

US Employee Satisfaction Survey Result Comparison

2010 UJS Employee Satisfaction Survey Summary

UJS Employee Satisfaction Survey Results – OVERALL

UJS Employee Satisfaction Survey Results – 1<sup>ST</sup> CIRCUIT

UJS Employee Satisfaction Survey Results – 2<sup>ND</sup> CIRCUIT

UJS Employee Satisfaction Survey Results – 3<sup>RD</sup> CIRCUIT

UJS Employee Satisfaction Survey Results – 4<sup>TH</sup> CIRCUIT

UJS Employee Satisfaction Survey Results – 5<sup>TH</sup> CIRCUIT

UJS Employee Satisfaction Survey Results – 6<sup>TH</sup> CIRCUIT

UJS Employee Satisfaction Survey Results – 7<sup>TH</sup> CIRCUIT

UJS Employee Satisfaction Survey Results – SCAO/SC

UJS Employee Satisfaction Survey Results – CLERK

UJS Employee Satisfaction Survey Results – CSO

UJS Employee Satisfaction Survey Results – CIRCUIT ADMINISTRATIVE & SUPPORT STAFF

UJS Employee Satisfaction Survey Results - JUDGE

## US Employee Satisfaction Survey Result Comparison

	Overall Mean	Number of Responses
Unified Judicial System of South Dakota	77	386
West Coast County C	59	13
West Coast County N	77	62
West Coast County T	67	27
West Coast County Y	77	55
Unidentified State AOC	73	60
Unidentified State AOC and Local Court Staff	73	587
Midwestern Municipal Court	57	17
Unidentified District Court	62	175
Eastern Appeals Court	65	*
Midwestern Court	57	*
Southern State AOC	78	*
Large Midwestern County Court	75	*
Texas County Court	74	*
Wisconsin County Court	77	91
Western State (all court & AOC staff except managers)	74	*
Nevada ? Court	75	40
Northern State Court System	72	184
Small Missouri Court	86	11
Large Midwestern County Court	74	*
Arizona County Court	91	*
Average Satisfaction Level	72	

\* Number of respondents unknown. Information was not provided in referenced report.

All surveys used in this comparison, while not identical, were based on the NCSC CourTools Measure 9 Survey and were extremely similar. The scoring on all compared surveys was on a five-point rating scale converted to a 100-point Mean scale, with the exception of one survey which had a four-point rating scale, converted to the same 100-point scale. The Mean score can be thought as a % satisfaction level.

## 2010 UJS Employee Satisfaction Survey Summary

	Overall Mean	Number of Responses		Overall Mean
<b>UJS Overall</b>	<b>77</b>	<b>386</b>	<b>5 Highest Scoring Survey Statements Overall</b>	
<b>By Circuit</b>			I understand what is expected of me at work.	<b>87</b>
1st Circuit	<b>78</b>	<b>63</b>	I am proud to work in the court.	<b>86</b>
2nd Circuit	<b>73</b>	<b>67</b>	My coworkers and I work well together.	<b>83</b>
3rd Circuit	<b>80</b>	<b>47</b>	I understand the relationship between the work I do and the mission and goals of the court.	<b>83</b>
4th Circuit	<b>82</b>	<b>41</b>	Someone at work cares about me as a person.	<b>82</b>
5th Circuit	<b>80</b>	<b>25</b>		
6th Circuit	<b>79</b>	<b>25</b>	<b>5 Lowest Scoring Statements Overall</b>	
7th Circuit	<b>75</b>	<b>57</b>	In the last month I was recognized/praised for doing a good job.	<b>65</b>
SCAO/SC	<b>79</b>	<b>31</b>	I think the public respects the court.	<b>68</b>
<b>By Department</b>			I feel there is good communication within the UJS.	<b>70</b>
Clerk	<b>76</b>	<b>151</b>	I am encouraged to look at new ways to get my job done.	<b>71</b>
CSO	<b>78</b>	<b>80</b>	I feel there is good communication within my circuit/dept.	<b>71</b>
Circuit Administrative & Support Staff	<b>78</b>	<b>67</b>		
Judge	<b>80</b>	<b>22</b>		

The scoring is based on a five-point Likert rating scale from "Strongly Disagree" (score of 1) to "Strongly Agree" (score of 5) then converted to a "Mean" 100-point scale. The UJS overall employee satisfaction index score is 77. This can be thought of as a 77% satisfaction level. The five items with the highest satisfaction level (what we are doing right) and the five lowest satisfaction level items (what we need to improve on) are shown.

## Open-Ended Survey Question Summary

	Number of responses
<b>What do you feel is your biggest obstacle at work?</b>	
Large workload - Changes	102
Communication - Co-workers - Supervisors	65
External influences - Customers	43
Work environment - Job Worth - Pay	41
<b>What would you suggest to improve efficiency?</b>	
Improved Training/Resources/Technology	94
More Consistency - Streamline processes	36
Improve Communication	28
Administration/Supervisory Changes	23
<b>What would make your job more satisfying?</b>	
More Pay/Benefits/Incentives	99
Better Supervisors/Feedback/Communication	40
More Training/Staff/Resources	35
More Flexibility - Better Work Environment	23
<b>What do you like least about your job?</b>	
Stress - Workload - Job Duty	86
Interpersonal Conflicts - Supervisory Issues	66
Lack of Pay/Appreciation/Flexibility	48
Lack of Resources - Inadequate Facilities	14
<b>What do you like most about your job?</b>	
Job Content - Challenge - Diversity	121
Interpersonal Contacts and Relationships	102
Making a Contribution - Job Pride	77
Job Compensation/Stability/Flexibility	24

While there were 386 respondents to the survey overall out of 555 sent, not all respondents answered all questions, and many respondents had answers that fell in multiple categories. The top four response categories are shown for each question. A small proportion of answers fit in none of the categories and were not counted for the purposes of this summary.

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - OVERALL**

**NUMBER OF RESPONDENTS - 386**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages				
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1 I understand what is expected of me at work.	2	9	8	198	162	87	379	0.5%	2.4%	2.1%	52.2%	42.7%
2 I am kept informed about matters that affect me.	13	50	27	228	60	74	378	3.4%	13.2%	7.1%	60.3%	15.9%
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	6	34	22	234	79	78	375	1.6%	9.1%	5.8%	62.4%	21.1%
4 I am able to do my best work every day.	0	21	27	231	95	81	374	0.0%	5.6%	7.2%	61.8%	25.4%
5 A. I feel there is good communication within my office.	15	45	28	149	130	78	367	4.0%	12.1%	7.5%	39.9%	34.9%
B. I feel there is good communication within my circuit or department.	15	69	43	177	66	71	370	4.0%	18.5%	11.6%	47.6%	17.7%
C. I feel there is good communication within the UJS.	12	57	73	197	31	70	370	3.2%	15.3%	19.6%	52.8%	8.3%
6 In the last month, I was recognized and praised for doing a good job.	30	72	80	154	35	65	371	8.1%	19.4%	21.6%	41.5%	9.4%
7 Someone at work cares about me as a person.	4	8	40	212	110	82	374	1.1%	2.1%	10.7%	56.7%	29.4%
8 I have opportunities to express my opinion about how things are done at work.	9	50	43	201	69	75	372	2.4%	13.4%	11.6%	54.0%	18.5%
9 I think that the public respects the court.	13	60	70	216	14	68	373	3.5%	16.1%	18.8%	57.9%	3.8%
10 My co-workers and I work well together.	3	15	23	219	114	83	374	0.8%	4.0%	6.1%	58.6%	30.5%
11 I am encouraged to look at new ways to get my job done.	7	48	97	179	43	71	374	1.9%	12.8%	25.9%	47.9%	11.5%
12 I understand the relationship between the work I do and the mission and goals of the court.	0	13	16	256	89	83	374	0.0%	3.5%	4.3%	68.4%	23.8%
13 My working conditions and environment enable me to do my job well.	10	37	41	219	65	76	372	2.7%	9.9%	11.0%	58.9%	17.5%
14 I feel my supervisor values my knowledge and the contributions I make to the court.	11	30	32	169	128	80	370	2.9%	8.0%	8.6%	45.3%	34.3%
15 I feel free to speak my mind to my supervisor.	16	33	36	168	116	78	369	4.3%	8.9%	9.7%	45.2%	31.2%
16 I feel comfortable with how my supervisors and I communicate about my performance.	13	40	49	165	102	76	369	3.5%	10.7%	13.1%	44.2%	27.3%
17 I enjoy coming to work.	2	18	44	210	98	81	372	0.5%	4.8%	11.8%	56.5%	26.3%
18 My co-workers care about the quality of services and programs we provide.	0	28	49	228	69	78	374	0.0%	7.5%	13.1%	61.0%	18.4%
19 I think that I am treated with respect.	4	25	40	233	72	78	374	1.1%	6.7%	10.7%	62.3%	19.3%
20 I am proud to work in the court.	1	2	27	194	149	86	373	0.3%	0.5%	7.2%	52.0%	39.9%
21 I feel safe at work.	4	23	27	245	74	79	373	1.1%	6.2%	7.2%	65.7%	19.8%

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - OVERALL, cont.**

22 Where do you work?

SCAO/SC	1st	2nd	3rd	4th	5th
8.7%	17.7%	18.9%	13.2%	11.5%	6.8%
6th	7th	NR			
7.0%	16.1%	31			

23 Which of the following best describes your job?

Clerk	CSO	Circuit	SCAO/SC	Judge	NR
43.6%	23.1%	19.1%	8.1%	6.1%	40

29 I am planning on working for the court for -

< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
3.7%	7.7%	33.8%	34.7%	20.2%	34

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 1ST CIRCUIT**

**NUMBER OF RESPONDENTS - 63**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages					
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
1 I understand what is expected of me at work.	0	2	0	31	29	88	62	0.0%	3.2%	0.0%	50.0%	46.8%	
2 I am kept informed about matters that affect me.	0	6	3	43	10	78	62	0.0%	9.7%	4.8%	69.4%	16.1%	
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	1	8	3	36	14	77	62	1.6%	12.9%	4.8%	58.1%	22.6%	
4 I am able to do my best work every day.	0	4	4	38	16	81	62	0.0%	6.5%	6.5%	61.3%	25.8%	
5 A. I feel there is good communication within my office.	4	4	4	26	24	80	62	6.3%	6.3%	6.3%	41.3%	38.1%	
B. I feel there is good communication within my circuit or department.	2	10	4	37	9	73	62	3.2%	16.1%	6.5%	59.7%	14.5%	
C. I feel there is good communication within the UJS.	1	10	9	39	4	71	63	1.6%	15.9%	14.3%	61.9%	6.3%	
6 In the last month, I was recognized and praised for doing a good job.	7	11	15	26	2	62	61	11.5%	18.0%	24.6%	42.6%	3.3%	
7 Someone at work cares about me as a person.	1	1	7	39	15	81	63	1.6%	1.6%	11.1%	61.9%	23.8%	
8 I have opportunities to express my opinion about how things are done at work.	0	5	7	42	8	77	62	0.0%	8.1%	11.3%	67.7%	12.9%	
9 I think that the public respects the court.	1	3	12	42	3	74	61	1.6%	4.9%	19.7%	68.9%	4.9%	
10 My co-workers and I work well together.	2	3	4	30	23	82	62	3.2%	4.8%	6.5%	48.4%	37.1%	
11 I am encouraged to look at new ways to get my job done.	1	4	21	34	2	70	62	1.6%	6.5%	33.9%	54.8%	3.2%	
12 I understand the relationship between the work I do and the mission and goals of the court.	0	1	2	49	10	82	62	0.0%	1.6%	3.2%	79.0%	16.1%	
13 My working conditions and environment enable me to do my job well.	2	6	5	35	14	77	62	3.2%	9.7%	8.1%	56.5%	22.6%	
14 I feel my supervisor values my knowledge and the contributions I make to the court.	3	5	8	28	17	77	61	4.9%	8.2%	13.1%	45.9%	27.9%	
15 I feel free to speak my mind to my supervisor.	5	6	4	27	19	76	61	8.2%	9.8%	6.6%	44.3%	31.1%	
16 I feel comfortable with how my supervisors and I communicate about my performance.	3	9	3	31	16	75	62	4.8%	14.5%	4.8%	50.0%	25.8%	
17 I enjoy coming to work.	0	4	6	34	18	81	62	0.0%	6.5%	9.7%	54.8%	29.0%	
18 My co-workers care about the quality of services and programs we provide.	0	4	8	42	8	77	62	0.0%	6.5%	12.9%	67.7%	12.9%	
19 I think that I am treated with respect.	0	6	4	41	11	78	62	0.0%	9.7%	6.5%	66.1%	17.7%	
20 I am proud to work in the court.	1	0	3	30	27	87	61	1.6%	0.0%	4.9%	49.2%	44.3%	
21 I feel safe at work.	1	2	3	45	11	80	62	1.6%	3.2%	4.8%	72.6%	17.7%	
						<b>78</b>							

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 1ST CIRCUIT, cont.**

23 Which of the following best describes your job?

Clerk	CSO	Circuit	SCAO/SC	Judge	NR
47.5%	31.1%	14.8%	0.0%	6.6%	2

29 I am planning on working for the court for -

< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
3.3%	6.7%	35.0%	25.0%	30.0%	3

<b>5 Highest Scoring Survey Statements 1st Circuit</b>	<b>Overall Mean</b>
I understand what is expected of me at work.	<b>88</b>
I am proud to work in the court.	<b>87</b>
I understand the relationship between the work I do and the mission and goals of the court.	<b>82</b>
My co-workers and I work well together.	<b>82</b>
Someone at work cares about me as a person.	<b>81</b>

<b>5 Lowest Scoring Statements 1st Circuit</b>	<b>Overall Mean</b>
In the last month, I was recognized and praised for doing a good job.	<b>62</b>
I am encouraged to look at new ways to get my job done.	<b>70</b>
I feel there is good communication within the UJS.	<b>71</b>
I feel there is good communication within my circuit or department.	<b>73</b>
I think that the public respects the court.	<b>74</b>

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 2ND CIRCUIT**

NUMBER OF RESPONDENTS - 67

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions		Raw Frequencies					Overall Mean	N	Percentages				
		1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Strongly Agree	
1	I understand what is expected of me at work.	0	2	0	39	26	87	67	0.0%	3.0%	0.0%	58.2%	38.8%
2	I am kept informed about matters that affect me.	8	14	4	35	6	65	67	11.9%	20.9%	6.0%	52.2%	9.0%
3	I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	3	6	5	45	8	75	67	4.5%	9.0%	7.5%	67.2%	11.9%
4	I am able to do my best work every day.	0	3	5	45	13	81	66	0.0%	4.5%	7.6%	68.2%	19.7%
5	A. I feel there is good communication within my office.	4	13	3	29	17	73	66	6.0%	19.4%	4.5%	43.3%	25.4%
	B. I feel there is good communication within my circuit or department.	6	24	8	25	4	59	67	9.0%	35.8%	11.9%	37.3%	6.0%
	C. I feel there is good communication within the UJS.	4	11	15	33	3	66	66	6.0%	16.4%	22.4%	49.3%	4.5%
6	In the last month, I was recognized and praised for doing a good job.	10	21	7	23	5	58	66	15.2%	31.8%	10.6%	34.8%	7.6%
7	Someone at work cares about me as a person.	3	1	6	34	23	82	67	4.5%	1.5%	9.0%	50.7%	34.3%
8	I have opportunities to express my opinion about how things are done at work.	5	17	6	28	10	66	66	7.6%	25.8%	9.1%	42.4%	15.2%
9	I think that the public respects the court.	3	19	14	31	0	62	67	4.5%	28.4%	20.9%	46.3%	0.0%
10	My co-workers and I work well together.	0	3	5	41	18	82	67	0.0%	4.5%	7.5%	61.2%	26.9%
11	I am encouraged to look at new ways to get my job done.	2	18	12	32	3	65	67	3.0%	26.9%	17.9%	47.8%	4.5%
12	I understand the relationship between the work I do and the mission and goals of the court.	0	4	3	46	14	81	67	0.0%	6.0%	4.5%	68.7%	20.9%
13	My working conditions and environment enable me to do my job well.	3	9	9	36	9	72	66	4.5%	13.6%	13.6%	54.5%	13.6%
14	I feel my supervisor values my knowledge and the contributions I make to the court.	6	6	2	32	21	77	67	9.0%	9.0%	3.0%	47.8%	31.3%
15	I feel free to speak my mind to my supervisor.	5	9	6	26	21	75	67	7.5%	13.4%	9.0%	38.8%	31.3%
16	I feel comfortable with how my supervisors and I communicate about my performance.	5	12	5	28	16	72	66	7.6%	18.2%	7.6%	42.4%	24.2%
17	I enjoy coming to work.	1	2	11	41	12	78	67	1.5%	3.0%	16.4%	61.2%	17.9%
18	My co-workers care about the quality of services and programs we provide.	0	6	12	36	13	77	67	0.0%	9.0%	17.9%	53.7%	19.4%
19	I think that I am treated with respect.	3	6	9	41	8	73	67	4.5%	9.0%	13.4%	61.2%	11.9%
20	I am proud to work in the court.	0	1	9	39	18	82	67	0.0%	1.5%	13.4%	58.2%	26.9%
21	I feel safe at work.	2	0	3	48	14	81	67	3.0%	0.0%	4.5%	71.6%	20.9%

73

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 2ND CIRCUIT, cont.**

23 Which of the following best describes your job?

Clerk	CSO	Circuit	SCAO/SC	Judge	NR
53.0%	22.7%	18.2%	0.0%	6.1%	1

29 I am planning on working for the court for -

< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
4.5%	6.0%	35.8%	29.9%	23.9%	0

<b>5 Highest Scoring Survey Statements Overall</b>	<b>Overall Mean</b>
I understand what is expected of me at work.	<b>87</b>
I am proud to work in the court.	<b>82</b>
My co-workers and I work well together.	<b>82</b>
Someone at work cares about me as a person.	<b>82</b>
I feel safe at work.	<b>81</b>

<b>5 Lowest Scoring Statements Overall</b>	<b>Overall Mean</b>
In the last month, I was recognized and praised for doing a good job.	<b>58</b>
I feel there is good communication within my circuit or department.	<b>59</b>
I think that the public respects the court.	<b>62</b>
I am kept informed about matters that affect me.	<b>65</b>
I am encouraged to look at new ways to get my job done.	<b>65</b>

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 3RD CIRCUIT**

**NUMBER OF RESPONDENTS - 47**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages				
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Strongly Agree	
1 I understand what is expected of me at work.	0	1	1	23	21	88	46	0.0%	2.2%	2.2%	50.0%	45.7%
2 I am kept informed about matters that affect me.	0	4	2	34	6	78	46	0.0%	8.7%	4.3%	73.9%	13.0%
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	1	2	2	29	12	81	46	2.2%	4.3%	4.3%	63.0%	26.1%
4 I am able to do my best work every day.	0	3	3	28	12	81	46	0.0%	6.5%	6.5%	60.9%	26.1%
5 A. I feel there is good communication within my office.	2	4	1	15	22	83	44	4.5%	9.1%	2.3%	34.1%	50.0%
B. I feel there is good communication within my circuit or department.	1	6	3	22	13	78	45	2.2%	13.3%	6.7%	48.9%	28.9%
C. I feel there is good communication within the UJS.	2	6	8	24	4	70	44	4.5%	13.6%	18.2%	54.5%	9.1%
6 In the last month, I was recognized and praised for doing a good job.	1	10	16	15	2	63	44	2.3%	22.7%	36.4%	34.1%	4.5%
7 Someone at work cares about me as a person.	0	2	5	22	16	83	45	0.0%	4.4%	11.1%	48.9%	35.6%
8 I have opportunities to express my opinion about how things are done at work.	0	3	3	30	9	80	45	0.0%	6.7%	6.7%	66.7%	20.0%
9 I think that the public respects the court.	1	7	10	24	3	69	45	2.2%	15.6%	22.2%	53.3%	6.7%
10 My co-workers and I work well together.	0	0	2	22	21	88	45	0.0%	0.0%	4.4%	48.9%	46.7%
11 I am encouraged to look at new ways to get my job done.	0	0	14	22	9	78	45	0.0%	0.0%	31.1%	48.9%	20.0%
12 I understand the relationship between the work I do and the mission and goals of the court.	0	1	2	32	10	83	45	0.0%	2.2%	4.4%	71.1%	22.2%
13 My working conditions and environment enable me to do my job well.	1	3	6	26	9	77	45	2.2%	6.7%	13.3%	57.8%	20.0%
14 I feel my supervisor values my knowledge and the contributions I make to the court.	0	2	4	20	18	85	44	0.0%	4.4%	8.9%	44.4%	40.0%
15 I feel free to speak my mind to my supervisor.	0	3	7	21	14	80	45	0.0%	6.7%	15.6%	46.7%	31.1%
16 I feel comfortable with how my supervisors and I communicate about my performance.	0	2	7	22	13	81	44	0.0%	4.4%	15.6%	48.9%	28.9%
17 I enjoy coming to work.	0	1	4	24	15	84	44	0.0%	2.3%	9.1%	54.5%	34.1%
18 My co-workers care about the quality of services and programs we provide.	0	2	3	31	9	81	45	0.0%	4.4%	6.7%	68.9%	20.0%
19 I think that I am treated with respect.	0	2	4	29	10	81	45	0.0%	4.4%	8.9%	64.4%	22.2%
20 I am proud to work in the court.	0	0	1	27	17	87	45	0.0%	0.0%	2.2%	60.0%	37.8%
21 I feel safe at work.	0	7	2	27	9	77	45	0.0%	15.6%	4.4%	60.0%	20.0%

**80**

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 3RD CIRCUIT, cont.**

23 Which of the following best describes your job?

Clerk	CSO	Circuit	SCAO/SC	Judge	NR
62.2%	15.6%	13.3%	0.0%	8.9%	2

29 I am planning on working for the court for -

< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
0.0%	11.1%	42.2%	35.5%	11.1%	2

<b>5 Highest Scoring Survey Statements Overall</b>	<b>Overall Mean</b>
My co-workers and I work well together.	<b>88</b>
I understand what is expected of me at work.	<b>88</b>
I am proud to work in the court.	<b>87</b>
I feel my supervisor values my knowledge and the contributions I make to the court.	<b>85</b>
I enjoy coming to work.	<b>84</b>

<b>5 Lowest Scoring Statements Overall</b>	<b>Overall Mean</b>
In the last month, I was recognized and praised for doing a good job.	<b>63</b>
I think that the public respects the court.	<b>69</b>
I feel there is good communication within the UJS.	<b>70</b>
I feel safe at work.	<b>77</b>
My working conditions and environment enable me to do my job well.	<b>77</b>

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 4TH CIRCUIT**

**NUMBER OF RESPONDENTS - 41**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions		Raw Frequencies					Overall Mean	N	Percentages				
		1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I understand what is expected of me at work.	0	0	2	20	18	88	40	0.0%	0.0%	5.0%	50.0%	45.0%
2	I am kept informed about matters that affect me.	0	1	2	29	8	82	40	0.0%	2.5%	5.0%	72.5%	20.0%
3	I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	0	3	1	25	11	82	40	0.0%	7.5%	2.5%	62.5%	27.5%
4	I am able to do my best work every day.	0	1	4	23	11	83	39	0.0%	2.6%	10.3%	59.0%	28.2%
5	A. I feel there is good communication within my office.	0	3	2	21	14	83	40	0.0%	7.5%	5.0%	52.5%	35.0%
	B. I feel there is good communication within my circuit or department.	0	2	5	24	9	80	40	0.0%	5.0%	12.5%	60.0%	22.5%
	C. I feel there is good communication within the UJS.	0	2	7	26	5	77	40	0.0%	5.0%	17.5%	65.0%	12.5%
6	In the last month, I was recognized and praised for doing a good job.	1	3	4	24	8	78	40	2.5%	7.5%	10.0%	60.0%	20.0%
7	Someone at work cares about me as a person.	0	0	2	26	12	85	40	0.0%	0.0%	5.0%	65.0%	30.0%
8	I have opportunities to express my opinion about how things are done at work.	0	3	4	22	11	81	40	0.0%	7.5%	10.0%	55.0%	27.5%
9	I think that the public respects the court.	0	7	3	28	2	73	40	0.0%	17.5%	7.5%	70.0%	5.0%
10	My co-workers and I work well together.	0	1	2	27	10	83	40	0.0%	2.5%	5.0%	67.5%	25.0%
11	I am encouraged to look at new ways to get my job done.	0	6	9	18	7	73	40	0.0%	15.0%	22.5%	45.0%	17.5%
12	I understand the relationship between the work I do and the mission and goals of the court.	0	2	1	23	14	85	40	0.0%	5.0%	2.5%	57.5%	35.0%
13	My working conditions and environment enable me to do my job well.	1	0	3	28	8	81	40	2.5%	0.0%	7.5%	70.0%	20.0%
14	I feel my supervisor values my knowledge and the contributions I make to the court.	0	2	0	18	19	88	39	0.0%	5.0%	0.0%	45.0%	47.5%
15	I feel free to speak my mind to my supervisor.	0	2	1	22	14	85	39	0.0%	5.0%	2.5%	55.0%	35.0%
16	I feel comfortable with how my supervisors and I communicate about my performance.	0	0	2	22	15	87	39	0.0%	0.0%	5.0%	55.0%	37.5%
17	I enjoy coming to work.	0	2	3	22	13	83	40	0.0%	5.0%	7.5%	55.0%	32.5%
18	My co-workers care about the quality of services and programs we provide.	0	1	4	26	9	82	40	0.0%	2.5%	10.0%	65.0%	22.5%
19	I think that I am treated with respect.	0	0	5	27	8	82	40	0.0%	0.0%	12.5%	67.5%	20.0%
20	I am proud to work in the court.	0	0	0	20	20	90	40	0.0%	0.0%	0.0%	50.0%	50.0%
21	I feel safe at work.	1	4	5	24	6	75	40	2.5%	10.0%	12.5%	60.0%	15.0%

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**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 4TH CIRCUIT, cont.**

23	Which of the following best describes your job?
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Clerk	CSO	Circuit	SCAO/SC	Judge	NR
41.0%	20.5%	30.8%	0.0%	7.7%	2

29	I am planning on working for the court for -
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< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
4.9%	9.8%	24.4%	39.0%	22.0%	0

<b>5 Highest Scoring Survey Statements Overall</b>	<b>Overall Mean</b>
I am proud to work in the court.	<b>90</b>
I understand what is expected of me at work.	<b>88</b>
I feel my supervisor values my knowledge and the contributions I make to the court.	<b>88</b>
I feel comfortable with how my supervisors and I communicate about my performance.	<b>87</b>
Someone at work cares about me as a person.	<b>85</b>

<b>5 Lowest Scoring Statements Overall</b>	<b>Overall Mean</b>
I think that the public respects the court.	<b>73</b>
I am encouraged to look at new ways to get my job done.	<b>73</b>
I feel safe at work.	<b>75</b>
I feel there is good communication within the UJS.	<b>77</b>
In the last month, I was recognized and praised for doing a good job.	<b>78</b>

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 5TH CIRCUIT**

NUMBER OF RESPONDENTS - 25

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages				
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1 I understand what is expected of me at work.	0	0	0	14	11	89	25	0.0%	0.0%	0.0%	56.0%	44.0%
2 I am kept informed about matters that affect me.	0	2	1	14	8	82	25	0.0%	8.0%	4.0%	56.0%	32.0%
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	0	2	0	17	6	82	25	0.0%	8.0%	0.0%	68.0%	24.0%
4 I am able to do my best work every day.	0	1	3	15	6	81	25	0.0%	4.0%	12.0%	60.0%	24.0%
5 A. I feel there is good communication within my office.	1	1	3	10	9	81	24	4.0%	4.0%	12.0%	40.0%	36.0%
B. I feel there is good communication within my circuit or department.	1	1	2	16	5	78	25	4.0%	4.0%	8.0%	64.0%	20.0%
C. I feel there is good communication within the UJS.	1	2	3	15	3	74	24	4.0%	8.0%	12.0%	60.0%	12.0%
6 In the last month, I was recognized and praised for doing a good job.	0	4	7	12	2	70	25	0.0%	16.0%	28.0%	48.0%	8.0%
7 Someone at work cares about me as a person.	0	0	3	16	5	82	24	0.0%	0.0%	12.5%	66.7%	20.8%
8 I have opportunities to express my opinion about how things are done at work.	0	2	4	14	5	78	25	0.0%	8.0%	16.0%	56.0%	20.0%
9 I think that the public respects the court.	1	3	3	18	0	70	25	4.0%	12.0%	12.0%	72.0%	0.0%
10 My co-workers and I work well together.	0	1	1	12	11	86	25	0.0%	4.0%	4.0%	48.0%	44.0%
11 I am encouraged to look at new ways to get my job done.	0	2	4	15	4	77	25	0.0%	8.0%	16.0%	60.0%	16.0%
12 I understand the relationship between the work I do and the mission and goals of the court.	0	0	0	23	2	82	25	0.0%	0.0%	0.0%	92.0%	8.0%
13 My working conditions and environment enable me to do my job well.	0	1	3	16	4	79	24	0.0%	4.2%	12.5%	66.7%	16.7%
14 I feel my supervisor values my knowledge and the contributions I make to the court.	0	1	3	13	7	82	24	0.0%	4.2%	12.5%	54.2%	29.2%
15 I feel free to speak my mind to my supervisor.	0	1	4	12	6	80	23	0.0%	4.2%	16.7%	50.0%	25.0%
16 I feel comfortable with how my supervisors and I communicate about my performance.	0	1	7	12	5	77	25	0.0%	4.0%	28.0%	48.0%	20.0%
17 I enjoy coming to work.	0	0	5	14	6	81	25	0.0%	0.0%	20.0%	56.0%	24.0%
18 My co-workers care about the quality of services and programs we provide.	0	1	2	17	5	81	25	0.0%	4.0%	8.0%	68.0%	20.0%
19 I think that I am treated with respect.	0	0	3	17	5	82	25	0.0%	0.0%	12.0%	68.0%	20.0%
20 I am proud to work in the court.	0	0	2	12	11	87	25	0.0%	0.0%	8.0%	48.0%	44.0%
21 I feel safe at work.	0	1	2	17	5	81	25	0.0%	4.0%	8.0%	68.0%	20.0%
						80						

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 5TH CIRCUIT, cont.**

23	Which of the following best describes your job?
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Clerk	CSO	Circuit	SCAO/SC	Judge	NR
54.2%	16.7%	20.8%	0.0%	8.3%	1

29	I am planning on working for the court for -
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< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
4.2%	12.5%	29.2%	41.7%	12.5%	1

<b>5 Highest Scoring Survey Statements Overall</b>	<b>Overall Mean</b>
I understand what is expected of me at work.	<b>89</b>
I am proud to work in the court.	<b>87</b>
My co-workers and I work well together.	<b>86</b>
I understand the relationship between the work I do and the mission and goals of the court.	<b>82</b>
I think that I am treated with respect.	<b>82</b>

<b>5 Lowest Scoring Statements Overall</b>	<b>Overall Mean</b>
I think that the public respects the court.	<b>70</b>
In the last month, I was recognized and praised for doing a good job.	<b>70</b>
I feel there is good communication within the UJS.	<b>74</b>
I am encouraged to look at new ways to get my job done.	<b>77</b>
I feel comfortable with how my supervisors and I communicate about my performance.	<b>77</b>

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 6TH CIRCUIT**

**NUMBER OF RESPONDENTS - 25**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages				
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Strongly Agree	
1 I understand what is expected of me at work.	1	0	0	10	12	88	23	4.3%	0.0%	0.0%	43.5%	52.2%
2 I am kept informed about matters that affect me.	0	2	1	15	5	80	23	0.0%	8.7%	4.3%	65.2%	21.7%
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	0	2	1	15	4	79	22	0.0%	9.1%	4.5%	68.2%	18.2%
4 I am able to do my best work every day.	0	2	1	14	6	81	23	0.0%	8.7%	4.3%	60.9%	26.1%
5 A. I feel there is good communication within my office.	0	1	0	8	13	90	22	0.0%	4.3%	0.0%	34.8%	56.5%
B. I feel there is good communication within my circuit or department.	0	2	4	12	5	77	23	0.0%	8.7%	17.4%	52.2%	21.7%
C. I feel there is good communication within the UJS.	0	2	6	11	4	75	23	0.0%	8.7%	26.1%	47.8%	17.4%
6 In the last month, I was recognized and praised for doing a good job.	1	3	8	8	3	68	23	4.3%	13.0%	34.8%	34.8%	13.0%
7 Someone at work cares about me as a person.	0	0	0	14	9	88	23	0.0%	0.0%	0.0%	60.9%	39.1%
8 I have opportunities to express my opinion about how things are done at work.	0	3	4	10	6	77	23	0.0%	13.0%	17.4%	43.5%	26.1%
9 I think that the public respects the court.	1	3	2	16	1	71	23	4.3%	13.0%	8.7%	69.6%	4.3%
10 My co-workers and I work well together.	0	0	2	11	10	87	23	0.0%	0.0%	8.7%	47.8%	43.5%
11 I am encouraged to look at new ways to get my job done.	0	3	7	10	3	71	23	0.0%	13.0%	30.4%	43.5%	13.0%
12 I understand the relationship between the work I do and the mission and goals of the court.	0	0	1	13	9	87	23	0.0%	0.0%	4.3%	56.5%	39.1%
13 My working conditions and environment enable me to do my job well.	0	3	3	12	5	77	23	0.0%	13.0%	13.0%	52.2%	21.7%
14 I feel my supervisor values my knowledge and the contributions I make to the court.	0	1	1	11	10	86	23	0.0%	4.3%	4.3%	47.8%	43.5%
15 I feel free to speak my mind to my supervisor.	0	1	1	11	10	86	23	0.0%	4.3%	4.3%	47.8%	43.5%
16 I feel comfortable with how my supervisors and I communicate about my performance.	0	1	1	13	8	84	23	0.0%	4.3%	4.3%	56.5%	34.8%
17 I enjoy coming to work.	0	0	0	12	11	90	23	0.0%	0.0%	0.0%	52.2%	47.8%
18 My co-workers care about the quality of services and programs we provide.	0	0	3	13	7	83	23	0.0%	0.0%	13.0%	56.5%	30.4%
19 I think that I am treated with respect.	0	1	0	15	7	84	23	0.0%	4.3%	0.0%	65.2%	30.4%
20 I am proud to work in the court.	0	0	0	9	14	92	23	0.0%	0.0%	0.0%	39.1%	60.9%
21 I feel safe at work.	0	5	3	10	5	73	23	0.0%	21.7%	13.0%	43.5%	21.7%

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**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 6TH CIRCUIT, cont.**

23	Which of the following best describes your job?
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Clerk	CSO	Circuit	SCAO/SC	Judge	NR
57.1%	19.0%	19.0%	0.0%	4.8%	4

29	I am planning on working for the court for -
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< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
0.0%	8.0%	48.0%	36.0%	8.0%	0

<b>5 Highest Scoring Survey Statements Overall</b>	<b>Overall Mean</b>
I am proud to work in the court.	<b>92</b>
I enjoy coming to work.	<b>90</b>
I feel there is good communication within my office.	<b>90</b>
Someone at work cares about me as a person.	<b>88</b>
I understand what is expected of me at work.	<b>88</b>

<b>5 Lowest Scoring Statements Overall</b>	<b>Overall Mean</b>
In the last month, I was recognized and praised for doing a good job.	<b>68</b>
I think that the public respects the court.	<b>71</b>
I am encouraged to look at new ways to get my job done.	<b>71</b>
I feel safe at work.	<b>73</b>
I feel there is good communication within the UJS.	<b>75</b>

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 7TH CIRCUIT**

**NUMBER OF RESPONDENTS - 57**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages				
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1 I understand what is expected of me at work.	1	2	2	26	26	86	57	1.8%	3.5%	3.5%	45.6%	45.6%
2 I am kept informed about matters that affect me.	3	9	9	24	12	72	57	5.3%	15.8%	15.8%	42.1%	21.1%
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	0	7	7	32	10	76	56	0.0%	12.5%	12.5%	57.1%	17.9%
4 I am able to do my best work every day.	0	2	4	31	19	84	56	0.0%	3.6%	7.1%	55.4%	33.9%
5 A. I feel there is good communication within my office.	2	12	10	15	16	71	55	3.6%	21.4%	17.9%	26.8%	28.6%
B. I feel there is good communication within my circuit or department.	3	13	9	16	13	69	54	5.5%	23.6%	16.4%	29.1%	23.6%
C. I feel there is good communication within the UJS.	1	13	16	22	3	65	55	1.8%	23.2%	28.6%	39.3%	5.4%
6 In the last month, I was recognized and praised for doing a good job.	4	8	13	28	4	67	57	7.0%	14.0%	22.8%	49.1%	7.0%
7 Someone at work cares about me as a person.	0	2	7	30	18	82	57	0.0%	3.5%	12.3%	52.6%	31.6%
8 I have opportunities to express my opinion about how things are done at work.	2	9	8	28	10	72	57	3.5%	15.8%	14.0%	49.1%	17.5%
9 I think that the public respects the court.	4	9	15	25	4	66	57	7.0%	15.8%	26.3%	43.9%	7.0%
10 My co-workers and I work well together.	0	6	2	40	9	78	57	0.0%	10.5%	3.5%	70.2%	15.8%
11 I am encouraged to look at new ways to get my job done.	3	9	18	19	8	67	57	5.3%	15.8%	31.6%	33.3%	14.0%
12 I understand the relationship between the work I do and the mission and goals of the court.	0	3	3	33	18	83	57	0.0%	5.3%	5.3%	57.9%	31.6%
13 My working conditions and environment enable me to do my job well.	2	5	6	38	6	74	57	3.5%	8.8%	10.5%	66.7%	10.5%
14 I feel my supervisor values my knowledge and the contributions I make to the court.	0	9	9	21	18	77	57	0.0%	15.8%	15.8%	36.8%	31.6%
15 I feel free to speak my mind to my supervisor.	4	5	10	20	17	75	56	7.1%	8.9%	17.9%	35.7%	30.4%
16 I feel comfortable with how my supervisors and I communicate about my performance.	1	10	15	13	17	73	56	1.8%	17.5%	26.3%	22.8%	29.8%
17 I enjoy coming to work.	0	3	9	31	13	79	56	0.0%	5.4%	16.1%	55.4%	23.2%
18 My co-workers care about the quality of services and programs we provide.	0	7	12	28	10	74	57	0.0%	12.3%	21.1%	49.1%	17.5%
19 I think that I am treated with respect.	0	5	6	33	13	79	57	0.0%	8.8%	10.5%	57.9%	22.8%
20 I am proud to work in the court.	0	1	5	29	22	85	57	0.0%	1.8%	8.8%	50.9%	38.6%
21 I feel safe at work.	0	4	5	35	13	80	57	0.0%	7.0%	8.8%	61.4%	22.8%
						<b>75</b>						

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - 7TH CIRCUIT, cont.**

23	Which of the following best describes your job?
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Clerk	CSO	Circuit	SCAO/SC	Judge	NR
27.8%	37.0%	25.9%	1.9%	7.4%	3

29	I am planning on working for the court for -
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< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
1.8%	5.3%	33.3%	40.4%	19.3%	0

<b>5 Highest Scoring Survey Statements Overall</b>	<b>Overall Mean</b>
I understand what is expected of me at work.	<b>86</b>
I am proud to work in the court.	<b>85</b>
I am able to do my best work every day.	<b>84</b>
I understand the relationship between the work I do and the mission and goals of the court.	<b>83</b>
Someone at work cares about me as a person.	<b>82</b>

<b>5 Lowest Scoring Statements Overall</b>	<b>Overall Mean</b>
I feel there is good communication within the UJS.	<b>65</b>
I think that the public respects the court.	<b>66</b>
In the last month, I was recognized and praised for doing a good job.	<b>67</b>
I am encouraged to look at new ways to get my job done.	<b>67</b>
I feel there is good communication within my circuit or department.	<b>69</b>

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - STATE COURT ADMINISTRATOR'S OFFICE/SUPREME COURT**

NUMBER OF RESPONDENTS - 31		Raw Frequencies					Percentages						
Employee Satisfaction Survey Questions		1	2	3	4	5	Overall Mean	N	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I understand what is expected of me at work.	0	2	0	20	8	83	30	0.0%	6.7%	0.0%	66.7%	26.7%
2	I am kept informed about matters that affect me.	0	7	0	19	4	73	30	0.0%	23.3%	0.0%	63.3%	13.3%
3	I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	1	1	1	17	10	83	30	3.3%	3.3%	3.3%	56.7%	33.3%
4	I am able to do my best work every day.	0	1	2	23	4	80	30	0.0%	3.3%	6.7%	76.7%	13.3%
5	A. I feel there is good communication within my office.	0	3	1	17	9	81	30	0.0%	10.0%	3.3%	56.7%	30.0%
	B. I feel there is good communication within my circuit or department.	0	6	2	16	5	74	29	0.0%	20.0%	6.7%	53.3%	16.7%
	C. I feel there is good communication within the UJS.	2	6	4	15	3	67	30	6.7%	20.0%	13.3%	50.0%	10.0%
6	In the last month, I was recognized and praised for doing a good job.	4	5	5	9	7	67	30	13.3%	16.7%	16.7%	30.0%	23.3%
7	Someone at work cares about me as a person.	0	1	4	17	8	81	30	0.0%	3.3%	13.3%	56.7%	26.7%
8	I have opportunities to express my opinion about how things are done at work.	1	3	2	15	8	78	29	3.4%	10.3%	6.9%	51.7%	27.6%
9	I think that the public respects the court.	0	1	7	21	1	75	30	0.0%	3.3%	23.3%	70.0%	3.3%
10	My co-workers and I work well together.	0	0	1	24	5	83	30	0.0%	0.0%	3.3%	80.0%	16.7%
11	I am encouraged to look at new ways to get my job done.	1	1	2	20	6	79	30	3.3%	3.3%	6.7%	66.7%	20.0%
12	I understand the relationship between the work I do and the mission and goals of the court.	0	0	1	22	7	84	30	0.0%	0.0%	3.3%	73.3%	23.3%
13	My working conditions and environment enable me to do my job well.	1	5	2	16	6	74	30	3.3%	16.7%	6.7%	53.3%	20.0%
14	I feel my supervisor values my knowledge and the contributions I make to the court.	1	0	3	13	13	85	30	3.3%	0.0%	10.0%	43.3%	43.3%
15	I feel free to speak my mind to my supervisor.	1	1	0	15	13	85	30	3.3%	3.3%	0.0%	50.0%	43.3%
16	I feel comfortable with how my supervisors and I communicate about my performance.	3	0	3	14	10	79	30	10.0%	0.0%	10.0%	46.7%	33.3%
17	I enjoy coming to work.	1	2	1	21	5	78	30	3.3%	6.7%	3.3%	70.0%	16.7%
18	My co-workers care about the quality of services and programs we provide.	0	1	0	22	7	83	30	0.0%	3.3%	0.0%	73.3%	23.3%
19	I think that I am treated with respect.	1	2	3	17	7	78	30	3.3%	6.7%	10.0%	56.7%	23.3%
20	I am proud to work in the court.	0	0	2	15	13	87	30	0.0%	0.0%	6.7%	50.0%	43.3%
21	I feel safe at work.	0	0	1	21	7	84	29	0.0%	0.0%	3.4%	72.4%	24.1%

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**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - STATE COURT ADMINISTRATOR'S OFFICE/SUPREME COURT, cont.**

23 Which of the following best describes your job?

Clerk	CSO	CA/SS	SCAO/SC	Judge	NR
0.0%	0.0%	12.9%	87.1%	0.0%	0

29 I am planning on working for the court for -

< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
13.8%	3.4%	24.1%	41.4%	17.2%	2

5 HIGHEST SCORING SURVEY STATEMENTS	Overall Mean
I am proud to work in the court.	87
I feel my supervisor values my knowledge and the contributions I make to the court.	85
I feel free to speak my mind to my supervisor.	85
I understand the relationship between the work I do and the mission and goals of the court.	84
I feel safe at work.	84

5 LOWEST SCORING SURVEY STATEMENTS	Overall Mean
In the last month, I was recognized and praised for doing a good job.	67
I feel there is good communication within the UJS.	67
I am kept informed about matters that affect me.	73
I feel there is good communication within my circuit or department.	74
My working conditions and environment enable me to do my job well.	74

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - CLERK**

**NUMBER OF RESPONDENTS - 151**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages				
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1 I understand what is expected of me at work.	0	6	2	83	57	86	148	0.0%	4.1%	1.4%	56.1%	38.5%
2 I am kept informed about matters that affect me.	6	20	9	92	21	74	148	4.1%	13.5%	6.1%	62.2%	14.2%
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	4	13	9	91	30	78	147	2.7%	8.8%	6.1%	61.9%	20.4%
4 I am able to do my best work every day.	0	9	11	90	36	81	146	0.0%	6.2%	7.5%	61.6%	24.7%
5 A. I feel there is good communication within my office.	9	18	9	57	51	77	144	6.1%	12.2%	6.1%	38.8%	34.7%
B. I feel there is good communication within my circuit or department.	5	36	18	70	17	68	146	3.4%	24.7%	12.3%	47.9%	11.6%
C. I feel there is good communication within the UJS.	5	23	34	74	9	68	145	3.4%	15.6%	23.1%	50.3%	6.1%
6 In the last month, I was recognized and praised for doing a good job.	15	34	29	57	11	62	146	10.3%	23.3%	19.9%	39.0%	7.5%
7 Someone at work cares about me as a person.	2	2	17	86	39	82	146	1.4%	1.4%	11.6%	58.9%	26.7%
8 I have opportunities to express my opinion about how things are done at work.	4	23	20	79	20	72	146	2.7%	15.8%	13.7%	54.1%	13.7%
9 I think that the public respects the court.	8	37	32	66	4	63	147	5.4%	25.2%	21.8%	44.9%	2.7%
10 My co-workers and I work well together.	2	5	11	83	46	83	147	1.4%	3.4%	7.5%	56.5%	31.3%
11 I am encouraged to look at new ways to get my job done.	4	21	39	64	19	70	147	2.7%	14.3%	26.5%	43.5%	12.9%
12 I understand the relationship between the work I do and the mission and goals of the court.	0	7	7	102	31	81	147	0.0%	4.8%	4.8%	69.4%	21.1%
13 My working conditions and environment enable me to do my job well.	5	16	17	85	23	74	146	3.4%	11.0%	11.6%	58.2%	15.8%
14 I feel my supervisor values my knowledge and the contributions I make to the court.	4	12	12	70	47	80	145	2.8%	8.3%	8.3%	48.3%	32.4%
15 I feel free to speak my mind to my supervisor.	6	11	17	68	42	78	144	4.1%	7.6%	11.7%	46.9%	29.0%
16 I feel comfortable with how my supervisors and I communicate about my performance.	4	15	19	69	39	77	146	2.7%	10.3%	13.0%	47.3%	26.7%
17 I enjoy coming to work.	0	6	25	80	35	80	146	0.0%	4.1%	17.1%	54.8%	24.0%
18 My co-workers care about the quality of services and programs we provide.	0	10	21	89	27	78	147	0.0%	6.8%	14.3%	60.5%	18.4%
19 I think that I am treated with respect.	1	11	20	95	20	77	147	0.7%	7.5%	13.6%	64.6%	13.6%
20 I am proud to work in the court.	1	0	14	83	48	84	146	0.7%	0.0%	9.6%	56.8%	32.9%
21 I feel safe at work.	1	5	8	105	28	81	147	0.7%	3.4%	5.4%	71.4%	19.0%

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - CLERK, cont.**

22 **Where do you work?**

SCAO/SC	1st	2nd	3rd	4th	5th
0.0%	19.6%	23.6%	18.9%	10.8%	8.8%
6th	7th	NR			
8.1%	10.1%	3			

29 **I am planning on working for the court for -**

< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
0.7%	10.9%	39.5%	29.3%	19.7%	4

<b>5 HIGHEST SCORING SURVEY STATEMENTS</b>	<b>Overall Mean</b>
I understand what is expected of me at work.	86
I am proud to work in the court.	84
My co-workers and I work well together.	83
Someone at work cares about me as a person.	82
I feel safe at work.	81

<b>5 LOWEST SCORING SURVEY STATEMENTS</b>	<b>Overall Mean</b>
In the last month, I was recognized and praised for doing a good job.	62
I think that the public respects the court.	63
I feel there is good communication within my circuit or department.	68
I feel there is good communication within the UJS.	68
I am encouraged to look at new ways to get my job done.	70

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - CSO**

**NUMBER OF RESPONDENTS - 80**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages				
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1 I understand what is expected of me at work.	1	0	1	38	40	89	80	1.3%	0.0%	1.3%	47.5%	50.0%
2 I am kept informed about matters that affect me.	2	6	6	50	16	78	80	2.5%	7.5%	7.5%	62.5%	20.0%
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	0	11	6	52	10	75	79	0.0%	13.9%	7.6%	65.8%	12.7%
4 I am able to do my best work every day.	0	4	8	53	14	79	79	0.0%	5.1%	10.1%	67.1%	17.7%
5 A. I feel there is good communication within my office.	3	10	7	31	28	78	79	3.8%	12.7%	8.9%	39.2%	35.4%
B. I feel there is good communication within my circuit or department.	3	10	7	40	18	75	78	3.8%	12.8%	9.0%	51.3%	23.1%
C. I feel there is good communication within the UJS.	2	13	16	44	4	69	79	2.5%	16.5%	20.3%	55.7%	5.1%
6 In the last month, I was recognized and praised for doing a good job.	4	14	16	44	1	66	79	5.1%	17.7%	20.3%	55.7%	1.3%
7 Someone at work cares about me as a person.	1	2	6	47	24	83	80	1.3%	2.5%	7.5%	58.8%	30.0%
8 I have opportunities to express my opinion about how things are done at work.	0	11	6	49	14	77	80	0.0%	13.8%	7.5%	61.3%	17.5%
9 I think that the public respects the court.	3	6	13	54	4	73	80	3.8%	7.5%	16.3%	67.5%	5.0%
10 My co-workers and I work well together.	0	4	2	45	29	85	80	0.0%	5.0%	2.5%	56.3%	36.3%
11 I am encouraged to look at new ways to get my job done.	0	10	21	43	6	71	80	0.0%	12.5%	26.3%	53.8%	7.5%
12 I understand the relationship between the work I do and the mission and goals of the court.	0	3	1	58	18	83	80	0.0%	3.8%	1.3%	72.5%	22.5%
13 My working conditions and environment enable me to do my job well.	0	6	11	55	7	76	79	0.0%	7.6%	13.9%	69.6%	8.9%
14 I feel my supervisor values my knowledge and the contributions I make to the court.	3	9	6	34	28	79	80	3.8%	11.3%	7.5%	42.5%	35.0%
15 I feel free to speak my mind to my supervisor.	5	8	4	38	25	78	80	6.3%	10.0%	5.0%	47.5%	31.3%
16 I feel comfortable with how my supervisors and I communicate about my performance.	3	11	9	37	20	75	80	3.8%	13.8%	11.3%	46.3%	25.0%
17 I enjoy coming to work.	0	5	3	48	23	83	79	0.0%	6.3%	3.8%	60.8%	29.1%
18 My co-workers care about the quality of services and programs we provide.	0	6	10	51	13	78	80	0.0%	7.5%	12.5%	63.8%	16.3%
19 I think that I am treated with respect.	0	5	5	58	12	79	80	0.0%	6.3%	6.3%	72.5%	15.0%
20 I am proud to work in the court.	0	2	1	44	33	87	80	0.0%	2.5%	1.3%	55.0%	41.3%
21 I feel safe at work.	1	12	7	53	7	73	80	1.3%	15.0%	8.8%	66.3%	8.8%
						<b>78</b>						

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - CSO, cont.**

22	Where do you work?
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SCAO/SC	1st	2nd	3rd	4th	5th
0.0%	24.7%	19.5%	9.1%	10.4%	5.2%
6th	7th	NR			
5.2%	26.0%	3			

29	I am planning on working for the court for -
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< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
0.0%	2.5%	24.1%	45.6%	27.8%	1

<b>5 HIGHEST SCORING SURVEY STATEMENTS</b>
I understand what is expected of me at work.
I am proud to work in the court.
My co-workers and I work well together.
Someone at work cares about me as a person.
I enjoy coming to work.

<b>Overall Mean</b>
89
87
85
83
83

<b>5 LOWEST SCORING SURVEY STATEMENTS</b>
In the last month, I was recognized and praised for doing a good job.
I feel there is good communication within the UJS.
I am encouraged to look at new ways to get my job done.
I feel safe at work.
I think that the public respects the court.

<b>Overall Mean</b>
66
69
71
73
73

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - CIRCUIT ADMINISTRATIVE & SUPPORT STAFF**

NUMBER OF RESPONDENTS - 67

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions	Raw Frequencies					Overall Mean	N	Percentages				
	1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1 I understand what is expected of me at work.	0	0	1	40	26	87	67	0.0%	0.0%	1.5%	59.7%	38.8%
2 I am kept informed about matters that affect me.	1	12	6	36	12	74	67	1.5%	17.9%	9.0%	53.7%	17.9%
3 I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	1	4	3	38	21	82	67	1.5%	6.0%	4.5%	56.7%	31.3%
4 I am able to do my best work every day.	0	3	4	40	20	83	67	0.0%	4.5%	6.0%	59.7%	29.9%
5 A. I feel there is good communication within my office.	1	10	6	29	21	78	67	1.5%	14.9%	9.0%	43.3%	31.3%
B. I feel there is good communication within my circuit or department.	2	9	9	35	12	74	67	3.0%	13.4%	13.4%	52.2%	17.9%
C. I feel there is good communication within the UJS.	2	6	13	37	8	73	66	3.0%	9.0%	19.4%	55.2%	11.9%
6 In the last month, I was recognized and praised for doing a good job.	4	10	13	27	12	70	66	6.1%	15.2%	19.7%	40.9%	18.2%
7 Someone at work cares about me as a person.	1	2	7	36	21	82	67	1.5%	3.0%	10.4%	53.7%	31.3%
8 I have opportunities to express my opinion about how things are done at work.	2	10	9	35	11	73	67	3.0%	14.9%	13.4%	52.2%	16.4%
9 I think that the public respects the court.	0	10	11	43	2	71	66	0.0%	15.2%	16.7%	65.2%	3.0%
10 My co-workers and I work well together.	0	4	6	39	18	81	67	0.0%	6.0%	9.0%	58.2%	26.9%
11 I am encouraged to look at new ways to get my job done.	1	9	15	32	10	72	67	1.5%	13.4%	22.4%	47.8%	14.9%
12 I understand the relationship between the work I do and the mission and goals of the court.	0	1	1	48	17	84	67	0.0%	1.5%	1.5%	71.6%	25.4%
13 My working conditions and environment enable me to do my job well.	2	6	7	38	14	77	67	3.0%	9.0%	10.4%	56.7%	20.9%
14 I feel my supervisor values my knowledge and the contributions I make to the court.	1	4	6	31	25	82	67	1.5%	6.0%	9.0%	46.3%	37.3%
15 I feel free to speak my mind to my supervisor.	2	9	8	26	21	77	66	3.0%	13.6%	12.1%	39.4%	31.8%
16 I feel comfortable with how my supervisors and I communicate about my performance.	2	8	7	26	23	78	66	3.0%	11.9%	10.4%	38.8%	34.3%
17 I enjoy coming to work.	0	3	9	42	13	79	67	0.0%	4.5%	13.4%	62.7%	19.4%
18 My co-workers care about the quality of services and programs we provide.	0	5	11	41	10	77	67	0.0%	7.5%	16.4%	61.2%	14.9%
19 I think that I am treated with respect.	1	5	8	39	14	78	67	1.5%	7.5%	11.9%	58.2%	20.9%
20 I am proud to work in the court.	0	0	3	36	28	87	67	0.0%	0.0%	4.5%	53.7%	41.8%
21 I feel safe at work.	2	1	8	41	15	80	67	3.0%	1.5%	11.9%	61.2%	22.4%

78

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - CIRCUIT ADMINISTRATIVE & SUPPORT STAFF, cont.**

22 **Where do you work?**

SCAO/SC	1st	2nd	3rd	4th	5th
6.1%	13.6%	18.2%	9.1%	18.2%	7.6%
6th	7th	NR			
6.1%	21.2%	1			

29 **I am planning on working for the court for -**

< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
9.0%	10.4%	32.8%	35.8%	11.9%	0

<b>5 HIGHEST SCORING SURVEY STATEMENTS</b>
I understand what is expected of me at work.
I am proud to work in the court.
I understand the relationship between the work I do and the mission and goals of the court.
I am able to do my best work every day.
Someone at work cares about me as a person.

<b>Overall Mean</b>
87
87
84
83
82

<b>5 LOWEST SCORING SURVEY STATEMENTS</b>
In the last month, I was recognized and praised for doing a good job.
I think that the public respects the court.
I am encouraged to look at new ways to get my job done.
I have opportunities to express my opinion about how things are done at work.
I feel there is good communication within the UJS.

<b>Overall Mean</b>
70
71
72
73
73

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - JUDGE**

**NUMBER OF RESPONDENTS - 22**

Raw Frequencies

Percentages

Employee Satisfaction Survey Questions		Raw Frequencies					Overall Mean	N	Percentages				
		1	2	3	4	5			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I understand what is expected of me at work.	1	1	1	7	11	85	21	4.8%	4.8%	4.8%	33.3%	52.4%
2	I am kept informed about matters that affect me.	2	1	1	12	5	76	21	9.5%	4.8%	4.8%	57.1%	23.8%
3	I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	0	3	1	14	3	76	21	0.0%	14.3%	4.8%	66.7%	14.3%
4	I am able to do my best work every day.	0	1	2	10	8	84	21	0.0%	4.8%	9.5%	47.6%	38.1%
5	A. I feel there is good communication within my office.	1	0	2	8	9	84	20	5.0%	0.0%	10.0%	40.0%	45.0%
	B. I feel there is good communication within my circuit or department.	1	2	3	8	7	77	21	4.8%	9.5%	14.3%	38.1%	33.3%
	C. I feel there is good communication within the UJS.	0	3	2	12	4	76	21	0.0%	14.3%	9.5%	57.1%	19.0%
6	In the last month, I was recognized and praised for doing a good job.	1	2	9	8	1	66	21	4.8%	9.5%	42.9%	38.1%	4.8%
7	Someone at work cares about me as a person.	0	0	3	9	9	86	21	0.0%	0.0%	14.3%	42.9%	42.9%
8	I have opportunities to express my opinion about how things are done at work.	1	0	1	7	12	88	21	4.8%	0.0%	4.8%	33.3%	57.1%
9	I think that the public respects the court.	0	0	1	18	2	81	21	0.0%	0.0%	4.8%	85.7%	9.5%
10	My co-workers and I work well together.	0	2	1	13	5	80	21	0.0%	9.5%	4.8%	61.9%	23.8%
11	I am encouraged to look at new ways to get my job done.	1	1	7	11	1	70	21	4.8%	4.8%	33.3%	52.4%	4.8%
12	I understand the relationship between the work I do and the mission and goals of the court.	0	0	2	13	6	84	21	0.0%	0.0%	9.5%	61.9%	28.6%
13	My working conditions and environment enable me to do my job well.	1	1	1	12	6	80	21	4.8%	4.8%	4.8%	57.1%	28.6%
14	I feel my supervisor values my knowledge and the contributions I make to the court.	1	1	5	6	6	76	19	4.8%	4.8%	23.8%	28.6%	28.6%
15	I feel free to speak my mind to my supervisor.	1	1	3	6	9	81	20	4.8%	4.8%	14.3%	28.6%	42.9%
16	I feel comfortable with how my supervisors and I communicate about my performance.	1	1	6	6	5	74	19	4.8%	4.8%	28.6%	28.6%	23.8%
17	I enjoy coming to work.	1	0	1	9	10	86	21	4.8%	0.0%	4.8%	42.9%	47.6%
18	My co-workers care about the quality of services and programs we provide.	0	0	3	10	8	85	21	0.0%	0.0%	14.3%	47.6%	38.1%
19	I think that I am treated with respect.	1	0	1	8	11	87	21	4.8%	0.0%	4.8%	38.1%	52.4%
20	I am proud to work in the court.	0	0	3	4	14	90	21	0.0%	0.0%	14.3%	19.0%	66.7%
21	I feel safe at work.	0	2	1	13	5	80	21	0.0%	9.5%	4.8%	61.9%	23.8%
							<b>80</b>						

**UJS EMPLOYEE SATISFACTION SURVEY RESULTS - JUDGE, cont.**

22	<b>Where do you work?</b>
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SCAO/SC	1st	2nd	3rd	4th	5th
0.0%	18.2%	18.2%	18.2%	13.6%	9.1%
6th	7th	NR			
4.5%	18.2%	0			

29	<b>I am planning on working for the court for -</b>
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< 1 yr	1 -2 yrs	3 - 9 yrs	10-20 yrs	> 20 yrs	NR
4.5%	4.5%	54.5%	13.6%	22.7%	0

<b>5 HIGHEST SCORING SURVEY STATEMENTS</b>	<b>Overall Mean</b>
I am proud to work in the court.	90
I have opportunities to express my opinion about how things are done at work.	88
I think that I am treated with respect.	87
Someone at work cares about me as a person.	86
I enjoy coming to work.	86

<b>5 LOWEST SCORING SURVEY STATEMENTS</b>	<b>Overall Mean</b>
In the last month, I was recognized and praised for doing a good job.	66
I am encouraged to look at new ways to get my job done.	70
I feel comfortable with how my supervisors and I communicate about my performance.	74
I have the resources (materials, training, equipment, supplies, etc.) necessary to do my job well.	76
I feel there is good communication within the UJS.	76