

Maintaining Morale in an Austere Environment

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ABSTRACT

This project is an analysis of employee satisfaction at the Superior Court of California-County of Colusa over the last seven fiscal years. The analysis explores whether there is a correlation between the Colusa Superior Court's financial statements and employee satisfaction as reported through employee satisfaction surveys. By examining the relationship between financial statements and employee satisfaction, the project seeks to assess whether deteriorating financial conditions have impacted employee morale within the Colusa Superior Court.

The Superior Court of California-County of Colusa is a rural, two-judge court in Northern California. Along with its two judges, there are 14 full-time employees who serve 21,411 (US Census Bureau, 2013) residents within the county. Like its sister trial courts, the Colusa Superior Court has been state funded since the passage of the Lockyer-Isenberg Trial Court Funding Bill of 1997. As a result, the great recession that negatively impacted California's budget since the 2007-2008 fiscal year has also resulted in substantial reductions in Colusa Superior Court's budget allocation from the state.

During approximately the same time period, demands on court employees have increased. For example, case filings have risen from a low of 9,509 per year to an average of over 13,000 filings per year. An increased workload with fewer financial resources is a difficult burden to bear for any court, and one that is shared by courts

throughout the country. An increased workload with less funding can be a formula that results in an unhappy and overworked group of employees. Employee satisfaction is an important component in retaining qualified staff and to maintain adequate productivity. In a court environment where institutional knowledge and “know how” are essential to perform daily tasks, employee satisfaction levels are imperative to the overall success of the court in completing its core purposes and responsibilities.

Acknowledging the important role that employee satisfaction plays, Colusa Superior Court previously completed two employee satisfaction surveys using the National Center for State Courts’ CourTool 9: Court Employee Satisfaction. This project undertook a third distribution of CourTool 9 to assess current employee morale. In addition, the author examined the court’s financial reports and compared the financial well-being of the court, along with the employee satisfaction survey results, across the three years to identify trends. Using these two data collection tools, the project seeks to answer the following questions:

- What is the net effect on employee satisfaction at Colusa Superior Court after years of reduced revenues?
- Is there any correlation between the court’s diminished financial condition (fund balance) and employee satisfaction levels?

The results of the employee satisfaction surveys indicate that there is no negative effect on employee satisfaction despite years of reduced funding. In fact, the overall percentage of employee satisfaction increased by two percentage points from 70% in 2009 to 72% in 2013. In addition, there was no evidence to suggest that a correlation exists between the court’s deteriorating fund balance and employee

satisfaction levels. While both funding levels and the court's fund balance dropped between the 2007-2008 and 2013-2014 fiscal years, employee satisfaction levels increased slightly during this time.

The author concludes that the court's decision to utilize fund balances rather than make substantial cuts in the past few fiscal years has played an important role in maintaining employee satisfaction levels. While the court received less funding, it continued to spend approximately the same amount. While the court's financial condition has worsened, there have been no negative impacts on employee morale.

Colusa Superior Court should maintain a cautionary outlook with regard to employee satisfaction as it relates to financial condition because current law prohibits California Courts to carry a reserve after June 30, 2014. This is important because the court will no longer be able to supplement its annual budget locally by utilizing fund balances. Therefore, any future deficiencies in funding will immediately impact the annual operating expenditure levels, which is more likely to impact employee satisfaction levels. Other courts in facing reductions in funding should also utilize fund balances first, then make operational cuts if employee satisfaction levels are held in high regard by organizational leaders.

INTRODUCTION

Nearly everyone within their lifetime will have some type of personal contact with a court of law. Whether it is jury duty or a simple transaction like paying a traffic ticket, most remember their experiences at the courthouse due to the infrequency with which people visit their local courts. Thinking back on your experience with the court, did the staff member who helped you seem to be satisfied in his or her job? Did this impression impact your experience with the court?

At times, the job of a court employee can be very stressful. While it is common for court employees to receive generous benefit packages, there are very few, if any, court employees who would be considered rich by any measure. So what is it that motivates and subsequently keeps court employees satisfied and coming to work each day? Within the current funding environment, courts are forced to serve the same amount of people with fewer resources. What are the effects of diminished funding on court employee satisfaction? Is there any direct correlation that can be found? These answers will likely vary from jurisdiction to jurisdiction.

This project presents an analysis of employee satisfaction over the span of seven years at the Superior Court of California-County of Colusa, a rural, two-judge court in Northern California. The results of this project will be useful for future planning purposes within the court. It should also yield multiple lessons which can then be shared, used, and applied by other courts faced with managing a decline in funding while striving to maintain employee satisfaction.

Located in the state of California, the Colusa Superior Court has received state funding since passage of the Lockyer-Isenberg Trial Court Funding Act of 1997. In the recent past, the court has seen its revenues drop from a high of \$2.3 million in fiscal year 2007-2008 to a low of approximately \$1.3 million in the 2012-2013 fiscal year which ended in June 2013. The majority of the funding reduction is a result of budget legislation which required all courts in California to spend down their fund balances due to the dire condition of the state's budget.

Colusa Superior Court employees have not received a cost of living increase since 2009. The 3.5% increase received in 2009 was the result of a labor contract negotiated in 2007. In 2010, it was negotiated that employees would receive additional monies to absorb 50% of any increases to health insurance coverage in 2011 and 2012. During the same successor contract negotiations, it was agreed to provide an additional floating holiday to employees as well.

While revenues have decreased, case filings have risen since the 2008-2009 fiscal year, when total filings reached 9,509. The average number of cases filed each year since 2008-2009 has been over 13,000 per annum. The Colusa Superior Court ranked fourth highest out of 58 counties in the State of California for filings per capita according to data gathered by the California Administrative Office of the Courts (California Administrative Office of the Courts, 2013).

While the Colusa Superior Court is one of the few courts in the state which has not frozen step increases for employees, furloughed, or laid-off any employees in recent years, at the current trajectory of funding, the court may need to invoke those methods in the near future. Thus, a complete budget analysis and employee satisfaction review

that highlights any correlation that may exist between the court's financial condition and employee satisfaction is of tremendous value in preparing for these potential measures.

As a result, this project presents an analysis of employee satisfaction over the span of seven years at the Colusa Superior Court. The results of this project will be useful for future planning purposes within the court, and will yield multiple lessons which can then be shared, used, and applied by other courts faced with managing a decline in funding while striving to maintain employee satisfaction.

The remainder of this report describes the project in detail. The report begins with a review of the relevant literature, followed by discussion of the two data collection tools used; the court's budget sheets and the employee satisfaction surveys. After presenting the methods used to collect data, the report presents the findings for the current budgetary climate for the Superior Court of California-County of Colusa through a detailed analysis of the Court's revenues, expenditures, and year-end fund balance for the fiscal years 2007-2008 through 2013-2014, as well as the employee satisfaction surveys administered within the Colusa Superior Court during the same time frame. The report then offers conclusions drawn from the findings with accompanying recommendations.

LITERATURE REVIEW

Employee morale is a frequent topic of discussion among scholars. Most of that discussion focuses upon what motivates employees and how organizations can increase their employees' job satisfaction. Common examples include pride for the institution where they are employed, pay, benefits, or opportunities to provide input within the workplace.

This literature review focuses on three theories which apply to the management of human resources; specifically, employee satisfaction and motivation. Hal Rainey (2003) in his book, "Understanding and Managing Public Organization," discusses multiple theories on this topic. For example, Theory X and Theory Y created by Douglas McGregor, as well Herzberg's Two-Factor Theory, both focused on strategies for employee motivation and job enrichment. Maslow's Hierarchy of Needs is a third theory that addresses employees' motivation to address various needs.

McGregor's X and Y Theory

McGregor's (1960) work discusses theories of motivation. To summarize, Theory X characterizes employees as inherently lazy people who will do the bare minimum and avoid responsibility. This type of employee requires strict and frequent monitoring by management. In contrast, Theory Y characterizes employees as self-motivated and competent people who gain personal satisfaction from doing well in their jobs.

McGregor's Theory X and Theory Y was primarily applied to employees in an industrial setting when first formulated. McGregor contended that workers had been

mostly viewed by management as Theory X workers. This “assumes that workers lack the capacity for self-motivation and self-direction and that managers must design organizations to control and direct them” (Rainey, 2003, p. 252). This is a discouraging and pessimistic way to view employees.

Theory X is in direct contrast to the manner with which the author views employees at the Colusa Superior Court. Generally speaking, employees at the rural court in Colusa are incredibly hard-working and self-motivated individuals. Due to the small size and scale of the organization, it would be very difficult for employees not to pull their own weight with regard to the workload. As an example, if one person is ill for a prolonged period of time, it is immediately felt by the remaining employees. Similarly, it would be extremely cumbersome for management to constantly cajole employees to complete each and every little task. The culture at the court is such that employees feel an obligation to complete their assigned work, at a minimum, and often work beyond their assigned tasks.

Of course there are examples of Theory X behavior from time to time, as no organization or group of individuals is perfect. However, by most accounts and in most situations, employees share a high level of camaraderie amongst each other and a responsibility to the organization which is to be commended. The Court Executive Officer (CEO) adds to this environment by setting a similar tone from this all important leadership position. It is obvious from the author’s day-to-day interactions with the CEO that court employees are trusted to perform their duties under McGregor’s Theory Y approach. It would be difficult for Colusa Superior Court to maintain its existing culture without this outlook.

Herzberg's Two-Factor Theory

Similar to McGregor, Herzberg (1968) identifies two categories or factors that motivate employees. Hygiene factors and motivational factors are the two elements in Herzberg's Two-Factor Theory. Herzberg contends that hygiene factors cannot be considered motivational; however, they are things which must be present in order for motivation to exist within the workplace (Herzberg, 1968). Examples of hygiene factors include appropriate pay and benefits, safe and clean working conditions, fair and clear administrative policies, job security, and appropriate interpersonal relationships. Motivational factors, according to Herzberg, include recognition; a sense of achievement; growth and promotional opportunities; responsibility; and meaningful, interesting, and challenging work for the employee.

Rainey (2003) explains that "Herzberg's work sparked controversy among experts and researchers. He and his colleagues developed their evidence by asking people to describe events on the job that led to feelings of extreme satisfaction and events that led to extreme dissatisfaction" (p.253). According to Rainey (2003), when employees responded to Herzberg's questions:

Most of the reports of great satisfaction mentioned intrinsic and growth factors. Herzberg labeled these motivators in part because the respondents often mentioned their connection to heightened motivation and better performance. Reports of dissatisfaction tended to concentrate on the hygiene factors (p. 253).

Herzberg studied thousands of people in multiple occupational categories in order to develop two Two-Factor Theory. The author proposes that this theory can be applied to

a court environment due to the breadth of occupational categories which were used in its development.

Within the Colusa County Court environment, hygiene factors such as appropriate pay and benefits must be bargained through a memorandum of understanding (MOU) with public sector employees represented by labor unions. This can prove to be a problematic task during challenging economic times. The ability for courts to continue to provide other hygiene factors during decreased budget years is complicated as well. Delivering safe and clean working conditions for employees may seem like a mundane or rudimentary task, but old and dilapidated facilities, and reductions in security, maintenance and janitorial staff become very real obstacles for some courts. Insufficient funding can make the most elementary of jobs exceedingly tough.

Another result of inadequate funding to courts can be reduced personnel at all levels of the organization. As a result, employees will experience a heightened sense of insecurity in their positions. In addition, no matter how skilled management is, a reduction in management staff could hamper the creation, distribution, and enforcement of fair and clear administrative policies. Fewer staff being asked to handle the same workload also creates additional tension in the workplace. All of these circumstances lead to a negative impact on interpersonal relations.

Motivational factors as defined by Herzberg (1968) can also be applied to a court environment. Employees may attain recognition and a sense of achievement no matter the funding levels because neither necessarily requires money. Depending upon how the situation is viewed, in poor budget times, growth with regard to the breadth of one's

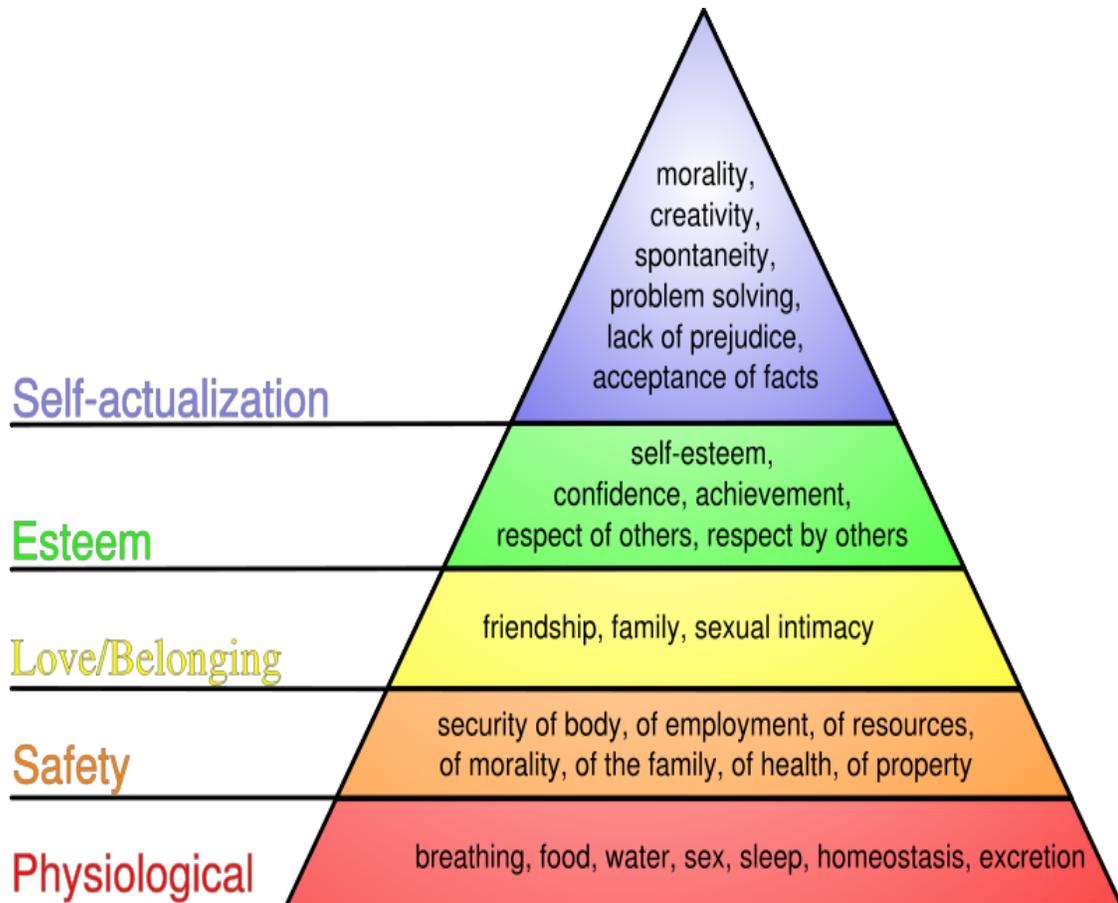
knowledge on various processes within the organization may be enhanced out of necessity. Management must be cognizant and aware of each employee's job duties and must avoid asking employees to step outside those duties without proper acknowledgement and compensation. The same applies to the level of responsibility within the organization for each employee. Lastly, as employees are continually asked to do more, the motivational factors of meaningful, interesting, and challenging work could actually be increased during tough budget years.

Maslow's Hierarchy of Needs

Herzberg's theory is somewhat similar to Maslow's theory, which is most commonly referred to as Maslow's Hierarchy of Needs. Whereas Herzberg's theory requires certain hygiene factors to be in place as a prerequisite for motivational factors to exist, Maslow's theory provides that in order for humans to grow and thrive, certain needs must be met before the next step in the hierarchy will be attempted, let alone attained (Aikman, 2007, p. 9).

In order of importance, the needs identified by Maslow are: a) Physiological needs such as air, water, food, clothing, and shelter; b) Safety, which includes personal and financial security as well as health and well-being; c) Love and Belonging, which includes friendship, family, and intimacy; d) Esteem, which covers the person feeling respected by others as well as self-respect; and e) Self-actualization, at the top of Maslow's hierarchy, which is the step where the person is able to pursue their full potential in the form of morality, creativity, spontaneity, and to experience purpose and meaning in life (Aikman, 2007, p.10).

Figure 1. Maslow's Hierarchy of Needs



All of these theories relate to employee motivation and satisfaction and can be applied to a court environment to better understand and improve morale of court employees. Sufficient and clean working conditions, proper meal and rest breaks, as well as having the proper technology equipment and supplies could be considered physiological needs for court employees within Maslow's hierarchy.

Safety for court employees is not only supplied by security personnel within the courthouse; safety for court employees is also derived from proper facility design. As Alexander Aikman (2007) professes:

Security is not just magnetometers, hand wands, and maybe X-ray machines at courthouse entrances or bailiffs in a courtroom. Security includes these plus: appropriate locking devices on doors; circulation patterns for criminal defendants that separate them from public, witnesses, jurors, judges, and staff as they move around the courthouse; video cameras where there is a possible risk but people cannot monitor the area; fire and door alarms and possibly sprinklers, at least in parts of the courthouse; plans for what to do in the event of a security incident; drills for staff and judges (p. 262).

Financial security comes in the form of adequate pay and benefits. Health and well-being need may be met by providing adequate sick and vacation leave accruals.

Love and Belonging within the workplace stems from appropriate and positive interactions that result in healthy relationships with judges and other staff. This can also be extended to justice partners with which common interactions occur.

Esteem, which is the fourth tier within Maslow's Hierarchy of Needs, can be found within a court environment in many ways. For example, due to the important role that courts play within our society, court employees often cite pride for the institution for which they work. Esteem often adds to the level of satisfaction enjoyed by employees.

Lastly, self-actualization, at the top of Maslow's hierarchy, can be found within a court environment for employees when they are able to develop their own knowledge, skills, and abilities and prepare themselves for advancement. Self-actualization is not always defined as advancement in the form of attaining a higher position within the organizational chart. It can also simply be derived from an opportunity to share

experiences and provide input in order to problem solve or perform special projects which can add meaning to an individual's work life.

Final Reflections

The multiple theories discussed above can be applied to the current court work environment as they relate to employee motivation and satisfaction. After reviewing multiple theories regarding employee motivation and satisfaction, the author feels compelled to note that no theory is all encompassing, concrete, and/or absolutely conclusive. In short, employee motivation and satisfaction are not an exact science. Additionally, it is important to note that while each court is charged with similar obligations, no two courts are the same. Each court has its own special set of circumstances which make fulfilling the same responsibilities its own individual puzzle to solve.

The benefit of this project is that it expands the application of these theories to examine the link between reduced funding and court employee satisfaction. Currently, there is no literature that explores the relationship between reduced funding and employee satisfaction. While theory and common sense may suggest that reduced funding or revenue for any organization would reduce both employee and customer satisfaction, this hypothesis must empirically be tested.

METHODS

This project used two primary methods of data collection. Both methods were selected based on the specific benefit each was anticipated to yield. For example, if you want to know how satisfied employees are at their jobs, the quickest way to get that answer is to directly ask each employee for honest feedback. Similarly, in order to understand the financial condition of any organization, it is necessary to evaluate and understand the organization's financial statements. As a result, the research methods used to gather data included: 1) employee satisfaction surveys and 2) a financial analysis of the Court's financial condition over the past seven fiscal years.

Employee Satisfaction Surveys

Colusa Superior Court previously administered employee satisfaction surveys in 2008 and 2009. These surveys were prepared and distributed by the National Center for State Courts using CourTool Measure 9: Court Employee Satisfaction. This project benefits from those previously administered surveys because it allows for comparison of employee reported satisfaction over time. To take advantage of the benefit of the previous surveys, the project employed the exact same survey in September 2013 as previously administered in the spring of 2008 and 2009 (See Appendix A). The purpose of keeping the questions exactly the same as past years was to enable a direct comparison with past surveys.

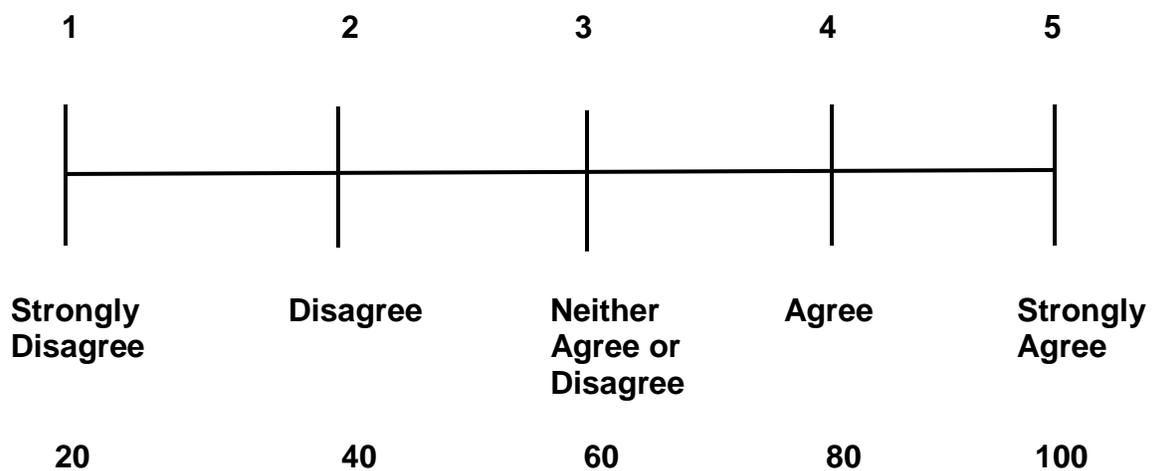
The survey used a five point Likert scale. Employees were required to rate each of thirty-two statements based on the employee's level of agreement with the statement. The five Likert options included: a) strongly disagree; b) disagree; c) neither agree or

disagree; d) agree and e) strongly agree. A response rating of one indicates the employee strongly disagreed with the statement while a rating of five indicates the employee strongly agreed with the statement.

The survey also included one open-ended question and an opportunity for participants to share any additional comments. The open-ended question asks employees “what could the court do to help you be more productive and better serve the public?”

In order to compare the results of the 2013 employee satisfaction surveys to the 2008 and 2009 results, the average responses were multiplied by 20 in order to place the answers on a 100 point (a “percentage scale”) as depicted in Figure 2.

Figure 2 – NCSC Percentage Scale



To provide meaning to the percentage results, the National Center for State Courts interpreted the percentages as follows:

Greater than 80%:	Doing a good job
Between 70 and 80%:	Doing OK
Less than 70%:	Needs improvement

This same rating scale was used for all three distributions of the survey. This permits comparisons among the three years for which the survey was given.

Once the survey design was selected, the next step was to decide the means with which the survey should be administered. The two options considered were to either provide the surveys in hard copy or to create an online survey using SurveyMonkey or Zoomerang. Due to the small number of employees to be surveyed (14 total) and the close proximity of the limited number of court facilities where the employees worked, the hard copy method was chosen.

The timing for distribution of the surveys was also a consideration. A major consideration was that the Court's labor contract with its represented employees was scheduled to expire at the end of September 2013. As previously mentioned, Colusa Superior Court is primarily funded by the State of California. Due to insufficient funding, the court's financial condition and outlook has drastically diminished over the last few fiscal years. As a result, the court is not in any position to provide employees, no matter how deserving they may be, with cost of living increases or additional monies for increasing health care costs - or any additional monies at all. As common sense would tell any court administrator, the poor financial condition could negatively impact and draw out the bargaining process. Therefore, the potential for a contentious process was on the immediate horizon.

As a result, the decision was made to administer the surveys to employees prior to the beginning of labor contract negotiations in order to capture results without influence from the ensuing bargaining process. Approximately a week and a half before making the surveys available to each employee, there was a brief meeting called with all employees in attendance that day. The purpose of the meeting was to make each employee aware that the survey would be forthcoming and to provide them with some additional information as to the reason for the survey. Employees were informed that the findings from the survey would provide valuable employee feedback in hopes of making improvements to court operations and to obtain comments and feedback for future planning purposes.

During the meeting, employees were also assured that participation in the survey was not required. However, employees were encouraged to provide their feedback, that the surveys would be read by top management, and that their name should not be listed anywhere on the survey to maintain anonymity. The purpose of keeping the responses anonymous was to create a safe environment in which employees would feel more comfortable and thus be more likely to respond honestly and freely without fear of retribution. To further protect employee anonymity, employees were encouraged to provide typewritten responses to the two open-ended questions at the end of the survey and to staple the responses to the back of the survey.

Employees were given one week to voluntarily respond to the surveys. Responses were submitted by dropping the completed surveys in an envelope located in the employee break room. A follow-up email was sent to all employees in the morning on the final day. At 5:05 p.m. on the final day of the participation period, the

envelope containing the completed employee satisfaction surveys was collected from the break room. There were 7 out of 12 eligible employees that participated in the survey, which yields a response rate of 58%.

Financial Analysis

The Colusa Superior Court has utilized its current software since April 2006, which makes the data easily accessible for fiscal analysis for the years 2008 through 2013. All 58 Superior Courts in California utilize the same financial software which is referred to as the “Phoenix Financial System.” The software is a Systems, Applications and Products (SAP) product. SAP is one of the world’s largest enterprise software companies.

With nearly unlimited options and variations of financial data and reports to choose from, this project focuses on data collection and comparison of annual revenues, expenditures, and year-end fund balances. The data was gathered from the Phoenix Financial System for the corresponding fiscal years of the previous employee satisfaction surveys (2008 and 2009) through the current fiscal year of 2013-2014.

A comprehensive financial summary of the data gathered is provided within the findings. Trends within each category are detailed and illustrated by charts and graphs to provide a financial backdrop against which employees reported their levels of employee satisfaction. It is important to note that while the financial data was overlapped with data gathered from the employee satisfaction surveys, such comparison is only for the purposes of identifying correlations between the two. This

analysis was not intended to show any cause and effect relationship, as further empirical testing would be necessary to establish causation.

Lastly, there is one important limitation to the study that must be noted. The 2013 survey was distributed very early within the 2013-2014 fiscal year. As a result, any data provided for this year at the time of the survey distribution is limited to budgeted figures. In contrast, all previous financial data provided reflected actual figures. Thus, it is a good idea to substitute the actual 2013-2014 fiscal year data once it is available; at the time of this report, such data remained unavailable.

FINDINGS

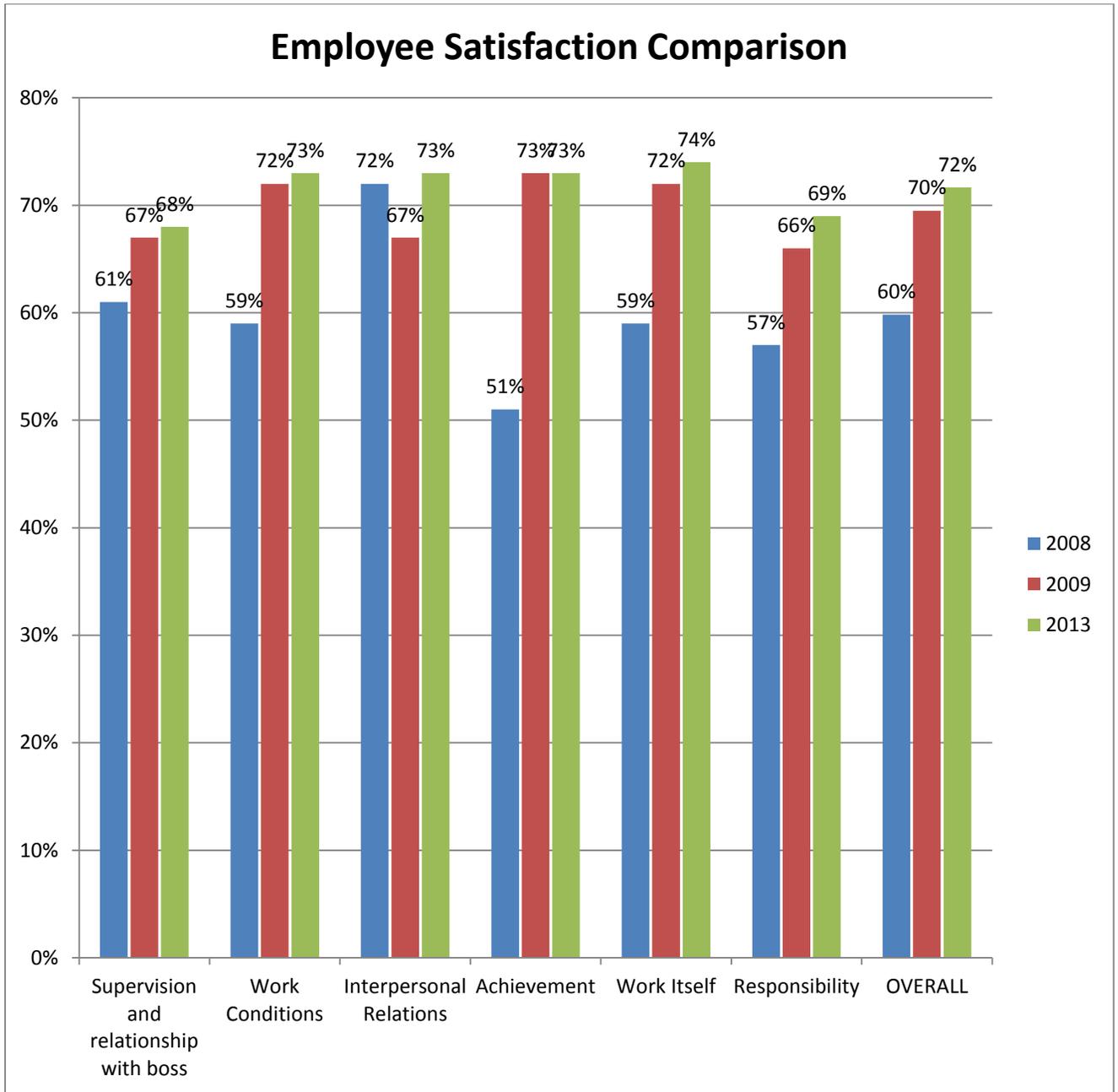
Employee Satisfaction Surveys

The results of the 2013 employee satisfaction survey showed an overall satisfaction level of 72% (See Appendix B for the full results). The same survey taken at the Colusa Superior Court in 2008 and 2009 had overall scores of 59% and 70% respectively (See Appendix C for a full comparison of the results). Similar to past employee satisfaction results provided by the National Center of State Courts, employee responses were broken up and displayed by subcategories. The subcategories chosen are based on Frederick Herzberg's research describing the differentiation between the things that make people satisfied versus those things that make them dissatisfied within the workplace. Certain survey questions were gathered together into the subcategories of: a) supervision; b) work conditions; c) interpersonal relations; d) achievement; e) work itself; and f) responsibility (See Appendix E).

Table 1. Percentage of Employee Satisfaction by Subcategory

	<u>2008</u>	<u>2009</u>	<u>2013</u>
Supervision	61	67	68
Work Conditions	59	72	73
Interpersonal Relations	72	67	73
Achievement	59	72	73
Work Itself	57	66	74
Responsibility	60	70	69

Figure 3. Employee Satisfaction by Subcategory



The 2013 survey questions with the five highest ratings, all averaging greater than 80%, were from the following statements:

#21 – I am proud that I work in the court

#25 – My supervisor is available when I have questions or need help

7 – I understand how my job contributes to the overall mission of the court

#13 – I enjoy coming to work

#24 – I know what it means for me to be successful on the job

Three out of five questions listed above, questions 21, 7 and 13, fall into the “work itself” subcategory. Employees highly rated the Colusa Superior Court on these questions, reflecting a positive view by employees with respect to their daily duties. This subcategory ranked highest out of all six subcategories with an overall satisfaction percentage of 74%.

The three lowest ratings from the 2013 survey, all averaging lower than 60%, were from the following statements:

2 – I am kept informed about matters that affect me in the workplace

#29 – In the last 6 months, a supervisor/manager has talked with me about my performance/career development

#12 – My court’s leaders communicate important information to me in a timely manner

Two out of three of these statements fall into the “achievement” subcategory. Oddly, this same subcategory had an overall satisfaction rating of 73%, which was tied for the second highest rating of the six subcategories and is considered to be “doing okay” according to the NCSC rating scale. The most common theme outside of the six subcategories is that employees would prefer additional communication from court administration.

Of the seven employee satisfaction surveys completed in 2013, five participants provided answers to the open ended question, “What could the Court do to help you be more productive and better serve the public?” There were a few commonalities within the responses provided. For example, employees cited interest in receiving more frequent and additional training opportunities. Participants also expressed a general feeling that the court could modernize various procedures and technology (case management and phone systems) in order to better serve the public.

Additionally, while there were some very positive comments regarding the level of trust and respect displayed by management to staff, one participant felt there was room for improvement in the area. Improved communication on both internal and external issues impacting the court was listed as well.

Responses were solicited from each participant by simply asking for “additional comments.” Once again, five out of seven participants submitted written comments. A summary of topics and comments provided were:

- A more customer friendly credit card vendor should be provided
- Courtesy notices for traffic citation should be improved
- Multiple positive comments about management regarding:
approachability, trust, direction provided, a positive work environment.
- One employee does not feel trusted
- Security levels should be increased

Financial Analysis

The financial condition of the Colusa Superior Court, especially with regard to its fund balance, has been in decline since the beginning of the 2007-2008 fiscal year. The fund balance has dropped by 66% between the end of the 2007-2008 fiscal year and the 2012-2013 fiscal years. Figures 4 and 5 below are graphical and numerical displays of the court's finances.

Beginning in fiscal year 2012-2013, Colusa Superior Court began to track its revenues and expenditures related to the Court's Enhanced Collections Program through the SAP/Phoenix Financial System. For comparison purposes, those revenues and expenditures were removed from the financial figures below. There is no net effect on the fund balance as a result of revenues and expenditures related to the collections program.

Figure 4 below illustrates the revenues, expenditures and fund balance totals over the past seven fiscal years. As previously stated, there has been a dramatic drop in the court's fund balance between the 2007-2008 and 2012-2013 fiscal years. That decline will continue as the court is not allowed to carry any fund balance after June 30, 2014. The fund balance amount of \$110,279 at the end of the 2013-2014 fiscal year includes only bare minimum and allowable amounts of statutorily restricted funds. No correlation could be found between the steady decline in fund balance and the slight increase in employee satisfaction.

Figure 4. Revenues, Expenditures and Fund Balance by Year

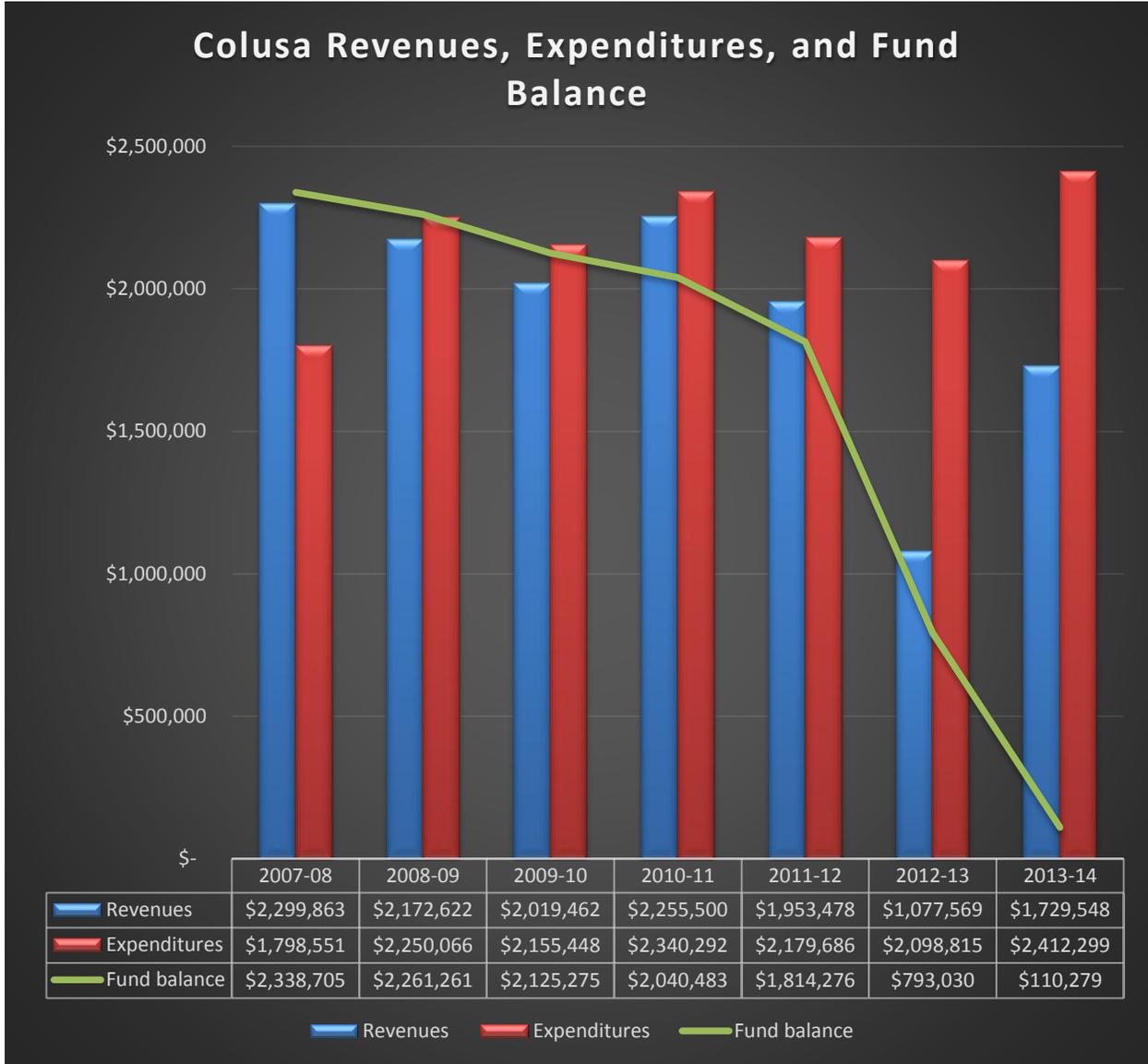


Figure 5. Consolidated Fund Condition Report 2008-2009 through 2012-2013

**Superior Court of California, County of Colusa
Consolidated Fund Condition Report**

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Beginning Fund Balance	\$ -2,338,705.43	\$ -2,261,261.36	\$ -2,125,274.95	\$ -2,040,483.45	\$ -1,814,275.82
Trial Court Revenue Sources	\$ -1,880,273.68	\$ -1,746,581.02	\$ -1,946,336.30	\$ -1,643,348.84	\$ -1,053,794.83
Trial Court Reimbursements	\$ -309,392.46	\$ -314,120.05	\$ -304,444.04	\$ -310,129.16	\$ -252,634.05
Prior Year Revenue	\$ 17,044.05	\$ 41,239.00	\$ -4,720.07		
Revenue Total	\$ -2,172,622.09	\$ -2,019,462.07	\$ -2,255,500.41	\$ -1,953,478.00	\$ -1,306,428.88
Personal Services	\$ 938,353.10	\$ 1,039,852.12	\$ 1,301,835.23	\$ 1,355,437.95	\$ 1,303,215.41
Operating Expenses and Equipment	\$ 1,300,712.38	\$ 1,108,628.60	\$ 1,036,831.31	\$ 820,836.75	\$ 1,023,884.53
Special Items of Expense	\$ 2,740.23	\$ 6,967.76	\$ 1,597.44	\$ 3,369.11	\$ 574.30
Internal Cost Recovery				\$ 0.00	\$ 0.00
Prior Year Expense Adjustments	\$ 8,260.45		\$ 27.93	\$ 41.82	
Expense Total	\$ 2,250,066.16	\$ 2,155,448.48	\$ 2,340,291.91	\$ 2,179,685.63	\$ 2,327,674.24
Operating Transfers In	\$ -22,368.35	\$ -10,630.22	\$ -11,817.61	\$ -16,523.46	\$ -16,093.93
Operating Transfers Out	\$ 22,368.35	\$ 10,630.22	\$ 11,817.61	\$ 16,523.46	\$ 16,093.93
Other Financial Sources Total	\$ 0.00				
Ending Fund Balance	\$ -2,261,261.36	\$ -2,125,274.95	\$ -2,040,483.45	\$ -1,814,275.82	\$ -793,030.46

CONCLUSIONS AND RECOMMENDATIONS

Conclusion #1: Diminished funding levels have not had a negative impact on court employee satisfaction at Colusa Superior Court.

The overall level of employee satisfaction in 2013 was 72%. This is higher than both the 2008 and 2009 levels of 59% and 70% respectively, although the increase in employee satisfaction between 2009 and 2013 was slight. While revenues have declined from a high of \$2.3 million in the 2009-2010 fiscal year to \$1.3 million in the 2012-2013 fiscal year, a decline of 44%, expenditures have remained relatively stable. The Court has been able to maintain expenditure levels thanks to past years of frugality which resulted in a robust fund balance from which the court has been able to draw. Without any major cuts to the operational budget, any associated negativity that may have accompanied those cuts has not filtered to the court's employees.

Recommendation #1: Court management should not become complacent and interpret 2013 employee satisfaction results to mean that Colusa Superior Court is immune to negative impacts in future years.

In its deteriorated financial state, Colusa Superior Court no longer has the fund balance it enjoyed in past years. The Court has had a small operating deficit for the past six fiscal years and there are no "easy" budget fixes to compensate for the lack of funding by the legislature. Beginning with the 2014-2015 fiscal year, under current law, the court will have no reserves to rely on and an operating budget deficit. Therefore, without a sudden windfall of operating revenue through the state funding process, the court's operations will be impacted. To what degree the impact will result in a reduction

of court employee satisfaction levels is yet to be determined. The severity of any impact will be dependent upon the implementation techniques and level of communication by court administration to staff.

Conclusion #2: At the current trajectory of the Colusa Superior Court's financial status, Herzberg's Two-Factor Theory will be put to the test in the coming fiscal years.

As Frederick Herzberg's two factor theory describes, hygiene factors, which allow for satisfaction to occur, could very swiftly be removed when budget cuts are deployed during a time of austerity. One example of a hygiene factor which could reasonably be expected to change is reduced pay and benefit levels. According to Herzberg, perceived fairness when it comes to pay and benefits is an essential hygiene factor. At the Colusa Superior Court, while pay and benefits have not been cut, employees have gone multiple years without a pay increase. When the cost of living rises, this can have the same effect as a pay decrease.

Another hygiene factor necessary for employees to feel satisfied is the level of job security they feel in their position. Austerity measures can have a negative impact on the perceptions of employees on the amount of job security. There have been 78% (45 out of 58 trial courts in the State of California) that have implemented shorter hours of service to the public or closed courtrooms indefinitely. Colusa Superior Court staff are currently aware to one degree or another that all courts in the state are in dire financial condition. Also under Herzberg's theory, in an austere environment, motivational factors such as growth and promotional opportunities can be dramatically reduced. As a result, employee satisfaction levels could again be negatively impacted.

Though no major cuts have taken place at Colusa Superior Court as of yet, as time progresses, this can only add to uncertainty and suspicion by employees that maybe their court, and thus their jobs, will be also be affected.

Recommendation #2: Colusa Superior Court should maintain a cautionary outlook when considering future budgetary decisions, keeping the working conditions of court employees and their satisfaction levels in the forefront and/or as a major contributing factor in the decisionmaking process.

Colusa Superior Court will need to address its long standing operating budget deficit. Not only this, but the court is forced to do so while its allocation from the State of California continues to be reduced. The manner in which the court chooses to fill the budget gap without any reserves on hand is yet to be determined. No matter what the techniques are, what is of equal importance is the planning phase of the budget process. To the extent possible, operational budget cuts need to be fully vetted by operational supervisors, judges and lead staff to ensure minimal impacts are felt by staff and public.

Action Step #1: Discuss budget cuts with operations supervisors and lead staff to ensure minimal impacts to staff.

Budget cuts will need to be discussed with supervisors and lead staff in order to gather the perspective of those staff members who are fulfilling the daily needs of the court's operations. This should help facilitate valuable discussion during the decisionmaking process as well as to let employees know that their opinion is valued

and taken into account. This philosophy will contribute towards fostering a work environment where employees want to give their opinion and feel appreciated.

Action Step #2: Communicate impending changes with staff and other stakeholders as early as possible.

While it may be considered ideal to have all stakeholders at the table when discussing budget cuts, practically speaking, more often than not this is not a viable option. After budget cuts have been properly vetted, those decisions should be communicated appropriately and with as much advanced notice as possible. Another positive aspect of providing employees with information in advance of changes is so they can better understand them and in the end, “buy-in” to the change. This interactive process can also ensure a smoother transition to the desired end goal of change implementation.

Conclusion #3: There is no direct correlation between financial condition and employee satisfaction levels at Colusa Superior Court.

As a result of the findings from this report, the court’s revenues and fund balance trend is in a steep downward decline. Yet, despite a dramatically reduced fund balance over the past few years, employee satisfaction has remained steady and/or slightly increased during the same time period.

As a financial consulting firm CFOwise (2014) describes, “Although the balance sheet is not used nearly as much as the profit and loss statement by business owners and CEOs, it should be. It defines the financial health of the firm. . .” While there is no direct correlation between financial condition and employee satisfaction levels that can

be found within this analysis, it is imperative that court administration be cognizant of a relationship between the financial health of the court and employee satisfaction.

Recommendation #3: In addition to constant monitoring of financial condition, the Court should measure the impact of business decisions by performing regular employee satisfaction surveys to monitor satisfaction levels.

Feedback provided by employees gives insight to the general mood and current psyche of court employees. Between the rating questions and the opportunity to provide comments, employees were given an opportunity to express valid concerns. While not all issues can be addressed, some both could and should be. However, in order to monitor changes in satisfaction levels, regular feedback from employees is necessary. By frequently measuring satisfaction levels, the court could reasonably deduce that any changes to satisfaction levels were the result of changes made within the last rating period.

Conclusion #4: Despite the slight increase in employee satisfaction levels, the court still has substantial room for improvement.

The court is still on the low end of the “OK” range within the NCSC rating scale. The court could increase its employee satisfaction levels with relative ease by addressing the few items where the lowest scores were received on the employee satisfaction surveys.

Recommendation #4: Utilize valuable feedback provided by employees to improve employee satisfaction.

Court administration should not be content with an “OK” rating and should make every attempt to address employee concerns where possible. The court should strive to be at 80% or greater, which is considered “doing a good job” within the NCSC rating scale, for each item. By raising the lowest ratings within the survey results, which have to do with communication between administration and staff to the “ok” range, a huge difference in the survey results would be achieved. Questions 2, 12, and 29 all had ratings of 51%, 54%, and 54% respectively. Those questions are:

- # 2 – I am kept informed about matters that affect me in the workplace
- #12 – My court’s leaders communicate important information to me in a timely manner
- #29 – In the last 6 months, a supervisor/manager has talked with me about my performance/career development

Theoretically, by improving ratings on these three questions to the “ok” range, it would change the overall results by one or two percentage points. However, this assumes that making improvements to the communication levels would improve the ratings on only those three specific questions. More than likely, additional improved ratings would come to fruition on some of the other questions as well.

Recommendation #5: Communication, communication, communication. More communication is essential. Re-institute monthly or bi-monthly all-staff meetings.

Between the years 2009 and 2010, the court held periodic meetings with staff. Unfortunately this practice has fallen by the wayside within the past three years. This may help to explain why the ratings have fallen on question two, “I am kept informed

about matters that affect me in the workplace” from 72% in 2009 to 51% in 2013.

Colusa Superior Court’s Court Executive Officer has expressed eagerness to resume regular meetings.

Communication with employees regarding performance and career development typically takes place during annual performance reviews. More frequent formal communication does not occur. However, the court experienced a large drop on question 29 which reads, “In the last six months, a supervisor/manager has talked with me about my performance/career development.” The rating dropped from 78% in 2009 to 54% in 2013. This provides further proof that more frequent communication with employees is needed to increase employee satisfaction. Rainey (2003) described McGregor’s ideas about Theory Y, specifically that “Theory Y should guide management practice” (p. 252). Furthermore, Theory Y assumes that workers need growth, development, interesting work, and self-actualization for motivation. In the case of Colusa Superior Court employees that seems to be true.

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APPENDIX A – Employee Satisfaction Survey Instrument

Employee Satisfaction Survey Questions (M9) - Colusa Superior Court								
				Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	My work unit looks for ways to improve processes and procedures			1	2	3	4	5
2	I am kept informed about matters that affect me in the workplace			1	2	3	4	5
3	As I gain experience, I am given responsibility for new and exciting challenges at work			1	2	3	4	5
4	The court is respected in the community			1	2	3	4	5
5	The people I work with can be relied upon when I need help			1	2	3	4	5
6	I have an opportunity to develop my own special abilities			1	2	3	4	5
7	I understand how my job contributes to the overall mission of the court			1	2	3	4	5
8	I am treated with respect			1	2	3	4	5
9	When I do my job well, I am likely to be recognized and thanked by my supervisor			1	2	3	4	5
10	My working conditions and environment enable me to do my job well			1	2	3	4	5
11	I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division			1	2	3	4	5
12	My court's leaders communicate important information to me in a timely manner			1	2	3	4	5
13	I enjoy coming to work			1	2	3	4	5
14	The people I work with take a personal interest in me			1	2	3	4	5
15	Managers and supervisors follow up on employee suggestions for improvements in services and work processes			1	2	3	4	5
16	My meetings with my supervisor are useful and meaningful			1	2	3	4	5
17	When appropriate, I am encouraged to use my own judgment in getting the job done			1	2	3	4	5
18	I have the resources (materials, equipment, supplies, etc.) necessary to do my job well			1	2	3	4	5
19	My coworkers care about the quality of services and programs we provide			1	2	3	4	5
20	On my job, I know exactly what is expected of me			1	2	3	4	5
21	I am proud that I work in the court			1	2	3	4	5
22	The court uses my time and talent well			1	2	3	4	5
23	I get the training I need to do the job well			1	2	3	4	5
24	I know what it means for me to be successful on the job			1	2	3	4	5
25	My supervisor is available when I have questions or need help			1	2	3	4	5
26	Communication within my division is good			1	2	3	4	5
27	My co-workers work well together			1	2	3	4	5
28	I have opportunities to express my opinion about how things are done in my division			1	2	3	4	5
29	In the last 6 months, a supervisor/manager has talked with me about my performance/career development			1	2	3	4	5
30	The court and its leaders are dedicated to continuous improvement			1	2	3	4	5

				Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
31	I am treated with respect by the public			1	2	3	4	5
32	I have few problems with time pressure and tight deadlines at work			1	2	3	4	5
What could the court do to help you be more productive and better serve the public?								
<i>(please feel free to type your answers and submit them on a separately printed page)</i>								
Please share any additional comments you would like to make.								
<i>(please feel free to type your answers and submit them on a separately printed page)</i>								

Appendix B - 2013 Results by Sub Category

Q#		Total
	8 I am treated with respect	80%
	9 When I do my job well, I am likely to be recognized and thanked by my supervisor	63%
	15 Managers and supervisors follow up on employee suggestions for improvements in services and work processes	63%
	16 My meetings with my supervisor are useful and meaningful	69%
	1 My work unit looks for ways to improve processes and procedures	66%
	Supervision and relationship with boss	68%
	5 The people I work with can be relied upon when I need help	80%
	11 I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division	63%
	19 My coworkers care about the quality of services and programs we provide	74%
	31 I am treated with respect by the public	71%
	32 I have few problems with time pressure and tight deadlines at work	77%
	Work Conditions	73%
	6 I have an opportunity to develop my own special abilities	74%
	17 When appropriate, I am encouraged to use my own judgment in getting the job done	66%
Q	20 On my job, I know exactly what is expected of me	80%
u	26 Communication within my division is good	69%
e	27 My co-workers work well together	77%
s	Interpersonal Relations	73%
t	12 My court's leaders communicate important information to me in a timely manner	54%
i	13 I enjoy coming to work	83%
o	21 I am proud that I work in the court	89%
n	23 I get the training I need to do the job well	71%
s	25 My supervisor is available when I have questions or need help	86%
	29 In the last 6 months, a supervisor/manager has talked with me about my performance/career development	54%
	Achievement	73%
	3 As I gain experience, I am given responsibility for new and exciting challenges at work	74%
	10 My working conditions and environment enable me to do my job well	69%
	14 The people I work with take a personal interest in me	77%
	22 The court uses my time and talent well	74%
	24 I know what it means for me to be successful on the job	83%
	30 The court and its leaders are dedicated to continuous improvement	69%
	Work itself	74%
	2 I am kept informed about matters that affect me in the workplace	51%
	4 The court is respected in the community	69%
	7 I understand how my job contributes to the overall mission of the court	83%
	18 I have the resources (materials, equipment, supplies, etc.) necessary to do my job well	77%
	28 I have opportunities to express my opinion about how things are done in my division	63%
	Responsibility	69%
	Overall	72%

APPENDIX C – Comparison of 2008, 2009 & 2013 Employee Satisfaction Survey

Results by Category

Question #		2008			2009			2013			2008 to 2009	2008 to 2013	2009 to 2013
		Mean Response (N=9)	% Strongly Disagree	% Strongly Agree	Mean Response (N=13)	% Strongly Disagree	% Strongly Agree	Mean Response (N=7)	% Strongly Disagree	% Strongly Agree	Mean Difference	Mean Difference	Mean Difference
8	I am treated with respect	67%	11%	22%	71%	0%	0%	80%	0%	29%	4%	13%	9%
9	When I do my job well, I am likely to be recognized and thanked by my supervisor	53%	22%	11%	63%	15%	8%	63%	0%	14%	10%	10%	0%
15	Managers and supervisors follow up on employee suggestions for improvements in services and work processes	51%	44%	0%	69%	0%	0%	63%	0%	14%	18%	12%	-6%
16	My meetings with my supervisor are useful and meaningful	58%	33%	11%	66%	8%	0%	69%	0%	14%	8%	11%	3%
1	My work unit looks for ways to improve processes and procedures	76%	0%	22%	68%	0%	0%	66%	0%	0%	-8%	-10%	-2%
	Supervision and relationship with boss	61%	22%	13%	67%	5%	2%	68%	0%	14%	6%	7%	1%
5	The people I work with can be relied upon when I need help	64%	0%	14%	74%	0%	0%	80%	0%	14%	10%	16%	6%
11	I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division	56%	14%	14%	68%	0%	0%	63%	14%	14%	12%	7%	-5%
19	My coworkers care about the quality of services and programs we provide	56%	0%	14%	72%	0%	0%	74%	0%	14%	16%	18%	2%
31	I am treated with respect by the public	0%	0%	0	74%	0%	8	71%	0%	0	74%	71%	-3%
32	I have few problems with time pressure and tight deadlines at work	0%	0%	14%	74%	0%	15%	77%	0%	14%	74%	77%	3%
	Work Conditions	59%	15%	4%	72%	0%	5%	73%	3%	11%	13%	14%	1%
6	I have an opportunity to develop my own special abilities	82%	0%	33%	77%	0%	15%	74%	0%	0%	-5%	-8%	-3%
17	When appropriate, I am encouraged to use my own judgment in getting the job done	71%	0%	11%	72%	0%	8%	66%	0%	0%	1%	-5%	-6%
20	On my job, I know exactly what is expected of me	76%	0%	22%	69%	0%	8%	80%	0%	29%	-7%	4%	11%
26	Communication within my division is good	56%	44%	11%	58%	8%	0%	69%	14%	29%	2%	13%	11%
27	My co-workers work well together	78%	0%	33%	60%	0%	0%	77%	0%	29%	-18%	-1%	17%
	Interpersonal Relations	72%	9%	22%	67%	2%	6%	73%	3%	17%	-5%	1%	6%
12	My court's leaders communicate important information to me in a timely manner	51%	22%	11%	66%	15%	8%	54%	29%	0%	15%	3%	-12%
13	I enjoy coming to work	42%	44%	11%	66%	0%	0%	83%	0%	43%	24%	41%	17%
21	I am proud that I work in the court	64%	11%	11%	78%	0%	8%	89%	0%	43%	14%	25%	11%
23	I get the training I need to do the job well	49%	33%	0%	71%	0%	0%	71%	0%	14%	22%	22%	0%
25	My supervisor is available when I have questions or need help	67%	22%	22%	75%	0%	8%	86%	0%	29%	8%	19%	11%
29	In the last 6 months, a supervisor/manager has talked with me about my performance/career development	31%	67%	0%	78%	8%	31%	54%	0%	14%	47%	23%	-24%
	Achievement	51%	33%	9%	73%	4%	9%	73%	5%	24%	22%	22%	0%
3	As I gain experience, I am given responsibility for new and exciting challenges at work	42%	44%	11%	57%	8%	0%	74%	14%	14%	15%	32%	17%
10	My working conditions and environment enable me to do my job well	78%	0%	22%	82%	0%	15%	69%	0%	0%	4%	-9%	-13%
14	The people I work with take a personal interest in me	58%	11%	11%	75%	0%	15%	77%	0%	29%	17%	19%	2%
22	The court uses my time and talent well	71%	0%	11%	85%	0%	38%	74%	0%	14%	14%	3%	-11%
24	I know what it means for me to be successful on the job	51%	11%	0%	58%	0%	0%	83%	0%	29%	7%	32%	25%
30	The court and its leaders are dedicated to continuous improvement	51%	44%	0%	74%	0%	0%	69%	0%	29%	23%	18%	-5%
	Work itself	59%	19%	9%	72%	1%	12%	74%	2%	19%	14%	16%	2%
2	I am kept informed about matters that affect me in the workplace	60%	29%	0%	72%	0%	15%	51%	29%	0%	12%	-9%	-21%
4	The court is respected in the community	62%	0%	0%	66%	15%	0%	69%	0%	0%	4%	7%	3%
7	I understand how my job contributes to the overall mission of the court	56%	0%	29%	66%	0%	8%	83%	0%	29%	10%	27%	17%
18	I have the resources (materials, equipment, supplies, etc.) necessary to do my job well	51%	0%	0%	68%	0%	0%	77%	0%	0%	17%	26%	9%
28	I have opportunities to express my opinion about how things are done in my division	56%	0%	29%	58%	8%	8%	63%	0%	29%	2%	7%	5%
	Responsibility	57%	6%	11%	66%	5%	6%	69%	6%	11%	9%	12%	3%
	OVERALL	59%	19%	12%	70%	3%	6%	72%	3%	16%	11%	13%	2%

Abstract D – Per Capita Filing Data

Filings per Capita by Court from FY 2007-08 to 2010-11

Court	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Alameda	0.28	0.30	0.28	0.25
Alpine	0.88	1.08	1.24	1.23
Amador	0.30	0.28	0.24	0.24
Butte	0.21	0.21	0.20	0.20
Calaveras	0.25	0.19	0.16	0.16
Colusa	0.49	0.45	0.57	0.63
Contra Costa	0.19	0.21	0.19	0.19
Del Norte	0.41	0.37	0.31	0.32
El Dorado	0.16	0.19	0.19	0.17
Fresno	0.28	0.26	0.25	0.23
Glenn	0.49	0.53	0.57	0.50
Humboldt	0.27	0.24	0.31	0.25
Imperial	0.43	0.47	0.48	0.43
Inyo	0.76	0.84	0.80	0.75
Kern	0.29	0.31	0.31	0.31
Kings	0.25	0.29	0.26	0.27
Lake	0.24	0.22	0.20	0.21
Lassen	0.37	0.37	0.34	0.33
Los Angeles	0.30	0.31	0.31	0.30
Madera	0.26	0.26	0.23	0.21
Marin	0.24	0.25	0.24	0.25
Mariposa	0.27	0.27	0.27	0.25
Mendocino	0.30	0.30	0.33	0.27
Merced	0.31	0.31	0.33	0.28
Modoc	0.27	0.26	0.26	0.24
Mono	0.58	0.65	0.59	0.74
Monterey	0.25	0.27	0.25	0.23
Napa	0.21	0.23	0.23	0.20
Nevada	0.28	0.28	0.29	0.24
Orange	0.23	0.25	0.24	0.23
Placer	0.29	0.29	0.26	0.18
Plumas	0.32	0.12	0.30	0.23
Riverside	0.23	0.26	0.25	0.23
Sacramento	0.29	0.30	0.29	0.29
San Benito	0.21	0.21	0.19	0.17
San Bernardino	0.26	0.31	0.29	0.26
San Diego	0.22	0.25	0.24	0.23
San Francisco	0.26	0.29	0.28	0.26
San Joaquin	0.28	0.31	0.28	0.22
San Luis Obispo	0.26	0.29	0.27	0.24
San Mateo	0.22	0.27	0.28	0.27
Santa Barbara	0.27	0.29	0.28	0.27
Santa Clara	0.20	0.21	0.20	0.18
Santa Cruz	0.17	0.18	0.23	0.20
Shasta	0.33	0.34	0.30	0.25
Sierra	0.47	0.36	0.34	0.28
Siskiyou	0.54	0.53	0.56	0.49
Solano	0.27	0.28	0.24	0.21
Sonoma	0.25	0.25	0.25	0.23
Stanislaus	0.24	0.23	0.23	0.20
Sutter	0.29	0.26	0.22	0.22
Tehama	0.36	0.39	0.36	0.33
Trinity	0.36	0.34	0.35	0.32
Tulare	0.24	0.23	0.24	0.21
Tuolumne	0.23	0.25	0.22	0.21
Ventura	0.23	0.27	0.25	0.23
Yolo	0.22	0.23	0.20	0.21
Yuba	0.33	0.29	0.26	0.24
Statewide	0.26	0.28	0.27	0.25

Source: Court Statistics Report
 "-" means court did not submit filings data for that year
 February 15, 2013

Appendix E - Survey Questions by Sub Category

SUB CATEGORY	SURVEY QUESTIONS
SUPERVISION AND RELATIONSHIP WITH BOSS	8,9,15,16,25
WORK CONDITIONS	4,10,18,31,32
INTERPERSONAL RELATIONS	5,14,19,26,27
ACHIEVEMENT	11,12,20,22,24,29
WORK ITSELF	2,7,13,21,23,30
RESPONSIBILITY	1,3,6,17,28